

CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on Monday, December 11, 2017 in the Council Chambers located at 25 High Street, 6:00 pm.

- 1. Roll Call**
- 2. Pledge of Allegiance**
- 3. Public Input**
- 4. Declaration of Potential Conflicts of Interest**
- 5. Consent Agenda**
 - a. Minutes from August 1, 2017 Council Work Session
 - b. Minutes from October 30, 2017 Special Council Meeting – Budget Forum
 - c. Minutes from November 8, 2017 Council Work Session
 - d. Minutes from November 13, 2017 Council Meeting
 - e. Minutes from November 20, 2017 Special Council Meeting
 - f. Minutes from November 27, 2017 Council Meeting
 - g. November 2017 Financials
 - h. Abatement of Property Taxes for Tax Acquired Mobile Home at 188 West Gate Rd (\$284.17)
 - i. Abatement of Property Taxes for Tax Acquired Mobile Home at 194 West Gate Rd (\$101.49)
- 6. Bid Openings, Awards, and Appointments**
 - a. Discussion and Possible Action Regarding Contract for Professional Services with Real Term Energy
 - b. Discussion and Possible Action Regarding Contract Renewal for FBO Services with Fresh Air, LLC
 - c. Discussion and Possible Action Regarding Contract Renewal for IT Services with Oak Leaf Systems, Inc.
- 7. Formal Public Hearings**
- 8. New Business & Adoption of Ordinances and Resolutions**
 - a. Discussion and Possible Action Regarding Resolution 5-2017 Approving the 2018 Expense and Capital Improvement Budgets
 - b. Discussion and Possible Action Regarding Resolution 6-2017, Interlocal Agreements for Providing Fire and EMS Services to Neighboring Communities including Connor, New Sweden, Perham, Stockholm, Westmanland, Woodland, and Township 16 Range 4
 - c. Discussion and Possible Action Regarding Accepting Donation of Sleigh Collection
 - d. Discussion and Possible Action Regarding Accepting Weightlifting Equipment from DRMO program
- 9. Reports of Officers, Staff, Boards and Committees**
- 10. Reports and Discussion by Mayor and Council Members**
- 11. Executive Session** (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)
- 12. Adjournment**

If you are planning to attend this Public Meeting and, due to a disability, need assistance in understanding or participating in the meeting, please notify the City ten or more hours in advance and we will, within reason, provide what assistance may be required.

Certificate of Mailing/Posting

The undersigned duly appointed City official for the municipality of Caribou City hereby certifies that a copy of the foregoing Notice and Agenda was posted at City Offices and on-line in accordance with City noticing procedures.

BY: _____ Jayne Farrin, City Clerk

August 1, 2017

17-22

A workshop meeting of the Caribou City Council was held 5:00 p.m. on Tuesday, August 1, 2017 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, and Timothy C. Guerrette. Jody L. Smith was absent.

Dennis L. Marker, City Manager

Department Managers: Penny Thompson, Tax Assessor; Christina Kane-Gibson, Event Planner; and Anastasia S. Weigle, Library Director.

Item #1: Discussion on TIF request from Neal Griffeth and City Economic Development Plan.

TIF request from Neal Griffeth:

- A tool the City can use to create economic development. It allows the Council to set aside money for infrastructure that could spur further growth.
- Credit Enhancement Agreements (CEA) - can be used as an incentive for a business to expand or move into a community. CEAs allows a portion of new tax revenue to be returned for a period of time to the business that expanded or relocated.

Per request of the Council, City Manager Marker reached out through email to all the Managers throughout the State surveying what others are doing with TIF developments. The City of Presque Isle is the only community that responded and they sent over the City's 18 page document that outlines how TIF monies can be used. CEAs are not a permitted use for TIF funds in Presque Isle.

Discussion as to how a TIF works.

Concerning TIFs, the State is interested in knowing whether procedures were followed.

Councilor Martin questioned whether or not the City should approve a CEA for this project and asked for the Manager's recommendation.

Manager Marker outlined the project:

- \$700,000 building being built and \$120,000 in personal property
- Potential for an additional \$12,000 to \$13,000 in revenue
- With the numbers provided by Mr. Griffeth, the amount to be returned to him would be \$5,000 to \$6,000, but his request is for all the money to be returned to him
- Mr. Griffeth might be agreeable to receiving back 50% through a CEA
- A CEA would be for five years

Councilor Theriault suggested that the CEA could be for 50% for the first year and reduce by 10% each year for five years.

Discussion as to whether CEAs should be given to retail businesses and whether a CEA could be a deciding factor as to whether a retail business will move to Caribou.

The Manager outlined the reasons for the TIF District:

- To shelter the money

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- Use the money to pay 50% of the Manager's salary because the Manager is involved in economic development
- Pays for the City's tourism program, which includes the running of events to attract people to the City
- Clean up of the Birdseye site and other slum and blight areas
- Repairs to the fire hall and TIF monies could be used to build a new fire hall
- Paved the downtown area
- Lighting of the downtown area
- Snowmobile trails

Manager Marker stated that it would be nice to have a formal written policy similar to Presque Isle's.

Councilor Martin would not oppose to doing something regarding the building of this new building. He wants the terms to be set by the Council. Councilor Theriault reiterated her suggestion of offering 50%, 40%, 30%, 20% and 10% over a five year period. She sees this as a compromise.

Steps involved for a CEA include the business applying for it, then the City determining what they are willing to do and if the business agrees to it, and then the final step is to draw up the CEA and send it to the State for them to review to determine if the City followed the process.

Councilors Cote, Guerrette, and McDonough agrees to do something for the business. Councilors McDonough and Theriault expressed their displeasure as to the approach taken by the business.

A meeting will be setup with Mr. Griffeth, to move forward with the direction the Council wants to take. Discussion. Mr. Griffeth wants a ten year CEA and the Council prefers a five year agreement.

Using Councilor Theriault's suggestion of 50%, 40%, 30% 20%, and 10% over five years, Mr. Griffeth would receive through a CEA approximately \$24,000 over a five-year period. Discussion. The business would be creating only one or two new jobs.

Manager Marker asked if there were any infrastructure improvements needed in the area of the new building. The Councilors agreed that there were none that they are aware of. The Manager gave an example of an infrastructure need at the airport. The Caribou Utilities District (CUD) has stated that 800 feet of pipe needs to be replaced. Discussion. The grant money for the airport hangar project has come through.

Council Consensus: 50%, 40%, 30%, 20%, and 10% over five years.

The Mayor wants to see written CEA policy. The other Councilors agreed that there should be a written policy.

A City Economic Development Plan:

City Manager stated that he has heard out in the business community that the Council isn't interested in the City, not interested in helping businesses, or bringing in new businesses. Manager Marker doesn't believe this to be true and that their willingness to take a seat on the Council is to make a difference for the betterment of the City. Discussion also centered around the Councilors participating on the City's float that will be in the upcoming parade titled "Councilors - past, present and future". Councilors Martin, Cote, Theriault, and the Mayor agreed to participate and ride on the float. So far there are

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approximately 25 entries for the parade. Councilor Cote commented that Caribou's event conflicts with the Northern Maine Fair.

As of today, there are 226 signed up to participate in the marathon. All Gold Sponsors returned with the exception of one. Christina Kane-Gibson is still looking for three-mile marker sponsors and has been reaching out to businesses. There will be a press opportunity next Friday with the reveal of the big sign going up on Bennett Drive. If this hasn't been done already, Mayor Aiken suggested contacting national vendors including running shoe manufacturers. Christina is strategizing with Chris Bernier on ways to attract sponsors and improve the race. The race course has changed from last year as a result of the feedback from the runners on how difficult the course was. This year the race will not go up hill on Fenderson Street.

Library Director Anastasia S. Weigle spoke about the work that is being done at the library. She explained that the library staff assist patrons with a variety of tasks including those that are looking to open up their own business and could be looking for available business templates. She is looking to apply for grants that could encourage economic development; including, applying to the Libra Foundation for \$2,000 to develop a small business resource center. Ms. Weigle wants to hold workshops at the Library targeting individuals who have small businesses or want to open a small business. She spoke about the City of Caribou and how there is so much potential here.

Manager Marker reviewed the factors that businesses look at when making a decision to locate someplace.

- Transportation system
- Labor market – numbers and training
- Availability of raw materials
- Market in the area
- Availability of sites and utilities
- Tax structure
- General government attitude
- What is the community like and the amenities

Sometime in the future, Manager Marker wants to go through these factors and consider what Caribou's strengths are and what types of businesses would fit into the area. In the future, the Manager suggested going through a SWOT analysis working on a strategic plan for the City. What opportunities are already available in the City? The Mayor suggested several groups that might be interested in participating in a brainstorming session. The Mayor noted the City has had a list of available rental properties, this list might need to be updated, and maybe we should go further with the list and include rental costs.

Manager stated that he and staff will work on this.

Workshop adjourned at 6:17 p.m.

Jayne R. Farrin, Secretary

October 30, 2017

17-26 Wksp.

A Public Forum Workshop meeting of the Caribou City Council was held 6:00 p.m. on Monday, October 30, 2017 in Council Chambers with the following members present: Mayor Gary Aiken, Philip McDonough II, Nicole Cote, Timothy Guerrette, and Jody R. Smith. Deputy Mayor David Martin and Joan L. Theriault were absent and excused.

Dennis L. Marker City Manager.

Department Managers: Gary Marquis, Supt. of Parks & Recreation; Michael Gahagan, Police Chief; Penny Thompson, Tax Assessor; Scott Susi, Fire Chief; David Ouellette, Public Works Director; Lisa Plourde, Housing Director; Anastasia S. Weigle, Library Director; and Wanda Raymond, Finance Director.

Spectrum covered the meeting.

Members of the Public attending: Nelson Ketch, Jan Murchison, Gail Hagelstein, Deborah Nichols, and Pat Mahoney.

PUBLIC FORUM WORKSHOP

The Public Forum Workshops are a requirement of the 2012 City Charter. This change is to allow a better understanding of the budgets and to allow discussion between the Council, Department Managers, and the Public.

From the adopted City Charter:

Expense Budget. 5.06 [a](3)(ii) On or before November 1st: The City Manager will have each City Department Head present a written detailed Expense Budget Report to both the City Council and the City's citizens in a public forum where both the City Council and Caribou's citizens can ask questions and provide input to the City Manager and each Department Head.

Capital Expense Budget. 5.06[b](3)(ii) On or before November 1st: The City Manager will have each City Department Head present their written detailed Capital Expense Budget Report to both the City Council and Caribou's citizens in a public forum where both the City Council and Caribou's citizens can ask questions and provide input to the City Manager and each Department Head.

Mayor Aiken opened the Public Forum Workshop.

City Manager Marker offered insight into the City's budget process:

- Administration and Staff started the process back in September, by gathering together anticipated expense and capital expenses
- The Manager has met with the Department Managers and gone over their budgets
- The Historical data was assembled
- A Council Retreat was held with the Council and Department Managers to review the issues facing their Department in 2018
- This evening, Administration and Staff will present the 2018 Draft Budget in order to answer questions and obtain feedback from Council and citizens
- Manager Marker anticipates that additional work sessions will be held to refine the Budget
- A formal Public Hearing on Budget has been scheduled for November 13th. This is a required by the Charter

- The 2018 Expense and Capital Budgets needs to be adopted in December
- The 2018 Revenue Budget doesn't get finalized until April 2018

City Manager Marker offered insight into the draft 2018 Budget:

- The draft 2018 Budget has about a 6% increase over 2017 Budget
- The Manager and Department Managers recognize that there may be the need to pare down the Budget and that is the prerogative of the City Council
- Out of the 19 operational funds, there are five that are projected to come in less than 2017. They include: Nylander Museum, General Assistance, Fire & Ambulance, Emergency Management, and Caribou Trailer Park
- Increases are projected in General Government, Tax Assessing, Airport, Insurance & Retirement, and Unclassified
- Enterprise Funds are Economic Development, Housing & Section 8, and Snow Trail Maintenance
- Capital Improvements Budget includes a 22% increase

City Manager Marker highlighted the major differences between the current 2017 Budget and the draft 2018 Budget:

- An expense increase of \$727,724, with wages being 40% of the increase
- Anticipated 2018 cost for health insurance is approximately \$80,000 lower than 2017 even though health insurance plan costs have risen. The reduction is due to the types of plan selected by the employees.
- Worker Compensation cost is increasing by \$76,535
- Draft budget includes the cost for paving additional .5 mile of road
- Increases to building maintenance, economic development, Birdseye property cleanup, and Public Works Capital Equipment

10 General Government:

- Wages/salaries for ambulance billing is moving from Fire/Ambulance to General Government
- The reason for the increase in the office supplies line is the move of ambulance billing to General Government
- Anticipated mass mailings is the cause of the increase in postage line
- Budgeted \$30,000 for a consultant to come in and look at the City's fee structure, plus the City's revenues and trends
- There are software increases
- Professional dues increasing
- Don't expect anyone to attend any national conferences
- Election cost increasing
- Health insurance costs increasing with the rolling of ambulance billing personnel into General Government
- Bad Debt Allowance would be a new General Government line item

Councilor Theriault asked why ambulance billing was moving into General Government. Manager Marker stated that it is "financial arm of the City and he wants to make sure that it is under the Finance

Director". Finance Director Raymond explained why there is a difference this year with social security and retirement. The Mayor questioned whether this is the best way to handle Bad Debt Allowance or whether it should be a minus in the Revenue Budget.

11 Economic Development - Enterprise Fund (TIF):

- 50% of City Manager's wages
- 100% of Christina Kane-Gibson's wages
- Central Aroostook Chamber is requesting \$11,000 but would consider "in-kind" assistance towards that amount – local businesses have expressed concerns that the City isn't being supportive of local businesses by not financially supporting the Chamber – the draft Budget includes \$5,000 for the Chamber
- GIS licensing and maintenance
- Increase in mileage reimbursement
- For the past three or four years \$50,000 has been budgeted for the Revolving Loan Fund and currently there is approximately \$200,000 in that account. For 2018, the City Manager recommends not budgeting an additional \$50,000.

The Mayor questions whether the City has an agreement to provide CEGC \$50,000. Councilor McDonough asked the City Manager to see if there is any documentation regarding this.

- Monies for NMDC
- \$10,000 for the Franchise Study

The Mayor wants to have another meeting with the person conducting the Franchise Study.

- \$10,000 for a new rental assistance program
- Continuing with TOS, Winter Carnival, Caribou Days, possible new event – Wine & Dine
- Slum & Blight – increased to \$105,000
- New Fire Station – site design costs - \$40,000
- Brownfield Grant application is being prepared

Councilor Theriault wonders how many City businesses are Chamber members and how much they pay in dues.

12 Chamber/Nylander Museum

- Proposed change for 2018 – rather than using a janitorial service it is proposed to pay four hours a week for a custodian
- Public Works Department has been working on a ramp – P.W. Director Ouellette stated that the ramp doesn't need a handrail – Council discussion about whether a handrail is ADA required
- Building maintenance has been reduced to \$3,000
- Nylander Board Members: Gail Hagelstein, Deborah Nichols, and Nelson Ketch attended the meeting and answered Councilor questions
 - So far attendance is about 600 and expect the number to be 700 before the end of the year, which would be double the 2016 attendance.

- Open Summer – Saturday and Sunday, through the Winter will be open only one day a week
- Deborah Nichols is starting a program called “Explore your own Backyard”.
- 5.01c Friends of the Nylander donations – approximately \$1,500 for display cases
- Approximately \$300 has been given to the museum and that will be used for program needs and equipment
- The museum needs new windows and lighting
- Applying for grants
- Two Nylander/Ketch Family Reunions have been held at the museum
- Councilor Theriault questioned the expense for internet and landline phone. Gail stressed the need to have a landline phone in the museum and called it a “safety issue”.
- 1,400 hours of volunteer time a year

17 Health & Sanitation

- Slight increase in the Tri-Community expense
- Health Officer is paid out of this account

18 Municipal Buildings

- Lion’s Building - Increased by \$500 for general maintenance
- Replace lights on the front of the Municipal Building
- The City Manager plans to replace the backup power for the Municipal Building
- Not sure if one of the boilers for the Municipal Building will last the winter. Currently the building has two oil-fired boilers plus a pellet boiler. The pellet boiler hasn’t worked for the past two years. The Recreation Department wants to take the pellets out of the hoppers at other municipal building sites and use them at the Wellness Center. Discussion centered on whether a generic motherboard would work so the pellet boilers could be used.

18 General Assistance

- General Assistance Administrator noted that there are very few changes
- The monthly maintenance fee for the GA Tracker program has increased from \$75 to \$80 a month
- Continuing to request non-reimbursement GA monies
- Reducing State GA from \$1000 to \$500

22 Tax Assessing

- Tax Assessor Thompson asked if there were any questions
- One of the reasons for the increase is the new Zoning Administrator position. This position will take on Planning Board, zoning issues, site plan review for new commercial development and multi-family development, someone to be a back-up for the building department, help with economic development and to be the face for the public for that, and to handle all those things that aren’t being done now.
- Zoning Administrator position adds \$80,000 to \$100,000 to the budget

24 Housing - Enterprise Fund:

- Housing Director Plourde stated that most lines went down except for postage, professional dues, and advertising.
- Ms. Plourde estimates that the funding will be the same as this year, which was \$104,000.

24 Library

- Library Director Weigle noted that there are few changes between 2017 Budget and the draft 2018 Budget. The reduction in health insurance costs is a big change as it had been budgeted for family and single coverage is all that is needed.
- The Library is moving to change its hours on Thursday and Friday and open later. Ms. Weigle would prefer to remain open, but it is a staffing issue.
- Ms. Weigle noted that she was brought in to “build up” the Library, but as the Library becomes busier she will need more staff.
- The users of the Library are more than children. Users include people seeking employment and college students.
- New Library computers have been purchased out of a trust account.
- The Library does have a monthly contact with Oak Leaf Systems for computer maintenance.

31 Fire and Ambulance

- Fire Chief Susi stated other than the personnel change with ambulance billing, the budget has stayed pretty stagnant.
- The expenses are in the CIP Budget with \$94,000 for turnout gear and putting money away for the next remount.
- The Fire Station is now heated with propane

Mayor Aiken requested, if this hasn't already been done, that all projected cost numbers for diesel, gas, and heating oil be the same throughout the Budget.

- Paid Call Volunteers are paid in November
- The City is still waiting for unemployment compensation dollar amounts
- Workers compensation for Fire and Ambulance is \$77,840
- Fire's turnout gear is 15-years old
- For 2018, the cost of having the ladder truck certificated is budgeted to be paid out of one line item rather than spread over two or more lines

Mayor Aiken questioned the amount budgeted in vehicle repair line. He suggested that the amount could be lower because the department has had several new vehicles. The Mayor commented on the tire and batteries lines.

35 Police

- Chief Gahagan stated that there are only minor increases in salaries and benefits.
- The Chief is recommending a \$20,000 decrease in the Overtime line as the 12 shifts are working well as long as he has a full force.

Mayor Aiken stated that he had a question about Equipment Reserve. The Chief commented that the number there was an error and that it will be corrected.

39 Emergency Management

- The elimination of \$6,250 from Line 108 CEM Rent is the biggest change.
- It was noted that within Councilor's budget printout that a couple of numbers had been transposed and they have now been corrected.

38 Protection

- Streetlights and hydrant rental fees are paid out of this account

40 Public Works

- Public Works Director Ouellette noted that the biggest changes were in wages, health insurance and Worker Compensation.
- Asking for additional \$50,000 for paving the gateway roads into Caribou
- Percentage of good road scores PCI are starting to come up
- Director Ouellette used \$2.25 for diesel price in the draft Budget

50 Recreation

- Supt. Marquis has had to adjust a few of the lines within the Budget, including the electric line that was keyed in wrong for the 2017 Budget. This error wasn't caught until the Council had approved the 2017 Budget.
- Marquis requested approval from Council to remove the pellets from other buildings' hoppers and move them to the hopper at the Wellness Center.
- Starting 2018, Paul Soucie Sports Complex will see more use during the time that the new park and school are being built.
- Most lines are remaining the same

51 Parks

- Supt. Marquis stated that they need some new tools.
- Largest increase is the Civic Beautification line. During 2017, a few areas in Caribou didn't receive the attention that they should have.
- The minimum wage goes from \$9 to \$10 in January.
- The City has 12 parks. The Flora-Dale Park is probably the City's least used park. There is an old fishway that goes through the park.

52 Snow Trail Maintenance

- The City upfront the costs and the State pays us back through a grant.
- The groomers fill up at Public Works Department

60 Airport

- Increases for the building maintenance and property insurance lines

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- Both the air consultant and fixed-base operator (FBO) contracts are up for renewal.
- With T-Hangar project, it has been determined that the design of the building was flawed. The Manager has a meeting on the November 1st concerning this.

Councilor McDonough mentioned that the City will have to determine rental fees for the hangar project once it is completed.

61 Trailer Park

- Water costs have been reduced and the sewer fee is budgeted the same
- Insurance on the property has gone up a little
- Streetlight line needs to be adjusted downward

65 Cemeteries

- Draft 2018 Budget amount is the same as the 2017 Budget

70 Insurance and Retirements

- Currently there is a placeholder of \$30,000 for Workers Compensation until the end of the year.
- There is another placeholder for Unemployment Compensation until the actual number comes in at the end of the year.

The Mayor questions about Workers Compensation, Unemployment Compensation, and General Liability line. Finance Director Raymond stated that she doesn't believe we will need the \$30,000 that is in Workers Compensation line.

80 Unclassified

- Includes tax lien and abatements costs
- The special assessment on the Birdseye site could be abated over multiple years.

96 Section 8 FSS

- This is a grant position and the City has had the grant for the last 30 years
- The current year's grant was for approximately \$48,000 and for next year they are requesting \$65,000. They won't know if the grant is approved and the dollar amount until 2018.
- Housing pays rent for the two offices used by Housing Director and the FSS Coordinator.

Capital Improvements Budget

- \$100,000 for the Birdseye site clean up
- \$2,500 for Vital Record Restoration – in future years 2019 and 2020, the budget includes monies to have the Code Book placed online and maintained by a third party.
- Fleet vehicles – anticipating that one of the current vehicles will have to be replaced in 2020 or 2021. Discussion.
- Municipal Buildings – Parking Lot Reserves – Once the High Street Project is complete, Director Ouellette wants to use some of the \$94,000 in the reserve to pave the Police and Municipal Building parking lots.
- Municipal Buildings – there is a place holder there for the boiler for City Office.

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- Tax Assessing – setting monies aside for a future revaluation plus a computer for the Zoning Administrator that can handle the GIS and maybe CAD software – Discussion as to the need for CAD software
- Library – discussion about starting a program to replace the exterior of the Children’s Wing..
- Fire and Ambulance – 44 sets of turnout gear for \$94,000 – monies for the new ambulance that has already been approved by Council – it is anticipated that there will be the need for remounts in 2020 and 2022 so recommending that \$50,000 is put into the reserve for the next several years. The \$117,000 expense for the new fire truck has been moved down into the debt reserve. The last payment for the new truck is 2021. Then the City will need to start saving for a replacement ladder truck.

Councilor McDonough requested that the CIP to be broken into sub-categories so the Council will know exactly what is being paid for.

- Police Department – replace Chief, dispatcher, and vehicle computers – there is money for body cameras, vests, and future Taser and gun replacements. Annual replacement of a police cruiser. Looking in 2021 to replace radio and dispatch systems with each of them being a \$100,000 expense.
- Protection – LED Streetlights – City is looking to replace lights with LED. In the CIP, the Manager has the City replacing the current streetlights with LEDs in 2019.
- Public Works – Looking to acquire a trackless sidewalk machine and a new pickup.
- Street Reconstruction – money for major projects; such as, High Street.
- Grimes Mill Road – deficit in the account and it needs to be cleaned up plus the City should be putting additional monies away for any extra work that Grimes Mill Road needs done
- Roof repairs needed at Public Works – the roof is 29 years old
- Recreation – replacement of the recreation van
- The \$75,839.68 for the Splash Park is in the Foundation Account – expect that to be done in 2019
- Most of the work on the New Teague Park is be done in 2019
- Looking to build a Disc Golf Facility in North Caribou and putting money away for the Collins Pond dam project.
- Will not have use of the ski trails at the Country Club this winter because of the ongoing logging operation.
- Shows a negative in the Airport account as the City has to expend the money and wait for reimbursement.
- Debt reduction for the pellet boilers
- Nylander Reserve

2018 Budget Hearing is scheduled for November 13th.

Another Workshop was scheduled for November 8th at 6:00 p.m. Council comments and suggestions are due by November 3rd.

Workshop adjourned at 8:33 p.m.

Jayne R. Farrin, Secretary

November 8, 2017

17-27 Wksp.

A Workshop meeting of the Caribou City Council was held 6:00 p.m. on Wednesday, November 8, 2017 in Council Chambers with the following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Nicole Cote, Timothy Guerrette, and Jody R. Smith. Joan L. Theriault was absent and excused.

Dennis L. Marker City Manager.

Department Managers: Gary Marquis, Supt. of Parks & Recreation; Michael Gahagan, Police Chief; Penny Thompson, Tax Assessor; Scott Susi, Fire Chief; David Ouellette, Public Works Director; Lisa Plourde, Housing Director; Anastasia S. Weigle, Library Director; Christina Kane-Gibson, Events Planner; and Wanda Raymond, Finance Director.

Spectrum covered the meeting.

Hugh A. Kirkpatrick, Councilor-Elect.

Mayor Aiken opened the Work Session and then turned it over to the City Manager Marker.

Wages:

- Unions have a negotiated contract in place that runs through 2018. The three-year contract was for a 10% increase over that timeframe.
- Last year, the Council approved a salary model for non-union employees with a step in grade systems and a cost-of-living adjustment component. Each step increase equals to two percent for five years. New employees would be on "year one" and over five years would receive a 10% increase. For 2017, the current tenured employees were set to a "step three". Once at "step five" those employees would only be eligible for cost of living adjustments and/or every two years the City would do a salary survey and adjustments would be made to the steps.
- The City Manager reviewed the three major indexes that are used to determine cost-of-living adjustments.
- For 2018, if the City does step increases without the COLA the cost is about \$30,000 in wage, social security and retirement expenses. If the City does a 2% COLA without the step increase, the cost is about \$30,000. To do both a step increase and a 2% COLA, the cost is about \$60,000. The Council could decide to have no step increase or COLA.

There was a discussion as to what is "being caught up" for the non-union employees and what is average. Councilor McDonough stated that there are further adjustments needed to the Wage and Classification Program than those being discussed. He stated that the Council needs to go in and cleanup some of the language in the Wage and Classification and, if needed, go in and do it in the admin policy also.

Dave Ouellette stated that the Department Heads realized when they received their raise that they were one year behind on averages because the 2017 raise was based on 2016 data.

Councilor McDonough stated that deficiencies weren't correct from last year or even from 2008. Further he stated that items are discussed at the table, but we don't go back and fix them.

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Dave Ouellette stated that on the five step plan that the average salary is year three or step three. Before last year, Mr. Ouellette stated that the Wage and Classification tool hadn't been looked at for at least five years.

Discussion.

Councilor McDonough would like to know if there was a recording of the meeting where the 2017 Wage and Classification tool was discussed.

Councilor Cote asked several questions of Dave Ouellette clarifying the tool.

Manager Marker offered that it appears that there needs to be further discussion regarding the Wage and Classification policy.

Mileage Reimbursement:

- Current federal mileage reimbursement rate is \$0.535 per mile
- City of Caribou's reimbursement rate is \$0.42 per mile
- Currently, the City doesn't have a written policy for eligibility and currently comes under supervisor discretion
- The Mayor stated that he believes the City should use the federal mileage reimbursement

Council Suggestions (without the wages):

- The Manager has gone through with the suggestions offered by Council and this makes an adjustment to the Budget of a \$150,712.68.
- The draft 2018 Budget is 6.4% higher than the 2017 Budget.
- This evening the Manager provided the Council a preliminary 2018 Revenue Budget, which shows that it is necessary to cut another \$115,000 out of the Budget to stay within the revenues.
- If another \$115,000 is removed from the Budget, then the increase would be 5.2%.

Unemployment Compensation numbers have been received since the last meeting. Generally, those costs have stayed flat.

Councilor Martin wants to keep the budget to a 3% or 4% increase. He would like the Council to give the Manager a "number" and he will have to make it work. For wages, Martin proposed the \$60,000, which is 2% step and 2% COLA. The Manager would have to find the cuts. Councilor McDonough suggested 2% and get the documentation corrected so everybody's on the same page. He wants to see the program cleaned up and go forward and pay them accordingly.

Dave Ouellette thanked the Council and told them how much the non-union employees appreciated what the Council did for us last year.

Councilors Smith and McDonough supports 2% salary increases. Councilor Guerrette supports 2% COLA and 2% step. Councilor Cote supports 2% COLA and the 2% step, if this money can be found in the Budget without cutting services.

Councilor McDonough commented that after going through the Budget that the only place someone could find any money is the Capital Improvements Budget. He complimented Administration.

The Council wants to review the Wage and Classification program as soon as possible. The Mayor suggested that a copy of the Policy be included in the November 13th Council packet.

The Manager stated that he has reflected all of the Council suggestions within each of the departments and those cuts total \$150,000.

Council reviewed CIP:

- Mayor suggested reducing the Downtown infrastructure account by \$200,000 as the Birdseye cleanup expenses will come out of the TIF.
- Mayor would like to split the \$94,000 cost for Fire turnout gear over two years. The Fire Chief noted that purchasing half of the turnout gear, would be 22 sets and would cost approximately \$60,000.
- The main capital expense for the Municipal Building is the replacement of a boiler.
- Discussion about pellet boilers. The only working pellet boiler is the one at the Wellness Center. The City still owes a finance company about \$780,000 for the pellet boiler systems. The Council discussed whether there is any salvage value or can someone else come up with the controls to make them work. Councilor Martin wants the boilers to work or get rid of them. Supt. Marquis would like to take the pellets out of the other silos and use them at the Wellness Building. Councilor-Elect Kirkpatrick asked several questions about Trane, the City's performance guarantee in the contract, and that the City may have some recourse in the contract. When asked, Mr. Kirkpatrick offered that there are engineering companies that could come in and retro commission the system.
- The Mayor asked about the Street Reconstruction account of \$225,000. Dave Ouellette stated the money is for a 50-50 share of High Street and North Main Street, but it appears that the State will not be doing North Main in 2018. The State's High Street project is a "drainage" project. The City and the State will be sharing the \$180,000 surface treatment expense. The Mayor suggested removing the \$50,000 allocation.
- There was a suggestion of taking the \$25,000 from the Airport and move that to the Fire Department's turnout gear purchase. Councilor Cote wants to see the City replace all the turnout gear as it is the safety of our firefighters.
- TIF – The Mayor questioned the projection of \$414,669 under Economic Development. The Manager stated that he would look at that number and the projected revenues. Mayor indicated that the City will have to have match money for the Birdseye cleanup, but might not have the money for a rental assistance and downtown infrastructure program.
- Revolving Loan Fund – the TIF District plan specifically has a revolving loan fund of \$1 million over the life of the TIF. Starting in 2014, with 20 years remaining for the TIF, the City started to put away \$50,000 a year towards the \$1 million goal. Currently the City has \$200,000 in one account and another \$274,000 in a different account for the revolving loan fund. The Manager suggested that for 2018, the City could allot the \$50,000 towards the Birdseye site cleanup. The revolving loan monies are kept in a City Reserve Account and the Council has oversight over their disbursement.
- Question about Revenue Sharing and Homestead Exemption and whether they have been accounted for in the draft Budget.

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- RSU #39 disbursement to the City will come in two installments with the first one being paid January 1st. The Mayor recommends the \$142,000 be put in a Reserve Account to pay down the \$2 million additional expenses that were approved by the RSU #39 voters. So this added expense doesn't affect the future tax rate that much. If Council follows the Mayor's recommendation, then the \$142,000 will have to be backed out of the 2018 Revenue Budget thus leaving the estimated revenues \$280,000 less than 2017.
- LED Streetlights – the monies allocated is the consultant's fee to do the engineering. Discussion.
- Library: Currently the budget includes adding a new 15 hours a week staff person. Councilor Martin would rather see them cut the Library hours. The Library Director stated that the Library is cutting their hours by opening later Thursday and Friday so they can fill the current staffing holes. Having a new 15-hour position would help fill the staffing holes, issues when someone is out sick, and to allow the Library Director to attend training. The Library has a policy about not allowing an employee to work alone. Councilor Martin commented that people will adjust to any changes to the Library's hours. The City Manager offered that when the Director is on the "floor" she can't do other things including applying for grants. Councilor Martin stated that having the Library open 8 hours a day is enough. The Mayor wonders what would be the best 8 hours. Councilor Cote noted that it is convenient for people to use the services; such as, help with resumes and job searching as they aren't available elsewhere. Cote sees the \$10,000 expense as a service to our community and could be offset by finding grants. She continued that the City needs to maximize services rather than cut them to attract families to Caribou. The monies are in the draft 2018 Budget. Councilor Smith stated that he was agreeable to leaving it there. Ms. Weigle commented that she is supportive of the Library's patrons and many of them are on the fringes, with not a lot money, no computers, and lack of transportation. Councilor McDonough asked about other libraries and whether they offer what is being offered here in Caribou. McDonough wants to know if we are doing "core" library functions or "above and beyond". The Director stated that libraries have changed, our society has changed, and libraries are more involved in providing resources for their patrons. The Mayor commented that he doesn't believe the Library to be overstaffed and he supports having the Library open more hours per day than 8 hours. Manager Marker stated that the Library is more than a warehouse for books.

2018 Budget Hearing is scheduled for November 13th.

Workshop adjourned at 7:58 p.m.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

A regular meeting of the Caribou City Council was held 6:00 p.m. on Monday, November 13, 2017 in Council Chambers with following members present: Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Jody L. Smith, Timothy C. Guerrette, and Nicole L. Cote. Mayor Aiken was absent and excused.

Dennis L. Marker, City Manager.

Department Managers: Gary Marquis, Supt. of Parks & Recreations; Penny Thompson, Tax Assessor; Lisa Plourde, Housing Director; Michael Gahagan, Police Chief; Dave Ouellette, Public Works Director; Wanda Raymond, Finance Director; and Scott Susi, Fire Chief.

Chris Bouchard of the Aroostook Republican and Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

Deputy Mayor Martin led the Pledge of Allegiance.

Council Agenda Item #3: Public Input

There wasn't any public input.

Council Agenda Item #4: Declaration of Potential Conflicts of Interest

No one declared a potential conflict of interest.

Council Agenda Item #5: Consent Agenda

- a. Minutes for October 10, 2017 Meeting
- b. September 2017 Financials
- c. October 2017 Financials

Motion made by P. McDonough, seconded by J. Theriault, to approve the Consent Agenda A-C as presented. (6 yes) So voted.

Council Agenda Item #6: Bid Openings, Awards and Appointments

- a. Award of Bid for New Recreation Van

Bids:

Griffeth Ford Lincoln - 2018 Ford Transit 15 passenger van: \$32,300.00

Gagnon's Auto Sales - 2018 GMC 15 passenger Savana van: \$32,186.80

The Recreation Commission's recommendation is to accept the lower bid of \$32,186.80 from Gagnon's Auto Sales for a 2018 GMC 15 passenger Savana van.

Motion made by P. McDonough, seconded by T. Guerrette, to accept the bid of \$32,186.80 from Gagnon's Auto Sales for a 2018 GMC 15 passenger Savana van. (6 yes) So voted.

Council Agenda Item #7: Formal Public Hearings

a. Junkyard License Renewals

- I. Mark Nadeau d/b/a Mark's Towing – 508 Access Highway
- II. AIM Recycling USA LLC d/b/a AIM Recycling – 208 Limestone Street
- III. John Gilbert d/b/a Gilbert's Salvage – 1060 Albair Road

6:02 p.m. Public Hearing opened.

There wasn't any public input.

6:03 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by J. Theriault, to approve the three Junkyard permits with the recommendations provided by staff for Gilbert's Salvage which includes "improve / repair screening along Albair Road within 6 months". (6 yes) So voted.

b. Application for EPA Brownfield Funding

City Manager Marker stated that the engineering firm CES Inc. is preparing a grant application to be submitted to the Environmental Protection Agency (EPA) for Brownfield Funding. If the City is awarded the grant, the funds will go towards cleanup of the former Birdseye property. The matching grant application is for \$200,000, part of the City's match can be in-kind contributions as well as the \$100,000 grant the City was awarded from the Northern Border Regional Commission (NBRC). As part of the grant application process, it is necessary that the City holds a public hearing and allow the public to comment on the application. This evening's hearing was noticed in accordance with the EPA requirements and the City's noticing procedures. Application materials have been available for public review in City Office since November 2, 2017.

6:04 p.m. Public Hearing opened.

David Chapman, from CES Inc., provided an overview of the grant application process, stating that this evening's public hearing, the posting on the City's website, and the ad in the local newspaper are part of that process. Mr. Chapman encouraged individuals to submit their questions and comments regarding the application process as directed by the notice on the City's website and in the newspaper. He noted that he and his colleagues are more than willing to address any issue or question that the public may have. The application deadline is November 16, 2017. Grants are awarded sometime in the spring.

Councilmember Martin asked what time restrictions would be associated with an award. Mr. Chapman responded that the grants have a three-year window for the work to take place or until the funds have been used.

City Manager asked Mr. Chambers to comment on the total cost of the site cleanup. Mr. Chapman responded that the total cleanup cost for the former Birdseye property exceeds the \$200,000 maximum grant award available through Brownfield Funding. Because of this, the grant application is targeting specific tasks; including, the removal of hazardous material from buildings or demolition and PCBs on the property. Overall the estimated cost for cleanup for this property exceeds \$500,000.

No additional questions were asked and no public comments were made.

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6:09 p.m. Public Hearing closed.

Motion made by Councilor McDonough, seconded by Councilor Theriault, to authorize a Brownfield Grant Application to be submitted on behalf of the City of Caribou to the United States Environmental Protection Agency (USEPA) for cleanup of the former Birdseye property. (6 yes) So voted.

- c. A new Registered Nonprofit Dispensary Permit for Safe Alternatives located at 1137 Presque Isle Road

6:09 p.m. Public Hearing opened.

Leo Trudel, Executive Director of Safe Alternatives, stated that the Planning Board permit was received last June. This evening Safe Alternatives is requesting that the Council approve their business license. Mr. Trudel stated that all information was submitted last November and the fee was paid at that time.

Councilor Theriault asked whether it was medical marijuana. Mr. Trudel responded "correct".

Motion made by P. McDonough, seconded by J. Theriault, to approve Safe Alternatives' business license under Caribou's Chapter 7 Article XI. (6 yes) So voted.

6:10 p.m. Public Hearing closed.

- d. Ordinance No. 7, 2017 Series, Amending General Assistance Guidelines

6:10 p.m. Public Hearing opened.

Jayne Farrin, General Assistance Administrator, stated that each fall DHHS informs us as to the changes that need to be done to keep the City's ordinance in compliance. Overall the changes are small and affect the Overall Maximum, Food and Housing maximums.

6:12 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by J. Theriault, to adopt Ordinance No. 7, 2017 Series, An Ordinance amending Chapter 17 General Assistance, Short Title: An Ordinance Amending General Assistance Guidelines. (6 yes) So voted.

- e. Ordinance No. 8, 2017 Series, Rezoning of 0.3 acres from Industrial 2 to Residential 1 at 47 York Street

6:13 p.m. Public Hearing opened.

Manager Marker stated that the rezoning request originated with Troy Haney. Mr. Haney had removed the single-family dwelling that was there and wants to rebuild a new single-family dwelling. The Planning Board has completed their process and they are recommending that the Council approve this rezoning.

6:14 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by J. Theriault to adopt Ordinance No. 8, 2017 Series, An ordinance amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map, which changes the parcel of land at 47 York Street, Tax Map 28, Lot 122 from Industrial 2 zone to Residential 1 zone. (6 yes) So voted.

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- f. Ordinance No. 9, 2017 Series, Rezoning of 18 acres from Residential 1 to Residential 3 at approximately 30 Lee Street

6:15 p.m. Public Hearing opened.

Deputy Mayor Martin mentioned the horses you see in the pasture along the bypass is the site of the 18 acres referred to in the proposed ordinance.

6:16 p.m. Public Hearing closed.

Motion made by J. Smith, seconded by T. Guerrette, to adopt Ordinance No. 9, 2017 Series, An ordinance amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map, which rezones a portion of Tax 8, Lot 29 from Residential 1 zone to Residential 3 zone., land located east of Montgomery Avenue and Scenic Drive and west of the bypass. (6 yes) So voted.

- g. Ordinance No. 10, 2017 Series, Releasing Interest in Properties to be Conveyed to RSU #39 for the New Elementary School in Accordance with Previously Approved Purchase Agreements

6:16 p.m. Public Hearing opened.

Manager Marker explained the reasons for the proposed ordinance which includes authorizing the Manager to execute a Termination and Release of Reversion instrument (Exhibit A). The ordinance and reversion instrument terminates and release to RSU#39 all rights and interest the City may have from a deed from the City to the RSU#39 dated March 26, 2012 and recorded in the Southern Aroostook County Registry of Deeds in Book 5039 Page 332. The properties in question are located around Teague and Park Street.

6:18 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by J. Smith, to adopt Ordinance No. 10, 2017 Series, An ordinance authorizing the release of a real property interest between the City of Caribou and RSU#39, Short Title: An Ordinance Authorizing Release of Property Interest Pertaining to New School. (6 yes) So voted.

- h. DRAFT 2018 Expense and Capital Budgets

Manager Marker updated the Council with the changes that have been done since the packet was sent out on the 11th.

- \$76,000 has been found that doesn't need to be in the budget and it has been removed
- Total Budget including Capital and Enterprise Funds is 1.7% over 2017 Budget
- The Budget presented this evening totals \$10.4 million
- The Expense Budget totals nearly \$9.9 million, which is 2.43% increase over 2017 Expense Budget

6:22 p.m. Public Hearing opened.

James Cerrato – Van Buren Road – asked if the 2017 City Budget includes money for repairing of High Street

Public Works Director Ouellette wants the citizens of Caribou to understand that High Street and Bennett Drive are state roads and come under the jurisdiction of the Maine Department of Transportation (MDOT). They are located within the urban compact zone so the City is responsible for maintenance and the State is responsible for infrastructure. Currently the City has applied for a 50-50 cost share project and the City has been putting money aside for the City's share. The 2018 Budget doesn't include any additional monies for a High Street project because the monies have already been put aside. Over the past few years, the scope and cost of a High Street project has evolved. Ouellette is confident that the project will be done in 2018.

Troy Haney – Caribou – asked if the 2018 Budget includes money for economic development

Deputy Mayor Martin stated that one half of the Manager's salary is budgeted out of economic development.

Manager Marker stated that \$338,000 has been budgeted for economic development. TIF monies are used to promote economic development. City employee Christina Kane-Gibson's position is funded out of the TIF and one of her goals is to build interest in the City. For 2018, the City is creating a new zoning administrator position. This individual will help the City revise and review the City's development procedures.

The Manager requested clarification as to whether during the Budget Work Session the Council consensus was a 2% step increase that occurs on the employee's anniversary or a 2% COLA that would occur January 1st. The 2018 Budget as presented this evening, includes a 2% step increase. If the Council meant a 2% COLA than that will increase the budget by \$19,000. Councilors McDonough and Smith recall that the consensus was for a 2% COLA. It would be a \$33,000 increase to give both a step and COLA.

6:33 p.m. Public Hearing closed.

Councilor Theriault questions keeping the Nylander open for three hours a week at the cost of more than \$12,000. She believes it is time to put the building on the market and move the collection.
Discussion.

Council Consensus: Wages – 2% COLA

Council Agenda Item #8: New Business & Adoption of Ordinances and Resolutions

- a. Ordinance No. 7, 2017 Series, Amending General Assistance Guidelines
- b. Ordinance No. 8, 2017 Series, Rezoning of 0.3 acres from Industrial 2 to Residential 1 at 47 York Street
- c. Ordinance No. 9, 2017 Series, Rezoning of 18 acres from Residential 1 to Residential 3 at approximately 30 Lee Street
- d. Ordinance No. 10, 2017 Series, Releasing Interest in Properties to be Conveyed to RSU #39 for the New Elementary School in Accordance with Previously Approved Purchase Agreements

Ordinances No. 7 through 10 were adopted after the Public Hearings that were held under Council Agenda Item #7 – Formal Public Hearings

e. Quit Claim Deed approval

Motion made by P. McDonough, seconded by J. Smith, to sell at the minimum bid price the parcel of land at Map 17, Lot 31 to Land Ho, Inc. (6 yes) So voted.

f. Request by Mark Westin for Deferral of Foreclosure

Mr. Westin is requesting a waiver of foreclosure on his property at 40 Washburn Street for the 2015 taxes. The Finance Director Raymond commented that a waiver of foreclosure was granted for Mr. Westin for 2013 and 2014. Mr. Westin recently finished paying 2014 taxes and still owes three years.

Motion made by P. McDonough, seconded by J. Theriault, to deny Mark Westin's request for a deferral of foreclosure and if the foreclosure occurs to give him until January 31, 2018 to pay in full all three years of taxes owed on 40 Washburn Street. (6 yes) So voted.

g. Resolution approving amendments to the Tri-Community Landfill Interlocal Agreement

Manager Marker reported that this evening it is more informational for the Council. This evening, if it is the wishes of the Council, Resolution 2017-4 approving amendments to the Tri-Community Landfill Interlocal Agreement could be signed. Negotiations are continuing between Tri-Community and the City of Presque Isle. A new Interlocal Solid Waste Agreement for the Central Aroostook Waste Management Corporation has been drafted, which has Caribou and Presque Isle having two Directors each and Fort Fairfield and Limestone having one director each. All three owner communities will have to support a merge for it to go forward. A legal review of the draft Interlocal Solid Waste Agreement has been completed. According to Executive Director Mark Draper, most financial decisions will request three fourths vote. Currently, the Board is awaiting a response from the City of Presque Isle to Tri-Community's latest offer. Deputy Mayor Martin wants to know what the "deal" is before approving anything. Manager Marker commented that the Resolution could be tabled.

Motion made by P. McDonough, seconded by J. Theriault, to table the Resolution approving amendments to the Tri-Community Landfill Interlocal Agreement until the deal with the City of Presque Isle is completed. (6 yes) So voted.

h. Resolution on Discontinuance of Park Street

Manager Marker noted that there are several steps that need to be done to discontinue a road and the adoption of Resolution 2017-3 A Resolution of the Caribou City Council approving the Discontinuance of Park Street between Bennett Drive and Glenn Street is the final step in closing the street. The Manager stated that there has been some concerns with the wording of the Resolution about the discontinuance occurs with the mobilization of construction equipment on the property associated with the new RSU #39 elementary school. In other words, the City would retain the right of way until that occurs. Councilor McDonough stated that giving up the right of way is the point and why would we retain it until the mobilization of construction equipment. Discussion.

Motion made by P. McDonough, seconded by J. Theriault, to adopt Resolution 2017-3 with the strikeout of Condition #2 "Such discontinuance shall occur with mobilization of construction equipment on the property associated with the new RSU 39 elementary school." (5 yes, 1 no, Nicole Cote) So voted.

i. Airport T-Hangar Change Order

Manager Marker stated this agenda item is a FYI rather than an action for item for this evening. The initial Change Order was for \$191,980 and additional 21 days of construction, but because of the time of the year, construction methods have been changed. These ways increase the costs to \$206,000 and additional 22 days of construction. The Manager is still waiting for the final designs, final line item bid that would outline all the elements to the Change Order. It may be necessary to have a Special Council Meeting on the 20th. The design firm is responsible for this design error for the Airport T-Hanger project and the cost to correct the design error.

j. Introduction of Ordinance No. 11, 2017 Series, Amending Caribou Zoning Map

Councilor McDonough introduced Ordinance No. 11, 2017 Series, An ordinance amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map.

k. Introduction of Ordinance No. 12, 2017 Series, Amending Caribou Zoning Map

Councilor McDonough introduced Ordinance No. 12, 2017 Series, An ordinance amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map.

Public Hearings were scheduled for November 27th for both ordinances.

Council Agenda Item #9: Old Business

a. Request for Abatement of Property Taxes – Bell

At the October 10th Council meeting, Jamie Bell and his wife requested an abatement for a portion of their 2016 property taxes because of nonuse of their house for a period of time due to a fire. Council had requested legal advice. MMA Legal Services advise the City not to abate a portion of the 2016 property taxes. Shortly after the Bells purchased a building permit to rebuild, the City reduced to cost of building permits to a flat \$50.00. Discussion. The Manager mentioned that the Council could adopt a policy to reduce building permit fees in the event a home is total loss due to a fire or another disaster. This is a way to alleviate some of the burden to rebuild.

Motion made by J. Smith, seconded by N. Cote, to deny the abatement request, reduce the rebuilding permit fee to \$50.00 and to refund the Bells the balance over the \$50.00 permit fee. (5 yes, 1 no, P. McDonough) So voted.

Mr. Bell stated that his building permit fee to rebuild was \$1,075.00.

Manager Marker stated that when the price of building permits were reduced to \$50.00 that the revenue for a Department of the City went from approximately \$12,000 to \$15,000 a year to essentially to \$2,000 to \$3,000 a year.

Council Agenda Item #10: Reports of Officers, Staff, Boards, and Committees

There weren't any reports.

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Council Agenda Item #11: Reports and Discussion by Mayor and Council Members

There weren't any reports.

Council Agenda Item #12: Executive Session (May be called to discuss matters under Maine Revised Statutes, Title 1, §405.6)

7:12 p.m. Time in. Motion made by P. McDonough, seconded by T. Guerrette, to move to executive session pursuant to 1 MRSA §405(6)(C) to discuss economic development. (6 yes) So voted.

After moving out of executive session, no action was taken.

Council Agenda Item #13: Adjournment

The meeting adjourned at 7:42 p.m.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

A special meeting of the Caribou City Council was held 6:00 p.m. on Monday, November 20, 2017 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Jody L. Smith, and Nicole L. Cote. Timothy Guerrette was absent.

Dennis L. Marker, City Manager.

Department Managers: Penny Thompson, Tax Assessor; Lisa Plourde, Housing Director; Dave Ouellette, Public Works Director; and Scott Susi, Fire Chief.

Hugh A. Kirkpatrick, Councilor-Elect.

Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

Mayor Aiken led the Pledge of Allegiance.

Council Agenda Item #3: Public Input

There wasn't any public input.

Council Agenda Item #4: Declaration of Potential Conflicts of Interest

No one declared a potential conflict of interest.

Council Agenda Item #5: Consent Agenda

There weren't any Consent Agenda Items

Council Agenda Item #6: Bid Openings, Awards and Appointments

There weren't any Bid Openings, Awards, and Appointments

Council Agenda Item #8: New Business & Adoption of Ordinances and Resolutions

a. Discussion and Possible Action Regarding T-Hangar Project Change Order

City Manager Marker stated a design error has been discovered with the City T-Hanger Project. Engineering firm Stantec has prepared a change order to address the design issues. The change order increases the project cost by \$205,675 and it would take an additional forty-five days to complete the project. Manager Marker recommended that the Council approve the change order. Buck Construction is on site and putting up their cold weather tents so they will be ready to go ahead if Council approves the change order. If the decision is to hold off construction this winter then the hangar will not be completed until September. It is anticipated that the hangar will be completed in June if the change order is approved. The building needs to be lifted 18 inches to meet the grade required by the FAA.

Discussion.

Stantec is paying the \$205,675 as they were responsible for the design error. The potential loss of hangar rental was discussed. Several Councilors stated that the "City should be made whole" and receive loss of hangar rental revenue.

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Motion made by D. Martin, seconded by J. Theriault, to approve Change Order No. 2, Option #1 and that Stantec is to make the City whole for loss of revenue. (5 yes) So voted.

Project Manager Seth Lovley clarified the timeframe for the loss of revenue to be from the original anticipated construction completion date to the actual date. He will speak with his bosses at Stantec.

b. Discussion Regarding Limiting Heavy Truck Traffic on Roads

Council consensus was not to support a national petition limiting heavy truck traffic on local roads.

Council Agenda Item #9: Old Business

a. Discussion Regarding 2018 Draft Budget

City Manager Marker is still gathering numbers and information for the Council and plans to get it out to the Council by the weekend. Neither RSU #39 nor Aroostook County have next year's budget amounts.

Council Agenda Item #10: Reports of Officers, Staff, Boards, and Committees

There weren't any reports.

Council Agenda Item #11: Reports and Discussion by Mayor and Council Members

There weren't any reports.

Council Agenda Item #12: Executive Session (May be called to discuss matters under Maine Revised Statutes, Title 1, §405.6)

6:28 p.m. Time in. Motion made by N. Cote, seconded by D. Martin, to move to executive session pursuant to 1 MRSA §405(6)(D) to discuss contracts negotiations. (5 yes) So voted.

6:47 p.m. Time out.

After moving out of executive session, no action was taken.

6:47 p.m. Time in. Motion made by P. McDonough, seconded by J. Smith, to move to executive session pursuant to 1 MRSA §405(6)(C) to discuss economic development. (5 yes) So voted.

6:55 p.m. Time out.

After moving out of executive session, no action was taken.

Mayor Aiken updated the City Council on the latest negotiations and status of the Tri-Community / Presque Isle landfill.

Council Agenda Item #13: Adjournment

Motion made by P. McDonough, seconded by D. Martin, to adjourn the meeting at 7:28 p.m. (5 yes) So voted.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

A regular meeting of the Caribou City Council was held 6:00 p.m. on Monday, November 27, 2017 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Timothy C. Guerrette, and Nicole L. Cote. Jody L. Smith was absent.

Dennis L. Marker, City Manager.

Department Manager: Gary Marquis, Supt. of Parks & Recreations; Penny Thompson, Tax Assessor; and Anastasia S. Weigle, Library Director.

Hugh A. Kirkpatrick, Councilor-Elect.

Chris Bouchard of the Aroostook Republican and Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

Mayor Aiken led the Pledge of Allegiance.

Council Agenda Item #3: Public Input

Wilfred Martin, 74 York Street, commented on the frequency, level of speeding that occurs on York Street, and what steps are being done to correct it plus the need for other signage.

The City Manager stated that the City is looking to see what is the best solution. Mr. Martin would like to review the section of York Street with the Manager.

Council Agenda Item #4: Declaration of Potential Conflicts of Interest

No one declared a potential conflict of interest.

Council Agenda Item #5: Consent Agenda

- a. Renewal of Liquor License and Special Amusement Permit for Henry B. Pratt Jr. Post #15 American Legion
- b. Certification of November 2017 Election results

Motion made by P. McDonough, seconded by D. Martin, to approve the Consent Agenda A-B as presented. (5 yes) So voted.

Council Agenda Item #6: Bid Openings, Awards and Appointments

There weren't any bid openings, awards and appointments.

Council Agenda Item #7: Formal Public Hearings

- a. Rezoning of multiple properties along Main Street between Prestile Brook and 400 S Main Street (approximately 85 acres) from Commercial (C-2) to Residential (R-3)

6:03p.m. Public Hearing opened.

No one from the public spoke.

6:04 p.m. Public Hearing closed.

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Motion made by P. McDonough, seconded by D. Martin, to adopt Ordinance No. 11, 2017 Series, An Ordinance Amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map. (5 yes) So voted.

- b. Rezoning of multiple properties between Collins Pond and Sincock Street (approximately 17 acres) from Residential 1 to Residential 2

6:05 p.m. Public Hearing opened.

No one from the public spoke.

6:05 p.m. Public Hearing closed.

Motion made by D. Martin, seconded by P. McDonough, to adopt Ordinance No. 12, 2017 Series, An Ordinance Amending Chapter 13 Zoning Section 13-202 Official Zoning Map, Short Title: An ordinance amending the Caribou Zoning Map. (5 yes) So voted.

Council Agenda Item #8: New Business & Adoption of Ordinances and Resolutions

- a. Discussion and Possible Action Regarding Ordinance No. 11, 2017 Series, Rezoning 85 acres from Commercial (C-2) to Residential (R-3)
- b. Discussion and Possible Action Regarding Ordinance No. 12, 2017 Series, Rezoning 17 acres from Residential (R-1) to Residential (R-2)

Ordinances No. 11 and 12 were adopted after the Public Hearings that were held under Council Agenda Item #7 – Formal Public Hearings

- c. Discussion and Possible Action Regarding Interlocal Agreement Pertaining to Tri-Community Landfill

Mark Draper, Executive Director for Tri-Community Landfill, gave a brief history of Tri-Community and the proposed merger. There are two facilities with large capacities located in a county with a declining population. Both need more tonnage to be more financially feasible. Since June or July, an operating plan has been developed, which includes operating both landfills for a limited period of time. After that, the Presque Isle Landfill will close and all operations will move to the landfill in Fort Fairfield. Residential or commercial users of Tri-Community will not see any changes as a result of this merger. Without merging, Tri-Community Landfill would last approximately 44 more years. With a merge, the two landfills have the capacity to last 55 years.

For a merger to take place, it requires the legislative body for each of the four communities to approve the Interlocal Agreement. It will cost \$2,000,000 for Presque Isle to buy into Tri-Community. This money will be divided among the current owners, with Caribou receiving approximately \$1.3 million. Additionally, the City of Presque Isle will need to make a payment to Tri-Community for the future closing costs of their landfill so there will not be any unfunded mandate regarding this. Presque Isle will make supplemental payments, in addition to their annual appropriation, for eight years because of the debt that Tri-Community will assume with the merger. Identified benefits include stabilizing costs for the region, possible grant opportunities, and opportunities for new technology.

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Councilor Martin questioned whether there was a need to acquire all the land that the Presque Isle landfill is located on. Draper stated that the 800 acres of land would be available for future expansion, some is used for other landfill operations, timber cutting, plus having a buffer is a good thing. Councilor Martin wants to see a transfer station in the community that has to haul their trash the furthest, in other words, a transfer station for Caribou residents when the time comes that trash is going to the landfill in Presque Isle.

Motion made by P. McDonough, seconded by D. Martin, to approve and sign the Interlocal Agreement pertaining to Tri-Community Landfill. (5 yes) So voted.

Council Agenda Item #9: Reports of Officers, Staff, Boards, and Committees

It was announced by the City Manager, that Kenneth Murchison has been hired to be the City's new Zoning Administrator. He will be starting after the first of January.

Council Agenda Item #10: Reports and Discussion by Mayor and Council Members

There weren't any reports and discussion.

Council Agenda Item #11: Executive Session (May be called to discuss matters under Maine Revised Statutes, Title 1, §405.6)

No Executive Session was held.

Council Agenda Item #12: Adjournment

Motion made by T. Guerrette, seconded by J. Theriault, to adjourn the meeting at 6:20 p.m. (5 yes) So voted.

Jayne R. Farrin, Secretary

General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	--- Y T D ---		Balance Net
				Debits	Credits	
1 - Gen Fund	-195,983.20	479,467.39	49,488.30	56,906,008.73	57,385,476.12	0.00
Assets	9,449,634.09	9,332,707.83	-213,141.66	27,140,295.91	25,959,458.50	10,513,545.24
101-00 CASH (BANK OF MAINE)	4,193,063.53	4,064,208.00	2,581.00	14,848,113.51	14,317,683.88	4,594,637.63
102-00 RECREATION ACCOUNTS	53,311.63	61,271.91	0.00	0.00	0.00	61,271.91
110-00 SECTION 125 CHECKING FSA	1,607.07	1,631.67	-1,174.36	22,593.91	16,029.88	8,195.70
110-03 2017 SECTION 125 CHECKING HRA	0.00	0.00	-2,371.25	105,234.48	42,511.21	62,723.27
111-00 RETIREMENT INVESTMENT	3,000,000.00	3,000,000.00	0.00	0.00	0.00	3,000,000.00
117-00 RLF #10 INVESTMENT	220,627.36	220,760.44	258.35	8,845.37	0.00	229,605.81
120-00 PETTY CASH	960.00	960.00	0.00	0.00	0.00	960.00
123-00 DIESEL INVENTORY	22,957.49	7,366.91	1,201.79	139,479.90	141,519.03	5,327.78
124-00 GAS INVENTORY	27,031.89	20,471.03	-6,071.33	54,630.90	72,780.36	2,321.57
125-00 ACCOUNTS RECEIVABLE	92,937.39	107,194.50	-4,202.08	298,680.25	388,136.36	17,738.39
126-00 SWEETSOFT RECEIVABLES	578,236.08	578,236.08	8,072.63	2,131,828.71	2,014,455.03	695,609.76
140-00 RESERVE FOR UNCOLLECTIBLE TAX	-1,276.29	-1,276.29	0.00	0.00	0.00	-1,276.29
174-00 CDC LOANS REC (1280)	83,582.08	77,888.61	0.00	0.00	0.00	77,888.61
180-00 DR. CARY CEMETERY INVESTMENT	1,215.52	1,215.99	0.00	1.39	29.95	1,187.43
181-00 HAMILTON LIBRARY TR. INVEST	1,710.95	1,715.76	0.00	14.39	0.00	1,730.15
182-00 KNOX LIBRARY INVESTMENT	9,564.28	9,586.40	0.00	66.09	0.00	9,652.49
183-00 CLARA PIPER MEM INV	738.03	738.32	0.00	0.86	0.00	739.18
184-00 JACK ROTH LIBRARY INVEST	32,874.95	33,030.74	0.00	466.66	0.00	33,497.40
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,332.29	7,337.23	0.00	14.83	0.00	7,352.06
187-00 DOROTHY COOPER MEM INV	66,056.85	66,165.14	0.00	304.11	4,000.00	62,469.25
189-00 MARGARET SHAW LIBRARY INV	12,746.16	12,764.99	0.00	47.84	0.00	12,812.83
190-00 GORDON ROBERTSON MEM INV	11,385.77	11,393.44	0.00	23.59	0.00	11,417.03
191-00 MEMORIAL INVESTMENT	6,047.40	6,052.04	0.00	13.80	0.00	6,065.84
192-00 G. HARMON MEM INV	8,371.68	8,377.32	0.00	46.92	30.00	8,394.24
193-00 BARBARA BREWER FUND	5,419.12	5,428.58	0.00	28.85	0.00	5,457.43
194-00 RODERICK LIVING TRUST	0.00	0.00	0.00	21,833.50	0.00	21,833.50
198-00 TAX ACQUIRED PROPERTY	93,002.80	92,549.48	52,351.94	55,626.68	23,354.04	124,822.12
200-09 2009 TAX RECEIVABLE	96.00	96.00	0.00	0.00	0.00	96.00
200-16 2016 TAX RECEIVABLE	882,980.13	882,980.13	164.88	13,417.34	896,232.59	164.88
200-17 2017 TAX RECEIVABLE	-15,480.55	-15,480.55	-210,482.61	8,117,792.51	6,925,797.17	1,176,514.79
200-18 2018 TAX RECEIVABLE	0.00	0.00	-4,576.35	0.00	8,766.86	-8,766.86
205-16 2016 LIENS RECEIVABLE	0.00	0.00	-31,686.25	357,997.70	157,064.81	200,932.89
210-09 2009 PP TAX RECEIVABLE	429.22	429.22	-80.29	0.00	333.77	95.45
210-10 2010 PP TAX RECEIVABLE	1,311.04	1,311.04	0.00	0.00	84.35	1,226.69
210-11 2011 PP TAX RECEIVABLE	1,615.68	1,615.68	0.00	0.00	91.35	1,524.33
210-12 2012 PP TAX RECEIVABLE	6,075.64	6,075.64	0.00	0.00	909.03	5,166.61
210-13 2013 PP TAX RECEIVABLE	10,493.07	10,493.07	0.00	0.00	781.05	9,712.02
210-14 2014 PP TAX RECEIVABLE	16,932.37	16,932.37	0.00	0.00	1,569.90	15,362.47
210-15 2015 PP TAX RECEIVABLE	27,860.73	27,860.73	-86.32	0.00	13,466.31	14,394.42
210-16 2016 PP TAX RECEIVABLE	35,319.94	35,319.94	-264.40	108.81	20,977.73	14,451.02
210-17 2017 PP TAX RECEIVABLE	-256.48	-256.48	-20,147.02	424,700.61	368,276.00	56,168.13
210-18 2018 PP TAX RECEIVABLE	0.00	0.00	0.00	0.00	4.69	-4.69
308-00 AFLAC INSURANCE	-1.48	0.00	-0.13	7,093.68	7,095.11	-1.43
312-00 HEALTH INS. W/H	-22,945.70	-22,945.70	-80.03	221,940.91	221,650.26	-22,655.05
318-00 MMA INCOME PROTECTION	-5,788.64	-5,788.64	206.31	34,201.87	34,135.69	-5,722.46
323-00 MMA SUPP. LIFE INSURANCE	-947.59	-947.59	84.86	8,742.90	8,644.80	-849.49
329-00 SALES TAX COLLECTED	-55.32	-55.32	0.00	55.29	64.79	-64.82
330-00 VEHICLE REG FEE (ST. OF ME)	-3,139.00	0.00	2,201.00	242,755.00	246,444.00	-3,689.00
332-00 SNOWMOBILE REG (F&W)	-11,170.00	0.00	-738.00	11,821.00	12,829.00	-1,008.00
335-00 PLUMBING PERMITS (ST. OF ME)	0.00	0.00	-156.25	0.00	1,163.75	-1,163.75

General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
340-00 DOG LICENSES (ST. OF ME)	-1,211.00	0.00	-86.00	2,824.00	3,082.00	-258.00
342-00 HUNTING LICENSES (ST. OF ME)	-1,988.00	0.00	1,938.25	8,947.75	9,463.75	-516.00
Liabilities	7,406,392.24	7,475,781.40	-179,602.94	6,214,297.91	6,597,293.11	7,858,776.60
352-00 NYLANDER MUSEUM RESERVE	12,645.49	12,645.49	0.00	459.50	0.00	12,185.99
360-00 RETIREMENT INV FUND	3,000,000.00	3,000,000.00	0.00	0.00	0.00	3,000,000.00
362-00 RLF #10 RESERVE	220,627.36	220,760.44	258.35	0.00	8,845.37	229,605.81
365-01 COMMUNITY POOL IMPROVEMENT	98,655.52	98,655.52	0.00	0.00	28,000.00	126,655.52
365-02 REC CENTER IMPROVEMENTS	27,355.62	27,355.62	-1,271.97	11,766.97	14,294.40	29,883.05
365-03 LAND ACQUISTIONS/EASEMENTS	39,590.00	39,590.00	0.00	6,250.00	0.00	33,340.00
365-04 RAILS TO TRAILS PROGRAM	19,899.44	19,899.44	-1,739.00	18,978.76	567.60	1,488.28
365-05 PARK IMPROVEMENT RESERVE	47,988.86	47,988.86	-7,780.00	19,730.00	10,388.83	38,647.69
365-06 LET'S MOVE	-615.24	-615.24	0.00	0.00	0.00	-615.24
365-08 REC NONAPPROPRIATED SPEC PROJ	2,490.17	2,490.17	0.00	0.00	0.00	2,490.17
365-09 RECREATION EQUIPMENT RESERVE	11,264.10	11,264.10	0.00	9,184.82	8,093.62	10,172.90
365-10 REC LAWN MOWER RESERVE	21,397.91	21,397.91	-6,500.00	14,499.00	7,500.00	14,398.91
365-12 CRX/TOS RESERVE	3,419.32	3,419.32	0.00	1,194.40	0.00	2,224.92
365-13 RECREATION - COLLINS POND	33,275.91	33,275.91	0.00	1,050.00	3,000.00	35,225.91
365-14 CREATIVE PLAYGROUND RESERVE	-579.44	-579.44	0.00	0.00	0.00	-579.44
365-16 CARIBOU COMMUNITY BAND	1,551.08	1,551.08	0.00	0.00	0.00	1,551.08
365-17 RECREATION VAN RESERVE	23,744.67	23,744.67	6,500.00	0.00	6,500.00	30,244.67
365-18 REC SCHOLARSHIPS	2,021.22	2,021.22	0.00	0.00	30.00	2,051.22
365-19 CIVIC BEAUTIFICATION RESERVE	-838.86	-838.86	0.00	0.00	0.00	-838.86
365-20 SKI TRAIL PROGRAM	3,635.27	3,635.27	0.00	1,972.00	3,231.00	4,894.27
365-21 RD TRAILS GRANT	-4,365.53	-4,365.53	0.00	0.00	0.00	-4,365.53
365-22 NON APPROP SKI RENTAL PROGRAM	8,639.63	8,584.63	2,555.00	4,422.00	2,741.00	6,903.63
365-24 CADET RESERVE	482.56	482.56	0.00	0.00	0.00	482.56
365-25 COMMUNITY BULLETIN BOARD	200.00	200.00	0.00	0.00	0.00	200.00
366-01 LIBRARY BUILDING RESERVE	23,706.02	23,706.02	0.00	6,821.42	26,481.42	43,366.02
366-02 LIBRARY MEMORIAL FUND	15,734.48	15,734.48	388.00	1,330.80	4,288.43	18,692.11
366-03 LIBRARY COMPUTER RESERVE	1,258.20	1,258.20	0.00	750.00	2,000.00	2,508.20
366-07 ILEAD	1,190.12	1,030.08	144.48	1,120.32	144.48	54.24
367-01 POLICE DONATED FUNDS	33,963.50	33,963.50	-2,596.06	4,466.06	1,890.00	31,387.44
367-02 POLICE DEPT EQUIPMENT	65,562.38	64,253.42	-20,067.87	76,166.52	26,022.40	14,109.30
367-03 POLICE CAR RESERVE	38,425.04	38,425.04	0.00	46,611.00	34,498.50	26,312.54
367-04 POLICE CAR VIDEO SYSTEM	5,243.75	5,243.75	0.00	2,115.00	0.00	3,128.75
367-05 DRINK GRANT PERSONNEL	18,021.70	17,807.70	-354.50	8,502.44	6,316.53	15,621.79
367-06 PD COMPUTER RESERVE	11,405.94	11,405.94	0.00	1,478.76	3,320.00	13,247.18
367-07 POLICE DIGITAL FILING	0.00	0.00	0.00	0.00	9,000.00	9,000.00
367-08 MAJOR SYSTEMS REPLACEMENT	0.00	0.00	23,480.00	0.00	23,480.00	23,480.00
368-01 FIRE EQUIPMENT RESERVE	14,501.98	14,501.98	0.00	116,999.60	101,600.00	-897.62
368-02 FIRE HOSE RESERVE	1,206.25	1,206.25	0.00	0.00	500.00	1,706.25
368-03 FIRE DEPT FOAM RESERVE	3,742.50	3,742.50	0.00	0.00	0.00	3,742.50
368-04 FIRE TRAINING BLDG RESERVE	3,226.25	3,226.25	0.00	0.00	0.00	3,226.25
368-05 FIRE DEPT FURNACE	-3,810.86	-3,810.86	0.00	0.00	3,811.00	0.14
368-06 FIRE/AMB COMPUTER RESERVE	10,628.63	10,628.63	0.00	2,000.00	2,500.00	11,128.63
368-07 FIRE DISPATCH REMODEL	700.00	700.00	0.00	0.00	2,400.00	3,100.00
368-08 FIRE SMALL EQUIPMENT	1,400.00	1,400.00	0.00	0.00	9,000.00	10,400.00
368-09 FEMA TRUCK GRANT	5.00	5.00	0.00	0.00	0.00	5.00
368-10 FIRE/AMB BUILDING RESERVE	21,400.00	21,400.00	-12,500.00	12,500.00	9,000.00	17,900.00
369-01 AMBULANCE SMALL EQUIP RESERVE	73,540.98	73,540.98	0.00	103,967.16	68,167.68	37,741.50
369-02 AMBULANCE STAIRCHAIRS	2,250.00	2,250.00	0.00	0.00	750.00	3,000.00

General Ledger Summary Report

Fund(s): ALL
November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
369-03 AMBULANCE RESERVE	132,996.03	132,996.03	0.00	269,646.86	320,891.18	184,240.35
370-01 GRIMES MILL RD ENGINEERING	-38,964.70	-38,964.70	0.00	0.00	18,482.00	-20,482.70
370-03 PW EQUIPMENT RESERVE	46,364.85	46,364.85	0.00	31,036.08	82,326.75	97,655.52
370-04 STREETS/ROADS RECONSTRUCTION	256,876.35	256,876.35	0.00	14,662.40	24,000.00	266,213.95
370-05 CURBING RESERVE	5,178.30	5,178.30	0.00	0.00	0.00	5,178.30
370-06 FUEL TANK RESERVE	98,904.58	100,615.70	211.12	215,788.46	10,072.76	-105,100.00
371-01 ASSESSMENT REVALUATION RESERVA	50,500.91	50,500.91	0.00	4,149.00	19,000.00	65,351.91
371-02 ASSESSING COMPUTER RESERVE	1,798.50	1,798.50	0.00	1,500.00	500.00	798.50
371-03 AERIAL PHOTOGRAPHY	2,700.00	2,700.00	0.00	0.00	0.00	2,700.00
371-04 ASSESSING OFFICE EQUIPMENT	730.00	730.00	0.00	0.00	0.00	730.00
372-01 AIRPORT RESERVE	95,794.60	95,794.60	150,427.20	472,083.97	396,393.25	20,103.88
373-01 GEN GOVT COMPUTER RESERVE	14,444.37	14,444.37	0.00	8,198.00	7,000.00	13,246.37
373-02 CITY COMPREHENSIVE PLAN	27.40	27.40	0.00	0.00	0.00	27.40
373-03 MUNICIPAL BUILDING RESERVE	-37,516.75	-37,516.75	0.00	1,425.00	45,000.00	6,058.25
373-04 VITAL RECORDS RESTORATION	1,356.50	1,356.50	0.00	2,263.00	2,000.00	1,093.50
373-05 BIO-MASS BOILERS	-45,387.49	-45,387.49	0.00	48,702.00	95,127.00	1,037.51
373-07 T/A PROPERTY REMEDIATION RESEI	39,963.80	39,963.80	0.00	28,679.00	393.20	11,678.00
373-08 HRA CONTRIBUTION RESERVE	45,154.95	45,154.95	0.00	27,226.82	9,853.36	27,781.49
373-10 FLEET VEHICLES	5,586.00	5,586.00	0.00	0.00	2,000.00	7,586.00
373-11 NASIFF CLEAN UP	5,684.95	5,684.95	0.00	0.00	0.00	5,684.95
373-12 NBRC BIRDS EYE	0.00	0.00	0.00	226.70	0.00	-226.70
373-15 2017 HRA RESERVE	0.00	0.00	-2,371.25	42,511.21	105,234.48	62,723.27
374-00 REC/PARKS COMPUTER RESERVE	0.00	0.00	0.00	0.00	1,000.00	1,000.00
374-01 INDUSTRIAL PARK IMPROVEMENTS	12,440.88	12,440.88	0.00	0.00	0.00	12,440.88
374-02 60 ACCESS HIGHWAY	92,212.31	92,212.31	-776.05	7,612.79	7,700.00	92,299.52
374-03 DOWNTOWN INFRASTRUSTURE	10,415.42	10,415.42	0.00	0.00	0.00	10,415.42
385-00 COMMUNITY DEVELOPMENT MATCH	31,830.52	31,830.52	0.00	0.00	0.00	31,830.52
387-00 BOUCHARD TIF	8,121.62	8,121.62	-978.59	6,543.51	6,113.62	7,691.73
392-00 PLANNING/ENGINEERING RESERVE	6,241.09	6,241.09	0.00	0.00	0.00	6,241.09
398-00 RECREATION ACCTS FUND BALANCE	53,311.63	61,271.91	0.00	0.00	0.00	61,271.91
399-00 PARKING LOT MAINTENANCE RES	90,466.90	90,466.90	0.00	0.00	4,000.00	94,466.90
402-00 CDC ECONOMIC DEVELOPMENT	240,000.00	240,000.00	0.00	0.00	0.00	240,000.00
403-00 CDC REVOLVING LOAN	344,532.13	344,532.13	0.00	0.00	0.00	344,532.13
406-00 TRAILER PARK RESERVE	28,506.27	37,595.46	0.00	0.00	0.00	37,595.46
407-00 COUNTY TAX	2.13	2.13	0.00	444,434.25	444,434.25	2.13
415-00 LIONS COMMUNITY CENTER RESERVA	1,784.20	1,784.20	0.00	32,228.00	31,500.00	1,056.20
417-00 COMPENSATED ABSENCES	184,694.48	184,694.48	0.00	104,472.20	90,000.00	170,222.28
419-00 DUE FROM CDC (1280)	83,582.08	77,888.61	0.00	0.00	0.00	77,888.61
421-00 DEFERRED TAX REVENUE	1,206,340.63	1,189,573.58	0.00	0.00	0.00	1,189,573.58
422-00 KEN MATTHEWS SCHOLARSHIP FUN	7,332.29	7,337.23	0.00	0.00	14.83	7,352.06
423-00 DR. CARY CEMETERY TRUST FUND	1,215.52	1,215.99	0.00	29.95	1.39	1,187.43
424-00 HAMILTON LIBRARY TRUST FUND	1,710.95	1,715.76	0.00	0.00	14.39	1,730.15
425-00 KNOX LIBRARY MEMORIAL FUND	9,564.28	9,586.40	0.00	0.00	66.09	9,652.49
426-00 CLARA PIPER MEM FUND	738.03	738.32	0.00	34.00	0.86	705.18
427-00 JACK ROTH LIBRARY MEM FUND	32,874.95	33,030.74	-309.25	2,820.26	466.66	30,677.14
429-00 BARBARA BREWER FUND	5,419.12	5,428.58	0.00	101.46	28.85	5,355.97
430-00 D. COOPER MEM FUND	66,056.85	66,165.14	0.00	4,000.00	304.11	62,469.25
432-00 MARGARET SHAW LIBRARY MEMORI	12,746.16	12,764.99	0.00	0.00	47.84	12,812.83
433-00 GORDON ROBERTSON MEM FUND	11,385.77	11,393.44	0.00	0.00	23.59	11,417.03
434-00 MEMORIAL INVESTMENT	6,047.40	6,052.04	0.00	0.00	13.80	6,065.84
435-00 RODERICK LIVING TRUST	0.00	0.00	0.00	4,487.47	21,833.50	17,346.03
436-00 AMBULANCE REIMBURSEMENT	12,009.38	12,009.38	0.00	11,868.52	10,715.74	10,856.60
437-00 DEFERRED AMBULANCE REVENUE	478,281.30	578,236.08	0.00	0.00	0.00	578,236.08

General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
441-00 AMBULANCE FUND BALANCE	1,005.62	1,005.62	0.00	0.00	0.00	1,005.62
447-00 EMA EQUIP RESERVE	1,991.79	1,991.79	0.00	0.00	0.00	1,991.79
448-00 NYLANDER DONATIONS	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
457-00 HOMELAND SECURITY RESERVE	2,277.92	2,277.92	0.00	0.00	0.00	2,277.92
460-00 YARD SALE	703.93	703.93	0.00	1,948.38	1,565.00	320.55
461-00 CRAFT FAIR	13,053.00	13,053.00	1,404.14	7,932.56	7,841.00	12,961.44
462-00 CDBG HOUSING REHABILITATION	3,879.87	3,879.87	0.00	0.00	0.00	3,879.87
463-00 MISC EVENTS	0.00	0.00	0.00	21,085.38	21,165.00	79.62
465-00 THURSDAYS ON SWEDEN	-9,003.44	-9,003.44	3,125.00	4,489.82	20,900.00	7,406.74
466-00 HERITAGE DAY	-8,000.00	-8,000.00	0.00	0.00	0.00	-8,000.00
467-00 MARATHON	-5,808.92	-11,808.92	-254.37	45,160.53	55,970.07	-999.38
469-00 DENTAL INSURANCE	701.61	701.61	82.75	8,473.27	9,026.34	1,254.68
470-00 EYE INUSRANCE	542.27	542.27	7.86	2,347.76	2,521.39	715.90
471-00 RC2 TIF	1,107.62	1,107.62	0.00	0.00	34,281.66	35,389.28
477-00 LED STREET LIGHTS	15,558.00	15,558.00	0.00	0.00	0.00	15,558.00
478-00 G. HARMON MEM FUND	8,371.68	8,377.32	0.00	393.76	16.92	8,000.48
480-00 CITY RETIREMENT	1,079.76	1,079.76	0.00	0.00	0.00	1,079.76
483-02 DUE TO FUND 2	196,679.59	196,679.59	3,707.00	0.00	77,783.63	274,463.22
483-03 DUE TO FUND 3	281,440.55	283,550.22	7,713.93	0.00	106,001.74	389,551.96
483-04 DUE TO FUND 4	140,583.66	140,583.66	8,121.50	0.00	44,668.25	185,251.91
483-05 DUE TO FUND 5	1,566,411.56	1,566,411.56	0.00	0.00	379,887.55	1,946,299.11
484-02 DUE FROM FUND 2	-171,966.56	-176,147.50	-813.15	63,659.13	0.00	-239,806.63
484-03 DUE FROM FUND 3	-226,196.42	-226,246.96	-6,036.25	81,135.13	0.00	-307,382.09
484-04 DUE FROM FUND 4	-143,462.97	-143,462.97	-3,215.02	38,025.75	0.00	-181,488.72
484-05 DUE FROM FUND 5	-1,036,668.94	-1,052,918.85	-16,138.88	331,950.63	0.00	-1,384,869.48
486-00 RETIREMENT RESERVE	4,139.00	4,139.00	0.00	0.00	0.00	4,139.00
488-00 CHRISTMAS LIGHTS	2,735.64	1,735.64	0.00	79.11	0.00	1,656.53
493-00 RSU 39 COMMITMENT	-874,839.94	-874,839.94	-303,992.66	3,343,976.86	3,647,970.00	-570,846.80
496-00 BIRTH RECORDS STATE FEE	78.80	0.00	1.60	959.20	1,043.20	84.00
497-00 DEATH RECORDS STATE FEE	134.80	0.00	-25.60	1,241.60	1,344.00	102.40
498-00 MARRIAGE RECORDS STATE FEE	18.40	0.00	-10.40	371.60	391.60	20.00
Fund Balance	2,239,225.05	1,377,459.04	-83,027.02	23,551,414.91	24,828,724.51	2,654,768.64
500-00 EXPENDITURE CONTROL	0.00	0.00	-568,084.23	8,338,656.67	9,704,839.64	1,366,182.97
510-00 REVENUE CONTROL	0.00	0.00	485,057.21	15,212,758.24	14,777,889.87	-434,868.37
600-00 FUND BALANCE	2,239,225.05	1,377,459.04	0.00	0.00	345,995.00	1,723,454.04
2 - Snowmoible Trail Maintenance						
Assets	0.00	-45,883.00	0.00	231,774.76	185,891.76	0.00
Liabilities	-10,329.82	-6,148.88	-986.85	102,244.63	137,002.97	28,609.46
365-11 TRAIL MAINTENANCE RESERVE	14,383.21	14,383.21	1,907.00	24,461.00	73,343.84	63,266.05
483-01 DUE TO FUND 1	171,966.56	176,147.50	813.15	0.00	63,659.13	239,806.63
484-01 DUE FROM FUND 1	-196,679.59	-196,679.59	-3,707.00	77,783.63	0.00	-274,463.22
Fund Balance	10,329.82	52,031.88	986.85	129,530.13	48,888.79	-28,609.46
500-00 Expense Control	0.00	0.00	-813.15	40,698.13	43,609.00	2,910.87
510-00 Revenue Control	0.00	0.00	1,800.00	45,883.00	5,279.79	-40,603.21
600-00 Fund Balance	10,329.82	52,031.88	0.00	42,949.00	0.00	9,082.88

General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	--- Y T D ---		Balance Net
				Debits	Credits	
3 - Housing Department CONT'D						
3 - Housing Department	0.00	-100,000.00	0.00	383,607.27	283,607.27	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-8,328.99	-10,388.12	-1,795.90	106,962.06	81,135.13	-36,215.05
409-00 HOUSING RESERVE	46,915.14	46,915.14	-118.22	960.32	0.00	45,954.82
483-01 DUE TO FUND 1	226,196.42	226,246.96	6,036.25	0.00	81,135.13	307,382.09
484-01 DUE TO FUND 1	-281,440.55	-283,550.22	-7,713.93	106,001.74	0.00	-389,551.96
Fund Balance	8,328.99	110,388.12	1,795.90	276,645.21	202,472.14	36,215.05
500-00 Expense Control	0.00	0.00	-5,918.03	80,193.21	96,470.40	16,277.19
510-00 Revenue Control	0.00	0.00	7,713.93	100,000.00	106,001.74	6,001.74
600-00 Fund Balance	8,328.99	110,388.12	0.00	96,452.00	0.00	13,936.12
4 - FSS						
Assets	0.00	-48,729.00	0.00	173,498.00	124,769.00	0.00
Liabilities	2,879.31	2,879.31	-4,906.48	44,668.25	38,025.75	-3,763.19
483-01 DUE TO FUND 1	143,462.97	143,462.97	3,215.02	0.00	38,025.75	181,488.72
484-01 DUE FROM FUND 1	-140,583.66	-140,583.66	-8,121.50	44,668.25	0.00	-185,251.91
Fund Balance	-2,879.31	45,849.69	4,906.48	128,829.75	86,743.25	3,763.19
500-00 Expense Control	0.00	0.00	-3,215.02	38,025.75	42,075.00	4,049.25
510-00 Revenue Control	0.00	0.00	8,121.50	48,729.00	44,668.25	-4,060.75
600-00 Fund Balance	-2,879.31	45,849.69	0.00	42,075.00	0.00	3,774.69
5 - ECONOMIC DEV						
Assets	0.00	-414,998.00	0.00	1,662,592.18	1,247,594.18	0.00
Liabilities	-133,306.64	-117,056.73	16,138.88	409,569.08	466,632.16	-59,993.65
473-00 DOWNTOWN TIF	248,521.50	248,521.50	0.00	29,681.53	24,681.53	243,521.50
474-00 TRAIL GROOMER RESERVE	-2,085.52	-2,085.52	0.00	0.00	10,000.00	7,914.48
475-00 REVOLVING LOAN RESERVE	150,000.00	150,000.00	0.00	0.00	50,000.00	200,000.00
476-00 FIRE STATION RESERVE	0.00	0.00	0.00	0.00	50,000.00	50,000.00
483-01 DUE TO FUND 1	1,036,668.94	1,052,918.85	16,138.88	0.00	331,950.63	1,384,869.48
484-01 DUE FROM FUND 1	-1,566,411.56	-1,566,411.56	0.00	379,887.55	0.00	-1,946,299.11
Fund Balance	133,306.64	532,054.73	-16,138.88	1,253,023.10	780,962.02	59,993.65
500-00 Expense Control	0.00	0.00	-16,138.88	412,269.10	442,963.44	30,694.34
510-00 Revenue Control	0.00	0.00	0.00	414,998.00	337,998.58	-76,999.42
600-00 Fund Balance	133,306.64	532,054.73	0.00	425,756.00	0.00	106,298.73
Final Totals	-195,983.20	-130,142.61	49,488.30	59,357,480.94	59,227,338.33	0.00

Expense Summary Report

Fund: 1
November

Account	Budget Original	Budget Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	787,868.00	787,868.00	659,476.23	128,391.77	83.70
17 - HEALTH & SANITATION	249,737.00	249,737.00	228,515.00	21,222.00	91.50
18 - MUNICIPAL BUILDING	69,940.00	69,940.00	42,381.71	27,558.29	60.60
20 - GENERAL ASSISTANCE	71,683.00	71,683.00	53,218.41	18,464.59	74.24
22 - TAX ASSESSMENT	185,744.00	185,744.00	165,608.07	20,135.93	89.16
25 - LIBRARY	215,601.00	215,601.00	180,100.39	35,500.61	83.53
31 - FIRE/AMBULANCE DEPARTMENT	2,398,973.00	2,398,973.00	1,999,227.72	399,745.28	83.34
35 - POLICE DEPARTMENT	1,477,597.00	1,477,597.00	1,303,022.55	174,574.45	88.19
38 - PROTECTION	439,777.00	439,777.00	369,237.62	70,539.38	83.96
39 - CARIBOU EMERGENCY MANAGEMENT	23,154.00	23,154.00	9,571.25	13,582.75	41.34
40 - PUBLIC WORKS	2,162,607.00	2,162,607.00	1,797,659.34	364,947.66	83.12
50 - RECREATION DEPARTMENT	458,787.00	458,787.00	404,063.71	54,723.29	88.07
51 - PARKS	143,391.00	143,391.00	132,252.79	11,138.21	92.23
60 - AIRPORT	34,425.00	34,425.00	29,559.14	4,865.86	85.87
61 - CARIBOU TRAILER PARK	17,027.00	17,027.00	10,913.75	6,113.25	64.10
65 - CEMETERIES	6,850.00	6,850.00	6,653.48	196.52	97.13
70 - INS & RETIREMENT	109,800.00	109,800.00	105,465.78	4,334.22	96.05
80 - UNCLASSIFIED	38,000.00	38,000.00	27,851.09	10,148.91	73.29
85 - CAPITAL IMPROVEMENTS	726,690.00	726,690.00	726,690.00	0.00	100.00
Final Totals	9,617,651.00	9,617,651.00	8,251,468.03	1,366,182.97	85.80

Expense Summary Report

Fund: 2
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOBILE TRAIL MAINTENANCE	42,949.00	813.15	40,038.13	2,910.87	93.22
Final Totals	42,949.00	813.15	40,038.13	2,910.87	93.22

Expense Summary Report

Fund: 3
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	96,452.00	5,918.03	80,174.81	16,277.19	83.12
Final Totals	96,452.00	5,918.03	80,174.81	16,277.19	83.12

Expense Summary Report

Fund: 4
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	42,075.00	3,215.02	38,025.75	4,049.25	90.38
Final Totals	42,075.00	3,215.02	38,025.75	4,049.25	90.38

Expense Summary Report

Fund: 5
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	399,171.00	12,933.52	383,677.51	15,493.49	96.12
12 - CHAMBER	26,585.00	3,205.36	11,384.15	15,200.85	42.82
Final Totals	425,756.00	16,138.88	395,061.66	30,694.34	92.79

Revenue Summary Report

Fund: 1

November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	6,458,163.05	178,321.27	6,383,148.58	75,014.47	98.84
18 - MUNICIPAL BUILDING	4,000.00	333.33	3,666.63	333.37	91.67
20 - GENERAL ASSISTANCE	34,425.00	2,304.13	22,489.75	11,935.25	65.33
22 - TAX ASSESSMENT	597,212.04	0.00	390,991.98	216,220.06	63.80
23 - CODE ENFORCEMENT	9,150.00	1,238.75	8,376.29	773.71	91.54
25 - LIBRARY	6,200.00	578.85	6,098.69	101.31	98.37
31 - FIRE/AMBULANCE DEPARTMENT	1,887,940.00	137,918.96	1,755,587.13	132,352.87	92.99
35 - POLICE DEPARTMENT	49,375.00	5,307.00	55,126.98	-5,751.98	111.65
39 - CARIBOU EMERGENCY MANAGEMENT	2,600.00	0.00	2,600.00	0.00	100.00
40 - PUBLIC WORKS	194,139.00	152,131.67	190,674.13	3,464.97	98.22
50 - RECREATION DEPARTMENT	20,500.00	1,983.25	22,479.00	-1,979.00	109.65
51 - PARKS	2,600.00	1,545.00	3,057.80	-457.80	117.61
60 - AIRPORT	138.00	0.00	138.24	-0.24	100.17
61 - CARIBOU TRAILER PARK	15,727.00	3,395.00	17,865.52	-2,138.52	113.60
70 - INS & RETIREMENT	5,000.00	0.00	0.00	5,000.00	0.00
Final Totals	9,287,169.09	485,057.21	8,852,300.72	434,868.37	95.32

Revenue Summary Report

Fund: 2

November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
52 - SNOWMOIBLE TRAIL MAINTENANCE	45,883.00	1,800.00	5,279.79	40,603.21	11.51
Final Totals	45,883.00	1,800.00	5,279.79	40,603.21	11.51

Revenue Summary Report

Fund: 3
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	100,000.00	7,713.93	106,001.74	-6,001.74	106.00
Final Totals	100,000.00	7,713.93	106,001.74	-6,001.74	106.00

Revenue Summary Report

Fund: 4
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	48,729.00	8,121.50	44,668.25	4,060.75	91.67
Final Totals	48,729.00	8,121.50	44,668.25	4,060.75	91.67

Revenue Summary Report

Fund: 5

November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	414,998.00	0.00	337,998.58	76,999.42	81.45
Final Totals	414,998.00	0.00	337,998.58	76,999.42	81.45

Memo

To: Caribou City Council
From: Wanda L. Raymond, Tax Collector
Date: December 11, 2017
Re: Tax Abatement

Requesting the abatement of the following tax acquired mobile homes which have been torn down.

188 West Gate Rd Lot #14	\$284.17	Account #2053
194 West Gate Rd Lot #48	\$101.49	Account #2118

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Real Term Energy Contract for Services
DATE: December 8, 2017

Real Term Energy (RTE) was selected by a consortium of Aroostook County towns' and cities' representatives as a preferred consultant for services related to changing streetlights over to LED lamps. Each town and city must enter into their own contractual obligations with Real Term Energy, if they wish to proceed with further investigations into this issue.

Provided with this memo is a drafted agreement for the Council's consideration and a general scope of work provided by RTE.

According to EMERA, Caribou has 618 streetlights. RTE has indicated during previous meetings with town representatives, that their costs range between \$30-35 per light to cover initial investigation costs (approximately \$22,000) and the cost to replace lights would be 10 times that amount. Note that on page 5 of the agreement, the Council must decide which payment for services plan it wishes to utilize under the agreement. The two options provided include a lump sum amount with 20% profit margin to RTE or a fixed cost per light pole being evaluated. Both options have provision of increases to the contract amount based on special or unique circumstances.

Through the consulting process, Caribou would get plans and data that show potential cost savings, street light location improvements, lighting options, and total cost estimates. The City is not obligated to purchase the new lights if the initial study results are not satisfactory.

I had conversations with EMERA about the potential of changing the streetlight lamps to LED and found the following information:

- Caribou pays roughly \$106K per year in power delivery costs for its 618 street lamps.
- EMERA is working to change out its lamps with LEDs and reduce its rates. The city's cost under the EMERA LED plan would be about \$70K.
- If the City owned the streetlights and changed them to LEDs, EMERA has a different rate structure. The "power only" expense under this 3rd scenario would be about \$2,400. The city would have to pay for all maintenance and repair under this option.

RTE's services will provide more in depth analysis of this whole possibility.



AGREEMENT

I. PARTIES

This contract (hereinafter referred to as the "Agreement") is made and entered into on this _____ day of _____, 2017, by and between the City of Caribou, ME with a mailing address of, 25 High Street, Caribou, ME 04736 (hereinafter referred to as the "City"); and RealTerm Energy US, L.P., a Delaware limited partnership, with a mailing address of 201 West Street, Suite 200, Annapolis, MD 21401 (hereinafter referred to as the "Consultant".)

II. SCOPE OF WORK

In consideration of the mutual promises contained herein and the payment terms set forth in Section IV of this Agreement, the Consultant shall perform the services as outlined below:

A. Undertake a GIS inventory survey of the City's existing street and other outdoor lights¹.

The Consultant will compile an inventory of the existing public street and other outdoor lights via a Geographic Information Systems (GIS) inventory assessment. The Consultant will collect and report on the following attributes:

- GPS Location (XY coordinates)
- Street Name
- Data Collection Date
- Fixture Type
- Fixture Wattage
- Mounting Height
- Arm Length
- Connection Location (overhead or ground)
- Wire Location
- Pole Material
- Pole Setback
- Pole Ownership
- Road Width
- Road Classification
- Pedestrian Conflict
- Decorative has Photocell (if applicable)
- Decorative Color (If applicable)
- Visible problems that may affect the project (tree trimming, transformer present,

¹ Other outdoor lights refer to non-roadway cobra head and decorative street luminaires requiring additional design efforts to evaluate including additional on-site evaluation, detailed verification of mounts and electrical feed details. Examples of other outdoor lighting includes pathway lights, building flood lights and wall packs.

- primary wire, high reach, inaccessible by vehicle)
- General Comments

Throughout the inventory assessment process, the Consultant will report all relevant matters to the City, prepare any necessary interim reports and review and address with the City all relevant issues, on a timely basis, in order to minimize any delay on the eventual conversion.

The Consultant will produce an electronic inventory file compatible with common GIS software (e.g. ESRI ArcMap), Google Earth KML and/or Microsoft Excel.

B. Perform a comprehensive lighting design analysis to determine luminaire selection to either an RP-8 lighting recommendation² where applicable, or to such other standards or criteria to be specified and mutually agreed to by the parties.

Lighting designs through photometric modelling shall be performed for each materially unique roadway application that display similar roadway layout and lighting asset conditions. Roadway segments or individual lights that cannot be formally designed using the aforementioned method, shall be specified using best practices for the roadway conditions on-site.

C. The Consultant will advise the City on the use of available lighting control systems in terms of impact on safety, standardization, and energy cost savings and total life cycle cost of the system. The Consultant may also propose to the City any other value-add systems and discuss with the City their financial impact, commercial readiness, and alignment with utility policies.

D. Provide an Investment Grade Audit (IGA) report .

The Audit Report task shall consist of producing a comprehensive financeable report that includes a complete analysis of baseline and retrofit costs including energy, operations and maintenance, incentives, and payback. The IGA Report shall be submitted to the City for review.

The ROI shall include a comparative analysis of all viable options including but not limited to the following:

- Status quo - do not replace light fixtures and continue reliance on the utility to maintain the existing system.
- Take ownership of all existing fixtures, replace existing fixtures including

² The determination of adequate light levels for safety of pedestrians, cyclists, and vehicles is guided by the Illuminating Engineering Society (IES) Standard for Roadway Lighting (RP-8-14). The City recognizes that existing pole placement limits the degree to which IES standards may be met.

installation of new fuses and rewiring where necessary.

E. The Consultant may, if required, convene and host a public process where the public will have an opportunity to offer input on the project's scope. The presentation may include, but not be limited to, the following:

- Criteria for Manufacturer Selection
- Color Temperature Selection
- Business Improvement Area (BIA) Consultation for Decorative Replacement recommendations
- Ongoing Public Education and Consultation Process
- Design Process
- Schedule and Project Milestones
- Post-Installation Outage Reporting Process

F. Carry out all equipment and installation procurement requirements.

i. Selection of manufacturer

The Consultant shall select the LED luminaires from an approved list of LED luminaire suppliers derived through a competitive process involving non-proprietary performance specifications describing relevant photometric, electrical, physical, and durability characteristics of the luminaires. The Consultant shall conduct this process with specific reference to roadway conditions found within the state of Maine.

The Consultant shall provide details on their method of developing specifications and how that ensures that appropriate quality standards are met.

ii. Selection of installer

The Consultant will work with the City to develop detailed specifications and through a competitive procurement process, to engage a firm, authorized by the electric utility which provides service to the City, to work on their grid and install the light fixtures. Alternatively, the Consultant and City may opt to contract the electric utility for the removal and installation of fixtures.

G. Apply on behalf of the City for all available grants and rebates relating to the LED conversion project (if any).

H. Perform project management functions including oversight of the LED luminaire installation and the recycling/disposal of all waste material.

Based on the finalized design, the Consultant will oversee the installation and maintenance as an owner representative. The following elements will be covered:

- Description of Work
- Required installation schedule
- Reference standards
- Submittals
- Quality Assurance and Warranty
- Installation
- Field Quality Control
- Disposal
- Perform a sampling of spot-checks on installed lights to ensure proper installation procedures are being followed, especially at the beginning of the project
- Manage data on installations and provide a weekly status update of the project
- Confirmation of satisfactory installation completion by installation subcontractor.

I. Electricity Billing Changes

The Consultant will work with the utility to reach agreement on the final inventory and will ensure that the utility billing correctly reflects the updated inventory including updated demand and consumption values.

J. Following project commissioning, the Consultant will provide the following to the City;

- RealTerm Energy Documents:
 - This agreement (dually signed)
 - Investment Grade Audit
 - RealTerm Energy Insurance Certificate (copy to be provided prior to work commencing)
 - Confirmation of Utility Billing Update,
 - Warranty Service Request System Overview
- Installation Contractor:
 - Contractor Insurance and Workman's Compensation Documents (as applicable),
 - Utility Inspection Certificates (as applicable)
- Luminaires:
 - Warranty Coverage Information
 - Manufacture Warranty
 - Fixture Seal of Approval

- Photocell Warranty
- Recycling Certificate
- GPS/GIS Lighting Infrastructure:
 - Installation Summary
 - Fixture Specifications
 - Lighting Designs
- Lighting Network Metadata
- Closing Documents:
 - Request for Feedback and Testimonial
 - Post Project Customer Care & Company Information

III. COMMENCEMENT AND COMPLETION

The Consultant will commence work immediately upon contract signing and complete the tasks in their entirety within a reasonable schedule, provided below;

Example of Project Workflow Breakdown and Timeline (based upon 300 fixtures)	
To be determined	Contract signed and notice to proceed issued
Ongoing	Streetlight acquisition (if required)
2 weeks following notice to proceed	Meet with staff, utility and other stakeholders
1 weeks following completion of municipal meeting	GIS Inventory Survey completed
1 week following GIS Survey approval by client	Lighting Designs completed
2 weeks following design approval by client	Investment Grade Audit (IGA)
2 weeks following IGA Approval by Client	Public Information Session
4 weeks following IGA Approval by Client	Procurement of Installation Contractor
4 weeks following IGA Approval by Client	Procurement of the fixtures
8 weeks following purchase order	Delivery of fixtures
1 week following delivery of fixtures	Installation begins
4 weeks following installation commencement	Installation completion
2 weeks following installation completion	Electricity Billing Changes
2 weeks following installation completion	Final Commissioning

The City may authorize changes in the scope, extent or character of the services provided under this Agreement and the time and cost for completion may be adjusted accordingly with approval by the City.

IV. PAYMENT TERMS

The City shall pay for the services and equipment furnished by the Consultant in accordance with the terms of the Consultant’s Cost Proposal to the City dated _____, 2017 (the Proposal), the

price being subject to adjustment based upon the (1) actual fixture count as determined during the IGA (2) refusing and rewiring requirements and (3) any other services which are outside the scope of the Proposal. The Consultant shall submit an invoice on or about the first of each month reflecting services performed to date, which invoices will be due and payable within 30 days of receipt.

OR

The City understands that the payment for completion of the services shall be based upon a cost plus basis whereby the consultant agrees to charge a \$_____ per street light fixture fee for data collection services, the Investment Grade Audit, project management and post installation services, plus a mark-up on fixture procurement and installation costs resulting in a 20% gross margin to the Consultant on these items. The \$_____ per fixture fee does not apply to other outdoor lights for which additional pricing may apply. The Consultant agrees to perform the services on that basis. The Consultant shall submit an invoice on or about the first of each month reflecting services performed to date, which invoices will be due and payable within 30 days of receipt.

V. TERMINATION

The City may elect to terminate the Agreement without cause following completion of the IGA prior to the equipment and installation procurement process by written notice to the Consultant delivered prior to the commencement of the procurement process, in which case the City will pay the Consultant the amount of \$_____ (the "IGA Fee") as compensation for services rendered to date. Either party may terminate this Agreement at any time for cause after giving the other party written notice with 10 business days to cure the same, provided, however that if the default in question cannot reasonably be cured within such ten (10) business days, then so long as the defaulting party commences cure within ten (10) business days and continues to use commercially reasonable efforts to pursue such cure, then such default shall not be deemed a default hereunder. If the Consultant elects to terminate the Agreement for cause, the City will be obliged to compensate the Consultant for all services rendered to date, including the entire IGA Fee, and procurement services, including equipment purchased, and installation services, inclusive of a gross margin of 20% to the Consultant, less any payments made on account to the Consultant up to the effective date of termination. The City may terminate the Agreement without cause by giving the Consultant fourteen (14) business days' notice, and compensating the Consultant for services performed, including the entire IGA Fee, and procurement services, including equipment purchased and installation services, inclusive of a 20% gross margin to the Consultant, less any payments made on account to the Consultant, in accordance with this Agreement through the effective date of termination.

VI. DISPUTE RESOLUTION

Any controversy or claim arising out of or related to this Agreement, which cannot be resolved between the parties shall be submitted to the Maine Superior Court (Aroostook County). This agreement shall be governed by and construed in accordance with the laws of the State of Maine, notwithstanding its conflict of law principles.

VII. QUALIFICATIONS

The Consultant represents and holds, and will continue to hold during the term hereof any and all qualifications, licenses and certifications required to perform its services in Maine. The Consultant shall perform all services in accordance with professional standards.

VIII. USE OF DOCUMENTS

All documents, reports, data, studies, estimates and other work material developed under this Agreement shall be the property of the City and shall be promptly delivered to the City in a form compatible with the City's software or other records management systems. All data collected shall be disclosed only to the City's authorized representatives, at the direction of the City.

IX. SUBCONTRACTORS

The Consultant shall be fully responsible for the acts and omissions of any subcontractors and of persons both directly or indirectly employed by it, and shall hold subcontractors to the same terms and conditions as the Consultant is held under this Agreement. No subcontractors shall be retained on this Agreement without the specific prior written approval of the City. Subcontractors shall not be deemed employees of the City under any circumstances and the Consultant assumes full responsibility for payment of compensation, taxes and all other benefits due and payable to all such personnel involved in performing services under this Agreement.

X. SUCCESSORS AND ASSIGNMENT

The City and Consultant are hereby bound to this Agreement and to the successors of the other party in respect of all covenants, agreements and obligations of this Agreement, subject only to the appropriation by the City of sufficient funds to fulfill its obligations hereunder. Neither the City nor Consultant may assign, sublet or transfer any rights under or interest in this Agreement without the written consent of the other party, unless mandated by law. No assignment will release or discharge the assignor from any duty or responsibility under this Agreement, unless expressly provided otherwise in a written consent to assignment.

XI. INSURANCE

The Consultant shall purchase and maintain insurance in accordance with Schedule A attached hereto, including Workers' Compensation, Employers' Liability, Commercial General Liability, Property Insurance, Automobile Liability and Professional Liability Insurance. The City shall be named as an additional insured on the liability policies, as their interest may appear, with respect to the work performed by the Consultant.

XII. INDEMNIFICATION

The Consultant will indemnify and hold harmless the City, its officers, agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the negligent performance of the Agreement by the Consultant, its officials, employees, agents and subcontractors. To the extent permitted by law, the City will indemnify and hold harmless the Consultant, its officers, agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the City's negligent performance under the Agreement. Any obligation of the City to indemnify pursuant to this Agreement shall not be deemed or construed to operate in practical effect to waive any defense, immunity, or limitation of liability which may be available to the City, its officers, agents or employees, under the Maine Tort Claims Act (14 M.R.S. §§ 8101, et seq.) or any other privileges or immunities which may be provided by law.

XIII. CONFLICT OF INTEREST

The Consultant will represent the City and not suppliers, avoiding both the appearance, as well as any actual conflict of interest. Any subsequent disclosure of a conflict of interest after this contract is awarded, but which existed at the time of proposal submission, will be grounds for termination

XIV. NOTICES

All notices, requests, demands or other communications to or from the parties hereto shall be in writing and shall be given by overnight delivery service, by hand delivery, telecopy or e-mail to the addressee as follows:

(a) If to the Consultant:
Realterm Energy US, L.P.
201 West Street
Annapolis, Maryland 21401

Attention: Paul Vesel

Phone: (413) 695-0045

Facsimile: (413) 695-0045

E-mail: pvesel@realtermenergy.com

(b) If to the City:

City of Caribou
25 High Street
Caribou, ME 04736

Attention: Dennis Marker, City Manager

Phone : (207) 493-5962

Facsimile: (207) 498-3954

E-mail: Citymanager@cariboumaine.org

XV. ENTIRE AGREEMENT

This Agreement and its attachments represent and contain the entire agreement between the parties. Prior discussions or verbal representations by the parties that are not contained in this Agreement and its attachments are not a part of this Agreement. Where there is any conflict between the provisions of this Agreement and the provisions of any attachment, the provisions of this Agreement shall control.

XVI. COUNTERPARTS

This agreement may be signed in any number of counterparts, each of which is an original, and all of which taken together constitute one single document.

Signature page to follow

Realterm Energy US, L.P., a Delaware limited partnership

By: Realterm Energy US, LLC, its General Partner

By: _____
Name: Sean Neely
Title: President

Date: _____

By: The City of Caribou, ME

By: _____
Name:
Title:

Date: _____

Attested by: _____

DRAFT

SCHEDULE A
INSURANCE REQUIREMENTS

INSURANCE COVERAGES

The Consultant agrees that it shall, at all times during the term of this Agreement, maintain in full force and effect, the following insurance coverage:

- 1) **Commercial General Liability Insurance** with limits of five million dollars (\$5,000,000) per occurrence and general aggregate for each (i) bodily injury and property damage, (ii) personal injury and advertising injury liability, and (iii) products and completed operations. The policy shall also include contractual liability and a standard separation of insureds or cross liability provision, as would be achieved under the standard ISO CGL form. The City shall be named as an additional insured, as their interests may appear, as respects operations performed by Consultant.
- 2) **Automobile Liability Insurance** to cover liability for the ownership, maintenance and use of all owned, hired, or non-owned vehicles, for a combined single limit for bodily injury and property damage in an amount of one million dollars (\$1,000,000) per accident.
- 3) **Workers Compensation** coverage in an amount not less than statutory requirements and **Employer's Liability Insurance** in an amount of not less than \$1,000,000 each accident for bodily injury by accident, each employee for bodily injury by disease and policy limit for bodily injury by disease.
- 4) **Property Insurance** to cover Consultant's personal property, or property considered to be in its care, custody, and control.
- 5) **Errors and Omissions Insurance** with limits of \$250,000 per claim, and \$500,000 general aggregate.

CONDITIONS OF INSURANCE

- A. In order to meet the required minimum limits of the Liability Insurance, it is permissible for the Consultant to combine an umbrella liability policy with the primary liability policy, at the discretion of Consultant.
- B. Policies shall be issued by insurers approved to do business in the jurisdiction where the City is located
- C. The Consultant shall be responsible for deductible amounts under its insurance policies, except where otherwise provided.
- D. Prior to commencement of the Work and upon the renewal, or extension of each policy of insurance required herein, the Consultant shall promptly provide the City with a certificate of insurance.



Proposal to the Cities of Caribou and Presque Isle and the Towns of Fort Fairfield, Fort Kent, Frenchville, Grand Isle, Houlton, Island Falls, Limestone, Madawaska, Mapleton, Mars Hill, St. Agatha, and Washburn Maine

Request for Qualifications - Conversion of community street light system to LED fixtures and from utility owned to municipally owned and maintained fixture on utility owned poles.

March 24, 2017

Primary Contact

Paul Vesel

Director, Business Development – NE USA

201 West Street, Suite 200, Annapolis, MD 21401

(413)-695-0045

pvesel@realtermenergy.com

REALTERM
ENERGY

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A. COVERING LETTER

March 24th, 2017

Mr. Martin Puckett
City Manager
12-2nd Street
Presque Ilse, ME 04769

Dear Mr. Puckett and the Members of the Evaluation Team,

RealTerm Energy is pleased to submit our qualifications for assisting you with the transfer of ownership of the community streetlights from your utility to each municipality and the subsequent conversion of the streetlights to LED fixtures.

We have assembled an elite team of in-house and sub-contracted professionals experienced in LED streetlight conversions and Smart City solutions to work collaboratively on all aspects of this project. The amassed team, capitalizing on the expertise of its members and their specializations, will meet the Participating Municipality's (PM's) stated objectives as detailed in RFP #2917 along with all required qualifications listed in the RFP.

It is our understanding that the scope of services to be provided encompasses the following:

- GIS inventory survey (audit) of existing street lights
- Street light acquisition
- Lighting design analysis and recommended replacement LEDs
- Financial analysis of approved street light solution (Life-cycle Report)
- Application(s) for all available incentive and/or rebates
- Procurement of all street lighting products
- Project management services and installation of the new LED system
- Recycling and disposal of previous street lights
- Financing options

We have extensive experience working with groups of municipalities in the state of Maine, and manage all of our conversion projects in a transparent fashion. During each phase, we will keep the PM informed of all progress and of any increases or decreases in identified inventory. Fiscal monitoring of this project, on the Participating Municipality's part, will be an easy process facilitated by regular meetings and continually accessible, online reports.

The RealTerm Energy team appreciates this opportunity to present our proposal. We look forward to the prospect of working with the Participating Municipalities to design and install your new, highly-efficient LED street lighting system. We are passionate about what we do and want you to feel the same way about this project's results.



Sean Neely, President
sneely@realtermenergy.com

B. COMPANY PROFILE

B.1. RealTerm Energy

RealTerm Energy is an international leader in providing energy-efficient turnkey LED street lighting conversions for cities. Over 160 municipalities have selected RealTerm Energy for such projects over the past three years.

Our group of 40 full-time employees is dedicated exclusively to designing and executing high-quality and cost-effective LED street light conversions for cities. We have a complete GIS department, three full-time lighting designers plus distinct teams focusing on project management, engineering and client services.

Cities we've worked with quickly recognize that RealTerm Energy lives and breathes its business. Our team's innovative technical and operational processes ensure we accomplish what we set out to do – in short, what we promise at the onset of a project. This approach results in municipalities finding we are tenacious when it comes to making things right. Should any issues arise during or after a project, we'll all work together until they're resolved.

RealTerm's solid expertise with similar conversions enables us to provide the scope of services you are seeking. Our combined teams are equipped with the resources they need, and the on-the-ground experience, to complete this project on time and on budget for each Participating Municipality.

B.2. Company Mission

RealTerm Energy's mission is to deliver future-ready "Smart City" solutions that allow forward-thinking communities to reduce energy costs, improve the quality of life of citizens, and protect the environment.

RealTerm Energy's primary focus is on the implementation, financing and management of municipal LED Street lighting and adaptive technology control systems. Our photometric-based LED street lighting designs are based on the latest ANSI/IES RP-8-2014 standards and our adaptive technology control offerings deliver unmatched energy and maintenance savings to our clients.



WORLD BANK GROUP

Proud to be recognized by the World Bank.

RealTerm Energy's "remarkable" partnership in the joint-procurement model developed with LAS and the Association of Municipalities of Ontario has been recognized by the World Bank as being among the most efficient and successful delivery models in the world.

The World Bank Group estimates that 20% of global electricity is consumed by lighting and it projects that widespread adoption of LED lighting can reduce that to 7%. We are proud to join the World Bank's efforts to increase energy efficiency and lower greenhouse gas emissions as we continue to expand to new jurisdictions. Access our homepage to view the complete case study:

<http://www.realtermenergy.com/>

B.3. Summary of Projects by Phase

The table below provides an overview of all our past and current LED street lighting projects, valued in excess of \$70M.

PHASE	PROJECTS	STREETLIGHTS
Installed	222	107,043
Installation phase	23	20,814
Inventory Survey, Design, and Procurement	38	42,690
Total	283	170,547

B.4. Municipal Associations

Two major North American municipal associations have selected RealTerm Energy as a preferred provider of LED street lighting services: Connecticut Conference of Municipalities (CCM) and Ontario's Local Authority Services (LAS). Similarly, the Metropolitan Area Planning Commission (MAPC) of Massachusetts has partnered with RealTerm Energy in their street lighting conversion program.

B.5. Experience in New England

In addition to our 168 installed projects, the table below highlights 6 municipalities in New England that recently awarded their LED conversion project to RealTerm Energy.

RECENTLY AWARDED PROJECTS		
Municipality	Fixtures	Scope of Work
City of Brockton, MA	8,761	Consulting services
City of Biddeford, ME	2,325	Turn-key conversion
City of South Portland, ME	1,597	Turn-key conversion
Town of Seymour, CT	1,133	Turn-key conversion
Town of Rockland, ME	704	Turn-key conversion
Town of Falmouth, ME	597	Turn-key conversion
Village of Great Neck, NY	720	Turn-key conversion
Town of Watertown, CT	1,205	GIS audit and Design
Holden Municipal Light Department, Holden, MA	1,655	GIS audit
Rockland, MA	698	GIS audit

Adding to our team's local experience is George Woodbury, one of the Northeast's most experienced specialists in street light acquisition, having worked since 2004 with the states of Maine, Massachusetts and Rhode Island in drafting their street light acquisition legislation. Currently, he is co-managing the new Partnership for Rhode Island Streetlight Management (PRISM) program involving 27 of 38 RI municipalities and representing approximately 70,000 streetlights. Prior to that, George worked with 85 municipalities in Massachusetts on their street light conversion projects. Furthermore, he was the author

of the first legislation in New England that permitted street light acquisition and has been an active participant in law- and rule-making in Maine, serving as the expert witness for various Maine communities and municipalities.

RealTerm Energy, together with George Woodbury, has developed multiple projects throughout the northeast in both Canada and the U.S., conforming to all relevant state laws in Massachusetts, Connecticut, Rhode Island and most recently in Maine. George has represented municipalities in front of the Public Utilities Commission (PUC) throughout New England. He worked with Falmouth, South Portland, Biddeford and Rockland in negotiating the current standards soon to be published by Maine’s PUC. Our work with over 40 different electric utilities has provided us with a broad experience touching all aspects of street light projects including acquisition, decommissioning, demarcation, wiring, recycling, maintenance, etc.

As a result, our team is thoroughly familiar with the relevant local legislation and all of the ongoing actions before the Public Service Commission. The PM will benefit from our extensive experience and knowledge regarding local legislation, standards, and incentives and rebates.

Finally, because we expect to be partnering with Emera for the installation work, as will be described below, we will have deep insight into the local utility systems and maintenance history. That combined with our experience maintaining 14 ESPC projects with 10-year contracts, provides us with solid tools for handling maintenance issues into the future. (A list of our ESPC projects can be found in Appendix F, and a draft copy of the proposed Emera “Customer-Owned Street Lighting Agreement” is included for reference in Appendix G).

C. KEY PERSONNEL



Silvia Sepulveda – Project Manager and Single Point of Contact (SPOC)

Silvia has held several prior roles as an Electrical Engineer. She brings over 16 years of electrical engineering experience with a strong background in large projects for heavy industry (mining and metals, oil and gas) for clients such as Alcoa, The Iron Ore Company of Canada, Rio Tinto and Citgo. Silvia takes project management responsibility for all aspects of the project life cycle (initiate, plan, execute, control, close). She provides day-to-day management of the services relationship with RTE clients, from project scheduling and milestone tracking to procurement and installation.



Fernando Araujo – Director of Project Management

Fernando oversees the operational department teams, ensuring they achieve project tasks and manages the planning and delivery of the project. Fernando brings over twenty years of project management experience, with deep construction roots and a proven ability to manage projects in complex and diverse environments. Fernando was an MEP Project Manager at Construction Santé Montréal. He was previously a Project Manager for major Energy Service Companies (ESCO), such as

Trane and Johnsons Controls, successfully managing energy savings projects with guaranteed paybacks.



Dan Kirkby – GIS Engineering Manager

Dan manages our Geospatial Information Systems (GIS) and the development of RealTerm’s GIS-enabled streetlight management tools for local municipalities. Dan served in the Canadian Military, commanding the Geospatial Support Squadron. He has a Master’s degree in Geodetic and Geospatial Engineering and a Bachelor’s degree in Civil Engineering. His 14 years of engineering and management expertise makes him an invaluable member of our team.



Everton Crosara – Lighting Design Manager

Everton’s photometric design expertise is employed wherever RealTerm’s municipal clients adopt LED technology. As one of our professional lighting designers, Everton draws on his 15 years of project planning experience both in North America and Internationally. He has overseen the construction and maintenance of vast systems of some 211,000 streetlights, accent lighting, power-line distribution, transmission and energy efficiency.



Csaba Demsze – Senior Estimation and Energy Efficiency Expert

Csaba is responsible for evaluating the energy and cost savings, as well as the financial options of our LED street lighting retrofits. He ensures we stay up to date with the latest changes in the lighting industry including technology and energy incentives. Csaba supports our Business Development Team with the most innovative and cost effective solutions.



Maria Regunaga – Marketing Manager

Maria is responsible for all marketing and communications at RealTerm Energy. She will work with the PMs to efficiently communicate the LED upgrades to their residents. She brings more than 12 years’ experience implementing and managing a broad range of marketing communications projects for corporations, not-for-profit organizations and tourism associations internationally. Maria will ensure that members of the PMs, and relevant media outlets, will receive all the necessary project information.



George A. Woodbury – Street Light Acquisition, Incentives and Rebates

George worked as Public Works Director for Lexington, MA during which time he wrote legislation permitting cities and towns to own their own street lights. Since 2001, George has assisted over 80 communities to acquire their street lights. He has completed energy efficiency street light upgrades in over 85 municipalities comprising over 100,000 lights and has saved them in excess of \$20 million annually. George will be a key interface with the Town of Wethersfield and Eversource focusing on billing, rebates, and incentives.



Bruce Ibbitson – Project Installation Manager

Bruce is your face-to-face contact with RealTerm Energy. He regularly visits your community throughout the conversion to LEDs, from the initial audit of the existing network until the install is successfully complete. Bruce brings 25 years of experience in technical project management. His two terms as elected councillor for the Township of St. Joseph brings invaluable experience and understanding of the decisions required of a council and municipal staff. Bruce has a degree in Technical Education from the University of Toronto.



Paul Vesel – Director, Business Development– Northeast USA

Paul Vesel is the director of business development for the North East and will be acting as the project/team leader. He brings more than 25 years of experience in energy and telecommunications infrastructure development. As Director of Business Development for a ACSI Network technologies, Paul was part of a team that deployed 35 metropolitan area fiber optic networks in cities across the U.S. Paul is currently working with municipalities to develop streetlight projects throughout the Northeastern U.S. and has extensive knowledge of streetlight infrastructure in this region.

The full resumes of our key personnel assigned to this project can be found in **Appendix A**.

D. REFERENCES

PROJECT NAME	# OF FIXTURES	VALUE (\$)	COMPLETION DATE (MM/DD/YY)	REDUCTION IN ENERGY CONSUMPTION	DECREASE IN MAINTENANCE COSTS
CITY OF OSHAWA Ontario LED Streetlight Conversion	12,293	\$9.3M	In progress	54%	80%
<p>Description: Complete turnkey project including all cobra head and decorative fixtures in the City. As of August 30, 2016, we have completed the audit (GIS) and design phases for all lights, and the Investment Grade Audit has been presented and approved by the City Council. Fixtures have been procured and installation has begun. The project should be finished in January, 2017.</p> <p>Challenges: Worked closely with both the City of Oshawa and its utility, Oshawa PUC Networks, to fashion a contract with the Utility as the contracting entity. Worked closely with the utility to maximize incentives to the City.</p> <p>Project Leader: Kerry Wilson – Managing Director, Business Solutions.</p> <p>Contracting Officer: Glenn Simmonds, Director of Operations, City of Oshawa (905) 436-3311 gsimmonds@oshawa.ca</p>					
CITY OF BARRIE Ontario LED Streetlight Conversion	10,622	\$4.75M	09/24/15	65.8%	80%
<p>Description: Complete turn-key LED streetlight conversion, based on full photometric design work and a detailed IGA. Provided a real-time installation map that was posted on the City’s website allowing the installation progress to be tracked by all residents. The City will experience energy savings of approximately 5,423,256 kWh per year, equivalent to an annual reduction in greenhouse emissions of 546 metric tons. Assisted City in applying for incentives, resulting in an incentive in the amount of \$911,000 (18% of total costs). City will expect annual energy and maintenance savings of approximately \$1,000,000.</p> <p>Challenges: The City required an accelerated project schedule. Our team expedited the installation phase, installing all fixtures in 57 working days, several weeks ahead of the original proposed completion date. Our team installed fixtures at night to avoid disturbance to surrounding residents, businesses and traffic.</p> <p>Project Leader: Kerry Wilson – Managing Director, Business Solutions.</p> <p>Contracting Officer: Barry Thompson, Manager of Energy Management, City of Barrie, Ontario, Canada (705) 739-4220 Ext. 4557 barry.thompson@barrie.ca</p>					

PROJECT NAME	# OF FIXTURES	VALUE (\$)	COMPLETION DATE (MM/DD/YY)	REDUCTION IN ENERGY CONSUMPTION	DECREASE IN MAINTENANCE COSTS
CITY OF LONDON Ontario LED Streetlight Conversion	9,380	\$4.5M	12/23/15	57%	80%
<p>Description: Complete turn-key project consisting of 9,380 cobraheads. Assisted the City in obtaining an incentive of over \$1M.</p> <p>Challenges: The project required multiple financing options. Our team offered two competitive financing options: self-financed Design, Upgrade and Transfer (DUT), and RealTerm Energy financed Energy Savings Performance Contract (ESPC).</p> <p>Project Leader: Kerry Wilson – Managing Director, Business Solutions.</p> <p>Contracting Officer: Shane Maguire, Manager, Roadway Lighting and Traffic Control, City of London, Ontario, Canada (519) 661-2500 Ext. 8488 smaquire@london.ca</p>					

E. PROJECT APPROACH

RealTerm Energy uses a [proven approach](#) to turn-key conversions, focusing on achieving the most efficient LED conversion with the highest degree of energy savings and the greatest assurance of safe light levels. We tailor all of our work to the particular context and needs of your Participating Municipalities, relying on the input of your knowledgeable staff.

Project Management Experience

RealTerm Energy’s conversion projects have ranged from 13 fixtures to over 10,000 fixtures in urban, suburban and rural municipalities. Our project management team has demonstrated its ability to effectively manage and complete numerous turn-key LED conversion projects simultaneously for multiple municipalities in wide-spread locations. We adapt our approach according to each municipalities’ unique needs and street light infrastructure requirements, standards and legislation. During a recent quarter, our project management team was overseeing 64 installation subcontractors on 35 separate projects. All projects were completed on time and within budget.

E.1. GIS Audit / Inventory Survey

The GIS inventory is a critical component of our approach. With it, our project team collects all the baseline geospatial street light data required to develop a comprehensive photometric design plan of your new LED street lighting network.

Compatible with virtually any smart phone and tablet, our scalable approach:

- Allows for easy customization of the data collection to include virtually any kind of information desired by the Municipality.
- Accelerates data collection, shortens the project timeline and increases life-cycle savings.
- Clearly reveals any gaps and errors that might exist in the inventory data belonging to the PM or Emera.

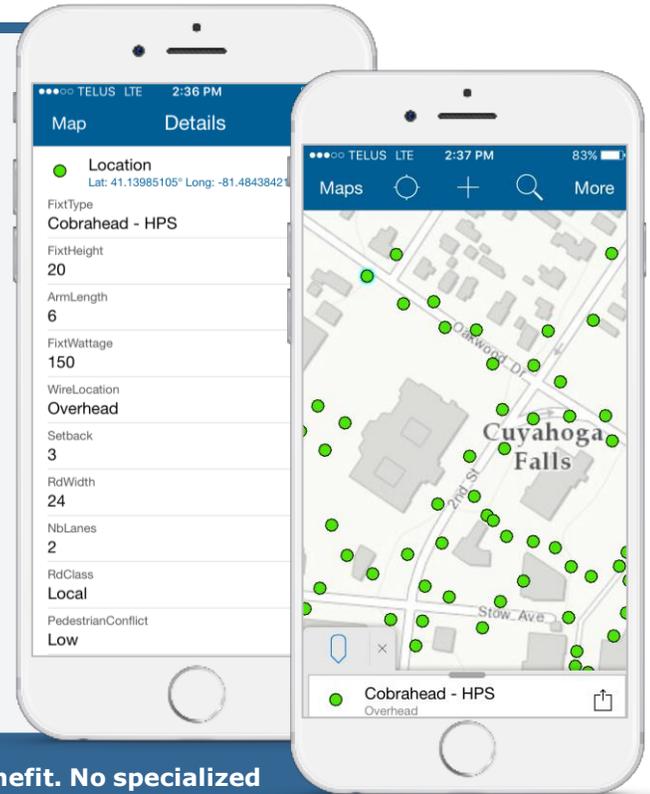
- Optimizes both energy savings and street lighting performance during the design and installation phases by making any necessary corrections to the inventory early in the process.
- Reduces costs and delays that result from incorrect fixture and/or quantity orders.
- Provides PM staff and stakeholders with online login access to the mapping system, ensuring full transparency of the project from start to finish.

Your staff will find that asset management is now easy. They will be able to identify each individual light in the system and view its history and characteristics.

RealTerm Energy uses a customized ESRI application to capture and record detailed street light data and measurements.

The GIS-based application records and verifies the following characteristics:

- Exact pole location (longitude, latitude)
- Unique ID number
- Offset/setback of pole
- Pole type (steel, aluminum, wood) and condition
- Decorative data (pole color, photocell)
- Arm length
- Fixture type, wattage and mounting height
- Connection/wire location (overhead or ground)
- Road width, classification and traffic lanes
- Pedestrian conflict



Our mobile street lighting app offers a significant benefit. No specialized equipment or expensive software licenses are required for authorized users to access our survey data online and all data can be easily exported to MS-Excel.

Access the link below to explore a sample of RealTerm Energy’s detailed street light survey:

<http://arcg.is/2dzu9SA>

Street Light Acquisition

Using the updated data obtained from the inventory survey, RealTerm Energy’s streetlight acquisition specialist George Woodbury will assist the PM in negotiating the acquisition of the existing streetlights from Emera. George has been working with the Maine Streetlight Working Group since negotiations began over a decade ago.

Typically, utilities use a Net Book Value (NBV) to establish the cost of acquiring your fixtures. However, their way of calculating this may not take an accurate account of all contributions you have made in the past, for example to the street lighting reserve. To this end, we will request the records of additions and retirements, the approved depreciation rates and the allocations made of net salvage costs going back thirty years. Following this, we can do an independent calculation of the NBV. As part of our negotiations with Emera, RealTerm Energy will ensure that any agreements signed have a clause protecting the PM from losing any additional benefits that might come from a future rate case that addresses how the value of the street light assets are calculated. This may not be required in every instance as it is a value proposition. If the calculations reveal a small discrepancy and it looks like reaching an equitable settlement will cause significant delays, we have to balance the lost savings due to the delays against the value of the effort to seek an adjustment. RealTerm Energy together with the community will review the determination and make a decision as to the best course of action to meet each municipality's goals.

The only open question before the Public Utility Commission (PUC) is the calculation of the net book value of the assets. Our methodology to calculate of the net book value of the street light assets will be to receive and review the purchase and sale agreement and the License/Attachment Agreement to be sure they are consistent with the approved form agreed to before the PUC. We will also prepare any addendums as needed to address any unique circumstances in each municipality. If desired by the PM, it may be valuable for us to include the review of any agreement for installation or removal services contemplated in connection with a conversion to LED technology as part of any addendum. We will also review the proposed purchase price and review the supporting information to verify proper calculation. In the event that an audit finds billing errors, we will assist with the securing of a refund or an adjustment of the purchase price to recoup the overcharges. Once the transfer of assets is completed, we will follow up to be sure the billing was appropriately adjusted to reflect the change.

George Woodbury has assisted over 80 municipalities in Massachusetts with acquiring their street lights. Some recent projects that have been completed successfully include Randolph, Lincoln and Fitchburg, for a total of 6,047 fixtures. George has represented the Maine Streetlight Working Group in negotiating successfully the terms established by the Maine PUC for the buyback of fixtures with a more equitable calculation of Net Book Value than what had been proposed previously by the utilities.

DELIVERABLES

- Accurate and comprehensive geospatial street light inventory that records and verifies various streetlight-related characteristics and measurements
- Customizable data fields for virtually any kind of information desired by the PM
- Identification of discrepancies in previous street light inventory
- Identification and description of any issues requiring attention (tree trimming, equipment damage, wiring issues etc.)
- Detailed electronic map of all identified streetlights by GPS location and containing each individual fixture's unique characteristics (see sample survey above)
- Assistance with street light acquisition negotiations, calculations and documentation

REQUIRED FROM THE MUNICIPALITY

- The most current data from the PM's existing GIS layers of utility poles with all attributes and inventory of streetlights with all attributes (if available)
- Review of RealTerm Energy's updated inventory data to ensure that all necessary areas have been covered and that no portions of adjacent municipalities have been included in error
- Location information for all PM-owned parking lots (if needed)

E.2. Financial Stability for Financing ESPCs

RealTerm Energy has provided Energy Savings Performance Contracts (ESPCs) directly for 13 of our municipal LED upgrade projects. As a division of RealTerm Global, a multi-billion-dollar infrastructure management and financing company, RealTerm Energy’s access to capital markets ensures that our municipal partners receive the most competitive financing terms available.

Basic components of the ESPC:

- RealTerm Energy finances 100% of the project costs
- RealTerm maintains the streetlight lights for a period of 10 years
- The municipality and RealTerm Energy jointly share in the energy and maintenance savings
- The operating risks are transferred to RealTerm Energy
- There are guaranteed energy and maintenance savings throughout the term

Should the PM choose to proceed to ESPC financing, RealTerm Energy will pay 100% of project costs. The municipality and RealTerm will jointly share in the energy and maintenance savings, with a portion of the savings being used to pay back the initial cost of the project. During the 10 year period of an ESPC contract, RealTerm Energy will maintain the streetlights. Operating risks are transferred to RealTerm and the PM is guaranteed energy and maintenance savings throughout the term. Asset ownership remains with the municipalities.

Lease Financing

Several municipalities have opted for lease financing for their LED upgrades. We have a great deal of experience in structuring this financing option. We routinely deal with up to nine different companies for tax-exempt lease financing. These include Bank of America, Wells Fargo, Bank North, Municipal Services Group, Pinnacle Public Finance, CalFirst Bank, US Bank, and Green World Finance Group. Recently, we secured \$13M in lease financing for the City of Providence for their LED conversion and \$335,000 for the Town of Canton. We also secured financing for both Fitchburg and Randolph this past year at just over \$1M each. We will issue a tender for financing, providing the project costs and savings figures. We review the received quotes and share them with the community. All quotes are indexed to protect the community. Once a lease company is identified we will assist with the document preparation and any other requirements the Awarding Authority may require.

“Many municipalities seemed to be going with a one-for-one replacement. We liked the GIS mapping, and the design process brought additional value to the project.”

Barry Thompson, Manager of Energy Management
City of Barrie, ON

DELIVERABLES:

- Competitively priced ESPC
- Lease Financing option

E.3. Photometric Design

RealTerm’s in-house design team uses GIS-based inventory data to create photometric design plans that optimize lighting quality, safety levels and energy savings.

- All designs follow the RP-8-2014 Roadway Lighting recommendation produced by the IES.
- They are done in accordance with LEED-ND (Neighborhood Development) and specifically, with GIB Credit 17-Light Pollution Reduction.
- Each design reduces back-light and up-light while delivering the required light to the targeted area. Light trespass and Dark Sky considerations are incorporated to avoid light pollution.

Our team delivers the most efficient design methodology to achieve standardized designs that meet the RP-8-2014 guidelines wherever possible, thereby reducing the number of over- or under-lit roadways. While every effort is made to use RP-8-14 in all instances, concerns specific to the PM will be addressed by the design team (such as adding or reducing light levels where desired by the PM). In particular, unique regional characteristics such as neighborhoods, schools, hospitals and areas with higher levels of street crime, accidents and/or vehicle-bicycle-pedestrian conflicts, are taken into account.

Due to our broad-based knowledge of available product settings, RealTerm Energy's design team:

- Determines base designs for representative streets and carefully applies the designs to all other streets with the same parameters. This process is repeated for each unique set of street conditions
- Utilizes the adjustable wattages and different light distribution patterns available to fully optimize the design of your LED conversion, in order to maximize your energy savings
- Typically uses 15-20 different fixture settings when creating their photometric designs. Most turn-key providers limit the product range to 5 or 6 settings, thus not taking full advantage of the benefits of LEDs. (This does not cause inventory problems due to the low failure rate of LEDs, such that only 1-2 spare luminaires of each kind need to be kept in stock).

Our team has the experience to be able to evaluate and work with multiple LED manufacturers to arrive at superior design recommendations.

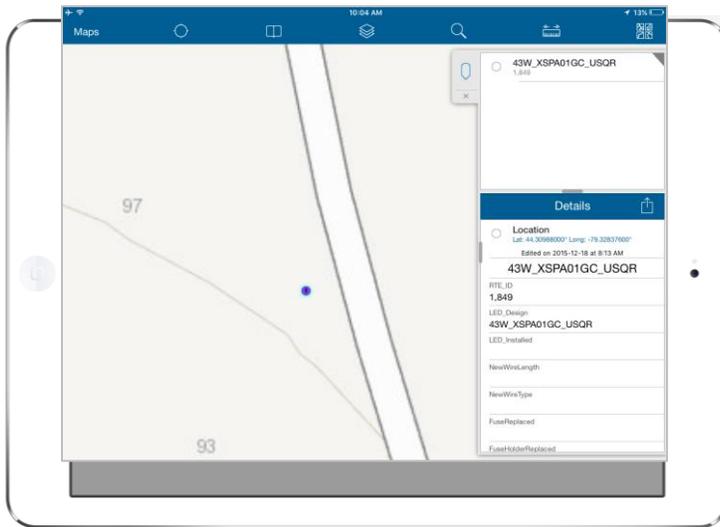
Protection against litigation and citizen concerns

This careful photometric design ensures that each PM has the documentation to demonstrate that they have reviewed their lights in a responsible manner, and have not simply relied on past, undocumented lighting decisions based on older HPS technology. Our expertise, which we apply to all of our project work, has been called upon several times recently in forensic investigations. This same data provides reassurance to concerned citizens who are reacting to media issues about light pollution or health issues.

DELIVERABLES

- Recommended photometric design plan aimed at maximizing energy savings

- Accurate street-by-street design specifications that have accounted for all the relevant street light infrastructure, roadway, intersection and sidewalk characteristics



Upon completion and approval of the photometric designs, the LED design specifications are imported and mapped within our application. The map uses the inventory survey data to identifying precisely:

- Which LED fixture type is to be installed at each individual location
- What settings are to be used for each luminaire.

Life-cycle report

Based on the detailed photometric design of your new LED street lighting system, RealTerm will produce a Lifecycle Costs and Savings Report.

This report will provide the PM with 1) a complete analysis of your current street light infrastructure’s performance and 2) a comparison of the status quo energy consumption with the post-conversion LED system, using highly accurate data from the custom photometric designs.

This bankable report is based on precise fixture-by-fixture inventory and design, and provides the optimal fixture types, wattages, light distributions and quantities for approval by the PM and for procurement. It is easily understood and acts as a helpful tool for communicating the advantages of the LED conversion to non-expert decision-makers, stakeholders and community members.

The Lifecycle Cost and Savings Report will include:

- Baseline energy use, energy cost, and operations and maintenance costs
- Recommended fixture types and wattages
- Estimated retrofit energy consumption, and energy, operations and maintenance costs
- Estimated sources of funding including rebates / incentives
- Calculation of estimated total conversion cost and payback period
- Calculation of Green House Gas (GHG) reduction

DELIVERABLES

- A detailed, accurate and easy-to-read Lifecycle Cost and Savings Report suitable for arranging financing and useful for communicating the benefits of the LED conversion.

Incentives and Rebates

Once the designs have been confirmed, our team will process and submit on behalf of the PM all paperwork required to ensure the available rebate financial incentives and/or rebates are secured.

Typically, municipalities have multiple options as to how they receive the incentives and some of these choices reflect more usefully in their budgeting than others. All options will be discussed with the PM to determine the solution that best meets the needs of the PM.

There is an urgent need to complete and submit incentive and grant applications as soon as possible to ensure the PM is at the front of the funding queue and receives the most competitive incentives and/or rebates. Our team will ensure the paperwork is quickly and accurately completed following the inventory survey in order to ensure the PM receives the incentives as early as possible.

Efficiency Maine

Efficiency Maine offers per-unit incentives for multiple exterior LED lighting products. The eligibility criteria are as follows:

- Street light and/or parking light that is NOT utility-owned
- Listed on the DesignLights Consortium’s standard Qualified Products Light
- The selected installation contractor is required to be an Efficiency Maine Qualified Partner

For a more detailed overview of Efficiency Maine’s exterior lighting incentives please see **Appendix E**.

DELIVERABLES

- Procurement of all street lighting products
- Assist PM in applying for all available incentives and/or rebates

E.4. Project Management

Scope Confirmation Meeting

All of our projects start with a scope confirmation meeting, in which we review all the tasks in the Scope of Work.

Appendix B contains our preliminary project schedule for work with all the PMs. The timelines provided are subject to change during contract negotiation.

Single Point of Contact (SPOC) Management

RealTerm Energy will assign a project manager, Silvia Sepulveda, as the single point of contact for the duration of the project. This enhances overall efficiency with regard to time and costs, and increases project transparency. Our team recommends that the PMs also assign a SPOC as this will provide a clear management structure to communicate all project information.

Challenges and Solutions

Every project has risks and our role as your turn-key provider is to mitigate them. The experience gained through our previous 160+ installed LED conversion projects has provided invaluable knowledge which we will leverage to benefit the Participating Municipalities.

We believe a key factor for the success of the installation relates to the coordination with and cooperation of Emera and their possible role in the project. We have already established a strong working relationship with CMP and are in the process of doing the same with Emera working with Kendra Overlock, their Manager of Customer Initiatives. In particular, there is the risk which is linked to the current condition of the street lighting infrastructure in the PM. This can be partially mitigated by taking advantage of the

utility's willingness to remove equipment over fifteen years old at no cost to the PM. The other issue that we are currently reviewing for Falmouth and South Portland concerns the placement of the existing infrastructure. We identified some fixtures which, based on their proximity to the primary connection and transformers, may not be up to code. One solution which we are exploring with CMP and will pursue with Emera is to ensure that the acceptance of the location of replacement fixtures be grandfathered from their current placement under Emera ownership.

Lastly is the coordination of decommissioning, fuse installation and installation of the replacement fixtures. We are working with CMP and Emera to ensure that these 3 steps take place in one service call to eliminate downtime and significantly reduce installation costs. Other factors such as weather and unforeseen conditions could impact the project; however, if the rollout takes place during the summer and fall this risk will be mitigated.

See **Appendix C** for a list of installation challenges we have encountered in previous projects, and our team's approach to solving such unanticipated issues.

E.5. Technology Procurement

The RealTerm Energy team has directly handled the procurement of over 160,000 street light fixtures in the last 3 years, working with the industry-leading LED street light manufacturers.

Municipalities we've worked with know that we will only design LED street light systems using products from reputable manufacturers. These manufacturers must be financially solid, certified, proven and supply the highest quality luminaires accompanied by appropriate warranties. Various fixture characteristics are reviewed during the selection process such as color temperature, color rendition index, distribution pattern, efficacy, etc., and the impacts of each. We also run a lifecycle cost and saving analysis on product offerings.

Steps in this Process:

1. The specific needs and requirements of the PM will be considered during the selection and procurement process. We will also ensure that Emera does not have any restrictions.
2. Detailed LED performance specifications will be developed to assess all proposed luminaire and ensure that all quality and performance standards are satisfied.
3. Actual luminaires and network product options will be selected. Once we determine which fixtures and network options are best suited to your project – and offer the best performance – we begin vendor negotiations. PM staff will be included in every step of the process.
4. We will complete all administrative and logistical tasks relating to the procurement of the fixtures. Our objective is to provide you with the information needed so as to understand the impact of possible choices, and to help you meet all of your stated goals.

LED Luminaire Specifications

The selection of the appropriate replacement fixture manufacturer(s), product lines and wattages will be based primarily focused on the following criteria:

- Price Backlight, Uplight, Glare (BUG)
- Wattage Design Lights Consortium (DLC) listing
- Luminaire Warranty
- Diodes Financial stability of the manufacturer
- Drivers

The City of Brockton, MA recently released the LED product specification RFP that RealTerm Energy developed for the City. The detailed and rigorous specification document can be found on Brockton's procurement website, <http://www.brockton.ma.us/information/Procurement.aspx>.

Smart Controls and Other Smart City Solutions

Our teammate George Woodbury, one of New England's most experience streetlight and controls integrator, has installed controls in Providence, RI (17,000), the Rhode Island DOT (6,000), Fitchburg, MA (2,949), Randolph, MA (2,746), Westwood, MA (1,141), and is in the process of installing in Central Falls, RI (1,100) and West Warwick, RI (2,863). He is also preparing to commence projects in various RI municipalities, including Charlestown, North Smithfield, North Providence, and Cumberland. All installations have involved CIMCON products with the Silver Spring Network communication board.

While our objective is to design and implement a street light system that meets the PM's requirements for safe lighting at the lowest cost and highest energy savings, our approach will be to collaborate with the different PMs to clearly identify their needs and objectives in a dynamic, interactive manner. "Smart City" means many things to many people, but there is no consensus on exactly what it means to be a "smart" city. The vendor community is rich in hyperbole and promise, with new players and new devices constantly entering the market, creating a confusing array of claims and deliverables. We will work collaboratively with municipal staff to be vigilant concerning these promises, especially from young firms that lack the track record or financial capacity to back up their warranty claims.

Our approach is to work extensively with the PMs to determine exactly what problems it wishes the adaptive controls system to solve, and to rigorously evaluate potential firms and devices for functionality, performance and integration with the other components of the system. We look forward to working with your staff in carefully defining the project objectives and mutually determining what really are the best options for Haverhill.

DELIVERABLES

- Detailed LED product specifications based on previous inventory measurements and photometric calculations, and assistance developing the same for smart controls, as needed
- Negotiations with vendors aimed at securing competitive prices
- Complete service for selection, ordering and logistics of LED luminaires

E.6. Installation and Maintenance

Installation Kickoff Meeting

RealTerm Energy's Installation Supervisor, Project Manager and installation contractor will conduct an installation kickoff meeting with the PM, Emera and other stakeholders to discuss and confirm all installation procedures and deadlines. Prior experience tells us that staff from all involved departments should attend to understand the project goals, limitations, requirements and obligations upon all parties. Additionally, we can establish working groups to effectively communicate issues with those that need to be informed. In this way, we avoid the "CC all" mindset that burdens staff and contractors alike with extraneous emails.

Subcontractors:

RealTerm Energy will consider qualified certified local electrical subcontractors as part of the installation plan. Whether we work through Emera or independently, RealTerm Energy will ensure that the

appropriate crews are deployed to deliver the project on time and on budget. We have successfully managed multiple municipal projects (up to 60 crews working simultaneously) and have developed the systems and personnel to do this effectively.

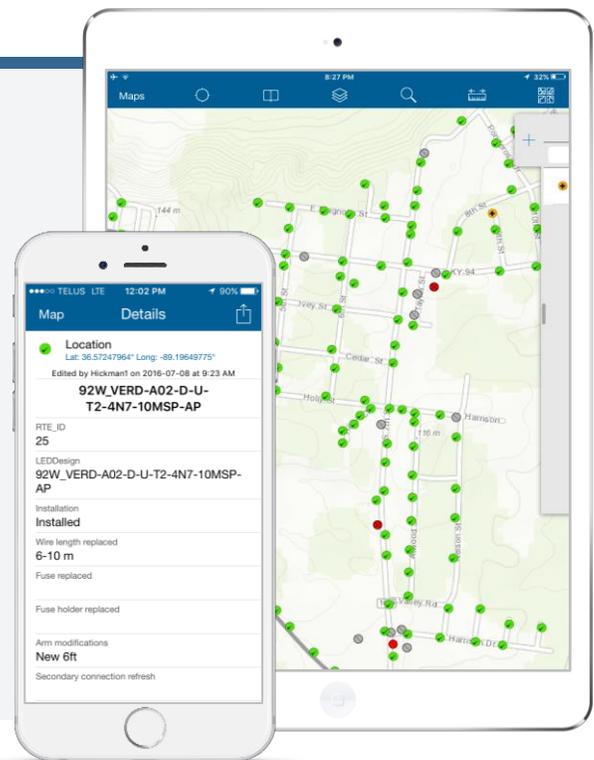
Installation Coordination

As previously discussed, RealTerm Energy, has initiated discussions with Emera in order to ensure that the conversion process is as efficient and cost effective as possible. There are 3 tasks that need to take place at each pole to ensure the LED luminaire is properly installed:

1. Removal of existing Emera owned fixture
2. Installation of fuse (Demarcation point)
3. Installation of new LED fixture

The installation personnel will use RealTerm Energy's customized GIS street light app, which builds on the GIS survey and design data. Use of this app is extremely important as it tells the installation crew what LED luminaire to install at each individual location, confirms what has been installed / removed and allows our team and municipal stakeholders to review project progress in real-time.

The installation team can also use the app to view and/or record any street light infrastructure that requires repair and/or new wiring. The installation team builds on the data that was captured during the GIS inventory phase.



Our objective is for all parties to agree to coordinate these 3 tasks together under one service call in order to eliminate downtime and significantly decrease costs. The final decision by the Public Utility Commission (PUC) with regard to these issues may impact project installation timeline and costs.

E.7. Construction Administration

Our project manager and field installation supervisor outline all installation protocols and provide all necessary training for each team of installers to ensure that all work is done to the highest standards and is fully documented through the street light app. Procedures are worked out in advance to ensure a safe working environment and to establish guidelines for handling exceptions and reporting problems.

Installation Protocols

Our team implements highly efficient installation protocols that are aimed at:

- Minimizing disruption to traffic, pedestrians and residents
- Minimizing the installation timeline
- Maximizing safety standards
- Maximizing installation working hours

Media and Community Outreach

Our team has established a strong communication protocol with all of our past clients. Our objective is to inform the PM of all information relating to the project and to ensure it is easily understood and quickly made available.

Communication with residents and local stakeholders is key to the roll out of a successful conversion project. Once the installation schedule is finalized, RealTerm Energy will work alongside the PM's staff to develop a community outreach and notification plan in order to ensure full project transparency to all stakeholders, including residents.

When the outreach plan is complete, our team will host a one-day public information session (or community walk-through) where all stakeholders can obtain information about the LED upgrade project and ask questions of both RealTerm Energy staff and PM representatives. We have found on similar sized conversions that many problems or concerns are avoided when they are addressed before the installation phase begins.

A public information session will provide details and respond to questions from the public. RealTerm Energy will collaborate with the Municipality in issuing press releases to all relevant media, such as The Portland Press Herald, with project information and timelines. Additionally, our team will provide an updated schedule and map available for publication on the Municipal website.

During installation, our project management team will answer all inquiries by residents directly within 72 hours. We have found that by communicating quickly and directly with staff and residents, we are able to find workable solutions to any issues or concerns.

Installation Zones

RealTerm Energy recommends that the fixtures be installed in zones. By breaking up the installation phase into zones, we have found that we can efficiently stage the delivery of the lights according to each zone, reducing the need for large-scale storage facilities, and eliminating the need to make return trips into zones that have been completed in advance.

Additionally, we have grouped our installation teams in the same zone to minimize the disruption to surrounding traffic, pedestrians and residents. By implementing this technique, our crews move through each area or zone at a faster rate without any sacrifice to installation quality.

[Traffic Management Plan \(TMP\)](#)

RealTerm Energy will work with the Portland Public Works Department, Police Department and other relevant local authorities in the development, approval and management of the TMP prior to, and during, the installation period.

RealTerm Energy will coordinate traffic management with the installation electricians and will keep all necessary authorities informed of the traffic management activities. As well, we will liaise with the PM regarding any concerns or issues relating to traffic management.

[Quality Control and Spot-Checks](#)

Quality control verifications are initiated as soon as the installation begins in order to verify that all standards are being met. We ensure that fixtures are mounted level, that all connections are secure, and that proper safety equipment is in place both for the workers as well as the site. Throughout the installation process, we remain in constant communication with the PM's staff and respond to any issues raised by community members.

RealTerm Energy will perform a sampling of spot-checks on installed lights to ensure proper installation procedures are being followed throughout the installation phase.

We are very confident in our quality control procedures, which have been proven throughout all of our installations. Since this streetlight network will be operational in the PM for over 20 years, we want to make sure that everything will be delivered as promised. Therefore, we also offer the additional assurance of having third parties verify our installation work. Independent third parties will validate the quality of the workmanship as well as the accuracy of the data input for your future asset management. Reports from the independent third parties will be sent to the PM with the completion of the project.

[Weekly Status Updates](#)

Use of the street light app is a mandatory requirement for any subcontractor that does installation work for RealTerm Energy. The app will allow our team to validate precisely the work being conducted in the field at each fixture location and provide weekly reports and status updates.

[Change Order Management](#)

We have learned in over 170 successfully completed installations that there is no way to predict with certainty what our installation crews will discover when removing old luminaires. Deficient wiring, lack of proper insulation, inadequate or missing grounding or fusing and national safety standard issues are far more common than not. We also understand that an over-reliance on change orders to rectify any unanticipated issues is less desirable and often more costly than extensive pre-project inspections and examinations with the PM's resources on site. This early communication and scope definition will prove essential in maintaining cost control and avoiding 'scope creep', and minimizes unexpected expenses.

Therefore, throughout the whole process, as new needs are identified, our intention is to review with the PM in advance in order to clearly establish which additional work the PM would like RealTerm Energy to rectify. Our past experience compels us to make the PMs aware that unforeseen situations are highly likely to arise. Although we have a standard process for handling alterations to the scope using change orders, we will take the time at the outset of the project to work with PM staff to personalize this process

to your needs. The change orders are logged and tracked electronically through RealTerm’s software. The PM receives confirmations of change orders and a consolidation is done at final billing.

Billing Changes

The tremendous benefit of your energy savings won’t be realized until the energy bills from your utility are adjusted to reflect the new lower kW consumption of the new LED street lights.

Our app enables us to document, in real-time, the fixtures that were removed and the new LED fixtures that were installed, with their corresponding wattage. This allows us to produce ongoing datasets throughout the installation phase that provides all appropriate information for bill adjustment. As often as Emera permits, the PM’s billing will be adjusted throughout the installation phase to maximize energy cost savings.

Revised billing usually begins the very next billing cycle after installation is completed. We have proven experience with over 40 utilities to date. Billing changes have never been refused nor delayed due to our accurate data and efficient procedures.

Environmental Management Plan (EMP)

RealTerm Energy will develop an Environmental Management Plan (EMP) together with the installation contractors in order to respect the requirements for the identifying, handling, storing, and shipping of fixtures, and of the hazardous materials resulting from the removal and recycling of the existing luminaires. All recycling and disposal work will be done in accordance with all Federal, State and municipal regulations. The street light fixtures will be completely disassembled in the area and individual components will be shipped to the appropriate recycling facilities in the closest proximity. The information from our GIS street light app will be used to plan and verify the recycling process.

The PM will be provided recycling certificates for all former fixtures and our team will maintain organized disposal records for reference as needed.

DELIVERABLES

- Installation of new LED street lights
- Access to app for real-time tracking of installations
- Complete data set of actual products installed, wiring changes, etc.
- Press releases customized to this project and your communication objectives, and highlighting the local staffing and the local businesses being employed
- Frequently Asked Questions handouts for media and PM website
- Updatable schedule and map to be published on the PM’s website
- Recycling and disposal of all old fixtures including recycling certificates and documentation
- Weekly installation updates
- Quality control verifications and spot-checks

REQUIRED FROM THE PM

- The PM’s schedule of upcoming events, road closures and road construction
- Timely input concerning our proposed schedule
- Prioritization of sections/neighborhoods for deployment of street light products

Closeout

Upon completion of the contract, RealTerm Energy transfers a Commissioning Binder (on paper and on a USB key) to the PM. This ensures that you and your team have all complete and necessary information going forward.

E.8. Acquisition of Streetlights

Using the data obtained from our inventory survey of the current street lighting system, RealTerm Energy's streetlight acquisition specialist George Woodbury will assist the PM in negotiating the acquisition of their existing streetlights.

George has been assisting communities with streetlight acquisition since 2000. He was the author of the first legislation in New England that permitted acquisition and has been an active participant in the law and rule making in Maine, serving as the expert witness for various Maine communities and municipalities.

The only open question before the Public Utility Commission (PUC) is the calculation of the net book value of the assets. Our methodology will be to receive and review the purchase and sale agreement and the License/Attachment Agreement to be sure they are consistent with the approved form agreed to before the PUC. We will also prepare any addendums as needed to address any unique circumstance(s) in each municipality. If desired by the PMs, it may be valuable for us to include review of any agreement for installation or removal services contemplated in connection with a conversion to LED technology as part of any addendum. We will also review the proposed purchase price and review the supporting information to verify proper calculation. In the event that an audit finds billing errors in favor of the municipality, we will assist with the securing of a refund or an adjustment of the purchase price to recoup the overcharges. Once the transfer of assets is completed, we will follow up to be sure the billing was appropriately adjusted to reflect the change.

DELIVERABLES

- Streetlights are acquired
- Savings are enhanced
- Acquisition costs are minimized

E.9. Incentives and Rebates

- George Woodbury has completed several hundred rebate and incentive applications, totaling close to \$15M dollars. Assisted by the other members of our Project Team, he will help the PM in determining the optimum designs in order to optimize all applicable incentive programs. Once the designs have been confirmed, we will submit the incentive application. Typically, municipalities have multiple options as to how they receive the incentives and some of these choices reflect more usefully in their budgeting than others. All options will be discussed with each PM to determine the best individual solution for each PM.
- Deliverables:
- Applications for incentives and rebates are made which meet the individual needs of each PM

F. VALUE ADDED SERVICES

F.1. RealTerm Energy’s Lux Mapping™ Technology

RealTerm Energy offers Lux Mapping™, a proprietary lighting measurement technology and software. It consists of a vehicle-mounted, GPS-based, data-gathering technology that measures the light levels (illuminance) along a targeted roadway at night. The raw data collected is then post-processed to identify (by GPS location) non-compliant lighting sections according to the specific road category lighting requirements.

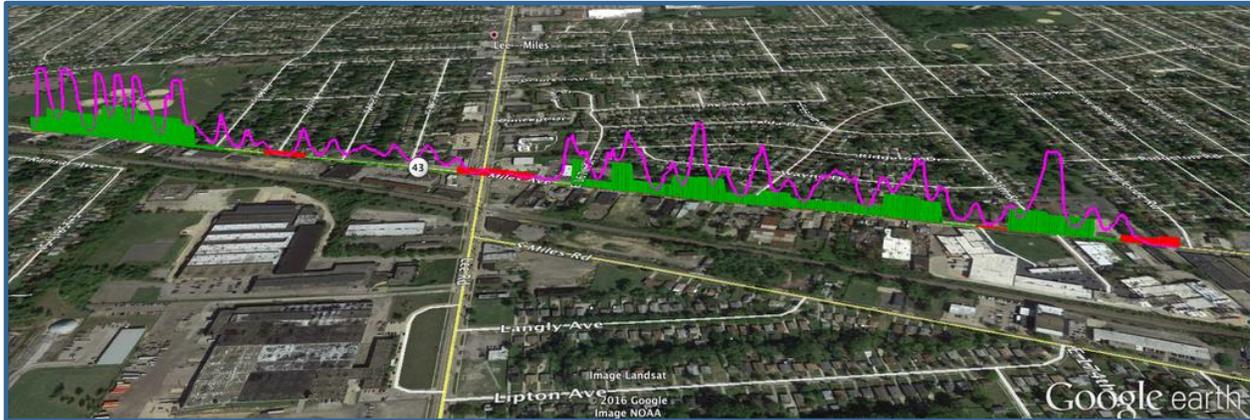


Figure 1: Lux mapping technology displaying the unsatisfactory light levels (red sections) and satisfactory light levels (green sections) for the selected roadway in Cleveland.

Road Section	Rd Class/Pedestrian Conflict	LUX SUMMARY		
		Required Lux	Avg Lux Measurement	Overlit/Underlit
Miles Ave	Major/Medium	21	32.43	54.43% (Overlit)
Lee Rd	Major/Medium	21	31.23	48% (Overlit)
W 6th St	Major/High	28	25.06	-10.5% (Underlit)
Judson St	Local/Low	7	18.6	165% (Overlit)
Pearl Rd	Major/High	28	20.49	-26% (Underlit)
Stickney Ave	Local/Low	7	14.31	104% (Overlit)
Old River Rd	Major/High	28	48.25	72% (Overlit)
			Total Average	58% (Overlit)

Pre-LED Conversion

The Lux Mapping™ technology can be deployed in areas of concern (traffic accidents, pedestrian incidents, police responses, etc.) to identify and provide a visual representation of current light levels. Based upon the results, our designers create customized, photometric-based models for roadway segments that are over- and/or under-lit with the goal of improving nighttime visibility and safety, and maximizing energy savings.

Post-LED Conversion

A Lux Mapping™ survey can be deployed to provide the municipality with a baseline lighting performance of all newly installed LED lights. By conducting a Lux survey every 3-4 years, a municipality

will be able to thoroughly examine and identify any lumen depreciation and lighting degradation by referencing the baseline Lux data. This will allow the municipality to pinpoint where lens cleaning is required or where fixture adjustment and/or replacement is needed.

Please find below links to two articles recently published by the Illuminating Engineering Society (IES) and written by Norma J. Frank (CEO, Colorado Lighting). The first speaks to lumen depreciation due to dirt accumulation over time. The second examines issues surrounding the current sales mentality of “install-and-forget” maintenance methodology which appears dominant at the moment. Ms. Frank’s articles highlight the significance of performance monitoring to maximize the benefits of new LED installations. The Lux Mapping™ 3-4 year routine survey is an ideal tool to monitor the performance of LED streetlights.

http://www.ies.org/LDA/e-newsletter/2016/SALC/2016_SALC-clean.cfm

<http://www.ies.org/Lda/HotTopics/LRE/19.cfm>



F.2. Financing Options

The cash flows associated with implementing energy efficiency projects create unique opportunities for alternative financing structures the PM may wish to consider for this project. In addition to outlining the current market for a tax-exempt municipal bond sale issued to fund a capital purchase, outlined below are additional financing structures that transfer risk to outside parties in exchange for the possibility of a higher cost of capital.

In order to provide the PM with a well-informed set of financing alternatives for the anticipated project Real Term has partnered with Piper Jaffray, a leading full-service investment bank serving government and nonprofit entities nationwide. Being one of the most active underwriters of municipal securities nationwide uniquely positions RealTerm Energy to provide insight and detail into a variety viable financing options for the PM’s upcoming Project.

A summary of the different financing options is included in **Appendix D**.

G. PROJECT SCHEDULE

We are able to start work on this project within a week of the project approval date. An initial schedule for converting the street lights of all the PMs is presented in the form of a Gantt chart in **Appendix C**.

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APPENDIX A: LONG RESUMES

Project Role: **Project Manager**

Silvia Sepulveda

Eng.

16+ years
of electrical
engineering
experience



Professional Credentials

Member of the Québec Order of Engineers

Certified Project Management Professional (PMP)

Member of the Project Management Institute (PMI), Montreal Chapter

Experience

Bachelor's degree in Electrical Engineering from the Simon Bolivar University, Caracas, Venezuela

Languages

Fluent in English, French, and Spanish

Project Responsibilities

- Provide the municipality with regular updates on the status of its project
- Assume project management responsibility for all aspects of the project life cycle

Silvia assumes project management responsibility for all aspects of the project life cycle (initiate, plan, execute, control, close). She provides day-to-day management of the services relationship with RTE clients, from project scheduling and milestone tracking, to procurement and installation. Silvia also helps promote innovative and improved methods to ensure project workloads are accomplished, and implemented, using best practices.

Her various responsibilities as Project Manager include:

- Coordinating the overall project schedule and various process tasks amongst all departments
- Keeping clients updated regularly on the status of their projects

Prior to joining RealTerm Energy, Silvia worked for Bechtel as a Six Sigma Black Belt and Engineering Group Supervisor, where she:

- Managed process improvement projects to optimize profitability and customer/employee satisfaction
- Oversaw all aspects of the projects over the entire project life cycle (initiation to closure)
- Worked with various teams to identify root causes and potential solutions in order to improve performance using Six Sigma methodology
- Coordinated team efforts across departments, suppliers and consultants of the electrical engineering (HV, MV, LV) for the Iron Ore Company's Concentrate Expansion Program

Silvia also held several prior roles as an Electrical Engineer. She brings over 16 years of electrical engineering experience with a strong background in large projects for heavy industry (mining and metals, oil and gas) for clients such as Alcoa, The Iron Ore Company of Canada, Rio Tinto and Citgo.

E

Project Role: **Director of Project Management**

Fernando Araujo

Eng.

20+ years
of project
management
experience



Professional Credentials

Member of the Québec Order of Engineers and the Québec Order of Professional Technologists

Education

Bachelor's degree in Mechanical Engineering from the École de technologie supérieure, Montréal, Canada

Languages

Fluent in English, French, Portuguese

Project Responsibilities

- Oversight and direction of the operational department teams

Fernando Araujo is the Director of Project Management for RealTerm Energy and will be the Lead Project Manager for this conversion. He will be responsible for the oversight and direction of the operational department teams. As well, he will manage the changes and risks associated with the planning and delivery of this project's objectives.

With 20 years plus of professional project management in the construction industry, Fernando has demonstrated a proven ability to manage in complex, diverse and dynamic environments.

His various responsibilities as Director of Project Management will include:

- Driving the development and implementation of the LED conversion project to meet the MuniType's stated goals and priorities
- Managing the project budget and resource allocation
- Working cross-functionally with the MuniType and RealTerm Energy to solve any problems and/or implement any necessary changes

Fernando has managed and supervised the completion of over 80 LED conversion projects, totaling 72,000 fixtures since joining RealTerm Energy in February 2016.

Prior to joining RealTerm Energy, Fernando was an MEP Project Manager at Construction Santé Montréal, where he:

- Created and planned the working methods statements of subcontractors
- Interpreted and managed the administrative clauses of technical contracts
- Guided procurement teams in purchase processes with suppliers
- Ensured quality control measures were respected
- Assured all construction work was done in accordance with Health and Safety standards
- Oversaw project schedules and ensured that milestones were attained

Fernando has also worked as Project Manager for Trane and Johnson Controls, two major North American ESCOs, successfully managing all aspects of the project cycle to deliver on time and on budget.

Project Role: **Manager, Geospatial Engineering and Lighting Design**

Dan Kirkby

M. Eng.

14+ years
of engineering
management
experience



Professional Credentials
Served as Army Engineering Officer, Canadian Military

Served as Officer Commanding, Geospatial Support Squadron, Mapping and Charting Establishment

Education
Master of Engineering, Geodetic and Geospatial Engineering from the University of New Brunswick, Canada

Bachelor of Engineering, Civil Engineering from the University of Western, Canada

Project Responsibilities

- Coordinate, supervise and approve the design process
- Coordinate and supervise the street light audit

Dan Kirkby manages our Geospatial Engineering and Lighting Design Departments as well as the development of RealTerm Energy's GIS-enabled Smart City tools for local municipalities. He created our custom applications to gather field data, direct and record installation work and enable Smart City connectivity.

Dan brings over 14 years of Engineering Management, 8 of those in the Geospatial industry. His professionalism and detailed work contributed to his appointment to GIS Engineering Manager and Design Supervisor.

Dan's various responsibilities as GIS Engineering Manager include:

- Developing and delivering geospatial solutions in support of RealTerm Energy services related to the design, project management, financing and maintenance of LED systems
- Developing/managing mobile field collection and installation tool
- Day-to-day operations of our Geo Department
- Managing scheduling for Field Surveyors and Subcontractors for Street Light Audit field surveys.
- Managing street light audit budgets
- Providing subject matter expertise and engineering services for the development of large scale LED mapping operations
- Conducting quality assurance and control of collected data and collaborating with clients to ensure completeness

Prior to joining RealTerm Energy, Dan was an Engineering Officer in the Canadian Army, where he was deployed in Kandahar, Afghanistan in 2008-09 in support of task force 3-08.

Project Role: **Lighting Design Supervisor**

Everton Crosara

20+ years
of project planning
and management
for electrical
systems



Professional Credentials

Professor, Power Transmission and Distribution, and Distribution Design at St Clair College, Chatham, Ontario

Education

Bachelor of Engineering, Electrical Engineering from Pontificia Universidade Católica de Minas Gerais, Belo Horizonte/MG, Brazil

Languages

Fluent in English and Spanish

Project Responsibilities

- Create optimal lighting design following the IES guidelines RP-8-2014, RP-22-2011 and RP-20-2014, as well as the Design Guides DG-4-2014, DG-19-2008 and DG-23-2014 for outdoor lighting

Everton has designed over 100,000 streetlights (including cobra heads and a wide range of decorative fixtures) across more than 100 projects since joining RealTerm Energy. His extensive knowledge of street lighting design and expertise in electrical distribution systems enables him to design for maximized energy efficiency and reduced costs.

His various responsibilities as Lighting Design Manager include:

- Managing and coordinating the lighting design process
- Ensuring an optimal lighting design, following the IES guidelines RP-8-2014, RP-22-2011 and RP-20-2014, as well as the Design Guides DG-4-2014, DG-19-2008 and DG-23-2014 for outdoor lighting
- Applying his electrical engineering expertise whenever there are situations that are out of the norm

Prior to joining RealTerm Energy, Everton was the Director, Operational Excellence at SRE Engineering and Construction Ltd.

Everton brings valuable technical expertise to RealTerm Energy. He draws on his extensive project planning and management experience both in Brazil and Canada. He has overseen the construction and maintenance of systems of some 211,000 street lights, accent lighting, power-line distribution, transmission and energy efficiency.

Project Role: **Senior Energy Efficiency and Estimating Engineer**

Csaba Demsze



20+ years
of energy analysis
and project
management
experience

Professional Credentials
Member, Quebec Association for Energy Management (2010–14)

Canada Green Building Council
Quebec Section (2011-12)

European Federation of Intelligent Energy Efficiency (2006-07)

Education
Masters, Business Administration
from Buckinghamshire Chilterns
University College, England

Diploma of Collegial Studies,
Mechanical Engineering, Romania

Languages
Fluent in English, French,
Hungarian and Romanian

Project Responsibilities

- Supervise Summary Report and Financial Calculations
- Energy Savings Analyses and Assessments

Csaba is one of a handful of energy efficiency experts in the world at his level. He is determined to draw the greatest efficiencies from every project as he calculates savings in operation, maintenance, costs and energy.

Csaba has worked on over 140 LED municipal streetlight projects for RealTerm Energy. His industry expertise also includes conducting energy efficiency lighting audits for commercial and industrial clients in North America and Europe.

His various responsibilities as Energy Efficiency and Estimating Manager include:

- Preparing and verifying lighting proposals as well as technical and financial models for energy efficiency lighting projects
- Managing the day-to-day operations of the Estimating team
- Supervising incentive and grant applications for our clients

Prior to joining RealTerm Energy, Csaba was the Energy Solutions Manager at Nedco, a Division of Rexel Canada Electrical Inc., where he prepared more than 100 energy efficiency lighting audits for commercial, industrial and municipal clients.

Csaba also worked as Business Development Director and Sales Director in Europe for multinational companies such as Group Bouygues, Group GDF-Suez, Group Veolia Environment and Group TOTAL in the HVAC ESCO market. For these organizations, Csaba prepared business plans and audits while working on over 200 energy efficiency projects for municipal/industrial clients in the following areas: Building Energy Efficiency, HVAC (Heating Ventilation and Air Conditioning), Energy Performance Contracting, CHP (Combined Heat and Power Generation), Energy Management and Green Energy.

Project Role: **Marketing Manager**

Maria Regunaga

12+ years
of marketing
communications
management
experience



Education

Bachelor's Degree, Social Communications from the Austral University in Buenos Aires, Argentina

Languages

Fluent in English, French, and Spanish

Project Responsibilities

- Develop community outreach plan and material in coordination with the municipality
- Assist municipality with the development of press releases to explain project goals and answer any questions about the project

Maria is responsible for all marketing and communications at RealTerm Energy. She brings more than 12 years of experience implementing and managing a broad range of marketing communications projects for corporations, not-for-profit organizations and tourism associations in Canada and internationally.

Her various responsibilities as Marketing Manager include:

- Working with Municipalities to efficiently communicate project information and details to their stakeholders and residents
- Assist Municipalities in assembling press releases to relevant media outlets to explain the project and its benefits and answer any questions that citizens may have

Prior to joining RealTerm Energy, Maria held various marketing and communications positions:

Marketel (Air Canada account) – Supervisor, Client Services

- Proposed and managed Air Canada's sponsorship programs for the Beijing 2008, Vancouver 2010 and London 2012 Olympic and Paralympic Games
- Planned, developed and supervised onsite the Vancouver 2010 Corporate Hospitality Program for Air Canada's Executives, Board members, trade, international guests and contest winners
- Managed and executed general brand advertising campaigns across different platforms (print, web, radio, TV and out-of-home) for the airline.

Tourism Secretariat of Argentina – Foreign Press Coordinator

- Developed the first integrated foreign press program bringing the Argentina tourism industry and international media together to generate articles about the country
- Organized media trips with journalists from Canada, Mexico, United States, Spain, Colombia and others, visiting different regions in Argentina, resulting in an important coverage of the destination

Project Role: **Streetlight Acquisition, Incentives and Rebates Specialist**

George Woodbury

15+ years

of experience with streetlight conversions, acquisition, incentives and rebates



Professional Credentials

Licensed Energy Broker in the State of Massachusetts

26-year Veteran Army Corps of Engineers, retired as a full Colonel in 1995

Education

Master of Engineering, Univ. of Florida, USA

Project Responsibilities

- Negotiate competitive street light acquisition price
- Assist the municipality in pursuing incentives and rebates that will reduce the overall project cost
- Advise on financing options

Since 2001, George has assisted over 80 communities with the acquisition of their streetlights. He has completed energy efficiency street light upgrades in over 25 towns and cities comprising over 100,000 lights and has saved these communities in excess of \$20 million annually. George is a licensed energy broker in Massachusetts and has completed over forty energy supply contracts for either electricity or natural gas for municipalities.

Prior to partnering with RealTerm Energy George:

- Was 26 year Veteran Army Corps of Engineers, retired as a full colonel in 1995
- Worked as the Town of Lexington, Massachusetts' Public Works (PW) Director, where he:
 - Wrote the legislation permitting cities and towns to own their own streetlights
 - Received three State Awards, including the Thomas Pickering Award for Innovation

George is currently:

- Assisting three states with legislation permitting municipalities to own their streetlights: Maine, Rhode Island and Maryland.
- Co-managing the new Partnership for Rhode Island Streetlight Management (PRISM) program involving 27 of 38 RI municipalities and representing approximately 70,000 streetlights
- A member of the Mid-Hudson Streetlight Consortium Team

His work has recently expanded into New York, Maine, Rhode Island, Connecticut, Florida, Oklahoma, Nebraska, California, Pennsylvania, Arizona, Illinois and Texas.

Project Role: **Field Installation Supervisor**

Bruce Ibbitson

25+ years
of facilities and
maintenance
management
experience



Education

B.Ed., Technical Education,
University of Toronto, Toronto

Mechanical Engineering
Technologist, Sault College AAT,
Sault-St-Marie, Ontario

Qualifications and Training

Health & Safety Certified, Level 2
Project Management/Scheduling
Training

Project Responsibilities

- Ensure the installations runs smoothly with minimal delays
- Provide weekly installation status reports
- Maintain quality control

As Field Installation Supervisor, Bruce makes regular visits to your community, meeting with municipal staff, officials and local installers during all phases of the project, and ensuring a smooth conversion to LEDs for our clients.

Bruce sources and qualifies electrical contractors, reviews installation project requirements and provides technical data for contracts. He also prepares quote requests for electrical contractors and is the dispatch point for service and warranty requests.

His responsibilities as Field Installation Supervisor include:

- Assist the Municipality negotiating the appropriate installation options
- Source qualified electrical contractors
- Review installation project requirements and oversee the actual installation
- Visit work sites to review progress and facilitate stakeholder communication
- Ensure full compliance with installation specifications and quality requirements

Bruce brings more than 25 years' experience in facilities management and team supervision in hospital, construction and school board settings, working in unionized and non-unionized settings. Bruce has particular expertise in liaising with municipal and regulatory personnel for planning and compliance, and the maintenance of high levels of safety.

Bruce has served as a member of seven different municipal boards and committees, and is currently a councillor for the Township of St. Joseph, Ontario.

Project Role: **Business Development, USA**

Paul Vesel

25+ years
of energy and
telecoms
infrastructure
development



Education

Masters, International Business Studies from the University of South Carolina, USA

Bachelor of Arts, International Relations and Economics from the University of Colorado at Boulder, USA

Languages

Fluent in English, French, Spanish and Portuguese

Project Responsibilities

- Manage and coordinate all aspects of the project to ensure the municipality's objectives are met

Paul brings more than 25 years of experience in energy and telecoms infrastructure development. Paul developed metropolitan fiber optic projects for ACSI Network Technologies in the late 1990s.

More recently, Paul's efforts have led to the awarding of 7 projects in Connecticut, Massachusetts and Maine with a current pipeline of over 50,000 fixtures.

His responsibilities as Business Developer include:

- Manage and coordinate all aspects of business development from project inception to completion

Prior to joining RealTerm Energy, Paul held various positions for industry-leading energy and telecom companies:

Poderco Renewable Energy – CEO

- Helped develop a commercial solar hot water technology that reduces system cost by 50%

Omniwatt – Founder and CEO

- Successfully developed, built, funded, and managed utility and commercial solar PV projects in Spain, Germany and Canada
- Developed 55 MWs of utility scale solar projects in North America and the EU

Swisscom Eurospot – Managing Director, Spain

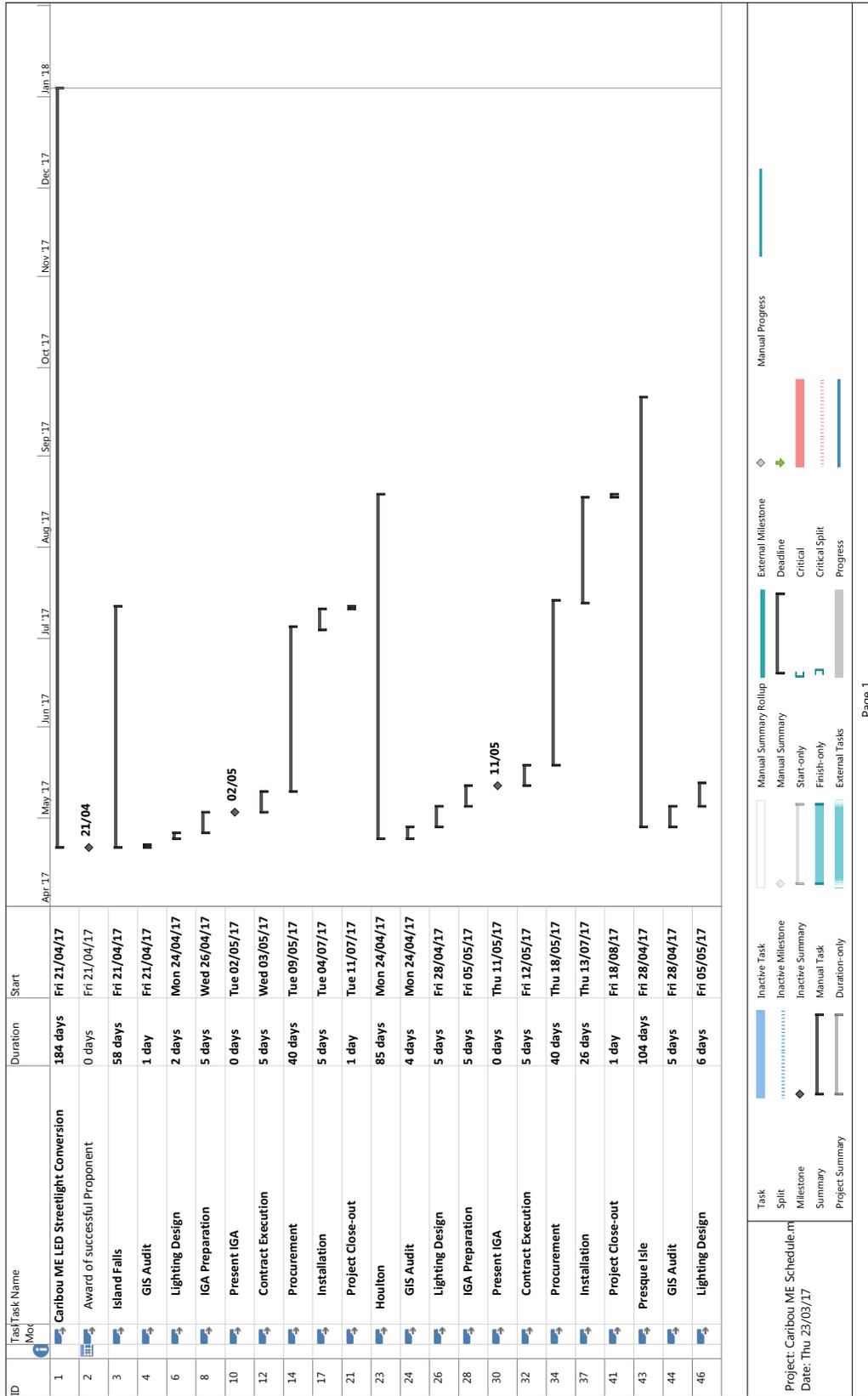
- Launched and managed the Spanish operations for Europe's leading WiFi provider to the hospitality sector
- Negotiated all major contracts that impacted both cost of sales and revenue
- Negotiated a strategic asset acquisition and exceeded all targets since launch of business

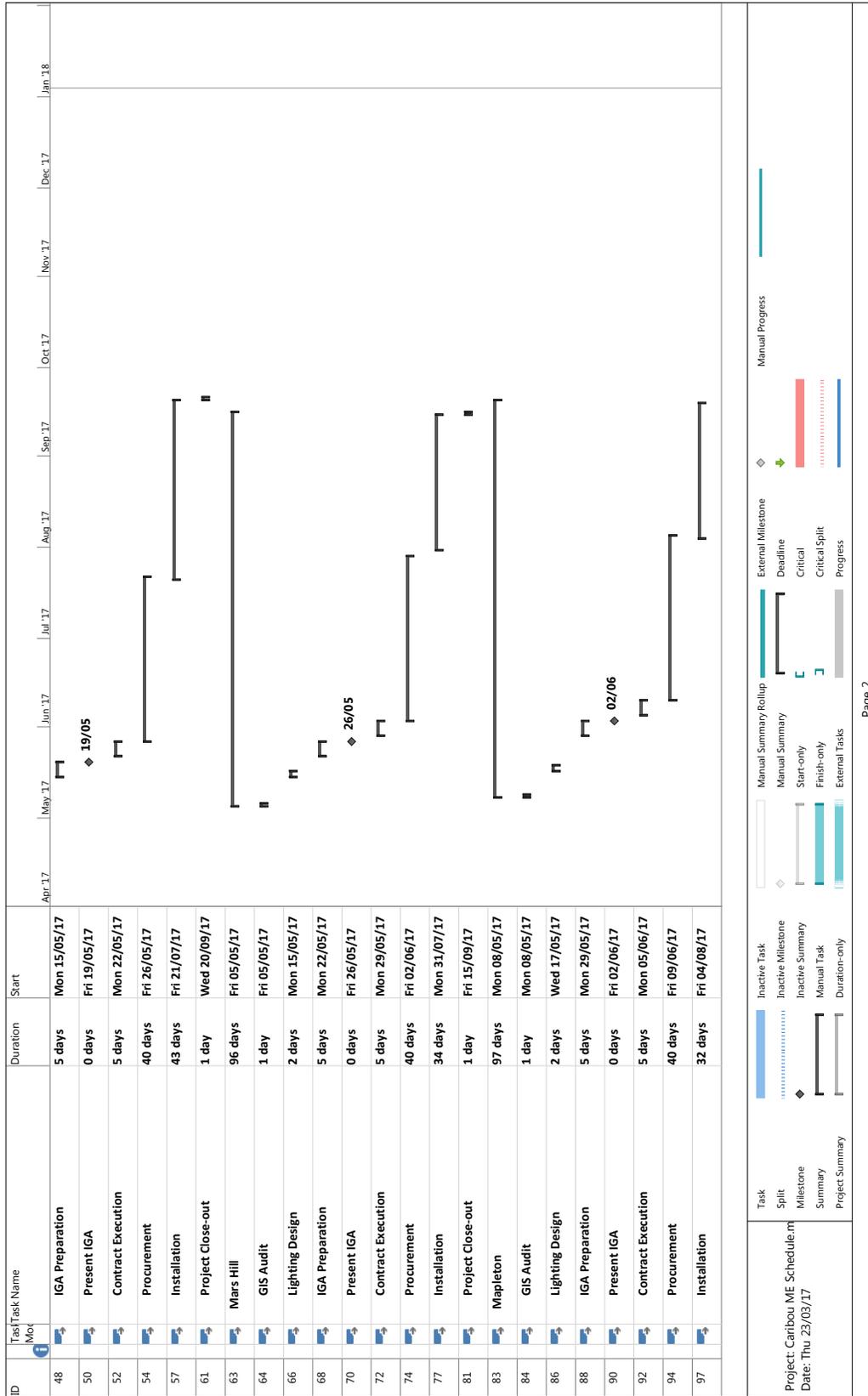
ACSI Network Technologies/Global Metro Networks – Director of Business Development

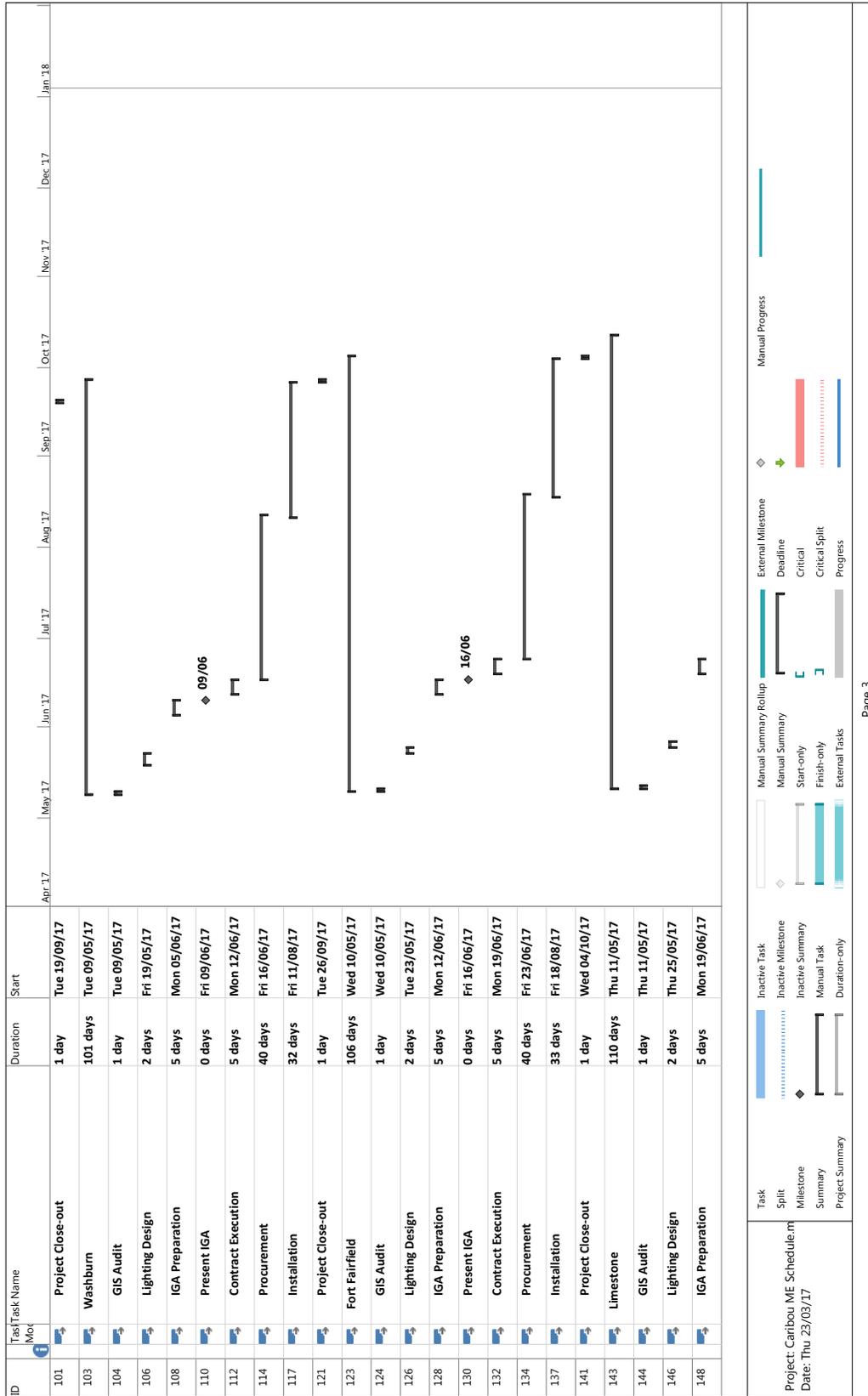
- Managed legal, regulatory, financial, construction, design and sales components for two European infrastructure projects valued at \$30 MM

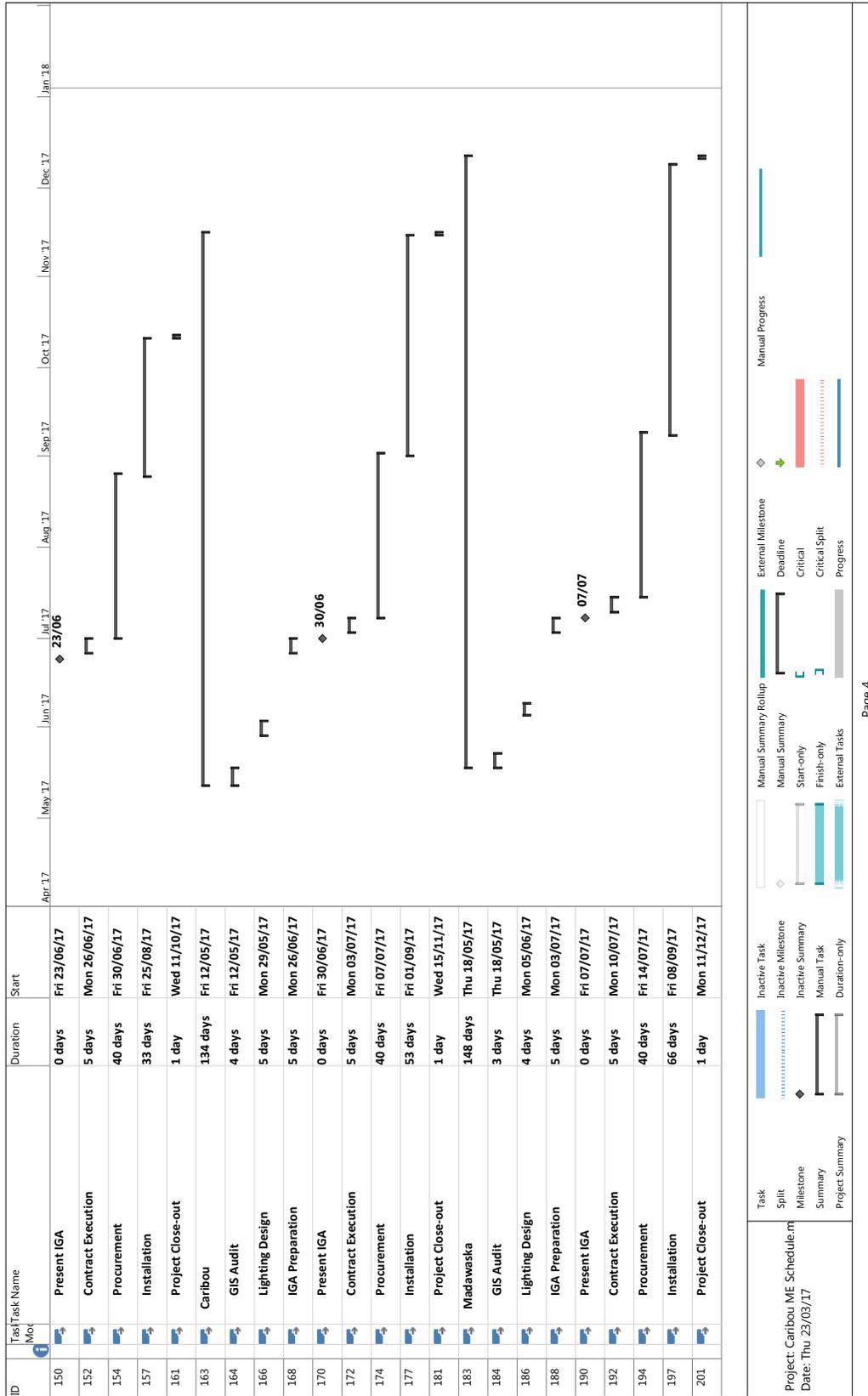
APPENDIX B: SAMPLE GANTT CHART

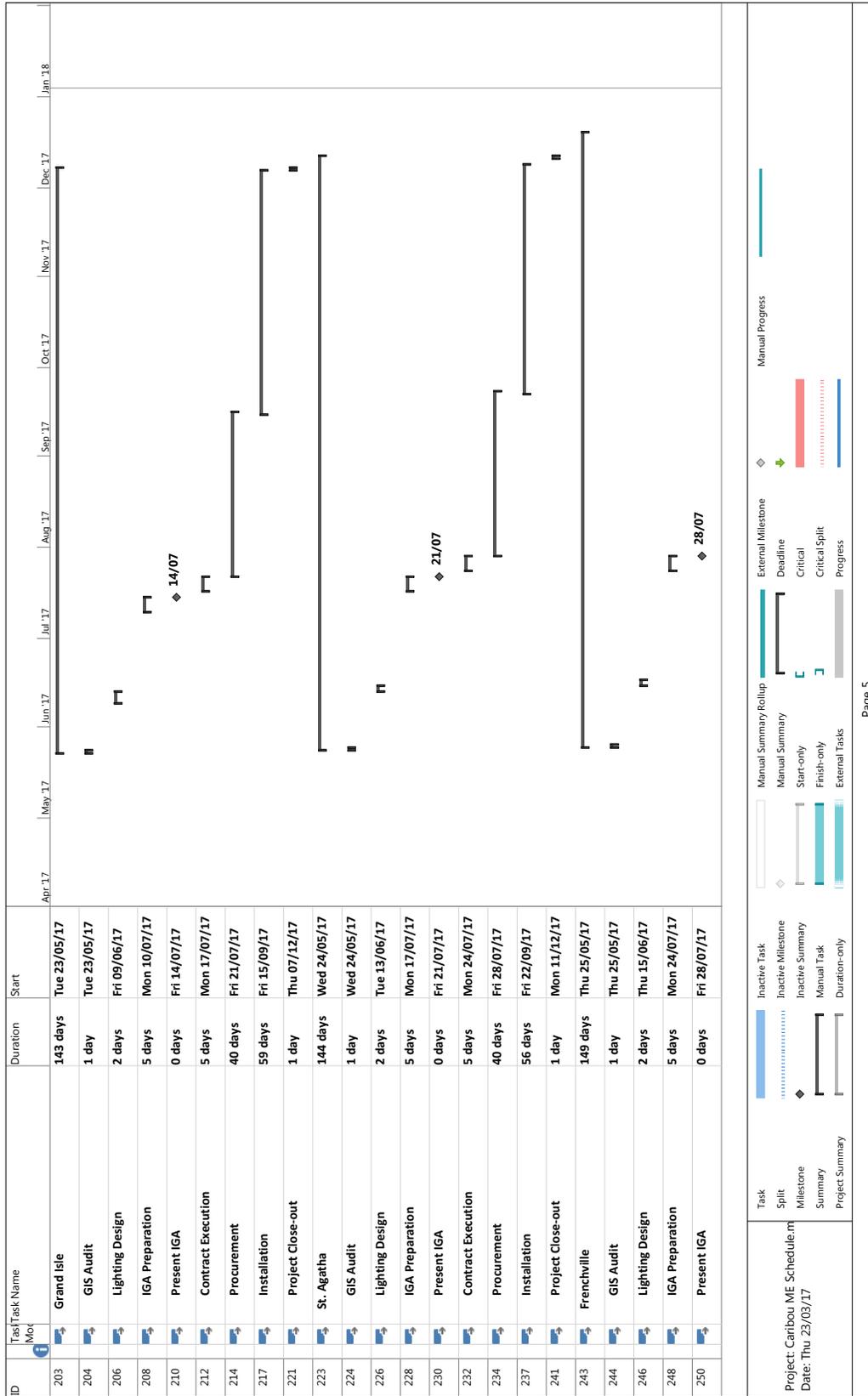
- This schedule presents the timing if all of the PMs are done consecutively, with only one GIS inventory crew, and only one installation crew, working in a geographically-simple manner, and represents the longest time that the conversion could take. It is of course possible to accelerate the schedule by assigning more crews. We hope that this provides a starting point for discussions about how the PMs would like to coordinate the total project.
- Procurement will be handled in such a way that the PMs benefit from the maximum economies of scale.

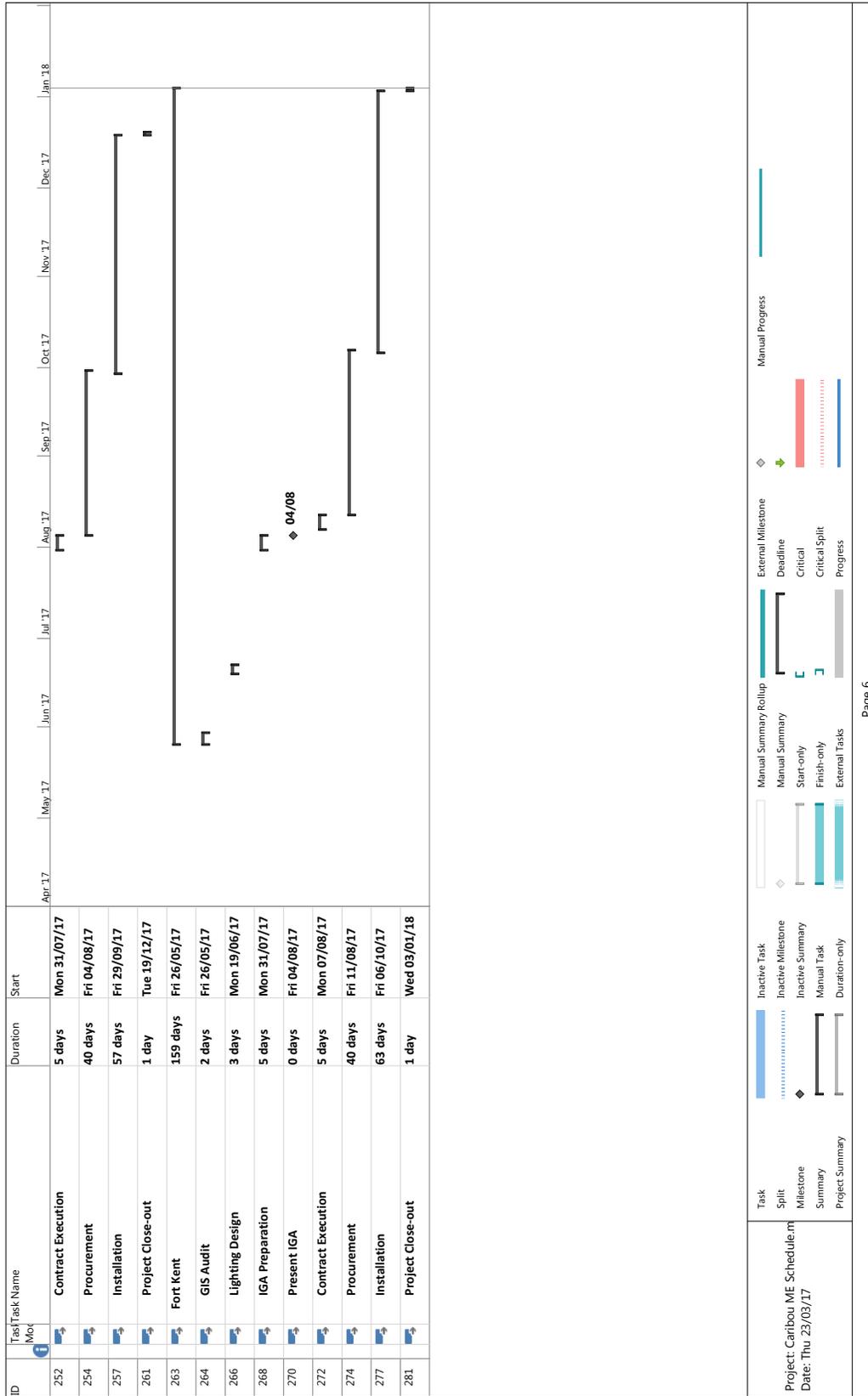












APPENDIX C: INSTALLATION CHALLENGES AND SOLUTIONS

Installation Challenges and Solutions

Guiding Principles:

- The most expensive component of an LED conversion is the cost to dispatch properly trained personnel and equipment to the luminaire.
- The best person to identify problems at the luminaire location is a properly-trained electrical installer.

In order to take maximum advantage of an electrical contractor's workforce and the knowledge they gain from their up-close and personal view of your street lights, our app will record all relevant information that may have an impact on present or future operating costs for the municipality.

Some of the scenarios and solutions which we propose are listed below.

1. The existing wire has passed its life expectancy and is showing significant signs of decay

Solution: Install new wire at an agreed-upon price; record details in the app (available for daily or weekly review by the client).

2. No form of fusing or disconnect available

Solution: Based on the requirements of the utility and the municipality, a proper in-line fuse can be installed to protect both the grid and the luminaire, as well as acting as a natural demarcation point for future reference.

3. No power is found at the location prior to or after the installation of the new luminaire

Solution: In many cases, the issue is as simple as a blown fuse or loose connection but all reasonable efforts will be made to determine the cause of the matter. This cost falls outside the scope of work of our standard contracts and will be invoiced directly or indirectly to the municipality.

In the event the root cause is determined to lie beyond an agreed-upon demarcation point, the utility will be notified and a case generated for repairs.

4. A tired or weak connection exists to secondary wiring

Solution: The situation will be recorded and the utility notified that a refreshed connection is required. This falls outside of the scope of work of our standard contract. The exact procedure to rectify this varies by utility, and as such, discussions will take place prior to commencement of the work to ensure proper and efficient compliance with all regulations is achieved.

5. The davit arm is in close proximity to high voltage lines and poses a significant danger to an operator replacing the luminaire

Solution: The location is noted and a discussion takes place with the utility and the municipality to determine if a safer location is available. If one can be found, the design team will re-evaluate the choice of luminaire wattage and pattern, pricing will be submitted and the agreed upon actions will be carried out.

6. The davit arm is structurally unable to support the new luminaire as a result of damage or age

Solution: A new arm will be installed at a pre-agreed price and the details will be recorded in the app for submission to the municipality.

7. The pole is in unsafe condition as a result of damage or age

Solution: The ownership of the pole is determined and the proper agency is notified of the location. Further discussions will ensue to arrive at a satisfactory result. The new LED luminaire will NOT be installed until it is determined the pole is structurally able to safely support the luminaire.

8. Misc issues, such as loose bolts, missing lags, etc

Solution: A thorough assessment of the condition of arms, mounts and other infrastructure will take place at each light. Any defects that are minor in nature will be addressed and properly recorded, with no costs transferred to the municipality. Our contractors have been warned of the possibility of this type of repair and have priced their work accordingly.

There are many other situations that can and have been discovered, including birds' nests, mice' nests, bee and wasp nests, as well as a long list of defects. Our goal is to look after the minor ones and to discuss and plan for the more major ones. In the end, all repairs are completed to insure a long lasting and safe operating system for the client to enjoy for 20+ years.

APPENDIX D: COMPARISON OF FINANCING OPTIONS

Capital Purchase – Excise Tax vs. Lease Financing

From a financing perspective, a capital purchase option is relatively straightforward and is most commonly financed through the issuance of tax-exempt municipal bonds or the PM's excise tax credits. While the Excise Tax credit most likely represents the lowest cost financing alternative, the PM may wish to employ a lease financing structure for a variety of reasons (preserving bonding capacity, isolating Excise Tax credit from Project risks, market conditions, etc.).

Through tax-exempt Lease financing, annual lease payments are made by the Participating Municipality to pay for debt service on the financing raised to fund the agreed upon capital cost of the LED lighting. The lease payments are absolute and unconditional but are subject to annual appropriation. In other words, the PM will use its best efforts to budget and appropriate annual lease payments, but there is no explicit guarantee that the lease payments will be appropriated. However, there would be a termination of the lease in the event of a non-appropriation of lease payments. Lease payments would be secured by the general fund of the PM but could also be made from any excess excise taxes revenues.

Energy Performance Contract (EPC)

More and more municipalities across North America are achieving performance efficiencies without increasing capital expenses and/or tax payer burden through EPC's.

RealTerm Energy has successfully negotiated, installed and is now operating EPC's with 14 municipalities across North America, some of them in cooperation with the Association of Municipalities of Ontario (AMO). See **Appendix?** for a complete list of RealTerm Energy's current EPC's and references.

Through this financing structure, RealTerm funds all the up-front capital costs. Our team then maintains and operates the streetlights over a fixed term—usually 10 years—and recoups this investment by sharing with the municipality the energy and maintenance cost savings over the term in a pre-determined ratio.

We aim to keep this ratio at approximately 80 percent to reimburse RealTerm Energy and 20 percent as savings to the municipality, subject to a number of factors. Whatever the final split, this is the one capital improvement project in a municipality that actually gives money back, each month, throughout the term.

Once the new LED luminaires are in place, and throughout the term, our team takes over the servicing of all warranty-related streetlight service calls, thereby eliminating most of the maintenance costs of the municipality. At the end of the term, operations revert back to the municipality, as do 100 percent of the energy and maintenance cost savings.

Thus, the municipality can immediately take advantage of energy-efficient LED technology without having to add stress to its ratepayer base or borrow money. This frees up municipal resources that can then be diverted to other uses deemed important by the Participating Municipalities. Additionally, EPC's are treated as "off balance sheet" by credit ratings agencies, preserving the PM's future borrowing capacity.

ADVANTAGES

- RealTerm Energy finances 100% of the up-front capital investment by the PM with an agreement to provide a fixed payment based on the calculated energy savings

- RealTerm Energy guarantees the LED upgrade will yield a specified reduction in energy over a contracted term
- RealTerm Energy ensures the guaranteed savings generated will be sufficient to finance the total project without pursuing capital funding
- The municipality and RealTerm Energy jointly share in the energy and maintenance savings
- RealTerm maintains the streetlight lights for a period of 10 years
- Any operating risks are transferred to RealTerm Energy
- At contract completion, the PM retains full value of the energy and maintenance savings

Qualified Energy Conservation Bonds (QECCB)

The PM could also utilize Qualified Energy Conservation Bonds with either the capital cost or the Energy Services Contract approach. A Qualified Energy Conservation Bond (QECCB) is a bond that enables qualified state, tribal and local government issuers to borrow money at attractive rates to fund energy conservation projects. QECCBs remain among the lowest-cost public financing tools due to the U.S. Department of the Treasury’s subsidized borrowing costs. Like Build America Bonds, QECCBs are taxable bonds—meaning that investors must pay federal taxes on QECCB interest they receive, and receive cash rebates from the U.S. Department of the Treasury to subsidize their net interest payments.

Summary of Financing Alternatives

	Excise Tax Credit	Lease Financing	Energy Performance Contracting
Product Structure	Capital Lease	Capital Lease	Energy Performance Contract
Cost of Capital	Low	Low	Low/Medium
Likely Method of Scale	Public	Public	Private
Balance Sheet	On	On	Off
Subject to Appropriation	No	Yes	Yes
QECCB Eligibility	Yes	Yes	Yes

APPENDIX E: EFFICIENCY MAINE'S EXTERIOR LIGHTING INCENTIVES

COMMERCIAL & INDUSTRIAL PRESCRIPTIVE INCENTIVE PROGRAM
Lighting Solutions - Interior & Exterior
Measure Code Reference Guide



Effective 10/1/16 - 12/31/16*

EXTERIOR LIGHTING				
Measure	Code	Eligible Installation	Unit Incentive	Eligibility Criteria
 <p>Outdoor LED Mogul Screw-Base Replacement Lamps for HID Lamps (Type B & C Only)</p>	S6	Mogul Screw-Base LED Replacement Lamps for HID Lamps in Outdoor Applications	\$50 Low Output (250-5,000 lm) \$75 Mid Output (> 5,000-10,000 lm) \$100 High Output (> 10,000 lm)	<ul style="list-style-type: none"> LED replacement lamps for HID lamps for outdoor applications. Only Type B and C, mogul-base (E39) products are eligible Type B LED replacement lamps for HID lamps require the existing HID ballast to be bypassed and the lamp holder to be wired with line voltage Type C LED replacement lamps for HID lamps require the existing HID ballast to be replaced with an external LED driver (the lamp holder is not wired with line voltage) Type B and C lamps must be listed on the DesignLights Consortium's Standard Qualified Products List as Mogul-Screw Base (E39) Replacements for HID Lamps under the applicable primary use. Primary end uses include Outdoor Pole/Arm-mounted Area and Roadway and Pole/Arm-mounted Decorative Luminaires, Outdoor Full Cutoff Wall-mounted, Parking Garage, and Fuel Pump Canopy luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL
 <p>LED Retrofit Kits</p>	S8	LED Retrofit Kits for Streetlights, Parking Lot Lights and Fuel Pump Canopy Fixtures	\$75 < 50W \$100 ≥ 50W- < 100W \$125 ≥ 100W- < 200W \$150 ≥ 200W Per Retrofit Kit	<ul style="list-style-type: none"> Integrated-style kits that replace all reflectors and optical systems of existing luminaires. Does not include screw-in lamps Must be listed on the DesignLights Consortium's Standard Qualified Products List with the Primary Use of Retrofit Kits for Outdoor Pole/Arm-mounted Area, Roadway or Decorative Luminaires, Full-Cutoff Wall-Mounted Area Luminaires, Parking Garage or Fuel Pump Canopy Luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL
 <p>LED Outdoor Area Fixture</p>	S11	Outdoor Pole-Mounted Streetlight or Parking Lot Light Fixture	\$75 < 50W \$125 50W-100W \$175 > 100W Per Fixture	<ul style="list-style-type: none"> Typical street lights or parking lot lights. Does not include utility pole-mounted fixtures Must be listed on the DesignLights Consortium's Premium Qualified Products List with the Primary Use of Outdoor Pole/Arm-mounted Area and Roadway or Decorative Luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL
 <p>LED Wallpack</p>	S13	Outdoor Wall-Mounted LED Area Fixture (Wallpack)	\$100 Per Fixture	<ul style="list-style-type: none"> Typical walkway or security lights, affixed to a building wall Must be listed on the DesignLights Consortium's Premium Qualified Products List with the Primary Use of Outdoor Full-Cutoff and Semi-Cutoff Wall-mounted Luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL
 <p>LED Canopy or Parking Garage Fixtures</p>	S17	LED Canopy or Parking Garage Fixtures	\$50 < 50W \$50 ≥ 50W- < 80W \$75 ≥ 80W- < 130W \$75 ≥ 130W Per Fixture	<ul style="list-style-type: none"> Canopy luminaires for vehicular and pedestrian areas Ceiling mounted luminaires for use outdoors or in locations open to elements Must be listed on the DesignLights Consortium's Premium Qualified Products List with the Primary Use of Parking Garage or Fuel Pump Canopy Luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL
 <p>LED Flood & Spot Lights</p>	S23	LED Flood & Spot Lights	\$75 < 50W \$125 50W-100W \$175 > 100W Per Fixture	<ul style="list-style-type: none"> Directional luminaires intended to highlight objects and areas in outdoor lighting. Does not include LED screw-in lamps Must be listed on the DesignLights Consortium's Premium Qualified Products List with the Primary Use of Landscape/Accent Flood and Spot or Architectural Flood and Spot Luminaires – see the following link for a complete list of qualified products: www.designlights.org/QPL

APPENDIX F: REALTERM ENERGY'S ESPC CONTRACTS AND REFERENCES

Current ESPC Projects

EPC CLIENT	FIXTURES	INSTALLATION COMPLETION DATE	STAGE
Georgina, Town of	4,232	4/29/2016	WARRANTY - 10 YEARS
Whitchurch-Stouffville, Town of	3,200	4/29/2016	PROJECT CLOSE-OUT
Orangeville, Town of	2,789	12/11/2015	WARRANTY - 10 YEARS
Kincardine, Municipality of	1,148	8/11/2015	WARRANTY - 10 YEARS
Elliot Lake, City of	1,141	7/25/2015	WARRANTY - 10 YEARS
Niagara-on-the-Lake, Town of	1,034	5/12/2015	WARRANTY - 10 YEARS
Minto, Town of	716	5/4/2015	WARRANTY - 10 YEARS
Blind River, Town of	597	3/20/2015	WARRANTY - 10 YEARS
Iroquois Falls, Town of	577	3/30/2015	WARRANTY - 10 YEARS
Cramahe, Township of	418	7/28/2015	WARRANTY - 10 YEARS
Hamilton, Township of	392	9/4/2015	WARRANTY - 10 YEARS
Powassan, Municipality of	227	9/15/2015	WARRANTY - 10 YEARS
Burk's Falls, Village of	159	8/20/2015	WARRANTY - 10 YEARS
Blind River, Town of	89	3/20/2015	WARRANTY - 10 YEARS
Total (14 projects)	16,719		

ESPC Project References

PROJECT NAME	# OF FIXTURES	VALUE (\$)	COMPLETION DATE (MM/DD/YY)	REDUCTION IN ENERGY CONSUMPTION	DECREASE IN MAINTENANCE COSTS
TOWN OF GEORGINA, ON LED Streetlight Conversion	4,232	\$2.5M	4/19/2016	60%	80%
<p>Description: This Energy Service Performance Contract was based on a full GIS mapping and detailed photometric design process intended to obtain the maximum savings over the long term. The Town did not have any up-front costs for this turnkey project, paid for by the shared savings over a 10-year contract, including streetlight maintenance.</p> <p>Challenges: The selection of decorative fixtures based upon existing development standards proved challenging, especially finding brackets to secure the new fixtures to the existing infrastructure, as well as working with the manufacturer to redesign the lights to allow for faster and safer installation, at no cost to the town.</p> <p>Project Leader: Kerry Wilson – Managing Director, Business Solutions.</p> <p>Contracting Officer: Dan Pisani, Director of Operations and Infrastructure, Town of Georgina (905) 476-4305 Ext 2233 dpisani@georgina.ca</p>					
CITY OF ORANGEVILLE, ON LED Streetlight Conversion	2,798	\$1.5M	5/27/2016	58%	80%
<p>Description: This Energy Service Performance Contract was based on a full GIS mapping and detailed photometric design process intended to obtain the maximum savings over the long term. The City did not have any up-front costs for this turnkey project, paid for by the shared savings over a 10-year contract, including streetlight maintenance.</p> <p>Challenges: RealTerm Energy was responsible for managing two installation companies, Orangeville Hydro and TM3, each with their own sets of crews. Careful supervision of product shipments paid off when an error in shipped fixture wattages was detected and the proper wattage fixtures were installed as designed. Citizen relations were important in responding to a question about the brightness of a light in front of one particular house.</p> <p>Project Leader: Kerry Wilson – Managing Director, Business Solutions.</p> <p>Contracting Officer: Tony Dulisse, Engineering Technologist, Public Works, City of Orangeville (519) 941-0440 Ext 2248 tdulisse@orangeville.ca</p>					

PROJECT NAME	# OF FIXTURES	VALUE (\$)	COMPLETION DATE (MM/DD/YY)	REDUCTION IN ENERGY CONSUMPTION	DECREASE IN MAINTENANCE COSTS
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TOWN OF MINTO, ON LED Streetlight Conversion	716	\$429,000	05/04/15	66%	80%
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Description: Project consisted of complete turn-key LED streetlight conversion, based on full photometric design work and a detailed IGA.

Challenges: The ESPC provided initial project financing from RealTerm Energy. RealTerm Energy manages the purchase, installation and maintenance of the new streetlights over a fixed period. In return, the Town funds the project by sharing the savings in energy and maintenance costs now that the LEDs are in use.

Project Leader: Michelle Hjort – Associate Director, Business Development. Currently employed by RealTerm Energy.

Contracting Officer: Bill White, CAO/Clerk, Town of Minto, Ontario, Canada.
519-338-2511, Ext. 222 | bwhite@town.minto.on.ca

APPENDIX G: EMERA DRAFT CUSTOMER-OWNED STREET LIGHTING AGREEMENT

(as filed with the Maine Public Utilities Commission)

CUSTOMER OWNED STREET LIGHTING AGREEMENT

This Customer Owned Street Lighting Agreement (“Agreement”) is entered into as of the ____ day of _____, _____, by _____ (“the Municipality”), and Emera Maine (“the Company”). This Agreement sets forth the agreement between the Municipality and the Company with respect to the terms and conditions under which the Company may sell and provide light fixtures attached to Company poles and the Municipality may install, own and maintain light fixtures attached to poles owned by the Company, whether such poles are owned individually by the Company or as joint owner with another entity (Company Owned Poles”). The Municipality and the Company may be referred to herein individually as a “Party” or collectively as the “Parties.”

1. BACKGROUND

Under Section 1-E of the Company’s Terms and Conditions, entitled “Municipal Ownership of Streetlights,” Municipalities may choose among three options for street lighting service, as set forth below:

- A. The Company will provide all of the components of the street lighting system, including installation on Company poles and maintenance of such lighting system. The Company will deliver electricity to the street lighting system from a power vendor selected by the municipality. For such service (Full Service Lighting), the Municipality shall pay the appropriate charges set forth in the Company’s Rate SL (Street Lighting Service) Electric Delivery Rate Schedule; or
- B. The Company will install and connect on its poles all of the components of the Street Lighting Hardware as selected, purchased and owned by the Municipality. Maintenance of all components of light fixtures will be the responsibility of the Municipality or its contractor; or
- C. The Company will connect to its distribution system light fixtures owned and installed by the Municipality on Company poles. Maintenance of all components of light fixture and mounting hardware will be the responsibility of the municipality or its contractor.

2. SCOPE OF THIS AGREEMENT; TERM

This Agreement sets forth the terms and conditions under which the Municipality may install, own and maintain light fixtures attached to Company Owned Poles, pursuant to options (B) and (C) above. This Agreement is entered into by the Parties pursuant to Section 1-E of the Company’s Terms and Conditions. To the extent that the provisions of this Agreement and those set forth in the Company’s Electric Delivery Rate Schedules or its Terms and Conditions are in conflict, the provisions set forth in the Company’s Electric Delivery Rate Schedules and its Terms and Conditions shall take precedence over any conflicting terms set forth in this Agreement.

The term of this Agreement shall commence upon execution by both Parties and shall continue in effect for as long as Municipality owns Street Lighting Hardware that is located on Company Owned Poles.

3. DEFINED TERMS

Any other capitalized terms used in this Agreement that are not specifically defined herein shall have the meanings set forth in the Company's Electric Delivery Rate Schedules and its Terms and Conditions.

"Business Day" means any day except a Saturday, Sunday, or a legal holiday in the State of Maine. A Business Day shall open at 8:00 a.m. and close at 4:00 p.m. local time for the relevant Party's principal place of business. The relevant Party, in each instance unless otherwise specified, shall be the Party from whom the notice, payment or delivery is being sent and by whom the notice or payment or delivery is to be received.

"Commission" means the Maine Public Utilities Commission or any successor entity.

"Dedicated Street Lighting Conductor" shall mean a conductor used for the sole purpose of providing electric service to a street light. This excludes the tap wires from the secondary conductors to the street light fixture itself.

"Good Utility Practice" means any of the practices, methods and acts engaged in or approved by a significant portion of the electric utility industry during the relevant time period, or any of the practices, methods and acts which, in the exercise of reasonable judgment in light of the facts known at the time the decision was made, could have been expected to accomplish the desired result at a reasonable cost consistent with good business practices, reliability, safety and expedition. Good Utility Practice is not intended to be limited to the optimum practice, method, or act to the exclusion of all others, but rather includes all acceptable practices, methods, or acts generally accepted in the region.

"Routine Maintenance" shall mean (a) prior to the time when a fuse has been installed, changing of the lamp, and/or photocell, cleaning of the glass, reflector or photocell, as well as clearing of debris from the fixture and (b) after a fuse has been installed on a fixture, changing of the lamp, and/or photocell, ballast/driver, starter, fuse, fixture, fixture conductor wire, hardware and controls for any particular light, cleaning of the glass, reflector or photocell, as well as clearing of debris from the fixture.

"Street Lighting Hardware" shall mean the bracket, luminaire, lamp, photocell, fuse, fixture conductor wire, hardware and controls for any particular street light fixture. Hardware shall also include poles in place solely for street lighting purposes.

4. OWNERSHIP

For each street light fixture covered by this Agreement, the Municipality will provide, own, install and maintain the Street Lighting Hardware. Dedicated Street Lighting Conductors will be owned and maintained by the Company.

5. STREET LIGHTING HARDWARE STANDARDS

All Street Lighting Hardware provided by Municipality for installation on the Company's system shall be free from all defects and shall in no way jeopardize the Company's electric distribution system. The Company may refuse to allow the placement of any streetlight fixture which, in the Company's sole reasonable opinion, are not so free from defects or that might so jeopardize said system. If the Company refuses the placement of a streetlight fixture, it shall, at the time of the refusal, provide the Municipality with the specific reason or reasons for the refusal.

All Street Lighting Hardware shall be of a modern type approved roadway lighting for normal use by the Company. Once a specific fixture type has been approved by the Company as acceptable equipment, additional use of that fixture type as a replacement in a location where a street light currently exists will not require additional approval by the Company, provided that the replacement light has a similar or lesser weight and wind profile as the light being replaced.

6. TRANSMISSION AND DISTRIBUTION SERVICE

For each street light fixture covered by this Agreement, the Municipality shall take Delivery-Only Service for such fixture in accordance with the Company's currently effective Municipal Street Lighting Rate Schedule.

7. DESCRIPTION AND LOCATION OF STREET LIGHTS

Exhibit A to this Agreement sets forth a description and location of all street light fixtures owned by the Municipality and located on Company Owned Poles. The Municipality shall notify the Company at least thirty (30) days in advance of making any changes to its street lighting inventory. Exhibit A shall be updated as necessary, but no more frequently than on a monthly basis, to reflect any changes to street lighting inventory.

Prior to the sale of street lighting equipment to the Municipality, the Company shall provide the Municipality with a complete inventory based on billing and property records of the street lighting equipment to be sold. The Municipality shall have ninety (90) days to provide corrections or objections to that inventory, after which time the inventory provided by the Company shall be deemed correct for all billing purposes. Should the Municipality choose to conduct a physical audit to confirm the inventory, the audit will be scheduled at a time that allows a representative of the Company to participate.

Street lighting equipment shall at all times contain the lamp type and size as recorded with the Company and shall be subject to a periodic field audit by the Company to confirm same. The Company will not charge the Municipality for the cost of these periodic audits. However, if the Company finds lamps which are in addition to or different from those reported by the Municipality or any other unauthorized equipment attached to the pole or fixture by the Municipality, the Company may conduct a full audit to determine the extent of the violations. The Company shall bill the Municipality for the reasonable cost of the full audit. Prior to conducting a full audit, the Company will consult with the Municipality and will work with the Municipality to coordinate such an audit.

All Street Lighting Hardware owned by Municipality and located on Company Owned Poles shall bear an ownership identification marking or label which is readily visible from the ground during daylight hours. All street lighting equipment purchased from the Company shall be so identified at the expense of Municipality no later than six (6) months from the time of purchase. In addition, Street Lighting Hardware shall have lamp fixture identification in accordance with the latest NEMA or ANSI Standard for High Intensity Discharge Lamps and Luminaires (ANSI Publication C 136.15 - 1980 and subsequent revisions). The ownership identification marking or label requirements set forth herein shall not apply in the circumstance in which Municipality has purchased all street lighting equipment in the Municipality from the Company all at one time.

8. MAINTENANCE OF STREET LIGHTING HARDWARE

For each street light fixture covered by this Agreement, Municipality shall maintain the Street Lighting Hardware at its own expense. Maintenance shall not include connection or disconnection to the Company's distribution system, which shall be performed by Company personnel only. In performing such maintenance work the Municipality shall not permit its agents, employees or contractors to climb or otherwise ascend

Company Owned Poles, but rather shall maintain the Street Lighting Hardware on such poles by using an aerial device. Section 1-E of the Company's Terms and Conditions sets forth the additional maintenance requirements for municipalities using contractors or municipal employees to perform street lighting maintenance work. Those provisions are incorporated herein.

Municipality may request, and the Company may agree at its sole option, that the Company provide maintenance service for street lights owned by the Municipality. For purposes of this section, maintenance service may include Routine Maintenance as defined herein, but shall be limited to maintenance requested by the Municipality and shall not include maintenance initiated by the Company under the terms of Section 10 below or requests for installation, removal, replacement or relocation of street light fixtures. Section 1-E of the Company's Terms and Conditions sets forth the pricing for such maintenance services. Any requests for maintenance from the Municipality to Company shall be in writing on the form included as Exhibit B to this Agreement.

Within 7 Business Days of receipt of a request for maintenance service from the Municipality, the Company will either perform such work or provide a good faith estimate of the timeframe within which the Company will be able to complete the requested maintenance services. Within 7 Business Days of receipt of such estimate, the Municipality shall instruct the Company whether to commence with such maintenance services based on the timeframe proposed by the Company or whether the Municipality will make other arrangements for the performance of such maintenance services.

Municipality will repair or replace inoperative lighting controls for the lights owned by Municipality within sixty (60) days of failure. The Company will bill standard attachment fees for any de-energized fixtures and/or associated equipment left attached to the Company's poles for longer than sixty (60) days that is not being billed and paid for under the Company's Municipal Street Lighting Rate Schedule. This provision will not apply in the event that the Company is performing maintenance on behalf of Municipality and is the cause of the delay in repairing or replacing inoperative lighting equipment.

9. CONNECTION AND DISCONNECTION

The Company will apply charges for connection and disconnection as set forth in the Company's Term and Condition 1-E and in accordance with the Company's Municipal Street Lighting Rate Schedule.

The installation, maintenance, and removal of connections to the Company's secondary distribution system is restricted to authorized Company personnel. Work involving only Routine Maintenance does not require disconnection prior to the municipality or its contractor performing such work. Municipality does not need to notify the Company prior to performing any Routine Maintenance.

All existing fixtures must be fused by the Municipality within ten (10) years of the date that Municipality acquires them from the Company. All new fixtures must be fused when installed. Any existing Municipality owned street lights, or street lights acquired from the Company, will be set to operate in the "Fail Off" mode which can be phased in over the same ten (10) year period. All new fixtures will be installed to operate in the "Fail Off" mode.

10. INSTALLATION, REMOVAL, REPLACEMENT, AND RELOCATION

- (a) Municipality Requests. Municipality shall make any request to the Company for the installation, removal, replacement and relocation of street light fixtures, or shall notify Company of its intent to install, remove or relocate any street light fixture in writing on the form included as Exhibit B to this Agreement. Within 10 Business Days of receipt of request for installation, removal, replacement or

relocation of street light fixtures, the Company will provide a good faith estimate of the timeframe within which the Company will be able to complete the installation, removal, replacement or relocation. Within 7 Business Days of receipt of such estimate, the Municipality shall instruct the Company whether to commence with the requested work based on the timeframe proposed by the Company or whether the Municipality will make other arrangements for the performance of such work.

By its approval or acceptance of any street light installation, the Company does not give any warranty, expressed or implied, as to the adequacy, safety or other characteristics of such installation; provided, however, that with respect to any street light installation that was performed by the Company, the Company warrants that such installation was performed in accordance with Good Utility Practice.

(b) Company-Initiated Work.

- (i) Non-Emergency Basis. When Company needs to replace or repair existing poles/wire configurations on a non-emergency basis (such in the event of road changes requiring pole relocation, maintenance/repair/replacement of poles, or for any other non-emergency reason), the Company will notify Municipality as far in advance of the proposed work to be performed as is practicable under the circumstances. Municipality or their contractor must remove, relocate, and reinstall municipal-owned street lighting fixtures and/or equipment at their expense. In the event that Municipality fails to remove, relocate, and reinstall municipal-owned street lighting fixtures and/or equipment in a timely manner, the Company may elect to remove, relocate, and reinstall any such undamaged municipal-owned street lighting fixtures and/or equipment and shall bill the Municipality for any cost incurred by the Company to do so, which shall be calculated by using the Connection and Installation charge applicable to additional street lights under Section 1-E of the Company's Terms and Conditions .
- (ii) Emergency Basis. When Company needs to replace or repair existing poles/wire configurations on an emergency basis (such in the event of a car/pole accident), the Company may elect to remove, relocate, and reinstall any undamaged municipal-owned street lighting fixtures and/or equipment at the expense of the Municipality, in which case the Company shall bill the Municipality for any cost incurred by the Company in completing such removal, relocation and reinstallation, which shall be calculated by using the Connection and Installation charge applicable to additional street lights under Section 1-E of the Company's Terms and Conditions.

11. BILLING

All work performed by the Company at the expense of the Municipality shall be billed to the Municipality monthly, with reasonable itemization, at the Company's then-current rates for such work as described in the Company's Term and Condition 1-E, as approved by the Commission. All such bills shall be payable when rendered. Bills paid more than thirty (30) days from the date of billing shall bear interest at the rate of one percent (1%) per month from the date of billing.

12. PAYMENT SCHEDULE

Municipality may purchase street lighting equipment from the Company all at one time or over a period not to exceed three (3) years. If the Municipality elects to phase in the purchase of the Company's street lights over multiple years, the Municipality must purchase all street lights billed to the Municipality's account(s) within three (3) years from the date of the first purchase. Any such purchase and sale of street lights shall be

documented in either a separate Purchase and Sale Agreement or Bill of Sale between Municipality and Company.

The price for any such purchase shall be based on net book value. The Company's net book value calculation for a municipality shall consist of (1) the net value amount of street lighting plant, Company-wide (2) minus their depreciation amount, divided by the number of lights (3) associated income tax impacts; and any other reasonable costs the Company may incur in order to complete the sale. This value will be newly calculated in January of each year.

Exhibit C to this Agreement sets forth the agreed-upon payment dates and [balances] [percentages] for the purchase of the Municipality's street lighting equipment or labor and materials associated with requested maintenance.

13. BREACH AND REMEDIES

Each Party hereby agrees to carry out the terms and conditions of this Agreement, and not knowingly to take any action that would interfere with the performance of this Agreement. In the event of any breach of any of the terms or conditions of this Agreement by either Party, other than a breach for which immediate sanctions or specified cure periods are specifically provided under this Agreement, the breaching Party shall have thirty (30) days following receipt of notice from the non-breaching Party in which to cure. In the event of any uncured breach, the breaching Party shall be liable to pay the other Party any and all costs or damages caused the other Party as a result thereof.

14. DISPUTE RESOLUTION

Any disputes regarding the rights or obligations of the Company or Municipality under this Agreement shall be referred to the Commission for resolution. Neither the Company nor Municipality may petition the Commission to initiate such dispute resolution procedures unless the Parties, through their respective duly authorized representatives, have first attempted in good faith to resolve the dispute.

15. INSURANCE REQUIREMENTS

As a condition of installing any lighting equipment on Company poles or performing any street light maintenance on Company poles, the Municipality shall at all times maintain in place \$1 million liability insurance in the amount and under such terms as may be required by the Commission (as further set forth in Section 1-E of the Company's Terms and Conditions), with the Company named as an additional insured. Such insurance shall include provisions or endorsements naming Company, its directors, officers and employees as additional insureds; provisions that the insurance is primary insurance with respect to the interest of Company and that any insurance maintained by Company is excess and not contributory insurance with the insurance required hereunder; cross-liability or severability of insurance interest clause; and provisions that the policies shall not be cancelled or their limits of liability reduced without sixty (60) days prior written notice to Company. Within ten (10) days after execution of this Agreement, Municipality shall, if required by the Commission to provide liability insurance, furnish to Company a copy of each insurance policy, certified as a true copy by an authorized representative of the issuing insurance company or at the discretion of Company, in lieu thereof, insurance shall be issued by insurance companies rated A- VII or better, by Best's Insurance Guide and Key Ratings, (or, if Best's Insurance Guide and Key Ratings is no longer published, an equivalent rating by another nationally recognized insurance rating agency of similar standing) or other insurance companies of recognized responsibility. The liability insurance required under this Section shall be considered excess and shall not be deemed a waiver of immunity under the Maine Tort Claims Act.

16. INDEMNIFICATION

Municipality hereby agrees to indemnify, defend, and hold harmless Company, its affiliates, any other owners of poles on which Street Lighting Hardware is located pursuant to this Agreement, and the trustees, directors, officers, employees, agents, consultants, advisors and representatives of each of them (each, an “Company Indemnified Party”) from and against any and all claims, judgments, demands, damages, fines, losses, interest, awards, causes of action, litigation, lawsuits, administrative proceedings or investigations, penalties and liabilities, costs and expenses (including reasonable attorneys’ fees and disbursements and other reasonable costs of suit, arbitration, dispute resolution or other similar proceeding) in tort, contract, or otherwise (collectively “Liabilities”) incurred or suffered by any Company Indemnified Party arising from a contractor or employee of the Municipality performing work on any Company Owned Pole; provided, however, that Municipality is not required to indemnify Company for any costs, losses, or damages resulting from work performed by Company. The foregoing indemnification provisions shall not be deemed a waiver of immunity under the Maine Tort Claims Act or any other applicable law.

17. CHANGE IN LAW; SEVERABILITY

If, after the execution of this Agreement, any right or obligation of a Party under this Agreement is materially altered as the result of any revision to laws or regulations applicable to Municipal installation, ownership, or maintenance of Street Lighting Hardware on Company Owned Poles, the Parties agree to negotiate in good faith in an attempt to amend this Agreement to conform to the revised laws or regulations and to present any such agreed-upon amendment to the Commission for approval. The intent of the Parties is that any such amendment will preserve, as closely as possible, the basic intent and substance of this Agreement, as set forth herein. In the event that the Parties are unable to agree upon an amendment to this Agreement pursuant to this paragraph, the Parties agree to submit the matter to the Commission for resolution in accordance with Section 14 above.

The invalidity or unenforceability of any provisions of this Agreement shall not affect the other provisions hereof. If any provision of this Agreement is held to be invalid, such provision shall not be severed from this Agreement; instead, the scope of the rights and duties created thereby shall be reduced by the smallest extent necessary to conform such provision to the applicable law, preserving to the greatest extent the intent of the Parties to create such rights and duties as set out herein. If necessary to preserve the intent of the Parties hereto, the Parties shall negotiate in good faith to amend this Agreement, adopting a substitute provision for the one deemed invalid or unenforceable that is legally binding and enforceable. In the event that the Parties are unable to agree upon an amendment to this Agreement pursuant to this paragraph, the Parties agree to submit the matter to the Commission for resolution in accordance with Section 14 above.

18. MISCELLANEOUS

(a) This Agreement may be modified only by a writing duly executed by each of the Parties hereto or by order of the Commission.

(b) This Agreement shall be construed and interpreted in accordance with the laws of the State of Maine notwithstanding any choice of law rules which may direct the application of the laws of another jurisdiction.

(c) Notices as to operational matters (such as the installation, removal, relocation and maintenance

of street light fixtures) shall be provided by electronic mail as follows:

If to the Company:

[company e-mail contact]

If to the Municipality:

[Municipality e-mail contact]

All other notices hereunder (such as legal notices in the event of breach) shall be in writing and deemed duly delivered if hand delivered to the recipient, or sent by certified mail, postage prepaid or by reputable overnight delivery service. Notices shall be addressed as follows:

If to the Company:

Manager
RPSD
Emera Maine
PO Box 932
Bangor, Maine 04402

If to the Municipality:

Either party may change its address by giving the other party hereto written notice thereof in the manner provided in this section.

(d) Nothing contained in this Agreement, whether express or implied, is intended to confer upon any person or entity, other than the Parties hereto, any rights or remedies.

(e) No delay or omission on the part of either Party to exercise any right accruing to it under the terms of this Agreement shall impair any such right or be deemed in any way a waiver on such Party's part, or construed as an estoppel against it, or impair any right or remedy arising subsequent thereto.

(f) The captions and section headings contained in this Agreement are for reference only, and shall not affect the construction or interpretation of any provision hereof.

(g) This Agreement may be executed simultaneously in two or more counterparts, any of which need not contain the signatures of more than one Party, but all such counterparts taken together shall constitute one and the same Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the day and year first written above.

WITNESS:

EMERA MAINE

By: _____

Its:

Print Name:

DATE: _____

WITNESS:

EMERA MAINE

By: _____

Its:

Print Name:

DATE: _____

WITNESS:

[MUNICIPALITY NAME]

By: _____

Its:

Print Name:

DATE: _____

Exhibit A

Description and location of all street light fixtures owned by the Municipality and located on Company Owned Poles.

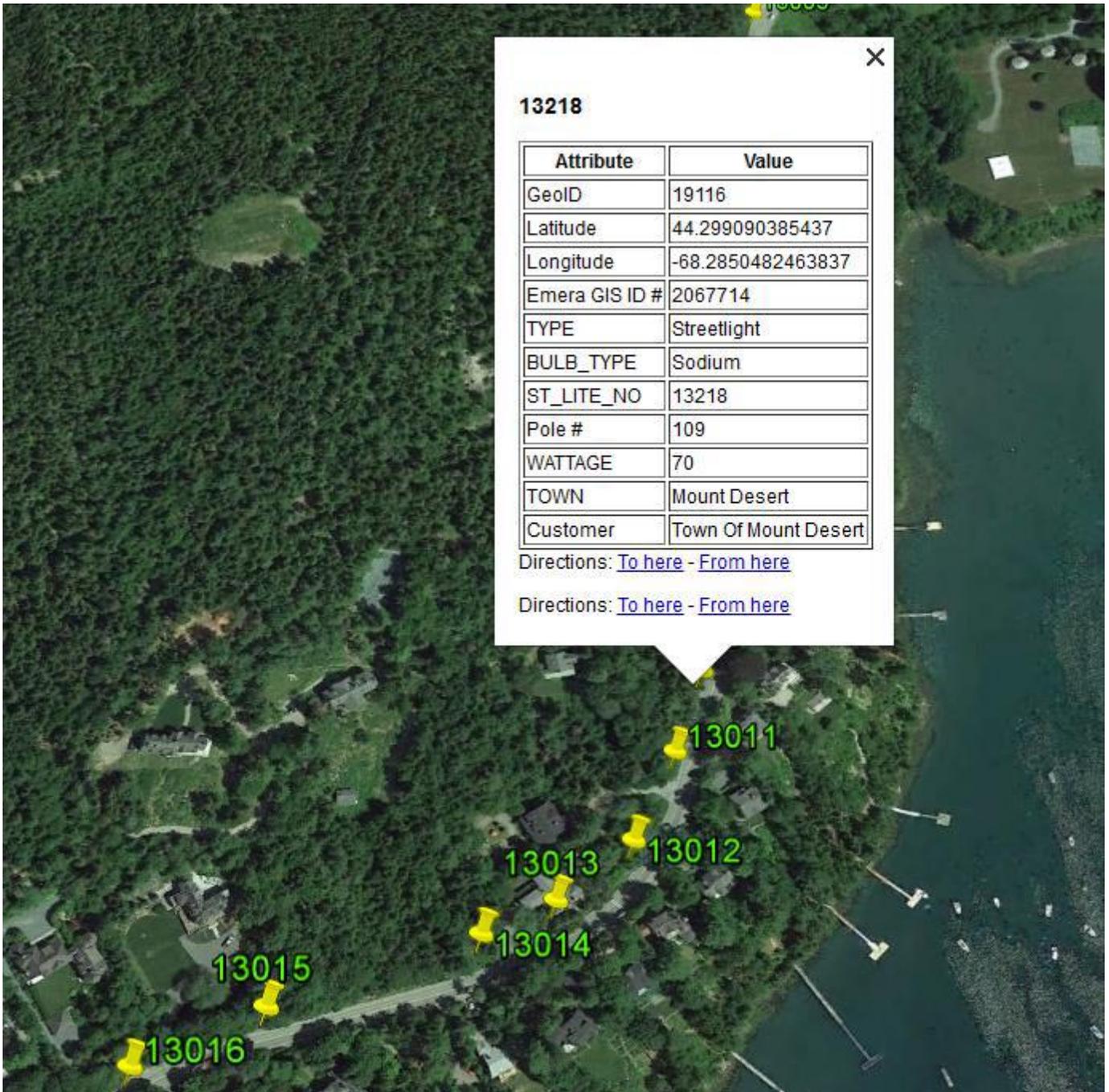


EXHIBIT C

Agreed-upon payment dates and [balances] [percentages] for the purchase of the Municipality's street lighting equipment.



Kindly remit to: Emera Maine, 28 Penobscot Meadow Drive, Hampden, ME 04444

BILL TO:
Attn: Accounts Payable
CITY OF BREWER
221 GREENPOINT RD
ENGINEERING DEPT
BREWER MAINE 04412

Invoice		
INVOICE NUMBER	INVOICE DATE	CUSTOMER NUMBER
63505	18-DEC-15	
TERMS	DUE DATE	AMOUNT DUE
30 NET	17-JAN-16	\$292.00

PLEASE DETACH AND RETURN TOP PORTION WITH PAYMENT

COMMENTS:

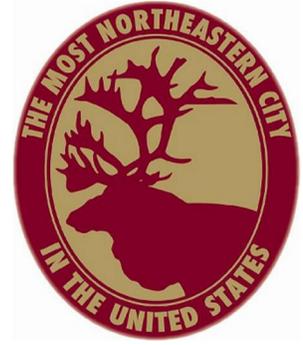
Ln#	DESCRIPTION	QTY	UNIT	UNIT PRICE	AMOUNT
1	Linemen Hours accrued to repair 250W HPS light on pole 23 on S Maine St.	4.00		73.00	292.00
TOTAL:					\$292.00

Late fee of 1.0625% of unpaid balance will be charged for any invoice over 30 days. If you have any questions contact JOSEPH WILCOX at 207-973-2541

Please return the top section with your payment. Thank you.

DRAFT

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Renewal of Fresh Air Contract for FBO Services
DATE: December 8, 2017

It is proposed that the contract for FBO services be renewed with Fresh Air.

The only change to the contract is an annual increase in FBO fees from \$12,000 to \$14,400 to help offset costs associated with the new 6-bay T-hangar building and its tenants.

All other items remain the same.

COMMERCIAL FACILITIES AND ACTIVITIES
LEASE AGREEMENT
CARIBOU MUNICIPAL AIRPORT

LEASE made this 1st day of January 2018 by and between the **City of Caribou** 25 High Street, Caribou Maine 04736, hereafter referred to as Lessor, and **Fresh Air, LLC**, P.O. Box 909, Caribou, Maine 04736 of Caribou, County of Aroostook, State of Maine, hereafter referred to as Lessee.

IN CONSIDERATION of the mutual covenants contained herein, the parties agree as follows:

1.0 Description of the Premises

Lessor leases to Lessee in exchange for services rendered and operational costs provided for said premises, as set forth in section 3.0, the following buildings and facilities: the Caribou Municipal Hangar, with attached offices located at the Caribou Municipal Airport at 12 Airport Drive, and use of all appurtenances belonging thereto with the exception of the office space currently occupied by the Civil Air Patrol as of 12/1/02, and shall also include the T-Hangar located at 6 Airport Drive under the following terms and conditions.

2.0 Recitals

1. The Lessor is the owner of the Caribou Municipal Airport and as such has the responsibility for the management and comprehensive operational aspects of the Airport; to include the primary posting of NOTAMs in coordination of runway maintenance or other activities.
2. The Lessor desires the establishment of sustainable Fixed Based Operational activity at the Caribou Municipal Airport as a means of producing future revenue generating activity to offset operational expenses and as an economic development strategy.
3. The Lessor further desires the contractual services of an experienced commercial aeronautic consultant to aid in the future development of aeronautic activity at the Caribou Municipal Airport and as such shall establish in this Lease the terms for Consultant Services.
4. The Lessee desires to establish levels of Fixed Base Operational Services in accordance with the Activities Requiring a Lease and Minimum Standards for Commercial Activities of Land and Facilities at the Caribou Municipal Airport as adopted by the City of Caribou on December 16, 2002, hereafter referred to as Minimum Standards. All applicable provisions of said Minimum

Standards shall be so incorporated into this lease by this reference thereof.

5. The Lessee desires to establish Activities Requiring a Lease as set forth in the Minimum Standards in Article IV. Sections G and H, multiple services to include but not limited to, airframe repair, aircraft charter, fueling services and air ambulatory transports.
6. The Lessee acknowledges that nothing contained herein or within the Minimum Standards shall be construed to grant or authorize the granting of an exclusive right to the comprehensive operational aspects of the Caribou Municipal Airport outside the described facilities of Section 1.0.

3.0 Terms and Conditions

As a means of establishing the objectives of both the Lessor and the Lessee as outlined in Section 2.0, the following terms and conditions are hereby set forth relevant to the premises described in Section 1.0.

1. The term of this Lease shall be for a five (5) year period from January 1st, 2018 to December 31st, 2022.
2. The Lessor reserves the right to review the contractual relationship between itself and the Lessee on an annual basis to insure a continuum of the objectives in Section 2.0.
3. The Lessor shall pay to the Lessee a contractual fee for Consultant Services the sum of One Thousand Two Hundred Dollars (\$1,200.00) per month, by the 15th of each month, starting with and including the month in which the contract is signed. All successive payments shall also be made by the 15th of each month thereafter for the five (5) year period of Lease.
4. The Lessor recognizes the Lessee is providing the in-kind services of five hundred (\$500) per month to fulfill their responsibilities of this contract.
5. The Lessee's performance of Consultant Services shall be entirely within the Lessee's control and the number of hours shall be reasonable to accomplish the intent set forth in section 2.0.
6. The relationship between the Lessor and the Lessee shall be that of an independent contractor-employer relationship. The Lessor is interested only in the results to be achieved and the conduct and control of the work will lie solely with the Lessee. The Lessee shall not be considered an agent or employee of the Lessor for any purpose. The Lessee shall also be free to contract for similar services to be performed for any other entity while under contract with the Lessor.
7. The Lessee further agrees to establish to the best of the Lessee's ability multiple aeronautical services for the general well being and propagation of the general aviation public at the Caribou

Municipal Airport.

8. Lessor reserves and Lessee shall recognize the periodic use of the classroom area of the Municipal Hanger for the conduction of aeronautic group meetings such as Civil Air Patrol, Hanger Group Meetings and other aeronautic groups as might develop relevant to increased activity levels.
9. The Lessee shall pay all utilities as set forth in Section 7.0 Utilities for the term of Lease.
10. The Lessee shall purchase from the City of Caribou all existing inventory of Avgas within the Fuel Cell located at the Caribou Municipal Airport as of a mutually determined date at the quoted delivered price on said date as given by Ascent Aviation Products, Parish, New York. From that time and until the termination of this Lease, the Lessee shall maintain a sufficient inventory of Avgas necessary for the continued daily operations of the Caribou Municipal Airport and shall be solely responsible for the proper maintenance and dispensing of such Avgas, the proceeds of which shall be the property of the Lessee.
11. The performance of the services provided by the Lessee shall be of a sufficient number of hours to fulfill the intent of providing for the well being and propagation of the general aviation public at the Caribou Municipal Airport.
12. The Lessee shall only distribute keys associated with the facilities set forth in Section 1.0 to agents and employees of Lessee or to subleases specified in Section 14.0. Lessee shall maintain on file for the inspection of Lessor an assignment listing of all keys distributed. Lessor must give prior consent to any additional locks placed upon the facilities in Section 1.0 or any common areas of the Caribou Municipal Airport or any re-key of any existing locks of said premises.

4.0 Use of Premises

The facilities as set forth in Section 1.0, as well as any other part of the Caribou Municipal Airport, shall be utilized by the Lessee in a manner compliant with the Minimum Standards of the Caribou Municipal Airport for aeronautical operations **only**. The Lessee shall adhere to all standards necessary to assure complete compliance with FAA Order 5190.6A, Airport Compliance Requirements.

5.0 Restrictions on Use

Lessee shall not use the premises in any manner that will increase the risks covered by insurance on the premises and result in an increase in the rate of insurance or a cancellation of any insurance policy, even if such use may be in furtherance of Lessee's business purposes. Lessee shall not keep, use, or sell anything prohibited

by any policy of fire insurance covering the premises, and shall comply with all requirements of the insurers applicable to the premises necessary to keep in force the fire and liability insurance maintained by the Lessor.

6.0 Waste, Nuisance or Unlawful Activity

Lessee shall not allow any waste or nuisance on the premises in accordance with all applicable local ordinances, State or Federal laws, or use or allow the premises to be used for any unlawful purposes.

7.0 Utilities

1. Lessor shall provide Lessee, at its own expense, water and sewer, relating to the facilities set forth in Section 1.0 for the term of this Lease.
2. Lessor shall be responsible for and shall pay for electricity used to light the area outside of the hangars as part of the MPS meter account #736298. Current estimated monthly payment of \$30.00 shall apply until such time as any modifications to the outside lighting may occur, at such time said payment shall be adjusted accordingly.
3. Lessor shall pay all electrical costs for account #315184 Runway lights and account #315242 Main Street Obstruction Light.
4. Lessee shall be responsible for all other electrical cost as billed under Maine Public Service account #736298, Municipal Hanger.
5. Lessor shall be responsible for maintaining the two current phone lines for basic services to the common public phone and Avgas fueling terminal. A lock out shall remain in effect for the common public phone line prohibiting long distance calling except via credit card, collect calling or other appropriate means as to not cause Lessor charges for long distance access. Lessee shall provide for and pay for any other phone services or lines necessary to facilitate Lessee's activities.
6. Lessee shall purchase from the Lessor the existing inventory of propane heating fuel used to heat the premises as described in Section 1.0. Lessee shall purchase said inventory at the delivered price on the day of signing initial Lease as quoted by Dead River, 11 Birdseye Ave., Caribou, Maine for account #121989. The Lessor shall fill both tanks and Lessee shall purchase said inventory at a gallon figure equivalent to 80% of the capacity of the fuel cell's total capacity. Lessee shall continue to purchase said heating fuel at Lessee's expense to heat as necessary all facilities in Section 1.0 to a level sufficient to maintain all aeronautic operations on a year-round basis.
7. Lessor shall be responsible for and all cost associated with snow plowing of all the Caribou Municipal Airport; the Lessee shall be responsible for removing snow adjacent to the doors of the

areas described in Section 1.0.

8.0 Repairs and Maintenance

Lessor shall maintain the facilities of Section 1.0 including the plumbing, heating system, roof and outside walls and windows and keep it in good repair at Lessor's expense, excepting, however, that all repairs which are necessitated by misuse, waste or neglect of Lessee, or successor, Lessee's employees, agents, suppliers or independent contractors.

Lessee shall be responsible for general interior cleaning and maintenance associated with the conduction of activities, of the Lessee, as set forth in this Lease.

9.0 Delivery, Accept and Surrender of Premises

Lessor represents that the facilities of Section 1.0 are in fit condition for use by Lessee. Acceptance of the premises by Lessee shall be construed as recognition that the premises are in a good state of repair and in sanitary condition.

Lessee shall surrender the premises at the end of the Lease term, or any renewal thereof, in the same condition as when Lessee took possession, allowing for reasonable use and wear, and damage by acts of God, including fires and storms. Before surrender, Lessee shall remove all business signs placed on the premises by Lessee and restore the portion of the premises on which they were placed in the same condition as when received.

10.0 Partial/Total Destruction

If the facilities shall be partially damaged by fire or other casualty but not rendered untenable, the facilities shall be repaired with due diligence by the Lessor, at the Lessor's expense; if the damage shall be so extensive as to render the premises untenable, all payments between the Lessor and Lessee shall be proportionately paid up to the time of such damage, and shall, from thenceforth, cease until such time as the premises shall be put in good order. If the Lessor shall not elect within thirty (30) days after such damage to rebuild or restore the same premises, then this Lease shall forthwith terminate. In the event of the total destruction of the premises by fire or other casualty, this Lease shall cease and come to an end and the Lessee and Lessor shall be liable for payments set forth in this Lease only up to the time of such destruction. The Lessee and Lessor shall be entitled to receive a pro-rata refund of any advance payments paid by either party for the payment period during which the leased premises were wholly or partially destroyed.

11.0 Entry on Premises by Lessor

Lessor reserves the right to enter the premises of the Caribou Municipal Airport and the facilities in Section 1.0 at reasonable times to inspect them, perform required maintenance and repairs, or make additions, alterations, or modifications to any part of the Airport, buildings, or the facilities described in Section 1.0, and Lessee shall permit Lessor to do so. Lessor may erect scaffolding, fences, and similar structures, post relevant notices, and place movable equipment in connection with making alterations, additions, or repairs, all without incurring liability to Lessee for disturbance of quiet enjoyment of the premises, or loss of occupation thereof.

12.0 Signs

Lessee shall not construct or place signs, awnings, marquees, or other structures projecting from the exterior of the premises without the written consent of Lessor.

13.0 Insurance

Liability:

Lessee shall procure and maintain in force at his own expense during the term of this Lease, general liability insurance with minimum limits of One Million Dollars (\$1,000,000.00) against liability for damage claims through public use of, or arising out of accidents occurring in or around the leased premises. The City will be named on the policy as an additional insured. All other applicable insurance relevant to the conducting of Lessee's activities shall apply as set forth in the Minimum Standards, Article III Section D. with the Lessor named as additionally insured.

Fire and Casualty:

Lessor shall procure and maintain a policy of fire and casualty insurance as to the facilities set forth in Section 1.0 for the term of this Lease.

14.0 Assignment, Sublease or License

Lessee shall not assign or sublease the premises, or any right or privilege connected therewith, or allow any other person except agents and employees of Lessee to occupy the premises or any part thereof without first obtaining the written consent of Lessor. A consent by Lessor shall not be a consent to a subsequent assignment, sublease, or occupation by other persons. An authorization assignment, sublease, or license to occupy by Lessee shall be void and shall terminate at the Lease at the option of Lessor. The interest of Lessee in this Lease is not assignable by operation of law without the written consent of Lessor.

Lessee shall have the ability to rent hanger space within the facilities set forth in Section 1.0 of said Lease and such rental activity shall be exempt as a sublease of premises and will require no prior consent by Lessor.

15.0 Default or Breach

Each of the following events shall constitute a default or breach of this Lease by Lessee:

1. If Lessee, or any successor or assignee of Lessee while in possession, shall file a petition in bankruptcy or insolvency or for reorganization under any bankruptcy act, or shall voluntarily take advantage of any such act by answer or otherwise, or shall make an assignment for the benefit or creditors.
2. If involuntary proceedings under any bankruptcy law or insolvency act shall be instituted against Lessee, or if a receiver or trustee shall be appointed of all or substantially all of the property of Lessee, and such proceedings shall not be dismissed or the receivership or trusteeship vacated within thirty (30) days after the institution or appointment.
3. If Lessee shall fail to pay any payment as set forth in Lease, or any part thereof when the payment shall become due.
4. If Lessee shall fail to perform or comply with any of the terms and/or conditions of this Lease.
5. If Lessee shall vacate or abandon any of the facilities in Section 1.0 without prior written amendment of Lease accepted by Lessor.
6. If this Lease or the estate of Lessee hereunder shall be transferred to or shall pass to or revolve on any other person or party, except in the manner herein permitted.

16.0 Effect of Default

In the event of any default by Lessee hereunder, as set forth in Section 15, Lessor shall provide Lessee with written notice of the breach of the Lease terms or conditions and Lessee shall have thirty (30) days to correct the default. If the default is not cured within thirty (30) days, this Lease and the terms hereby granted shall terminate and be forfeited, at the option of the Lessor, Lessor's heirs or assigns. Lessor shall also have the right and option to enforce the terms and conditions of the Lease by any method available under Maine Law and

including the right of Lessor to expel Lessee and establish a new lease for the demised property to a third party.

In the event this Lease is terminated by Lessor because of a breach of Lessee, Lessor may recover from Lessee all damages proximately resulting from the breach, including the cost of recovery of the premises, Attorney's fees, and any payments due under this Lease for the remainder of the Lease term as if not earlier terminated by Lessor.

17.0 Surrender of Possession

Lessee shall, on the last day of this term of this Lease, or on earlier termination or forfeiture of the Lease, peaceably and quietly surrender and deliver the demised premises free of subtenants and in as good a condition as they are now, normal wear and tear excepted. Any trade fixtures or personal property of Lessee that is left behind and not removed at the termination or default, and if Lessor shall so elect, shall be deemed abandoned and become the property of the Lessor without any payment or offset therefore. Lessor may remove such fixtures or property from the demised premises and store them at the risk and expense of Lessee if Lessor shall so elect.

18.0 Agreement Binding

This Agreement shall inure to the benefit of and be binding upon the parties hereto and their heirs, assigns and successors.

19.0 Affirmative Action

As a condition of this Lease, the Lessee assures that it will undertake an affirmative action program as required by 14 CFR Part 152, Subpart E, to insure that no person shall on the grounds of race, creed, color, national origin, or sex be excluded from participating in any employment activities covered in 14 CFR Part 152, Subpart E. The Lessee assures that no person shall be excluded on these grounds from participating in or receiving the services or benefits of any program or activity sponsored by them. All sub-organizations are to provide assurances to the Lessee that they similarly will undertake affirmative action programs and that they will require assurances from their sub-organizations, as required by 14 CFR Part 152, Subpart E, to the same effect.

20.0 Additional Standards

The Lease is subject to Activities Requiring a Lease and Minimum Standards for Commercial Activities of land and Facilities at the Caribou Municipal Airport as adopted by the Caribou City Council on December 16, 2002. A copy is attached.

21.0 Termination of Lease

Lessee and Lessor are hereby provided the opportunity to terminate this Lease with thirty (30) days written notice to the other, for any substantive given reason.

IN WITNESS THEREOF, the parties have set their hands and seals the day and year first above written.

NOTARY

BY: _____
THE CITY OF CARIBOU
Dennis L. Marker

Expires: _____

TITLE: City Manager

NOTARY

BY: _____
FRESH AIR, INC.
Bill Belanger

Expires: _____

TITLE: Manager

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Renewal of Fresh Air Contract for FBO Services
DATE: December 8, 2017

It is proposed that the contract for IT services be renewed with Oak Leaf Systems. (see attached for service contract).

There is no change to the service fees.

All previous items remain unchanged.

Contract for Computer Network Support Services

This agreement for Professional Services, is by and between Oak Leaf Systems, Inc., a corporation, with its principal office at 128 Sweden Street, Caribou, Maine (hereinafter "Oak Leaf Systems"), and the City of Caribou, a municipality, with its principal office at 25 High Street, Caribou, Maine (hereinafter "City").

WHEREAS, the City finds that Oak Leaf Systems is qualified and willing to perform certain work hereinafter described in accordance with the provisions of this Agreement; and

WHEREAS Oak Leaf Systems and the City wish to enter into agreement to describe the framework under which services will be provided.

NOW, THEREFORE, in consideration of the mutual covenants set forth herein and intending to be legally bound, the parties hereto agree as follows:

1.0 Services

1.1 Computer and Network Services

Computer Support and Maintenance

The annual maintenance contract includes troubleshooting and support services for the City's existing network devices, seven firewall devices, and three (3) servers located at the City Office, Caribou Public Library, Public Works office, Parks and Recreation department, Fire Department, Police Department and Ambulance Billing Department. Furthermore, support services shall be provided for City owned computers in their offices throughout Caribou. Support services will include setup and configuration, file and printer access, Internet access, e-mail, general network support and general computer support.

IT Management Services

Oak Leaf will provide IT and Project Management services as needed as part of this contract to plan for necessary systems and infrastructure to support business objectives. In addition, our management services will include maintenance and monitoring of existing systems, including developing a thorough understanding of the City's business processes so appropriate technology can be selected and recommended. Part of this will include proactive recommendations of technology that could help improve various processes, and/or provide more robust reliable systems required to support day to day operations.

Hardware

Oak Leaf will also provide services to diagnose and repair defective hardware on all computers and network devices. When applicable, Oak Leaf will work with the City to obtain all parts under any manufacturer's warranty still in effect. If no warranty is in effect on the failed equipment, the City will be responsible for the cost of replacing the equipment as needed.

Software

Oak Leaf will provide support services for the following software: Windows 10, 8, 7, , 2008 Server, 2012 Server and Office 365 services and applications. In addition, we will work with City staff and software vendors for proprietary or non-standard software to obtain support for those products, including TRIO, Amazon/Ortivus and HqPPy.

Infrastructure Maintenance

Oak Leaf will also provide preventative network maintenance, which includes general preventative maintenance for the servers, hubs and switches, firewalls, and cabling in the aforementioned offices. Oak Leaf will provide network mapping of the entire network and track IP addressing throughout the wide area network to ease identification of location for addition and removal of networked devices. Preventative

maintenance includes regular inspection of physical devices and environment, and review of pertinent systems logs.

New Installations

In addition to supporting existing computer hardware and software, we will also provide installation services for new computer equipment as part of this agreement. Installation of new equipment/software shall be limited to no more than ten (10) new desktop computers during the duration of this agreement. New equipment shall be defined as equipment not owned by the City at the starting date of this agreement.

Network Security Checks

Oak Leaf will provide a security risk assessment of the City's network on a quarterly basis. As part of this, we will provide detailed quarterly examination of the server for application of necessary security fixes, and other known threats. In addition, we will update firewall software with vendor supplied updates on a quarterly basis to address any security holes in it. Finally, we will assess the latest available fixes and patches for the various desktop computers in the office and make recommendations about which one(s) to apply for security reasons.

General IT Consulting

Oak Leaf will provide general consulting services to City management to help design, develop, and implement various technologies and plans to support the business plans and objectives of the City. Furthermore, we will work with City staff to provide additional expertise about information technology when required for procurement of outside funding or when required for documentation of systems by various entities.

Exceptions

In general, Oak Leaf will provide information technology related support services to the City to support its business needs and objectives. Under the terms of this agreement, installation or running of cable for network or other use is not included and shall be governed by a separate agreement. In addition, web development, web hosting, and application development services are also not included in this agreement and shall be governed by a separate contract.

1.2 Service Level Agreement (SLA)

Oak Leaf Systems will provide timely response to support issues, system failures and maintenance tasks to maintain functional computer and telephone systems.

Response Times

Oak Leaf will provide support through a combination of telephone, on-site and remote administration services for City offices. Oak Leaf guarantees the following response times:

- **System Down Emergency** - four (4) hour or less initial response times for telephone support, four (4) hour or less initial remote dial-in diagnostic support, and no later than next business day on-site support for critical failures based upon a determination made by Oak Leaf Systems representative and severity of the issue.
- **Urgent Support Call** - four (4) hour or less initial response times for telephone support, four (4) hour or less initial remote dial-in diagnostic support, and no later than next business day on-site support for critical failures based upon a determination made by Oak Leaf Systems representative and severity of the issue.
- **Non-Critical Issues** - Non-critical issues will be scheduled according to Oak Leaf staff availability. In most cases, that will be provided as a next business day service.

The City will be entitled to one (1) network support professional responding to problem(s) at a time under the terms of this agreement. In the event multiple simultaneous critical issues arise, the City will be responsible for prioritizing issues and Oak Leaf staff will fix the issues as quickly as possible according to the prioritization given. Oak Leaf shall not be responsible for delays in correcting issues resulting from shipping or other delays with replacement of hardware by a third party, whether Oak Leaf staff arrange for replacement and/or shipping of failed equipment or not.

Coverage

This service level agreement is for the following coverage.

Option	Coverage
12 x 5	This SLA will be available Monday through Friday between 7:00 a.m. and 7:00 p.m., excluding holidays.

Definitions

The following definitions shall apply to all support calls.

System Down Emergency

A system down emergency is defined as a problem or problems that is/are preventing use of a computer system by staff for required job functions that impact more than one (1) computer.

An example of system down emergency is the inability of more than one computer to send/receive e-mails.

Urgent Support Call

An urgent support call is defined as:

- 1) a problem or problems that is/are preventing use of a computer system by staff for required job functions that impact one (1) computer.
- 2) A problem or problems that is/are impacting normal use of more than one (1) computer

Examples of urgent support calls include the inability of one computer to send/receive e-mail while all other computers are working properly, inability of one computer to access the file server while all others are working properly.

Non-critical Issues

All other support issues are defined as non-critical.

Examples of non-critical issues include installation of new software, equipment, or implementation of new features on any computer to enable features not previously used, user needs assistance learning new functions, or computer needs to have latest service pack installed for maintenance of up to date systems.

SLA Terms and Conditions

SLA terms and conditions require that the City notify Oak Leaf about critical system emergencies that require emergency response as defined above using Oak Leaf's SLA Response Method. That response method currently is to call in to Oak Leaf's voice mail system and leave a message in the designated mailbox. Oak Leaf on call staff will automatically be notified of the waiting message and will respond according to the terms outlined above. Oak Leaf reserves the right to change the notification method at any time, but will provide thirty (30) days advance written notice before any change is made.

Penalty

Oak Leaf guarantees response times according to the aforementioned conditions and methods of response. If Oak Leaf staff do not respond in the time specified, the City will be entitled to a

credit of one percent (1%) of the monthly contract fee for the month in which the service call was initiated for every thirty (30) minutes late the initial response is provided, up to a maximum of fifteen (15) percent of the total monthly contract amount aggregated on all calls in any one month.

Client is responsible for providing written notification of late service call within thirty (30) days of incident and providing documentation to support claim.

Limitation of Liability

In no event will Oak Leaf Systems, its licensors, officers, employees or suppliers have any liability to CUSTOMER for any damages, including but not limited to lost profits, loss of business, loss of use or of data, any unauthorized access to, alteration, theft, or destruction of CUSTOMER'S computers, computer systems, data files, programs or information, or costs of procurement of substitute goods or services, or for any indirect, special, or consequential damages however caused. The parties agree that the terms in this LIMITATION OF LIABILITY section represent a reasonable allocation of risk. The foregoing LIMITATION OF LIABILITY and exclusion of certain damages shall apply, regardless of the success or effectiveness of other remedies.

CUSTOMER'S sole remedy arising out of or related to this agreement shall be limited to a refund of fees paid by CUSTOMER for the services giving rise to the liability during the one year period immediately preceding the date the alleged liability arose.

1.3 Force Majeure

Acts of God, or of the public enemy, acts of government, fires, flood, epidemics, labor disputes, unavoidable material delays, or freight embargo which may cause Vendor not to perform under this agreement shall constitute an excusable delay.

2.0 Cost and Schedule

See attached Schedule A.

3.0 COMPLETE AGREEMENT

This agreement, including any attachments, constitutes the entire agreement between the parties with respect to the subject matter hereof, and supersedes all previous communications, representations, understandings, and agreements, either oral or written between the parties of any official or representative thereof. This agreement shall be modified only by an instrument in writing and signed by duly authorized representatives of the parties.

IN WITNESS WHEREOF the parties hereto have made and executed this Agreement as of the day and year indicated below.

The City of Caribou, Maine

OAK LEAF SYSTEMS, INC.

Dennis Marker

Robert S. Sowers

City Manager

DATE: _____

DATE: _____

Schedule A **Contract Costs, Term, and Payments**

1.0 **Computer and Network Support**

| Oak Leaf Systems will provide computer and network support services as described herein for a fee of \$32,400.

7.0 **TERM**

| This contract shall be effective for a period of twelve (12) months from the date indicated below.

| Effective Date: January 1, 2018

8.0 **Payment Schedule**

| All fees contained herein shall be billed in twelve (12) equal monthly invoices.

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Resolution 2017-5 Approving 2018 Expense and Capital Budgets
DATE: December 8, 2017

Resolution 2017-5 approves the expense and capital improvement budgets with associated narratives.

Resolution 2017-5

**A Resolution of the Caribou City Council
Approving the 2018 Expense and Capital Improvements Budgets**

WHEREAS, the City of Caribou is a Local Unit of Government under the State of Maine and is authorized to raise or appropriate money for public purposes consistent with Title 30-A, §5722 to 5728; and

WHEREAS, the City's Charter outlines the process by which appropriate expenses for delivery of its services are identified;

WHEREAS, the City Council has discussed the drafted 2018 expenses and capital improvement budgets during multiple public meetings and provided opportunity for public input at a public forum held October 30, 2017, which forum was duly noticed in a paper of general circulation and in accordance with city public notice procedures.

NOW THEREFORE BE IT RESOLVED, that the City Council of Caribou approves the proposed 2018 Expense and Capital Improvement Budgets as attached to this resolution and dated November 29, 2018.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 11th day of December 2017.

Gary Aiken, Mayor

David Martin, Councilor

Timothy Guerrette, Councilor

Nicole Cote, Councilor

Philip J. McDonough II, Councilor

Jody Smith, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk



2018

Expense Budget & Capital Improvement Plan

(Final Draft)

Prepared by Dennis L. Marker, AICP, MPA
November 29, 2017



Vision

THE all season community to work, play, grow in and call home.

Mission Statement

The City of Caribou, where residents, service organizations, businesses, schools and local government are actively committed to:

- Welcoming, encouraging and promoting the continued development of commerce and industry
- Supporting, enhancing and expanding Caribou's strong foundation of all-season recreational opportunities
- Promoting a community where you can grow your family, your business and yourself
- Providing a safe, healthy, welcoming atmosphere for individuals and families to live



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Budget Message

November 29, 2017

TO: City Council and Citizens of Caribou

RE: Budget Message

It is my pleasure to provide the final 2018 expense and capital improvement budget for your consideration. The preparation of this document is a result of the knowledge, experience, and professionalism of the city's department heads and council members. They graciously met with me, provided counsel, insights, advice and very little "fluff" that needed to be sifted through. They have genuine concern about providing the best services possible but a sensitivity to the financial impacts that result on families, individuals, and businesses.

This budget is a collection of financial data provided by the ongoing operations and future forecast of the City of Caribou. Historic spending activities, trends, market conditions, demographic changes, and contractual obligations were considered. Priorities and changes were evaluated toward increased efficiencies and furtherance of the city's vision of being "THE all season community to work, play, grow in and call home." More improvements to service delivery are possible but will require revisiting service priorities, finding opportunities to reduce spending and, looking more long term, increasing sustainable revenues through economic and community development efforts. This budget year will not likely solve all the city's issues, but, as Walter Elliot said, "Perseverance is not a long race; it is many short races one after the other."

The purpose of this memorandum is to highlight significant changes, alterations and findings in the budget funds for this year.

Budget Highlights:

- Utility Rates –
 - 6% increase in power costs based on notice from EMERA that a 12% distribution rate increase has been requested. This increase will be offset in part by the city's efforts to replace all building lighting with LED fixtures in 2017.
 - 3% increase in water and sewer rates based on historic increases. Some departments will have a greater or lesser increase due to historic use.
- Personnel Related Changes
(See the independent department narratives for details on these changes)
 - Wages.
 - A 2% cost of living adjustment is proposed for non-union employees on January 1st.

CITY OF CARIBOU
2018 EXPENSES AND CAPITAL IMPROVEMENTS BUDGET

- Fire/EMS and Public Works union employees will receive a 3.5% increase. Police union employees will receive a 3% increase. These union increases are part of a negotiated 10% increase over three years for all three departments since 2016.
- The minimum wage requirement approved by the state is increasing from \$9 per hour to \$10. This is an 11% increase that primarily affects the parks and recreation departments.
- Health Insurance – Insurance rates rose by nearly 8%. Employees pay 20% of insurance premiums with the city covering the difference. Despite the increase, the city’s costs remained nearly the same based on the employees’ plan selections. The City continues to contribute toward an HRA for each employee to help defray medical costs.
- New Positions
 - Community Development: Zoning Administrator full time position to replace full time assistant city manager position.
 - Administration: Part time administration assistant will float between financial services and clerk’s office.
 - Library: Part time, 15 hrs per week library staff position.
- Vehicles and Equipment
 - Fire/EMS Department
 - A new ambulance will be purchased this year (\$200K) to replace the one that was wrecked in July 2017. The one being replaced was scheduled for replacement in 2019. Insurance funds from the wreck will pay for nearly 80% of the new rig.
 - Turnout Gear (\$94K) to replace equipment that is 15 years old. Turnout gear typically has a 10 year life. This purchase will provide new turnout gear for all fire personnel.
 - Police Department
 - The phone, radio and dispatching services need to be replaced. This will cost over 200,000 and must take place by 2021. This budget includes partial allocations toward that lump sum amount.
 - New police cruiser (\$32k) to replace existing.
 - Protection
 - The city is working in a collaborative effort with many towns in the area to evaluate changing streets light lamps from metal halide to LED lamps. Initial costs for this study will be \$35K. Depending on study results, the city may finance the purchase of new LED lights in 2019 with the power cost difference making up the finance payments.
 - Public Works
 - New pickup (\$5K) to replace old vehicle.
 - New trackless sidewalk machine (\$130K) to replace old machine.
 - Parks
 - New 40hp compact tractor (\$30K) to replace old machine.
- Capital Projects More Than \$50K:

(See: Capital Projects Section for details on these projects and a list of smaller projects anticipated in 2018)

 - High Street between North Main and Route 1. MDOT is partnering with the city to reconstruct High Street storm drain systems and travel surfaces. The total project cost will be over \$200K but the city’s portion will be under \$100K. We anticipate construction will begin summer 2018.

CITY OF CARIBOU
2018 EXPENSES AND CAPITAL IMPROVEMENTS BUDGET

- The new 6 bay T-hangar project will be completed in 2018. Total project cost is estimated at over \$630K. Funding for this is through FAA airport commitments. The City's contribution to the project will be less than \$35K.
- Work on the new Teague Park will begin in 2018 with the demolition of the learning center by the RSU. The new park is anticipated to be open summer 2019.
- Other Financial Obligations
(See: Debt Reduction Section for details on these obligations)
 - 2016 Fire Engine. Annual payments of \$117K end in 2021.
 - BioMass Boiler System. 2018 payment of \$99K. Payments escalate until lease is finished in 2025.

Overall, the city's expenses operation and capital expenses are \$9,937,365, which is 2.96% more than the 2017 budget of \$9,651,899. Total expenses, including the enterprise accounts are proposed to be \$10,457,182, which is 2.2% more than the 2017 budget of \$10,232,546.

Revenue projections for 2018 are not provided in this document. The City charter requires the revenue budget be completed separate from the expense budget but by April of each year. This time frame coincides with the state's April 1st property valuation commitment deadline and the end of the legislative session which invariably brings budget impacts. It is anticipated that a draft revenue budget will be prepared for consideration in January but it will need to be revised based on the legislative actions and April valuations.

Although there is additional explanation of the budget in subsequent pages of this document, let me end this message with a quote from Benjamin Franklin who said, "Well done is better than well said."


Dennis Lynn Marker, AICP
City Manager

Community Profile

The First People of the Caribou area were the Eastern Algonquian-speaking peoples who traditionally inhabited the territories of Maine and the Maritime Provinces. A remnant of this people is associated with the Micmac tribe which is still in the Caribou region today. The first white man to set foot on the soil of what is now the City of Caribou was probably Alexander Cochran, a Canadian, who came up the St. John and Aroostook River in 1829 looking for a mill site. When what was to become known as the Bloodless Aroostook War threatened, in the winter of 1839, Caribou was still not on the map.

The actual settlement of Caribou began when Ivory Hardison, the first American settler, drove a span of horses to bring a load of soldiers from Bangor to Fort Fairfield. Mr. Hardison stayed that summer and assisted the State Land Agent in surveying the area and delineating lots of land for settlers who were beginning to come to Aroostook. In 1840, what is now the municipality was termed "Plantation H" and "Plantation I". Hardison took land for himself in Township "Letter H", and moved his family into a small home in 1843. By 1870 the town's population was 1,410, nearly five times as large as that of 1860 when it was only 297.

Abe Holmes came to Caribou in 1872 to establish a starch factory, which marked the beginning of the great starch and potato industry in Aroostook County. The starch industry developed a cash market that was greatly needed. Farming as an occupation took on a more encouraging aspect when barter and exchange of goods were replaced by money. With the resulting increase in agriculture, the need for a railroad became pressing.

The city helped fund a rail connection to Fort Fairfield that was completed in the fall of 1878. A station was built on the east side of the river opposite the small village. The railroad opened the area to more settlers and provided access to outside communities.



Figure 1: Members of the Aroostook Band of Micmacs celebrate the Mawiomi (Gathering) of Tribes in August each year. www.micmac-nsn.gov

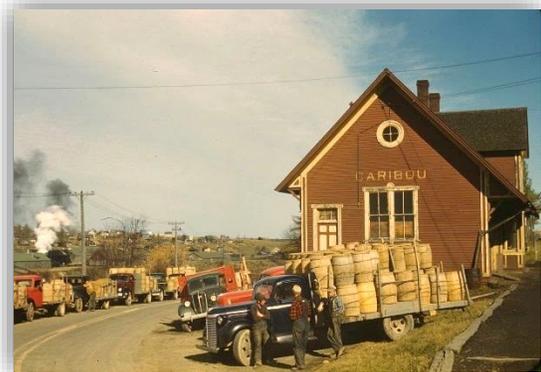


Figure 2: Farmers chat outside the Caribou starch factory, 1940.

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The commercial area of Caribou expanded with the growth of the community. New schools were built, the municipal airport was constructed in the late 1920s and the present municipal building was completed in 1939.

Birds-Eye Snyder constructed a frozen food plant in 1945 and later added a French fried potato plant to its facilities. The construction of Loring Air Force Base in the 1940s and the introduction of manufacturing took on important dimensions in the economic base of Caribou as agriculture and food processing declined in the 1950s and 1960s.



Figure 3: Loring Air Force Base housed the 42nd Bomb Wing. The base was officially closed in September 1994.
www.Strategic-Air-Command.com

The building up of military operations at the base resulted in the population growing until 1960 when the Census reflected 12,464 residents. Since that time, the population has declined until reaching a sustainable number around 8,000 residents. The Maine Office of Policy and Management projects the population will continue to decline each year from one to one and one-half percent through 2034. Caribou believes the downward trend can be reversed through active promotion of four-season tourism opportunities, redevelopment of blighted residential and industrial properties, business expansion and retention (BEAR) programs, and improving education and service opportunities.

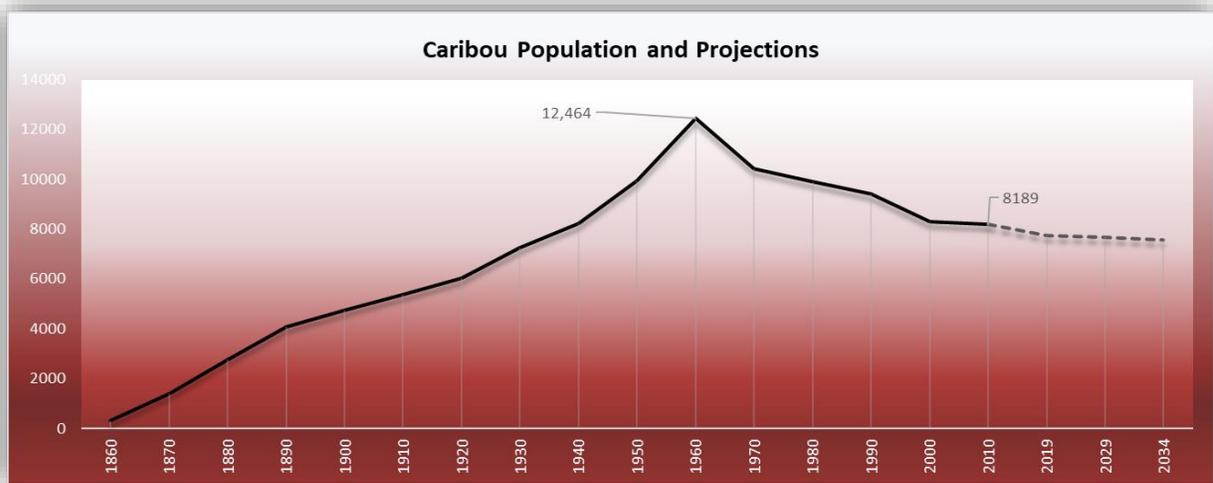
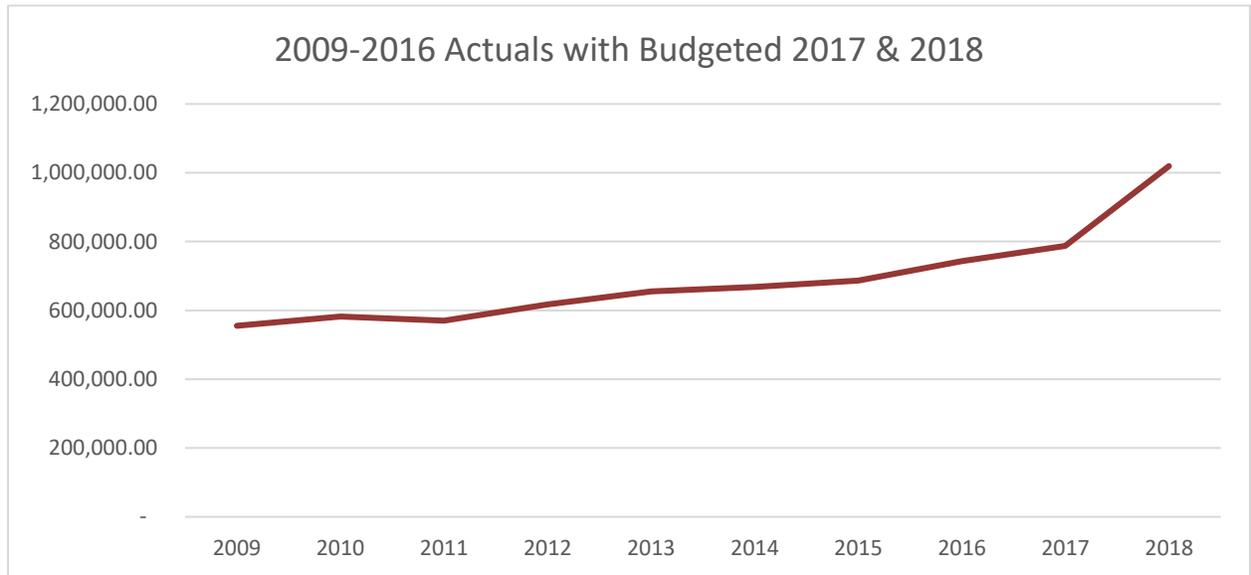


Figure 4: Population data obtained from US Census Bureau through 2010.
Projections obtained from the State of Maine Office of Policy and Management

10 - General Government



The major increase this year is due to moving two ambulance billing staff from the Fire/EMS department to being under the finance department. This also includes the additional supplies and expenses related to bad debt and collections. This is being done to provide more appropriate financial accounting supervision within the City functional areas.

Several uncontrollable increases occurred this year as well. Health Insurance increased 30.5%, Vehicle Insurance increased 36%, finance software fees increased 7%, audit fees increased 3%

General Government staff is as follows:

- City Manager/Economic Development Director (50%)
- Executive Assistant to the City Manager
- City Clerk/General Assistance Administrator/Registrar of Voters (70%)
- Deputy City Clerk/Deputy General Assistance Administrator/Deputy Registrar of Voters (85%)
- Cashier/Municipal Agent
- Finance Director/Treasurer/Tax Collector
- Deputy Tax Collector/Finance Assistant/Human Resources Director
- Deputy Treasurer/Payroll and Payable Clerk
- PT Department Assistant

Under Travel Expenses Mileage (010-01) and Meals and Lodging (010-02) we are reducing these expenses. No attendance is planned at national conferences this year. Employees will need to consider local or web based training opportunities.

Training and Education (011-02) is up to account for increases web or other training expenses.

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Election costs (lines 012-01 and 012-02) are anticipated to increase with elections being held by the state, RSU and city this year.

The website line (017-01) is eliminated as we did a multiyear service plan in 2016. This will need to be funded again in 2019.

Bad debt (082-01) is new this year and came with the ambulance billing system.

Overall General Government the 2018 request is up about \$232,000 from 2017.

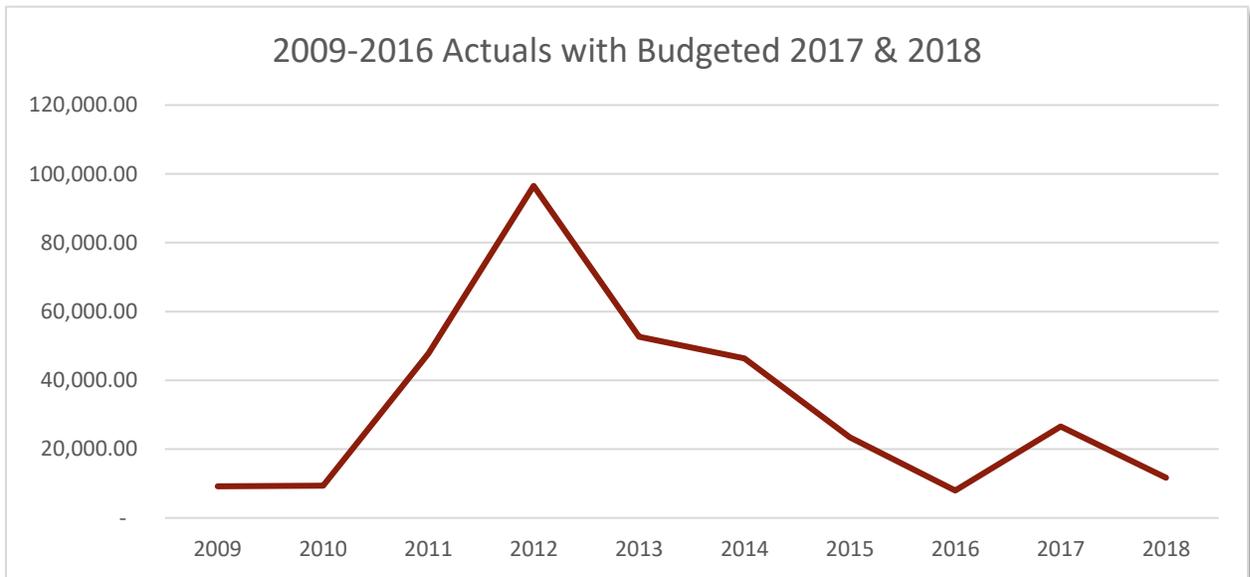
Capital Improvements

IT components that will be replaced this year include two computers for the clerk’s office, two computers for the ambulance billing department and a new server. Current reserve funds will be used for these purchases.

We are putting aside \$2,500 to continue updating our vital records restoration program.

We anticipate purchasing a new fleet vehicle through GSA with existing reserve funds.

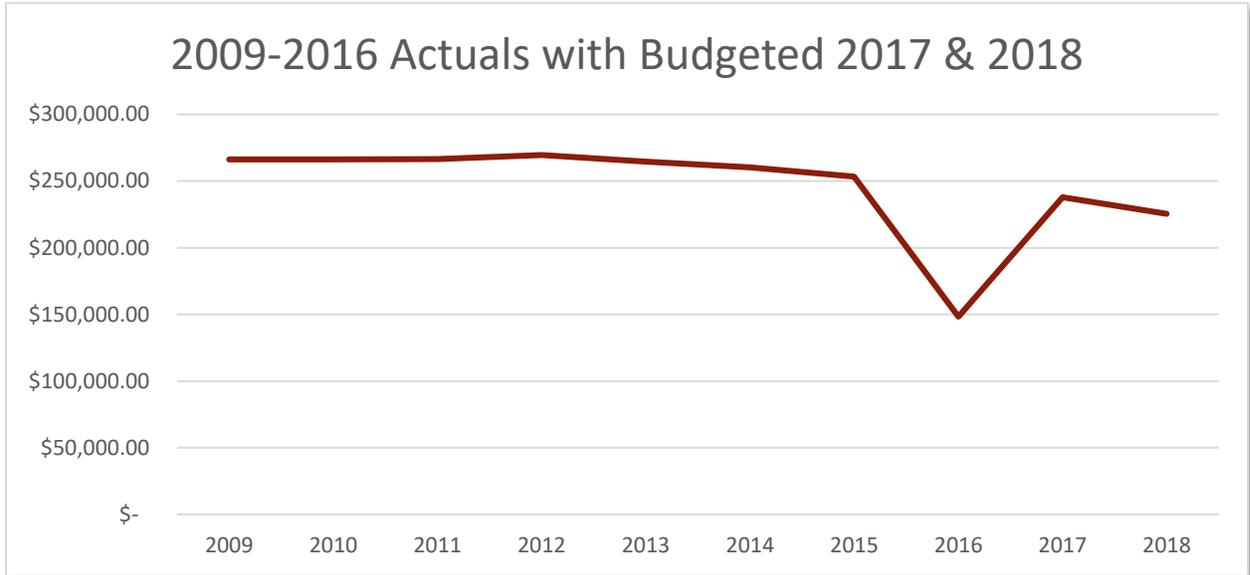
12 – Nylander Museum



The Nylander museum currently has no paid city staff. The museum is operated by members of the city’s Nylander museum board on a limited basis. The museum is open by appointment and for a couple hours on weekends. Historic funding levels incorporated expenses for the Caribou Chamber of Commerce which was disbanded in 2014. Current funding levels are primarily for building maintenance projects and supplies. In 2017, most of the budget was for repair of the rear entry (\$13,000) and janitorial services (\$5,100). In 2018, no major repair projects are anticipated. Janitorial services will be provided and

funded through the Public Works department. There are small changes to utility services and office supplies.

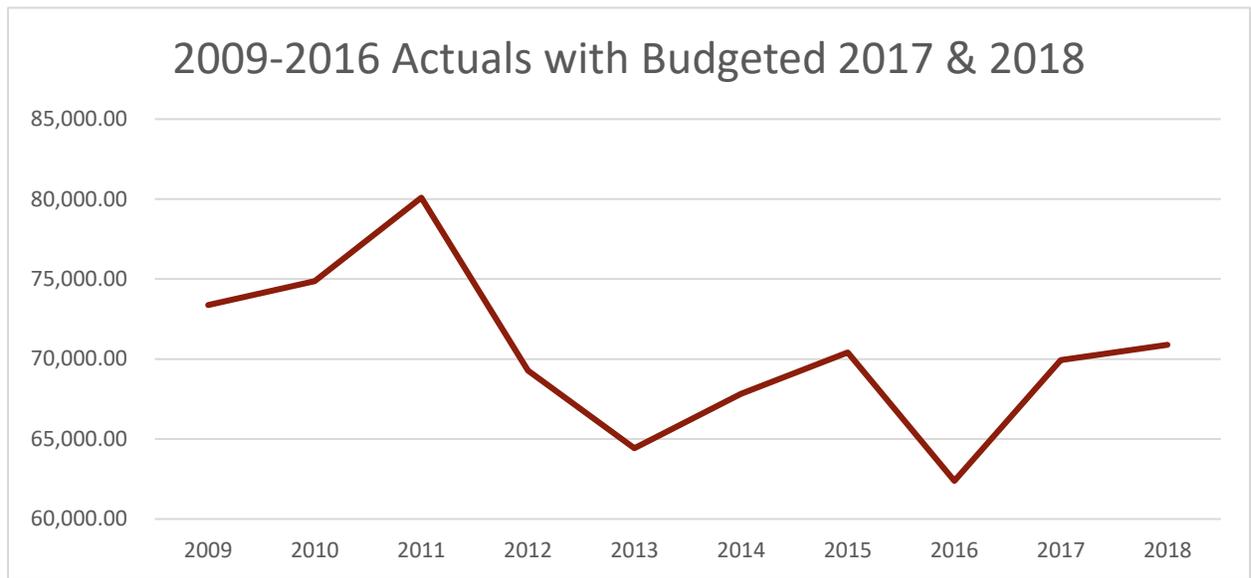
17 - Health and Sanitation



The tipping fee for 2018 is reduced by \$12,000. Current waste management trends at the Tri-Community landfill (TCL) indicate a year over year reduction in waste and by extension the amount the city pays. TCL anticipates being able to pay out a dividend to the three owner communities in 2017, which will help reduce these expenses. (There was such a payout in 2016, which is why the above graph has an obvious drop that year.)

The health officer receives a \$500 stipend each year. Currently Chief Susi serves as our health officer.

18 - Municipal Buildings



Electricity rates are anticipated to be going up based upon rate increase filings by Emera.

Building Maintenance was increased to allow for new exterior lighting of the main building.

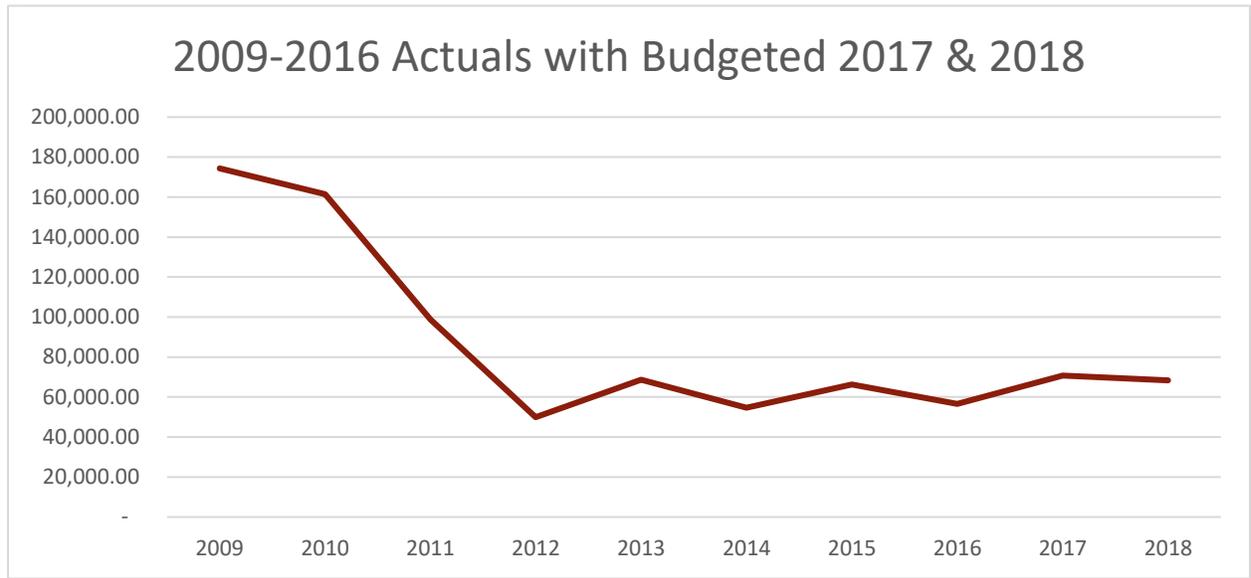
Building Supplies (030-01) \$500 based on historic use.

Overall this department is up 1.4% from the 2017 budget.

Capital Improvements

For capital improvement projects for Municipal Buildings we are requesting \$87,000. This will be \$52,000 for new boiler for city hall, \$15,000 for new roof on the Lion building, and building a more robust power backup system for city hall. On October 10, 2017 there was a power outage that lasted longer than available backup systems at City Hall. The result was the generators were over taxed and need to be replaced. It was also found that the backup power was only provided to the police offices. Backup power needs to be provided to the other record keeping departments in the building. The remainder of the funds will help to reduce the negative balances anticipated at the end of 2017. No additional funds are being allocated toward parking lot reserves this year.

20 - General Assistance



The above graph shows the drastic decline in General Assistance dollars spent by the City from 2009. Caribou used to have one of the highest GA budgets in the state, but that has drastically improved.

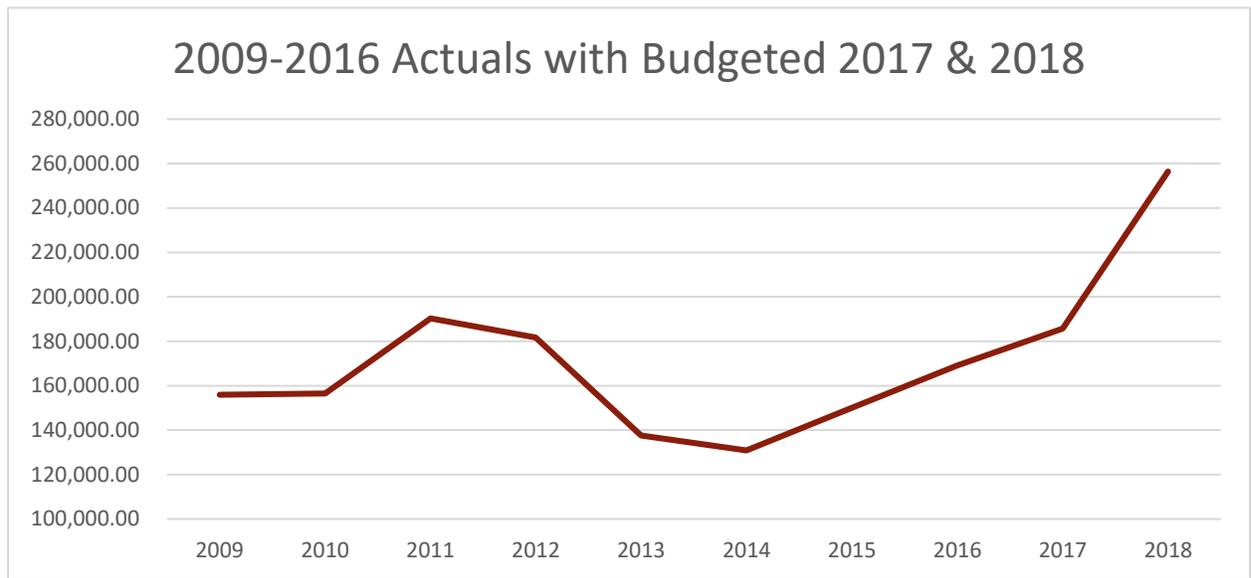
General Assistance has a .45 FTE. The breakdown is as follows:

- City Clerk/General Assistance Administrator/Registrar of Voters (30%)
- Deputy City Clerk/Deputy General Assistance Administrator/Deputy Registrar of Voters (15%)

The Clerk will be attending training this year to get her General Assistance Certification from the state which increases the training budget by about \$150.

The only other major change from 2017 to 2018 is in the City General Assistance (053-01). Based upon the trends of 2017 we are lowering the request for 2018 to \$35,500.

22 - Tax Assessing



Tax Assessing includes 3 full-time staff and one part-time building inspector:

- Zoning Administrator/Code Enforcement Officer
- Tax Assessor/Deputy Code Enforcement Officer
- Building Official/Deputy Tax Assessor/Deputy Code Enforcement Officer
- PT Building/Plumbing Inspector

In 2016 the Code Department and Assessing Departments were combined. That is why there was a large increase from 2015 to 2016. In 2018, the position of Zoning Administrator is being added back into the department. Funding for the zoning administrator position was previously under General Government as the Assistant City Manager position that was not filled. Some costs associated with the change include wages, benefits, American Planning Association dues, an additional \$1,000 for in state training, and GIS software and licensing. The new administrator will start at \$50,000 with a potential increase of \$5,000 after a 6-month probation.

The salary line is up also up because of the 2% COLA increase for the other FT staff. We also pay our Licensed Plumbing Inspector (LPI) out of this line.

The Mileage line (010-01) is being increased this year. Mileage for our LPI is paid from this line. This line also pays for travel expenses such as flights, rental cars, and the like where that is necessary for trainings. We are anticipating a week-long International Code Council (ICC) course for the Building Official in 2017. This also contributes to the small increase in Meals and Lodging expenses (010-02).

The state will be updating codes at some point later this year or early next year. The Code Maintenance line (058-01) is increased to account for that.

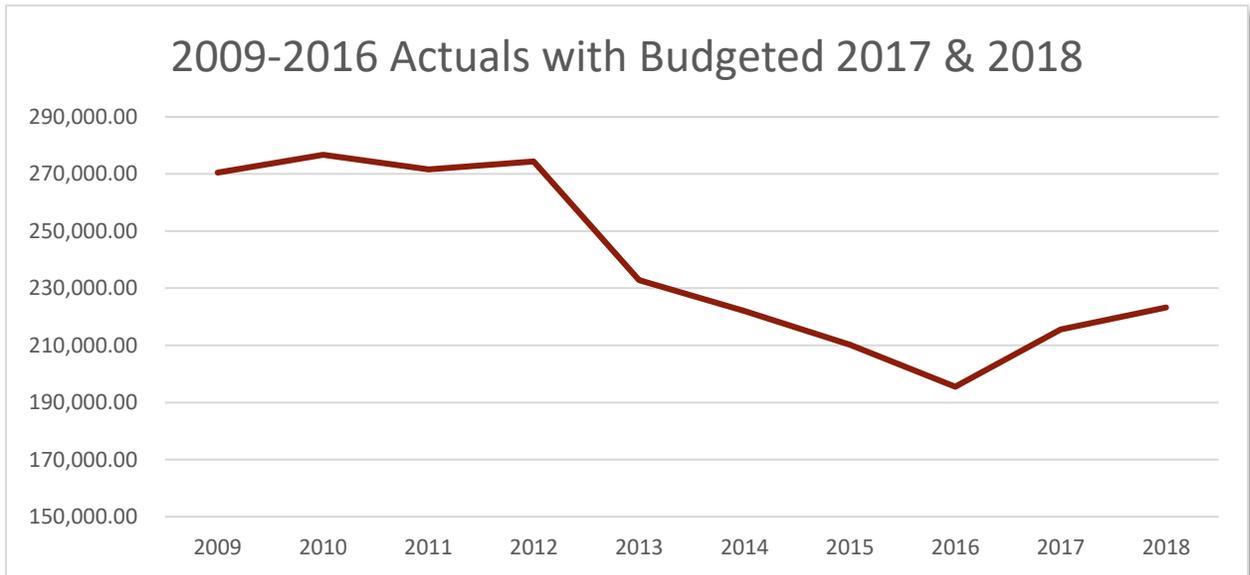
The Clothing Allowance (070-03) line was reduce from \$900 to \$300. It is expected these funds will be used to outfit the new zoning administrator with construction site wear.

Capital Improvements

The Tax Assessor requested the City reserve \$28,500 each year for the next nine years to pay for an outside consultant to help conduct a revaluation of the city. Ideally, the assessor would be able to review a quarter of the city each year and avoid a major revaluation process in the future. Without the having a zoning administrator on staff those duties fell upon the Assessor, which made it impossible to conduct the quarterly reviews. It is hoped that the new Zoning Administrator will relieve much of that work load and enable the Assessor to spend more time focusing on assessment duties.

We are also requesting \$402 towards the computer reserve for a new assessing computer.

24 - Library



Library staff is as follows:

- Library Director
- Children’s Librarian (29 hours a week)
- Circulation Librarians (all Part Time, for a total of 70 hours)

The salaries line is slightly higher in 2018 because one part-time (15 hour) circulation librarian was added. The Library Director is a salaried employee at 40 hours per week whereas the budget last year anticipated 51 hours. Wages are increasing with a 2% COLA and corresponding increases occurred for Social Security and State Retirement accounts.

A few lines under Office Supplies have been modified slightly. Office Supplies (003-08) is down based upon historical numbers.

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The new Librarian has done a fantastic job applying for and receiving grants for technology upgrades. Nearly all the patron computers are new this year and the library was rewired to improve IT system connectivity and speeds for very little cost. As such, the computer maintenance line has been reduced by 3%.

Travel and Training Expenses are not changed from the 2017 budget.

New Equipment and Telephone costs are reduced based on historic usage.

The Health Insurance Costs at the library are primarily associated with the Librarian. The 2017 budget anticipated her needing a family plan, but she has opted for a less expensive plan, which results in a savings of 47% over 2017.

Property Insurance went up a little this year due to some claims on water damage.

Minor reductions were also implemented on Books & Periodicals, Janitorial Supplies.

Capital Improvements

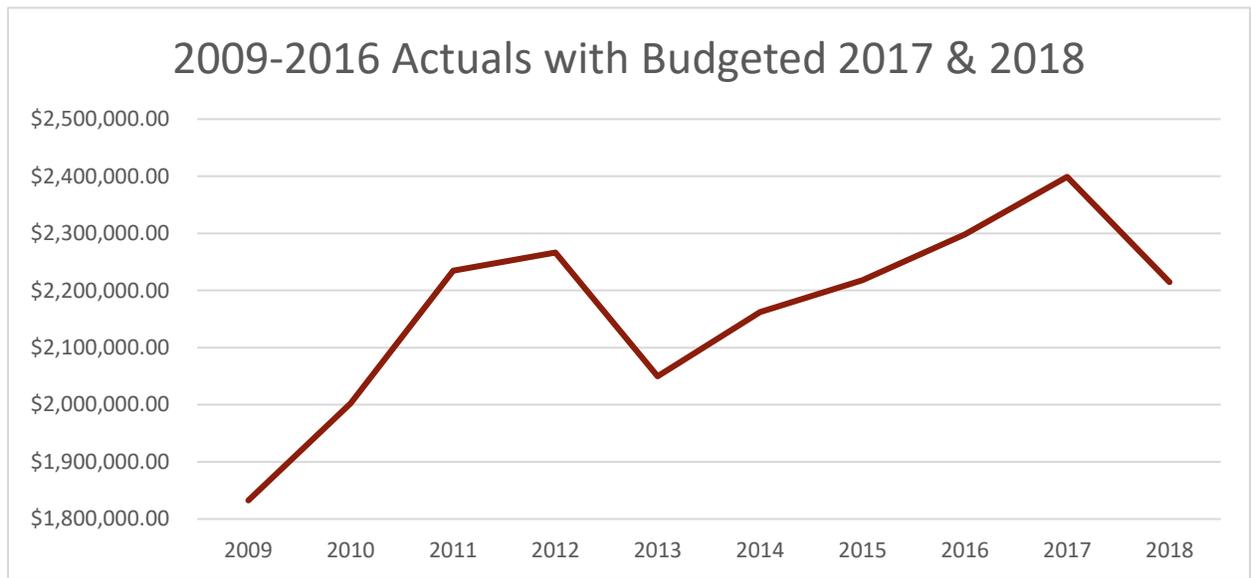
Although there are new patron computers, the circulation desk and children's librarian computer need to be replaced. These will be replaced with existing reserve amounts.

\$35,000 is planned to be spent on building window and exterior repairs. These funds will come from existing reserve amounts.

*Photo courtesy of
www.newcarnegies.com*



31 - Fire/Ambulance Department



In this department we have the following staff:

- Chief
- Administrative Assistant
- 15 Fire Fighter/Paramedics

We also budget for summer help, which is typically 3 people to work for 3-4 months in the summer. The two ambulance billing staff members and all their operations funded in 2017 have been moved under the finance department in General Government, which is the leading cause for the budget reduction.

The salary line is increased due to the 3.5% increase the Council agreed to in the union contracts and the wage adjustments previously discussed. Overtime is up based upon the salary increase, and historical numbers. Overtime in 2017 was below budgeted amounts because additional summer part-time help was available to offset regular employee time. A small adjustment down is accordingly reflected in the budget.

Travel expenses (010) are reduced slightly based on historic expenses as are Telephone costs (015).

Health insurance (018-01) is down due to the ambulance billings clerk shift but the costs per remaining employee were increased.

Miscellaneous Expenses was reduced to match historic trends.

All insurance related cost increased this year. The ambulance wreck in July 2017 and in December 2017 are partial causes for this. It should be noted that as a result of the ambulance wreck, the city reevaluated its coverages and found that several vehicles had inadvertently been given reduced coverage by our insuring company. Changes were made to the policy to make sure all EMS and Fire vehicles would have full replacement coverage. Worker's Compensation is up 51%, Property insurance is up 5%, Vehicle insurance is up 22%, and liability insurance is up 5%.

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Under Clothing Allowance (071) the Turnout Gear line was reduced by 64%. This is due to funding in the capital improvements for new turnout gear.

The Ladder Testing (072) line increased significantly, not because the testing costs increased, but because this expense was historically pulled from multiple fund lines. This year, the full cost is set in the one line.

The fleet is fairly new and so the vehicle repair line was reduced by 20%.

Expense lines for batteries were adjusted to typical expenditure amounts. This included increasing batter expenses by 140% and reducing battery equipment by 20%.

Overall the fund is down 7.7% from the 2017 budget.

Capital Improvements

There are only two capital reserves being requested this year.

Turnout gear for the entire staff, including volunteers, will be purchased for \$94,000. An additional \$900 is being allocated to balance this equipment line from previous overruns.

\$25,000 is being allocated toward the purchase of a new ambulance. This new ambulance will replace the wrecked ambulance. Previous capital improvement plans included replacing the same ambulance in 2019. No additional or new ambulances are anticipated for the next 10 years. However, box re-mountings are expected every other year during that time frame.

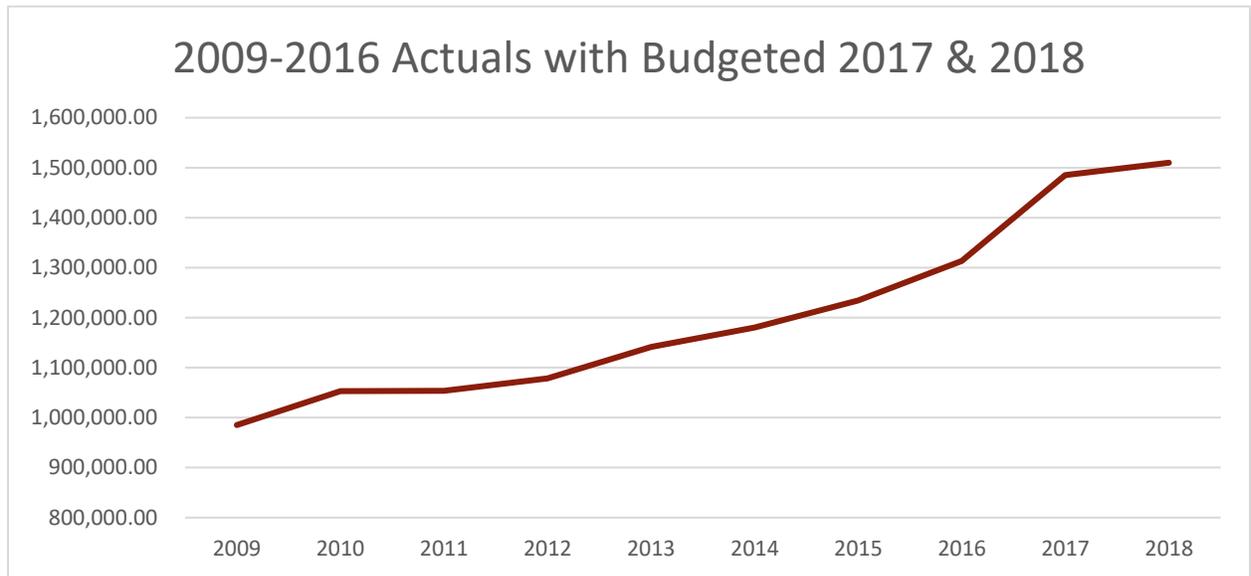
The Chief's computer needs to be replaced this year, but current reserve fund balance can cover the anticipated \$600.

In 2017 the debt payments on the new Fire Engine were funded as Fire capital improvements. This annual payment of \$116,900 is being moved to the city's Debt Reduction fund. The engine will be paid off in 2021.



Photo by Dave Parr, www.firenews.org

35 - Police Department



Police Department Staff is as follows:

- Police Chief
- 2 Sergeants
- 12 Patrol Officers
- Executive assistant
- Janitor (10 hours a week)
- Animal Control Officer (10 hours a week)

The salary line (001-01) is up based upon the union contracts that have been approved and the wage adjustments previously discussed.

The overtime line (001-02) is down 22% since all staff positions are filled and as a result, less overtime is anticipated. Less Police Reserve Salary is also anticipated with the full staffing.

The training lines have been reduced slightly based on actual use trends.

The vehicle repair line (073-01) is increased by \$1,000. As our fleet of squad vehicles gets older we are finding more repairs that need to be done on them.

Building Maintenance and Supplies is increasing by \$600 to help with older equipment and facilities.

The Equipment Reserves line was increased by \$4,000 in order to purchase vests under the police department's new mandatory wear policy.

The Meals for Prisoners line was increased by \$1,000 to more closely match actual expenditures.

A general equipment maintenance fund was added this year at \$1,000.

Overall the police fund is up 1.7% from the 2017 budget.

Capital Improvements

Several computers need to be replaced this year: Dispatch, Video Surveillance, Chief Gahagan's and computers in vehicles. There are already funds in the computer reserve to cover the \$3,600 of expenses.

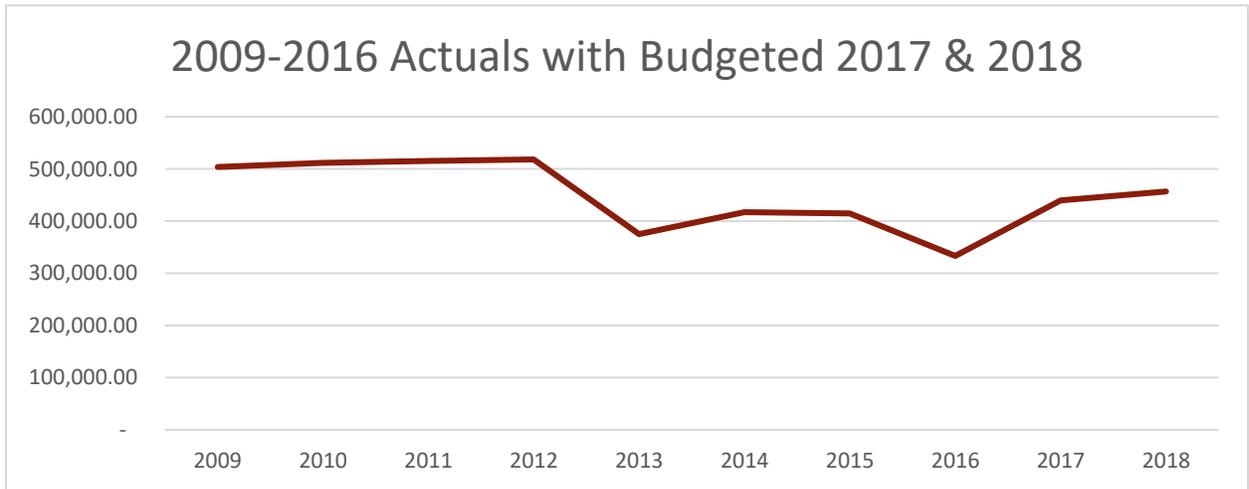
We are continuing the small equipment requests to purchase bullet proof vests and body cameras in 2018. Funds will need to be allocated over the next eight years for replacement of tasers and guns. Allocation for 2018 is \$6,640.

We are continuing the replacement schedule of the squad vehicle on an annual basis, which costs approximately \$31,000 for the vehicle and another \$2,000 for light bar, cage, and other necessary equipment.

Three major systems (phone, radio, CAD) will need to be replaced by 2021. The radio and CAD systems are estimated to cost \$100,000 each. The capital plan for 2018 is to pay \$23,480 for replacement of the phone system and \$20,000 each towards the radio and CAD systems for future replacement.

We are not allocating money towards File Digitization this year. Those funds were not utilized in 2017. The Council has stated they would like to have things cleaned up in the Police Department and digitizing some of the paper records will help make more space there.

38 - Protection

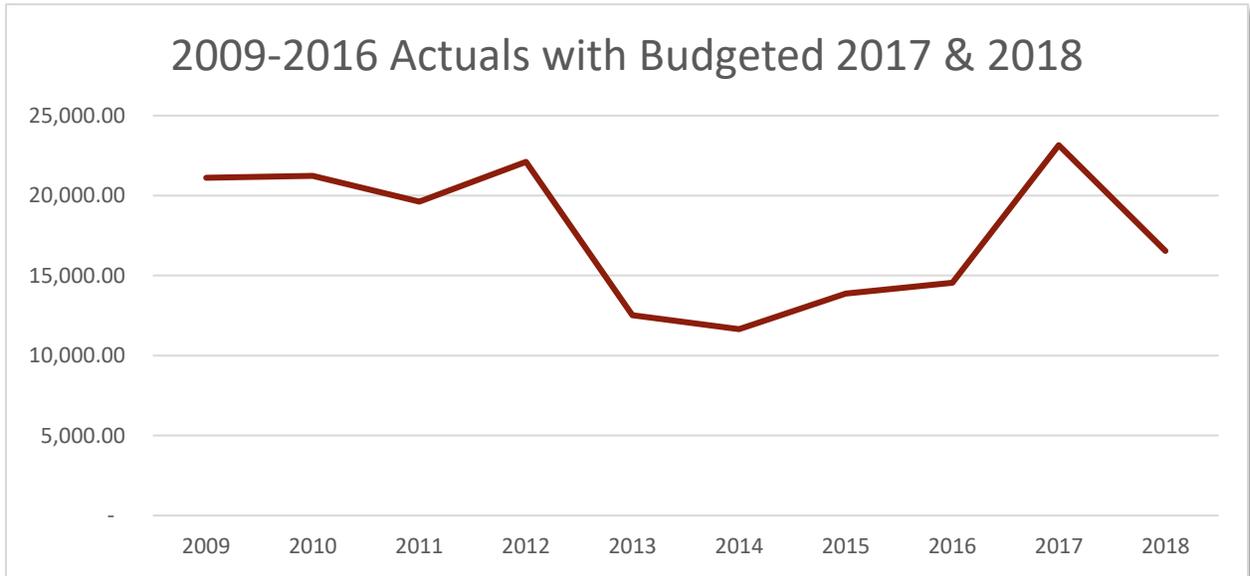


Hydrant fees (106-01) is up 3% based upon historic rate increases from CUD. Other fees are adjusted as previously discussed.

Capital Improvements

\$35,000 is set aside for the studying of conversion to LED streetlights. We anticipate the total cost of the project to be approximately \$300,000. That is based upon what communities in Southern Maine have budgeted. When the conversion is completed we should be able to save about \$50,000 to \$75,000 per year after taking future CIP contributions into consideration.

39 - Emergency Management



Emergency Management is down slightly from last year.

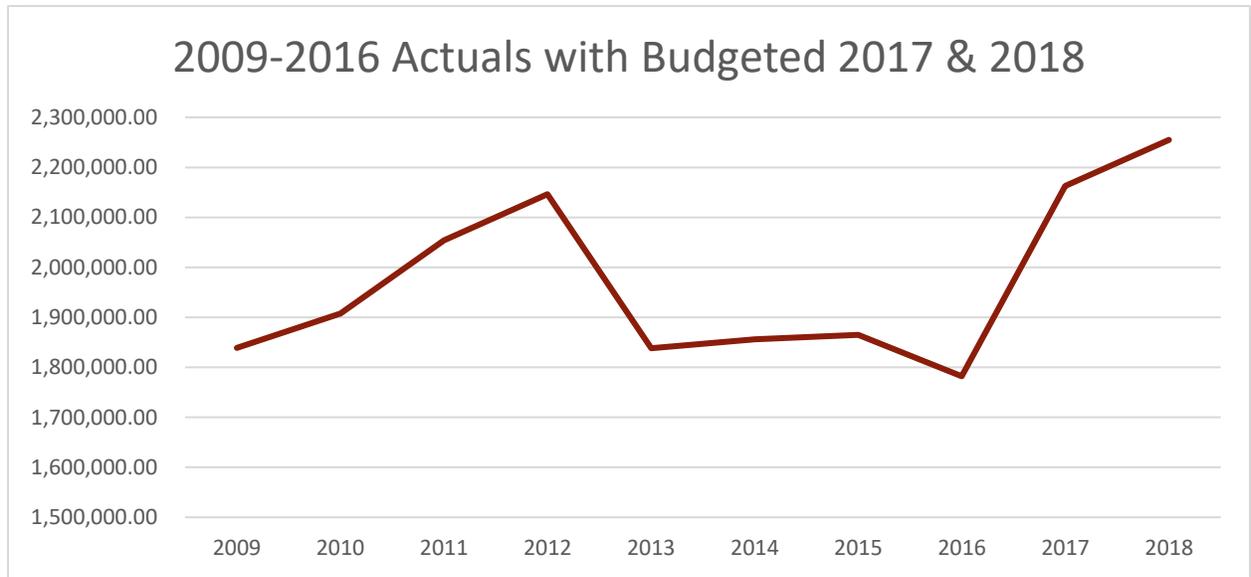
The Police Chief serves as the emergency management director, and receives a stipend as such. That is what the salary line (001-01) pays for.

No significant maintenance expenses are anticipated this year. The maintenance line was reduced accordingly.

Janitorial services will now be performed by Jon Fazer in the Public Works department. Jon's time is budgeted under Public works. The amount for janitorial services was reduced from \$1,800 to \$500 to provide some cleaning supply funds.

The rent (line 108-01) that was historically charged and partially reimbursed from the state, is not included this year. The State program changed such that no grant money is available for that reimbursement.

40 - Public Works



Public Works staff includes the following:

- Public Works Director
- Foreman
- 3 Equipment Operators
- 3 Mechanics
- 7 Truck Drivers
- 1 Seasonal Truck Driver (winter months)
- 1 part time General Maintenance/Janitor

The salary line is up in Public Works due to the wage increase negotiated as part of the union contract and the wage adjustments previously discussed. We are increasing the janitorial duties from 15 hours to 25 hours in exchange for having janitorial staff and contracts at the Nylander Museum and EOC building.

Telephone expenses were reduced for this year based on a renegotiated contract with OTT by the former City Manager, Mr. Austin Bless.

The Health Insurance line (018-01) is up as previously discussed.

The electricity line items (027) are all up by 6% because of the rate increases Emera is seeking, as discussed earlier.

Building supplies and maintenance are up by 20% and 25% respectively. The older building is needing some carpentry work done and some general repairs that were postponed in lower budget years.

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Unfortunately, there was an injury accident this year with an employee being pinched between two pieces of equipment. Gratefully, the employee has recovered and is back to work with us. However, the accident has resulted in increased workers compensation and insurance costs. Worker's Compensation is up 62%, vehicle insurance is up almost 8%.

The Radio fund (071) previously lumped expenses for vehicle radios and radio equipment. Those funds have now been separated but the total for the two items is not increased from last year.

Tire expenses this year are anticipated to be the same as last year, although the funds are being allocated differently within the accounts.

There is less gas fueled equipment in Public Works and a corresponding reduction in Gas/Oil/Filters provides a reduction of \$500 in the budget. Similarly, the Diesel equipment is getting more efficient and a drop in Diesel fuel is shown by 1.8% or \$1,750 from last year. Diesel fuel is priced at \$2.15 per gallon and the Public Works typically uses 44,500 gallons.

The Lubricants line is increasing by \$1,000. A couple years ago, the city was able to purchase several hundred gallons of oil through the DRMO program. That supply is now dwindling and this line will likely need to be increased next year to make up for the additional supply needed.

Salt (line 116-01) is up for 2018. We will be paying \$81 per ton for 1,800 tons. This is up from the \$80 per ton that we paid in 2017.

Liquid deicer (line 116-02) is up slightly. For 2018 we are planning to buy 17,500 gallons at a price of \$1.60 per gallon. Last year we paid \$1.55 per gallon.

Materials for road repairs is up. The city currently maintains more than 89 miles of local roads and shares in the maintenance cost of 12.2 miles of state highways. These roads are equivalent to almost 300 acres of asphalt needing to be monitored, striped, resurfaced, reconstructed, or plowed. The road maintenance program currently provides that rural roads will be chip sealed and more urban roads will receive an overlay of asphalt every 6-8 years. We are not currently budgeting for the city's portion of annual maintenance on the 12.2 miles of state highway roads. This budget continues the program of chip sealing 9.5 miles of rural roads and paving 2.5 miles of urban roads. The budget differences come from the price increases in materials (e.g. the typical 2800 tons of asphalt increased from 74.54/ton to \$80/ton.)

The Traffic Paint line is reduced by \$1,000 as the city revisits its street painting needs. One of the items we will consider is the number of crosswalks throughout town and the markings used.

Municipal Maintenance (line 132-01) is up based upon costs for weed control.

Overall the Public Works budget is up 4.3% from 2017.

Capital Improvements

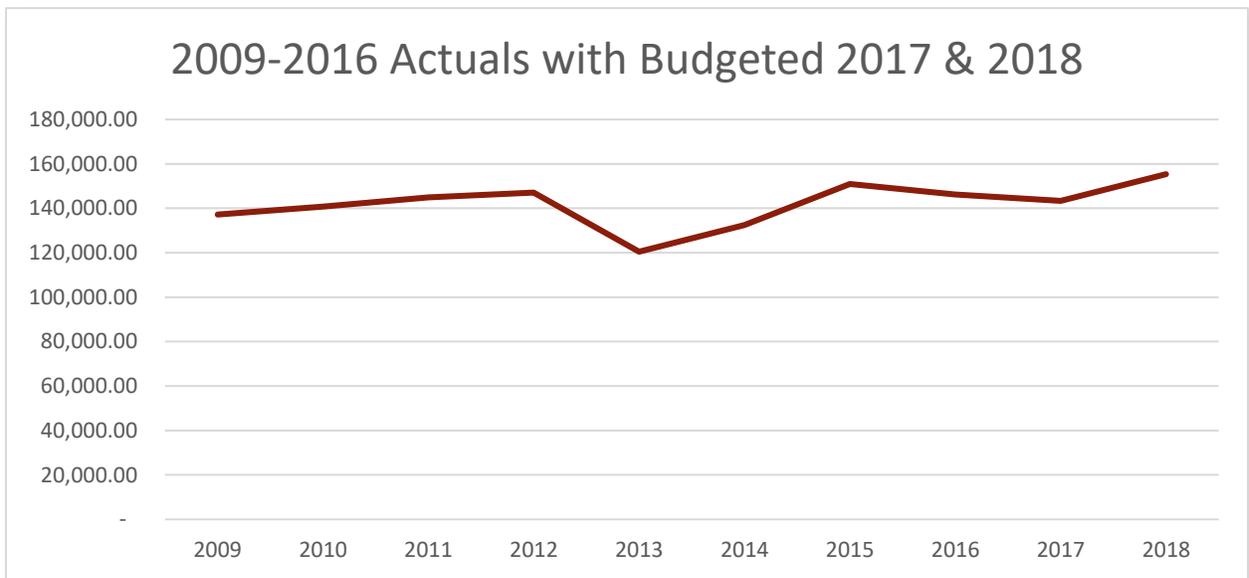
We are requesting \$110,000 for equipment reserve. We plan on purchasing a new trackless sidewalk machine to help with sidewalk repairs, replacement, and construction.

We are also requesting \$5,483 to help us clean up the Grimes Mill Road Engineering Line. The current balance for this line is negative \$18,483 due to additional costs related to the engineering and reconstruction of Grimes Mill Road. It appears another section of this road will fail in the near future. It is hoped that allocating \$5,000 each year toward account cleanup and then continuing such toward reconstruction costs will not be insufficient for when the failure occurs.

For the streets and road reconstruction we are requesting \$20,000. These funds will serve to match MDOT funds being used to reconstruct drainage basins and road surface on High Street between Main and Route 1. MDOT has indicated the road will be completed in 2019 but if funds become available in 2018, they will move forward sooner.

The Main Public Works building needs to have the roof replaced. We are requesting \$35,000 in 2018 and 2019 to complete this work. The salt shed building roof also needs to be replaced but can likely be on hold until 2022.

50 - Recreation



The full time and regular part time Recreation staff is as follows:

- Superintendent of Parks and Recreation
- Director of Recreation
- Recreation Programmer
- Administrative Assistant

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- 1 Janitor 20 hours a week

The regular pay (001-01) salary line is up due to the wage adjustments.

The part time salaries Line (001-03) is up by \$7,000 due to the minimum wage increase approved by the voters of Maine. This will impact our city as the seasonal people, mainly high school and college students, are paid minimum wage.

Professional dues are increased this year because there are now two staff members who are certified in youth sports program administration and an employee was added to the Maine Parks and Recreation Association.

A vehicle allowance of \$3,200 is being added to the budget this year to provide some compensation to the Recreation Director for the use of his personal vehicle for events, programs, travel and training. No city vehicle is currently available for his use now warranted based on his duties.

Several items associated with Teague Park are reduced or eliminated this year. These include Heating Fuel, Electricity, and Maintenance. The new Teague Park will be under construction late summer of 2018 so this will be a temporary, single year budget reduction. Because Teague Park is closing, some of the other parks will be affected more and corresponding increases are provided (e.g. electricity at Soucy Sports Complex was increased by almost 100% because of the anticipated additional night games).

The recreation center is seeing more traffic and as such additional maintenance work is needed. The Building maintenance line is increased \$2,000 and the supply line is increased \$4,000.

Less program equipment is planned for this year, which includes trophies and awards.

The rest of the budget has minimal changes.

Overall the budget is 7.1% more than the 2017 budget.

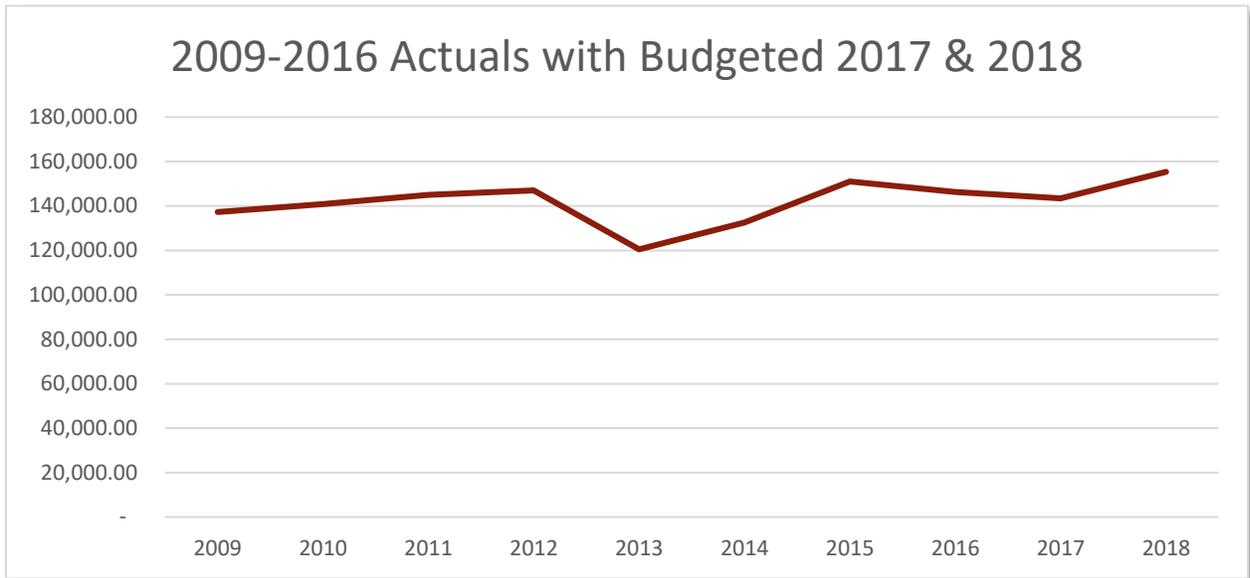
Capital Improvements

No capital improvement allocations are requested this year.

Major expenses anticipated in 2019 include three new computers and finishing construction of the new Teague Park splash pad.



51 - Parks



The full time and regular part time staff in the Parks Department consists of the following:

- Director of Parks Maintenance
- 1 Part Time Janitor

Similar to Recreation, wages were most impacted by the increase in minimum wage.

Older vehicles, trailers, and vehicles used by the Parks crew are needing more service but don't warrant replacement yet. These lines were increased by \$100, \$500, and \$400 accordingly.

The recreation shop is asking for a \$200 increase for purchase of shop tools. Most of their tools were purchased in 1996 for the shop, and now more of their equipment requires specialty tools.

The civic beautification line was made an operational expense in 2017. There are a few of the gardens around town that did not receive the attention that they needed this year. Additional mulch is needed this summer and gateway locations (e.g. Fort Fairfield Rd and Route 1) can be cleaned up/enhanced. This line was increased from \$500 to \$2,000.

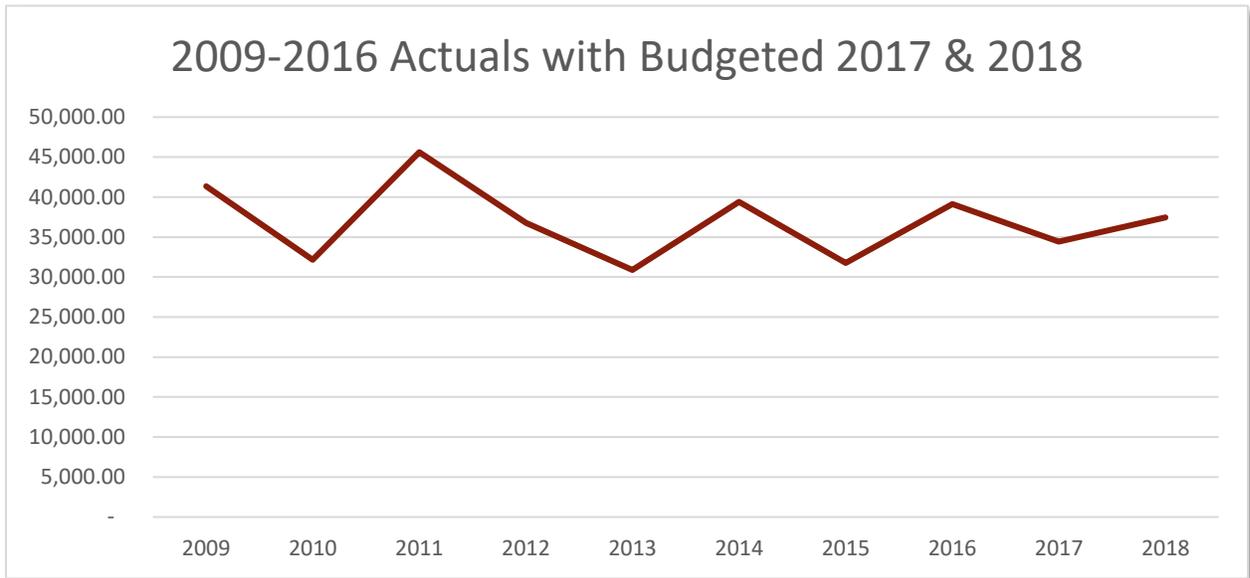
Capital Improvements

We are requesting \$30,000 in the park improvement reserve for improvement and clean up at the North Park. It is also proposed to start setting aside money toward rebuilding the Collin Pond dam. This budget provides \$20,000 toward an anticipated \$100,000 project in the future.

A new 40 HP lawnmower is needed (\$30,000) to replace a current mower.

Additional funds are being appropriated to clean up the old civic beautification and RD Trails Grant accounts, which are respectively \$839 and \$4,366 in the red.

60 - Airport



As a whole this department is up by 9% over previous years.

Electricity (line 027-11) is increased due to the rate changes as has been discussed earlier. Water and Sewer lines were adjusted to actual historic trends and averages which resulted in roughly \$400 and \$200 increases respectively for those lines.

The FBO contract is yet to be renewed for 2018. The current plan will provide a small increase of fees for the new 6 bay T-Hangar to be completed in late summer 2018.

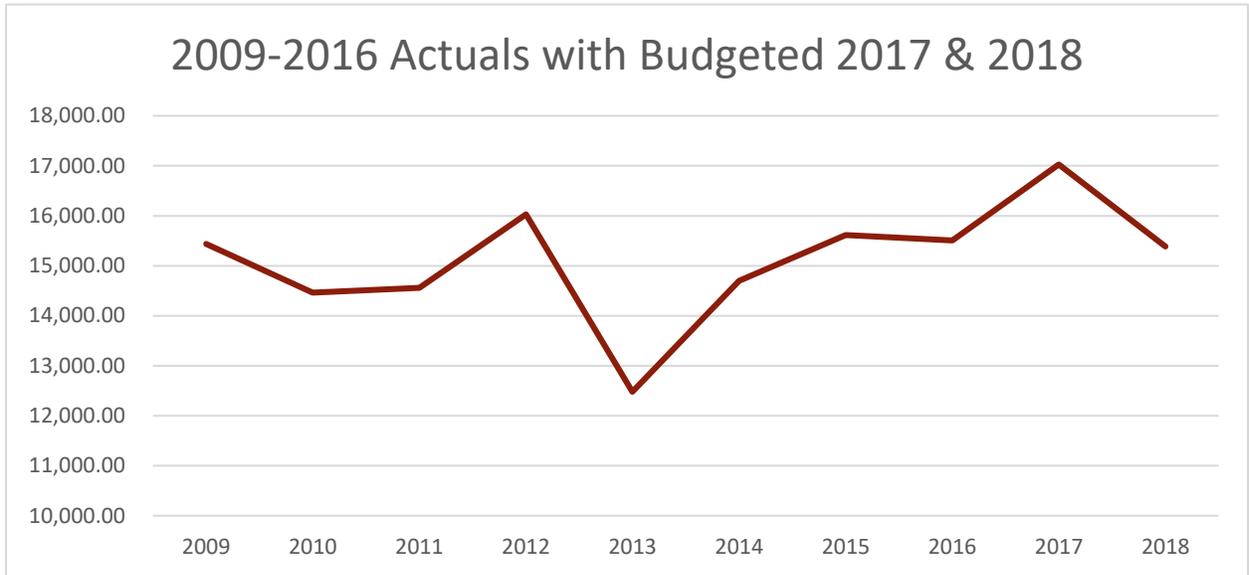
Capital Improvements

The major improvement to the airport is completion of the T-hangars. The City's proportional cost in the project is around \$35,000. The City has already expended over \$130,000 toward the project but will be reimbursed for expenses over the match amount.



<https://www.newenglandaviationhistory.com/tag/caribou-maine-airport/>

61 - Trailer Park



The Trailer Park budget has been relatively stable over the past several years. The number of tenants is not increasing or changing and the only changes are based on utility fees.

Although other electricity funds have been increased, the electricity line (027-11) is staying the same for the trail park due to the budgeted amounts being above historic trends.

Water (028-05) is being adjusted down based on historic usage and costs.

Streetlights (105-01) are up equivalent to the 6% anticipated rate increases by EMERA. If we move to LED Streetlights we would see substantial savings in this line.

Other elements were adjusted down to be slightly above historic costs.

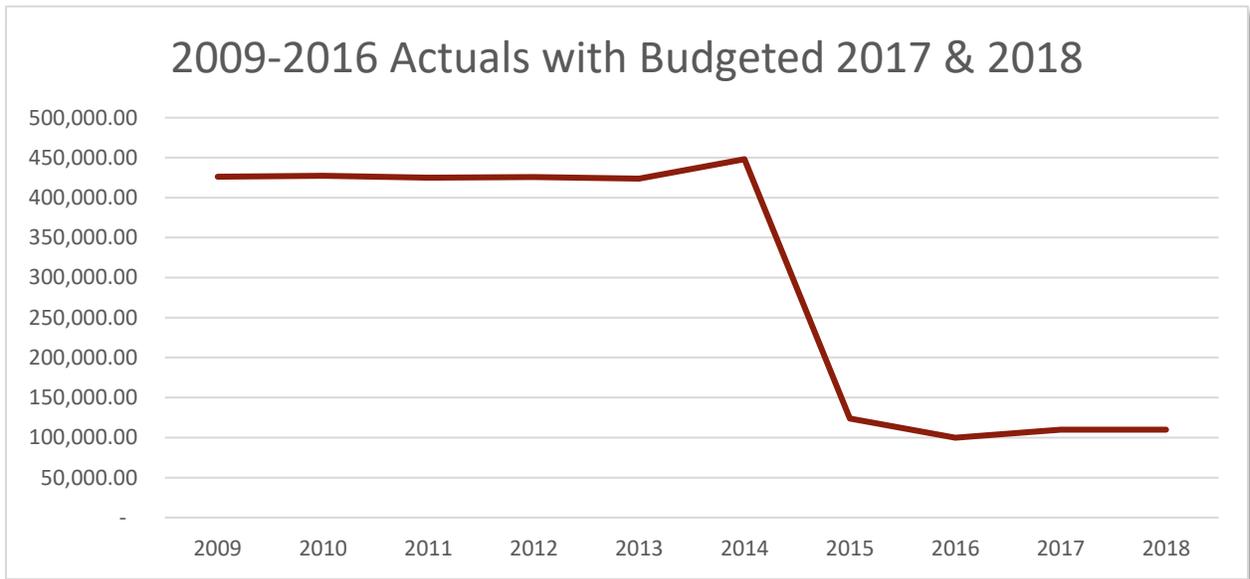
Overall this fund is 10% lower than the 2017 budget.

65 - Cemeteries

No changes have been proposed for this fund. The City will continue to make payments to the respective privately held and maintained cemeteries in order to meet the city's obligations for maintenance of veterans' graves.



70 - Insurance and Retirement



This budget dropped substantially when we move social security and retirement costs from here to the individual departments in 2015.

For 2018 we will have to do a GASB 45 audit as part of the health insurance. This is reflected in line (007-02).

The workers compensation (034-01) has been removed from this department and broken out into the separate departments. In addition to those expenses, the city is audited each year and either levied additional fees or reimbursed some of the fees paid. Between 2014 and 2016 we averaged additional fees around \$36,000. In 2017 the additional fees were \$7,734. We've budgeted \$10,000 in expense for 2018.

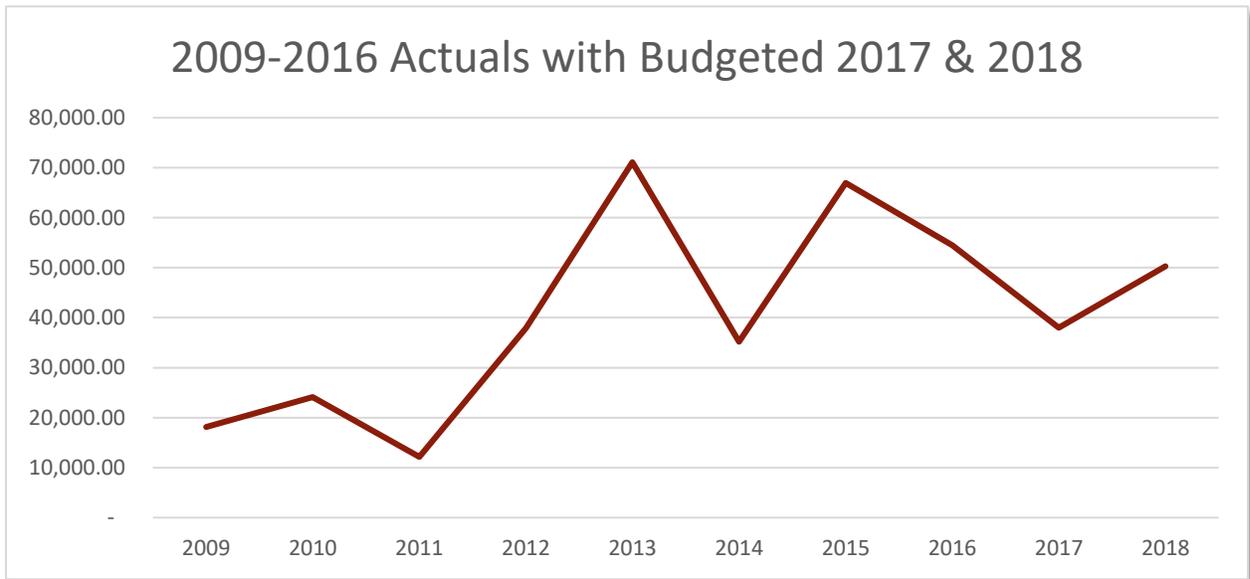
Unemployment insurance (035-01) is decreased slightly based upon our providers numbers.

CITY OF CARIBOU
2018 EXPENSES AND CAPITAL IMPROVEMENTS BUDGET

Compensated absences (043-01) is funded at \$45,000 for 2018. At the end 2017 we anticipate the balance in the fund to be about \$165,000. The total liability would be approximately about \$525,000. With this appropriation we would have an unfunded liability of approximately \$360,000. In 2017, the city paid approximately \$60,000 in compensated absences. Having to pay the full \$525,000 would mean all employees with accrued leave would have to leave employment at the same time, which is unlikely.

Recognitions and awards (046-01) is budgeted at \$2,500. This is a small amount of money to provide recognition and appreciation certificates during 2018.

80 - Unclassified

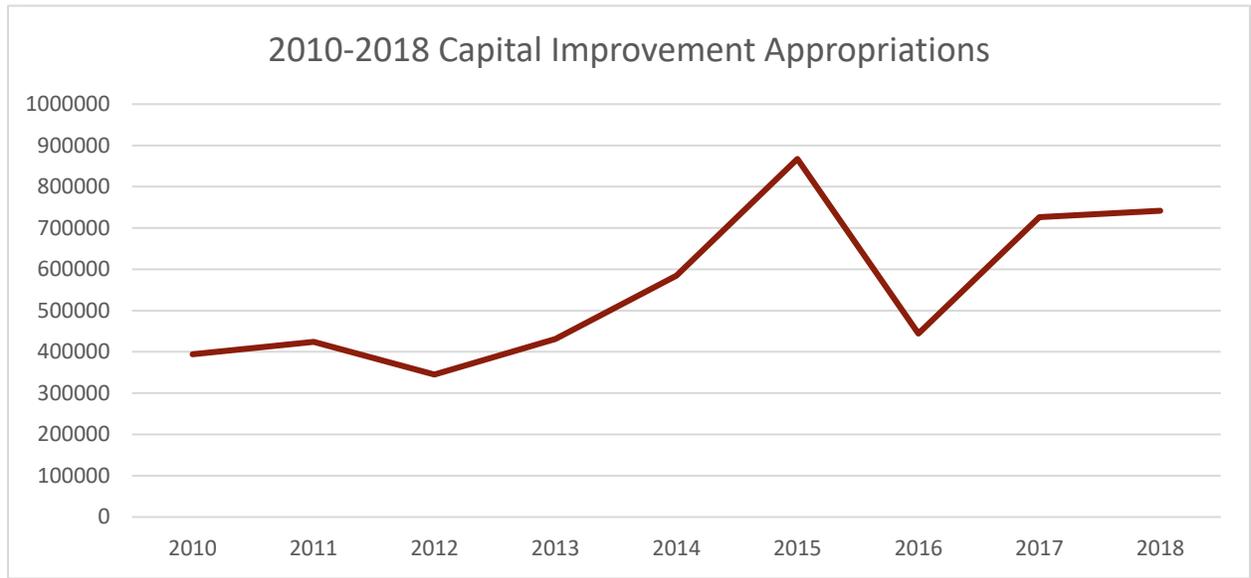


Unclassified mainly covers two areas.

Tax lien costs (200-01) is at \$20,000 based upon historical data.

Abatements (201-01) is at \$35,000 based upon historical data and needing to abate over \$15,000 in taxes associated with the tax acquired Birdseye industrial property. This budget provides \$10,000 towards the Birdseye abatement. The 2019 budget should include additional amounts to take care of the liability.

85 - Capital Improvements

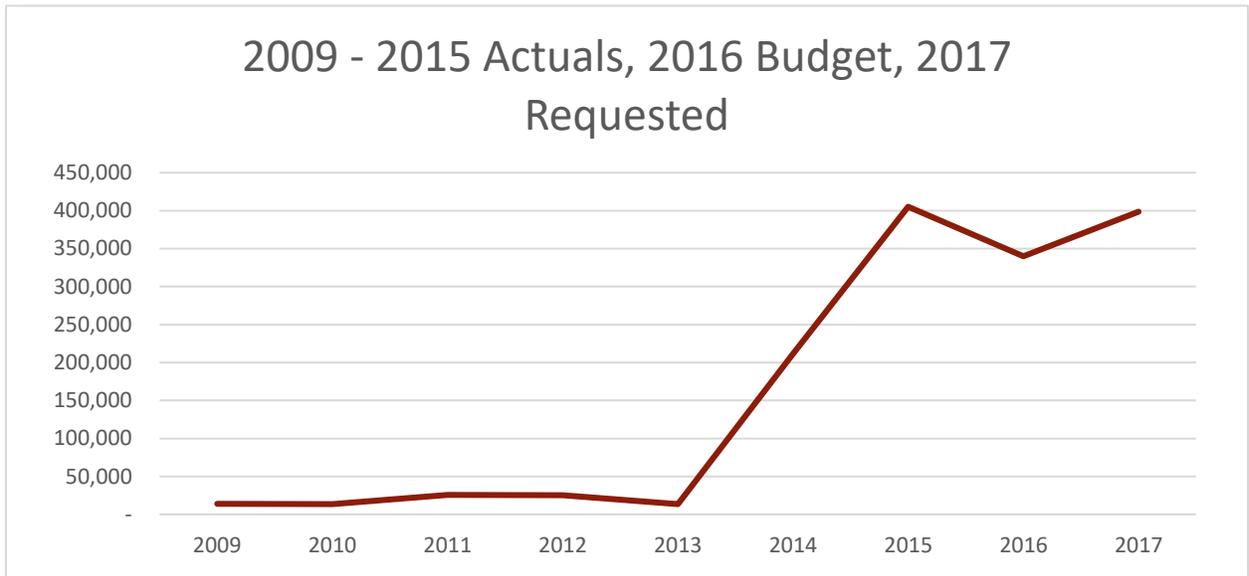


The majority of the capital improvement requests have been discussed in the respective departments. The above graph illustrates amounts being budgeted to reserves, not actual expenses, since many reserve funds are built over multiple years for major purchases.

Aside from those improvements already discussed, there are three additional funds as follows:

- We continue to put aside \$1,000 for Downtown Infrastructure needs. This is the reserve to help us replace street lights, repair brick pavers, and that type of thing.
- The other item is the bio-mass boiler debt repayment. That repayment amount for 2018 is \$99,041. This debt is scheduled to be paid off in 2025 if the city pays the minimum payment amount. Due to issues with the boiler equipment, city staff will be reviewing contract terms and options to reduce this payment in future years.
- We moved the Fire Engine debt service to this fund from the Fire/EMS capital funds. The annual payment on the 2016 Engine is 116,900 with the final payment being in 2021. If the Engine funding is applied toward the boiler payments after 2021, the city could shave two years from the boiler payments which would save \$5,000 in interest.

11 - Economic Development



Staff in the Economic Development department is the City Manager (at 50%) along with the Marketing and Event Coordinator. For 2018 the Marketing and Event Coordinator will be moved under the supervision of the Parks and Recreation Department. The Parks and Recreation Director will be paid roughly \$3,000 from these funds for the supervisory role. All employees are salaried and so the overtime line was zeroed out.

This department really did not have much for expenditures until 2014. At that time, we started to use the funds set aside in the Downtown TIF District for economic development.

\$1,000 was added to pay for GIS software licensing. This software provides decision supportive analysis of land uses, development potential, market limitations, demographics, and more.

The Subscriptions line was increased to fund membership in the national Main Street program, American Planning Organization, and the International Economic Development Council.

In travel expenses the mileage line is increased to cover miles traveled in personal vehicles. No national conference attendance is planned for this year, so the meals and lodging lines (010-02) have been reduced.

We continue to put away \$10,000 a year for the trail groomer in line 238-01.

The City is not putting \$50,000 toward the revolving loan fund this year. This account has accumulated \$200,000 over the years. The city has another revolving loan fund with \$274,000 in it. Over the life of the TIF District the city can put up to \$1,000,000 into this account, but funds may be better utilized elsewhere at this time, such as the Birdseye cleanup, gateway enhancements, or downtown façade improvement program.

The Council chose to not fund a study of broadband capabilities and expansion possibilities. They elected instead to revisit the city's cable franchise agreements and fees for \$10,000.

CITY OF CARIBOU
2018 EXPENSES AND CAPITAL IMPROVEMENTS BUDGET

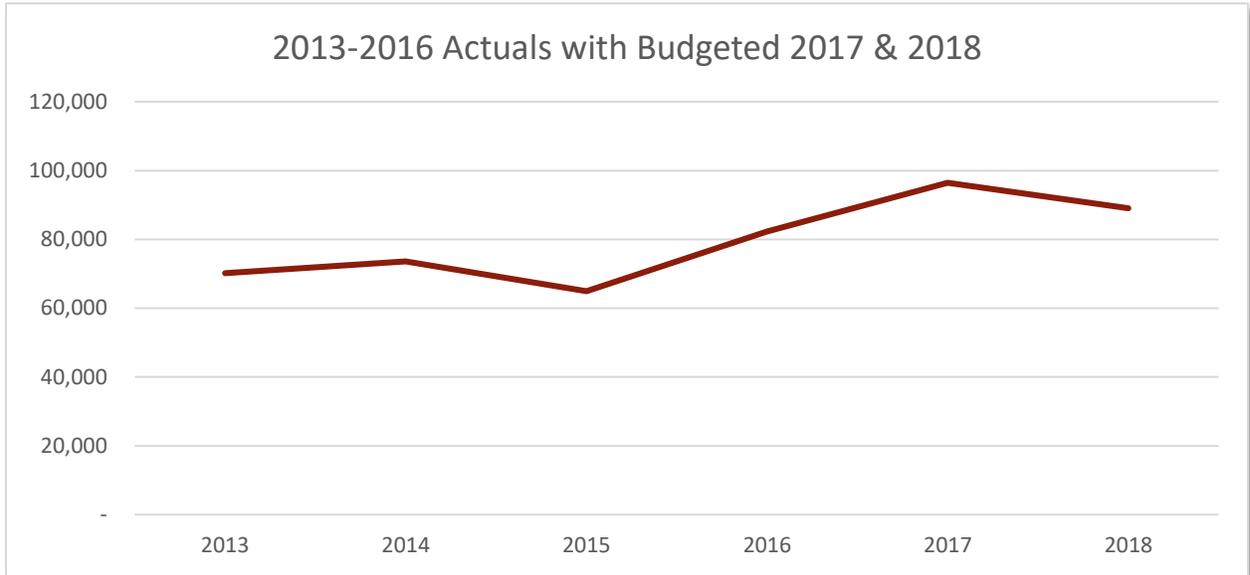
The \$20,000 in the 2017 budget for video ads and marketing was not spent. It was intended for an outside consulting group to help develop branding videos and materials. The city's events and marketing coordinator has the training and abilities to develop these items for the city at a reduced cost of only \$6,000.

For 2018 the community projects are slightly different. Thursdays On Sweden we are budgeting an additional \$1,000 to incorporate more kid friendly entertainment options. Heritage Days is being scaled back with the major elements becoming part of Caribou Days. We are not part of the Moose lottery this year and don't plan to host a New Year's Eve event so those lines have been zeroed. We are putting in \$2,500 to help build up new events such as the Halloween Carnival that had over 800 kids attend with their parents. A \$2,000 miscellaneous project account is also created for things like the decorating contests, various advertisings for projects that fall into more than one category.

For 2018 continue the slum and blight removal and the façade improvement programs. We overspent the budget for blight removal in 2017 due to costs associated with Birdseye cleanup. We were awarded a \$100,000 grant from NBRC and have applied for \$200,000 with the EPA to help continue cleanup of the property.

\$25,000 is being allocated toward study and preliminary design of redeveloping the Birdseye property, which may include the new Public Safety Facility.

24 - Housing and Family Self-Sufficiency (FSS)

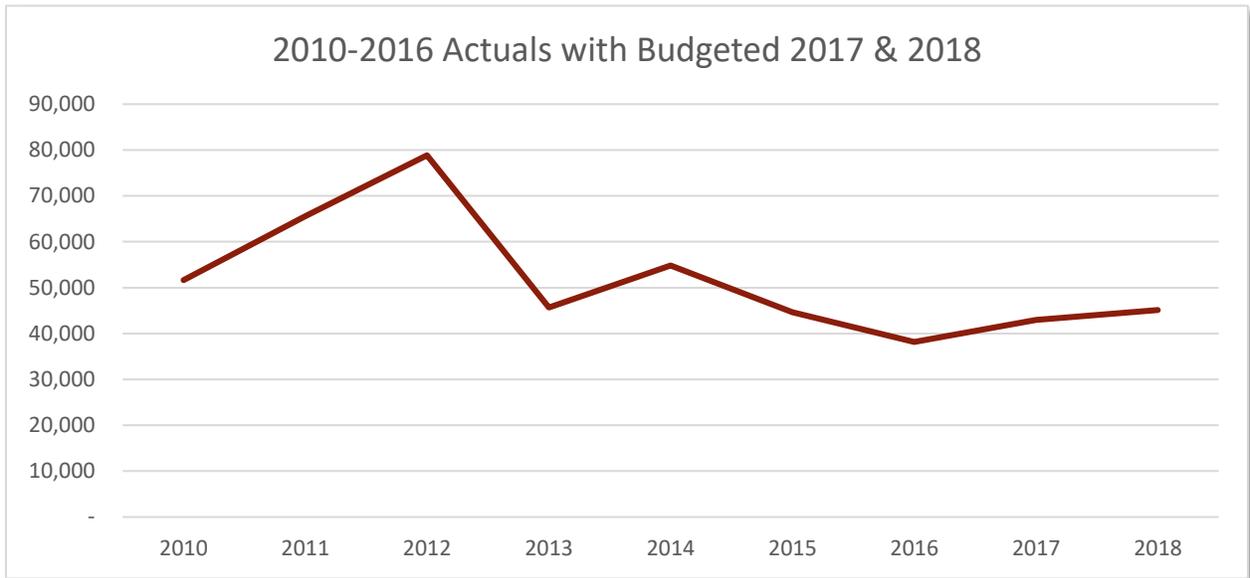


There are two staff people in the Housing Department, which is the Executive Director and the FSS Coordinator.

In 2016 we started running all of the expenses for the housing department through the city accounting software. Previous to that many of the expenses were paid for out of the housing checking account. Now the housing department reimburses the city. Because of this there were a lot of items that are budgeted for in 2017 that have not been budgeted before. The numbers that are budgeted for 2018 are based upon the historical expenses of these line items.

It's also important to remember that previous to 2013 housing and code enforcement were one department. As such the graph for this department only goes back to 2013.

52 - Snowmobile Trail Maintenance



Snowmobile trail maintenance is also funded entirely from grants through the state. Any excess money that we receive in a year is put into the fund balance of this department and utilized in the future in the event that there is a deficit.

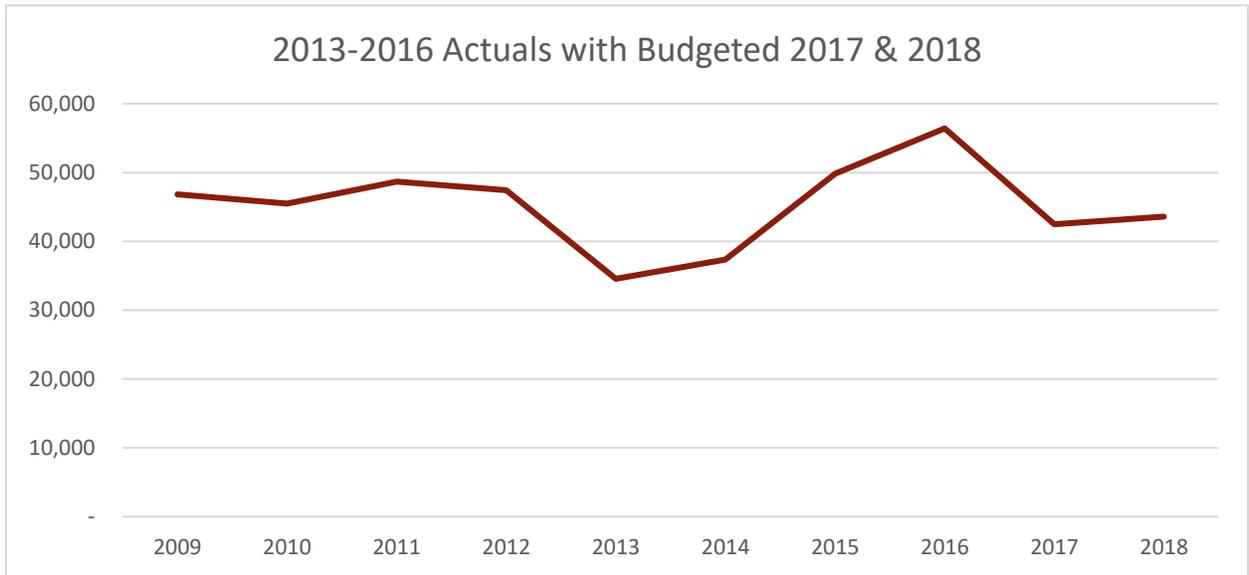
Typically, we have 3 or 4 people that run the groomers in the winter, which makes up the salary line. When they reach 40 hours in a week we do have to pay them overtime.

The cell phone line (015-11) is up in this department by \$66. That's the only change in this department from 2016.



<http://www.delanosnowstormers.com>

96 - Family Self-Sufficiency (FSS)



This is a part of the Housing Department. This program is funded entirely through a grant from the U.S. Department of Housing and Urban Development (HUD). The Family Self-Sufficiency (FSS) program enables families assisted through the Housing Choice Voucher (HCV) program to increase their earned income and reduce their dependency on welfare.

For the past 2 years we have used the fund balance of the FSS Grant to pay for the health insurance. That balance will be exhausted by the end of this year. The grant amount did not cover the full health insurance costs, so we are providing the health insurance buyout option rather than health insurance for 2018.

This grant only pays for the salaries and benefits of the coordinator. It is tracked through its own budget department to ensure proper tracking of the grant funds. Without this grant we would not have this position.

CITY OF CARIBOU
2018 CAPITAL IMPROVEMENTS AND EXPENSES BUDGET
APPENDIX A: BUDGET SUMMARY SHEET

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 24, 2017)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from 2017
Expense Accounts										
10 General Government	\$ 714,884.85	\$ 735,357.00	\$ 742,909.26	\$ 787,868.01	\$ 599,456.04	\$ 745,700.09	\$ 1,081,107.72	\$ 1,081,107.72	\$ 1,019,414.51	29.4%
12 Chamber / Nylander Museum	\$ 25,938.06	\$ 8,890.00	\$ 7,972.42	\$ 26,585.00	\$ 7,995.30	\$ 23,704.55	\$ 13,121.10	\$ 14,332.70	\$ 11,669.08	-56.1%
17 Health and Sanitation	\$ 220,619.80	\$ 249,740.00	\$ 148,301.40	\$ 249,737.00	\$ 207,745.00	\$ 237,922.86	\$ 250,536.00	\$ 250,536.00	\$ 250,536.00	0.3%
18 Municipal Building	\$ 66,874.94	\$ 73,588.00	\$ 62,384.58	\$ 69,940.00	\$ 39,232.49	\$ 57,127.63	\$ 70,896.02	\$ 70,896.02	\$ 70,896.02	1.4%
20 General Assistance	\$ 59,929.52	\$ 79,856.67	\$ 56,534.82	\$ 71,683.51	\$ 47,989.81	\$ 70,812.68	\$ 69,046.42	\$ 69,046.42	\$ 68,361.92	-4.6%
22 Tax Assessing	\$ 150,034.70	\$ 172,720.37	\$ 169,115.58	\$ 185,744.51	\$ 149,159.37	\$ 172,216.86	\$ 276,768.87	\$ 281,018.87	\$ 256,394.10	38.0%
24 Library	\$ 209,273.68	\$ 219,335.71	\$ 195,523.29	\$ 215,600.09	\$ 160,547.57	\$ 208,276.66	\$ 225,167.86	\$ 215,869.11	\$ 223,305.10	3.6%
31 Fire and Ambulance	\$ 2,226,249.16	\$ 2,296,880.49	\$ 2,298,049.95	\$ 2,398,973.00	\$ 1,804,176.89	\$ 2,260,432.72	\$ 2,361,079.57	\$ 2,258,803.57	\$ 2,214,485.77	-7.7%
35 Police	\$ 1,273,669.64	\$ 1,424,333.73	\$ 1,313,120.65	\$ 1,485,259.00	\$ 1,172,350.78	\$ 1,358,300.05	\$ 1,516,023.90	\$ 1,509,775.90	\$ 1,509,892.85	1.7%
38 Protection	\$ 388,369.06	\$ 428,200.00	\$ 423,986.51	\$ 439,777.00	\$ 333,198.69	\$ 428,204.54	\$ 456,476.02	\$ 456,476.02	\$ 456,476.02	3.8%
39 Emergency Management	\$ 13,358.97	\$ 23,311.64	\$ 14,547.09	\$ 23,154.00	\$ 9,139.41	\$ 20,960.30	\$ 17,143.67	\$ 16,536.65	\$ 16,536.65	-28.6%
40 Public Works	\$ 1,834,451.22	\$ 1,896,577.76	\$ 1,782,111.49	\$ 2,162,607.38	\$ 1,683,962.68	\$ 2,074,908.06	\$ 2,254,206.22	\$ 2,298,645.23	\$ 2,254,885.02	4.3%
50 Recreation	\$ 382,321.90	\$ 408,960.43	\$ 381,285.61	\$ 458,787.00	\$ 358,602.96	\$ 461,256.17	\$ 494,257.62	\$ 501,368.66	\$ 491,315.62	7.1%
51 Parks	\$ 143,258.71	\$ 149,736.09	\$ 146,240.05	\$ 143,391.00	\$ 120,231.12	\$ 150,029.39	\$ 155,866.78	\$ 156,261.19	\$ 155,360.52	8.3%
60 Airport	\$ 36,772.38	\$ 33,085.00	\$ 39,122.38	\$ 34,425.00	\$ 27,446.50	\$ 40,303.23	\$ 41,062.77	\$ 41,062.77	\$ 37,462.77	8.8%
61 Caribou Trailer Park	\$ 15,273.00	\$ 15,505.00	\$ 15,505.00	\$ 17,027.00	\$ 10,222.32	\$ 16,183.54	\$ 14,672.10	\$ 14,672.10	\$ 15,387.10	-9.6%
65 Cemeteries	\$ 7,582.47	\$ 9,447.42	\$ 9,447.42	\$ 6,850.00	\$ 6,653.48	\$ 6,853.48	\$ 7,350.00	\$ 6,850.00	\$ 6,850.00	0.0%
70 Insurance and Retirements	\$ 223,884.88	\$ 97,600.00	\$ 99,849.78	\$ 109,800.00	\$ 102,696.91	\$ 123,250.00	\$ 137,558.91	\$ 137,558.91	\$ 109,758.91	0.0%
80 Unclassified	\$ 58,869.99	\$ 55,800.00	\$ 54,467.21	\$ 38,000.00	\$ 21,375.75	\$ 46,737.62	\$ 70,250.00	\$ 70,250.00	\$ 50,250.00	32.2%
85 Capital Improvements	\$ 2,364,112.86	\$ 444,087.60		\$ 726,690.00			\$ 1,003,248.32	\$ 1,003,248.32	\$ 741,568.70	2.0%
Sub Totals	\$ 10,415,729.78	\$ 8,823,012.91	\$ 7,960,474.49	\$ 9,651,898.50	\$ 6,862,183.07	\$ 8,503,180.43	\$ 10,515,839.87	\$ 10,454,316.15	\$ 9,960,806.66	3.20%
Enterprise Accounts										
11 Economic Development	\$ 283,963.50	\$ 340,116.00	\$ 237,066.87	\$ 399,171.05	\$ 368,395.79	\$ 435,482.06	\$ 291,269.50	\$ 414,669.50	\$ 344,862.92	-10.0%
24 Housing	\$ 73,623.04	\$ 71,081.17	\$ 82,302.65	\$ 96,451.95	\$ 72,778.20	\$ 82,989.99	\$ 90,634.61	\$ 91,048.01	\$ 89,006.49	-7.7%
52 Snow Trail Maintenance	\$ 46,486.86	\$ 42,883.00	\$ 38,159.34	\$ 42,949.00	\$ 39,198.70	\$ 48,731.91	\$ 45,889.00	\$ 45,888.98	\$ 45,138.98	5.1%
96 Section 8 FSS	47,871	56,870	56,421	42,075	28,924	\$ 42,472.54	\$ 44,425.04	\$ 44,425.04	\$ 43,599.98	3.6%
Sub Totals	\$ 451,944.53	\$ 510,950.22	\$ 413,949.54	\$ 580,647.22	\$ 509,296.49	\$ 609,676.50	\$ 472,218.15	\$ 596,031.53	\$ 522,608.37	-10.00%
Total	\$ 10,867,674.31	\$ 9,333,963.13	\$ 8,374,424.03	\$ 10,232,545.72	\$ 7,371,479.56	\$ 9,112,856.93	\$ 10,988,058.02	\$ 11,050,347.68	\$ 10,483,415.02	2.5%

CITY OF CARIBOU
2018 CAPITAL IMPROVEMENTS AND EXPENSES BUDGET
APPENDIX B: BUDGET DETAIL SHEETS

CITY OF CARIBOU
2018 CAPITAL IMPROVEMENTS AND EXPENSES BUDGET
APPENDIX C: FUND 85 - CAPITAL IMPROVEMENT BUDGET SHEETS

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
10 General Government										
001 Salaries										
01 Regular Pay	\$ 382,629	\$ 401,554	\$ 403,712	\$ 432,427	\$ 305,331	\$ 378,965.33		\$ 519,897.68	\$ 492,360.45	13.9%
002 City Council Salaries										
01 Council Salaries	\$ 11,930	\$ 12,450	\$ 12,550	\$ 12,450	\$ 9,130	\$ 12,450.00		\$ 12,550.00	\$ 12,550.00	0.8%
003 Office Supplies										
01 Postage	\$ 4,239	\$ 4,400	\$ 3,260	\$ 4,000	\$ 4,353	\$ 4,974.51		\$ 6,500.00	\$ 6,500.00	62.5%
02 Advertising	\$ 3,733	\$ 3,600	\$ 3,992	\$ 4,000	\$ 2,146	\$ 2,452.16		\$ 3,500.00	\$ 3,500.00	-12.5%
03 Copier Rental	\$ 4,923	\$ 4,500	\$ 5,051	\$ 4,800	\$ 3,974	\$ 4,541.62		\$ 5,000.00	\$ 5,000.00	4.2%
05 Printer Ink	\$ 1,285	\$ 2,000	\$ 994	\$ 2,000	\$ 964	\$ 1,101.99		\$ 1,950.00	\$ 1,950.00	-2.5%
07 Paper	\$ 1,270	\$ 1,400	\$ 871	\$ 1,400	\$ 1,184	\$ 1,353.62		\$ 1,400.00	\$ 1,400.00	0.0%
08 Office Supplies	\$ 8,335	\$ 8,500	\$ 9,694	\$ 9,000	\$ 6,042	\$ 6,905.23		\$ 19,000.00	\$ 19,000.00	111.1%
10 Annual Report	\$ 1,092	\$ 1,100	\$ 1,086	\$ 1,100	\$ 1,146	\$ 1,146.00		\$ 1,000.00	\$ 1,000.00	-9.1%
005 General Govt. Legal Fees										
04 Legal Fees	\$ 29,324	\$ 17,000	\$ 17,923	\$ 15,000	\$ 20,400	\$ 23,314.63		\$ 20,000.00	\$ 20,000.00	33.3%
007 Audit										
01 Audit	\$ 15,667	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000.00		\$ 46,500.00	\$ 16,500.00	3.1%
008 Computer Maintenance										
01 Computer Maintenance	\$ 39,062	\$ 39,800	\$ 41,690	\$ 39,800	\$ 42,002	\$ 42,002.00		\$ 42,500.00	\$ 42,500.00	6.8%
02 Hosted Services	\$ 6,520	\$ 6,720	\$ 6,202	\$ 6,700	\$ 5,555	\$ 6,348.55		\$ 7,000.00	\$ 6,700.00	0.0%
009 Professional Dues										
01 Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
04 Professional Dues	\$ 11,615	\$ 12,000	\$ 11,945	\$ 12,000	\$ 10,244	\$ 11,706.86		\$ 13,000.00	\$ 12,000.00	0.0%
010 Travel Expenses										
01 Mileage	\$ 2,418	\$ 1,000	\$ 535	\$ 1,500	\$ 1,195	\$ 1,366.11		\$ 1,200.00	\$ 1,200.00	-20.0%
02 Meals & Lodging	\$ 3,080	\$ 2,200	\$ 3,543	\$ 3,500	\$ 1,151	\$ 3,000.00		\$ 3,000.00	\$ 3,000.00	-14.3%
04 Conference Fees	\$ 1,577	\$ 1,600	\$ 1,447	\$ 1,800	\$ 594	\$ 1,400.00		\$ 1,500.00	\$ 1,500.00	-16.7%
011 Training & Education										
02 Training & Education	\$ 1,185	\$ 1,300	\$ 1,561	\$ 1,600	\$ 804	\$ 1,300.00		\$ 2,000.00	\$ 1,500.00	-6.3%
012 Elections										
01 Elections	\$ 6,351	\$ 8,000	\$ 7,455	\$ 5,800	\$ 3,482	\$ 5,800.00		\$ 8,000.00	\$ 8,000.00	37.9%
02 Contracted Expenses	\$ 2,234	\$ 2,115	\$ 2,803	\$ 2,000	\$ 2,036	\$ 2,500.00		\$ 3,000.00	\$ 3,000.00	50.0%
013 Car Allowance										
01 Car Allowance	\$ 640	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
014 New Equipment										
01 New Equipment	\$ 1,247	\$ 1,500	\$ 1,480	\$ 1,500	\$ 1,691	\$ 1,200.00		\$ 1,200.00	\$ 1,200.00	-20.0%
015 Telephone										
01 Cell Phone	\$ -	\$ -	\$ -	\$ 0	\$ 148	\$ 168.57		\$ 450.00	\$ 450.00	NA
04 Telephone	\$ 6,923	\$ 7,200	\$ 7,073	\$ 7,200	\$ 5,126	\$ 7,200.00		\$ 7,200.00	\$ 7,200.00	0.0%
017 Communications										
01 Web Site	\$ 170	\$ 335	\$ 381	\$ -	\$ -	\$ -		\$ -	\$ -	
03 Internet	\$ 1,371	\$ 1,440	\$ 1,499	\$ 1,440	\$ 1,355	\$ 1,440.00		\$ 1,500.00	\$ 1,440.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 119,808	\$ 124,573	\$ 132,617	\$ 140,201	\$ 109,483	\$ 140,862.51		\$ 182,953.80	\$ 182,953.80	30.5%
019 Miscellaneous Expenses										
								\$ -	\$ -	

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
01 Misc Expenses	\$ 1,397	\$ 1,500	\$ 2,126	\$ 1,500	\$ 6,853	\$ 7,000.00		\$ 1,500.00	\$ 1,500.00	0.0%
020 Computers & Typewriters								\$ -		
01-Computers & Typewriters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		
034 Worker's Compensation								\$ -		
01 Worker's Compensation	\$ -	\$ -	\$ -	\$ 4,825	\$ 2,554	\$ 4,825.00		\$ 4,815.00	\$ 4,815.00	0.0%
036 Vehicle Insurance								\$ -		
01 - Vehicle Insurance	\$ 1,421	\$ 2,000	\$ 1,421	\$ 1,475	\$ 1,604	\$ 1,475.00		\$ 2,003.40	\$ 2,003.40	0.0%
038 Social Security								\$ -		
01 Social Security	\$ 29,020	\$ 30,719	\$ 29,822	\$ 33,081	\$ 21,997	\$ 33,000.00		\$ 39,595.46	\$ 37,665.57	0.0%
040 City & State Retirement								\$ -		
01 City & State Retirement	\$ 12,326	\$ 15,851	\$ 12,396	\$ 17,069	\$ 8,402	\$ 17,000.00		\$ 17,342.38	\$ 16,976.29	0.0%
073 Vehicle Repairs								\$ -		
01 Vehicle repairs	\$ 840	\$ 1,000	\$ 529	\$ 900	\$ 856	\$ 1,100.00		\$ 750.00	\$ 750.00	-16.7%
075 Gas/Oil/Filters								\$ -		
01 Gas/Oil/Filters	\$ 1,252	\$ 2,000	\$ 1,252	\$ 1,800	\$ 1,575	\$ 1,800.39		\$ 1,800.00	\$ 1,800.00	0.0%
082 Bad Debt Allowance										
01 Bad Debt Allowance	\$ 110,292	\$ 100,000	\$ 98,287	\$ 100,000	\$ 35,188		\$ -	\$ 100,000.00	\$ 100,000.00	0.0%
02 Collection Fee	\$ 491	\$ -	\$ 491	\$ 1,200	\$ 1,220		\$ -	\$ 1,000.00	\$ 1,000.00	-16.7%
Totals	\$ 714,885	\$ 735,357	\$ 742,909	\$ 787,868	\$ 599,456	\$ 745,700.09		\$ 1,081,107.72	\$ 1,019,414.51	29.4%

11 Economic Development

001 Salaries										
01 Regular Pay	\$ 65,278	\$ 88,545	\$ 88,482	\$ 92,903	\$ 59,353	\$ 75,214.09	\$ 100,109.34	\$ 100,109.34	\$ 99,984.30	7.6%
03 Overtime	\$ -	\$ -	\$ -	\$ 2,500	\$ 194	\$ 194.66	\$ -	\$ -	\$ -	-100.0%
003 Office Supplies										
01 Postage	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
02 Advertising	\$ 11,002	\$ 10,000	\$ 10,000	\$ 9,000	\$ 7,800	\$ 9,999.69	\$ 12,000.00	\$ 14,000.00	\$ 9,000.00	0.0%
04 Equipment Repair	\$ 89	\$ 100	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
08 Office Supplies	\$ 74	\$ 100	\$ -	\$ 100	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	0.0%
005 General Govt. Legal Fees										
04 Legal Fees	\$ 915	\$ 1,500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
008 Computer Maintenance										
02 Hosted Services	\$ 238	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
xx GIS License							\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	#DIV/0!
009 Professional Dues										
01 Subscriptions	\$ 4,058	\$ 4,050	\$ 4,050	\$ 4,100	\$ 4,359	\$ 4,359.00	\$ 5,000.00	\$ 4,500.00	\$ 4,500.00	9.8%
010 Travel Expenses										
01 Mileage	\$ 751	\$ 800	\$ 500	\$ 800	\$ -	\$ -	\$ -	\$ 1,200.00	\$ 1,200.00	50.0%
02 Meals & Lodging	\$ 845	\$ 1,200	\$ 870	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,200.00	\$ 1,200.00	-20.0%
04 Conference Fees	\$ 908	\$ 1,500	\$ 900	\$ 1,700	\$ 860	\$ 1,102.56	\$ -	\$ 1,500.00	\$ 1,500.00	-11.8%
018 Health Insurance										
01 Health Insurance	\$ 7,789	\$ 30,025	\$ 10,141	\$ 10,354	\$ 17,581	\$ 25,213.02	\$ 32,057.09	\$ 32,057.09	\$ 33,857.09	227.0%
019 Miscellaneous Expenses										
01 Misc Expenses	\$ 496	\$ -	\$ -	\$ -	\$ 11,000	\$ 12,000.00	\$ -	\$ 1,000.00	\$ 1,000.00	#DIV/0!

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
031 Building Maintenance										
01 Building Maintenance	\$ 17,911	\$ 300	\$ 950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
038 Social Security										
01 Social Security	\$ 5,493	\$ 6,774	\$ 5,973	\$ 7,107	\$ 4,430	\$ 5,651.08	\$ 7,572.89	\$ 7,572.89	\$ 7,648.80	7.6%
040 City & State Retirement										
01 City & State Retirement	\$ 3,064	\$ 4,057	\$ 3,857	\$ 4,277	\$ 585	\$ 584.61	\$ 4,200.18	\$ 4,200.18	\$ 4,142.73	-3.1%
238 Trail Groomer Reserve										
01 Trail Groomer Reserve	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	0.0%
280 Revolving Loan Fund										
01 Revolving Loan Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000.00	\$ -	\$ -	\$ -	-100.0%
281 Contracted Services										
01 Buxton Contract	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 NMDC	\$ 13,821	\$ 13,715	\$ 13,715	\$ 13,730	\$ 13,730	\$ 13,730.00	\$ 13,730.00	\$ 13,730.00	\$ 13,730.00	0.0%
04 Broadband Study	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	-80.0%
xx Rental Assistance Program							\$ 10,000.00	\$ 10,000.00	\$ -	#DIV/0!
385 - Downtown Infrastructure										
01 Downtown Infrastructure	\$ 68,228	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	#DIV/0!
392 Ads & Marketing										
01 Video Ads & Marketing	\$ -	\$ -	\$ -	\$ 20,000	\$ -	#REF!	\$ 20,000.00	\$ 6,000.00	\$ -	-100.0%
394 Community Projects										
08 Winter Carnival	\$ 897	\$ 3,000	\$ 2,691	\$ 3,000	\$ 900	\$ 3,500.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	0.0%
14 Thursday's On Sweden	\$ 2,802	\$ 7,000	\$ 1,593	\$ 7,000	\$ 8,543	\$ 9,000.00	\$ 10,000.00	\$ 8,000.00	\$ 8,000.00	14.3%
15 Heritage Days	\$ 3,666	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 7,000.00	\$ 1,500.00	\$ 1,500.00	-78.6%
16 Caribou Days	\$ (200)	\$ -	\$ (200)	\$ 2,000	\$ 1,927	\$ 2,470.35	\$ 2,000.00	\$ 9,000.00	\$ 9,000.00	350.0%
17 Moose Lottery	\$ -	\$ -	\$ -	\$ 5,000	\$ 4,999	\$ 5,301.00	\$ 5,000.00	\$ -	\$ -	-100.0%
18 New Years Eve	\$ -	\$ -	\$ -	\$ 2,000	\$ 536	\$ 2,500.00	\$ -	\$ -	\$ -	-100.0%
XX New Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 5,000.00	\$ 5,000.00	\$ 2,500.00	#DIV/0!
20 Miscellaneous	\$ (18)	\$ -	\$ (333)	\$ 2,000	\$ 1,438		\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0.0%
405 Slum/Blight Removal										
01 Slum/Blight Removal	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 10,000.00	\$ 3,500.00	\$ 105,000.00	\$ 75,000.00	275.0%
411 Façade Improvement										
01 Façade Improvement	\$ 5,000	\$ 50,000	\$ 10,000	\$ 20,000	\$ 118,662	\$ 118,662.00	\$ 18,000.00	\$ 18,000.00	\$ 15,000.00	-33.3%
413 New Fire Station										
01 New Fire Station	\$ 16,378	\$ 50,000	\$ 16,378	\$ 22,500	\$ -	\$ 12,500.00	\$ -	\$ 40,000.00	\$ 25,000.00	-50.0%
Totals	\$ 283,963	\$ 340,116	\$ 237,067	\$ 399,171	\$ 368,396	\$ 435,482.06	\$ 291,269.50	\$ 414,669.50	\$ 344,862.92	-13.6%

12 Chamber / Nylander Museum

001 Salaries										
01 Regular Pay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,211.60	\$ 2,423.20	\$ -	NA
003 Office Supplies										
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Copier Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Printer Ink	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
07 Paper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
08 Office Supplies	\$ 266	\$ -	\$ 266	\$ 900	\$ 1,179	\$ 1,511.21	\$ 900.00	\$ 900.00	\$ 900.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
015 Telephone										
04 Telephone	\$ 631	\$ 640	\$ 627	\$ 640	\$ 498	\$ 639.01	\$ 640.00	\$ 640.00	\$ 640.00	0.0%
017 Communications										
01 Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Internet	\$ 697	\$ 720	\$ 720	\$ 720	\$ 680	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
019 Miscellaneous Expenses										
01 Misc Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
026 Heating Fuel										
03 Heating Fuel	\$ 2,897	\$ 3,500	\$ 1,544	\$ 2,500	\$ 1,282	\$ 1,643.78	\$ 2,600.00	\$ 2,600.00	\$ 2,500.00	0.0%
027 Electricity										
11 Electricity	\$ 1,000	\$ 1,200	\$ 748	\$ 900	\$ 672	\$ 861.85	\$ 954.00	\$ 954.00	\$ 954.00	6.0%
028 Water										
01 Water	\$ 1,109	\$ 1,100	\$ 1,130	\$ 1,145	\$ 879	\$ 1,127.19	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	4.8%
029 Sewer										
01 Sewer	\$ 200	\$ 200	\$ 200	\$ 200	\$ 150	\$ 192.31	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
031 Building Maintenance										
01 Building Maintenance	\$ 547	\$ 200	\$ 1,360	\$ 13,000	\$ 532	\$ 13,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	-76.9%
032 Property Insurance										
01 Property Insurance	\$ 1,653	\$ 1,330	\$ 1,377	\$ 1,400	\$ 1,177	\$ 1,509.21	\$ 1,463.70	\$ 1,463.70	\$ 1,463.70	4.6%
038 Social Security										
01 Social Security							\$ 231.80	\$ 231.80	\$ 91.38	NA
068 Janitorial Services										
01 Property Maintenance	\$ -	\$ -	\$ -	\$ 5,180	\$ 878		\$ -	\$ -	\$ -	0.0%
Total	\$ 25,938	\$ 8,890	\$ 7,972	\$ 26,585	\$ 7,995	\$ 23,704.55	\$ 13,121.10	\$ 14,332.70	\$ 11,669.08	-56.1%

17 Health and Sanitation										
022 Health Officer										
01 Health Officer	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	\$ 500.00		500	\$ 500.00	0.0%
023 Tri-Community Landfill										
01 Tri-Community Landfill	\$ 220,096	\$ 249,204	\$ 147,765	\$ 249,201	\$ 207,745	\$ 237,422.86		250,000	\$ 250,000.00	0.3%
038 - Social Security										
01 - Social Security	\$ 36	\$ 36	\$ 36	\$ 36	\$ -	\$ -		36	\$ 36.00	0.0%
Totals	\$ 220,620	\$ 249,740	\$ 148,301	\$ 249,737	\$ 207,745	\$ 237,922.86		250,536	\$ 250,536.00	0.3%

18 Municipal Building										
024 Maintenance - Comm. Center										
01 Maintenance - Comm. Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		-	\$ -	0.0%
02 Water & Sewer	\$ 1,093	\$ 900	\$ 973	\$ 1,000	\$ 536	\$ 1,000.00		1,000	\$ 1,000.00	0.0%
03 Janitorial	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -		-	\$ -	0.0%
04 Electric	\$ 2,588	\$ 2,500	\$ 2,771	\$ 2,700	\$ 1,911	\$ 2,700.00		2,862	\$ 2,862.00	6.0%
06 Lions Building	\$ 2,925	\$ 6,500	\$ 1,650	\$ 3,000	\$ 1,200	\$ 2,500.00		3,000	\$ 3,000.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
025 Heating Fuel - Lions Building										
01 Heating Fuel Lions Building	\$ 4,066	\$ 5,000	\$ 3,516	\$ 3,700	\$ 2,216	\$ 3,700.00		3,700	\$ 3,700.00	0.0%
026 Heating Fuel										
03 Heating Fuel	\$ 11,713	\$ 13,000	\$ 8,794	\$ 9,900	\$ 7,161	\$ 8,183.62		10,000	\$ 10,000.00	1.0%
027 Electricity										
11 Electricity	\$ 13,815	\$ 14,500	\$ 12,551	\$ 13,500	\$ 8,472	\$ 13,000.00		14,310	\$ 14,310.00	6.0%
028 Water										
05 Water	\$ 850	\$ 800	\$ 858	\$ 950	\$ 604	\$ 950.00		975	\$ 975.00	2.6%
029 Sewer										
01 Sewer	\$ 576	\$ 630	\$ 532	\$ 600	\$ 368	\$ 600.00		600	\$ 600.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ 2,890	\$ 3,000	\$ 3,343	\$ 5,000	\$ 2,333	\$ 3,500.00		4,500	\$ 4,500.00	-10.0%
031 Building Maintenance										
01 Building Maintenance	\$ 7,024	\$ 6,000	\$ 12,688	\$ 10,000	\$ 5,219	\$ 5,964.62		13,000	\$ 13,000.00	30.0%
03 Boiler Maintenance	\$ 7,195	\$ 5,000	\$ 3,630	\$ 6,000	\$ -	\$ 4,500.00		5,000	\$ 5,000.00	-16.7%
032 Property Insurance										
01 Property Insurance	\$ -	\$ 3,118	\$ 939	\$ 950	\$ 763	\$ 872.25		949	\$ 949.02	-0.1%
033 Building Insurance-Comm. Ctr.										
01 Building Ins. - Comm. Ctr.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		-	\$ -	0.0%
271 Contracted Services										
01 Janitorial & Supplies	\$ 11,003	\$ 12,640	\$ 10,140	\$ 12,640	\$ 8,450	\$ 9,657.14		11,000	\$ 11,000.00	-13.0%
Totals	\$ 66,875	\$ 73,588	\$ 62,385	\$ 69,940	\$ 39,232	\$ 57,127.63		70,896	\$ 70,896.02	1.4%

20 General Assistance

001 Salaries										
01 Regular Pay	\$ 16,217	\$ 20,027	\$ 16,630	\$ 19,352	\$ 15,041	\$ 19,351.79	\$ 20,428.15	\$ 20,428.15	\$ 19,812.32	2.4%
003 Office Supplies										
01 Postage	\$ 92	\$ 105	\$ 84	\$ 110	\$ 54	\$ 90.00	\$ 110.00	\$ 110.00	\$ 110.00	0.0%
05 Printer Ink	\$ 20	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
08 Office Supplies	\$ 39	\$ -	\$ 46	\$ 50	\$ 39	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00	0.0%
006 Legal Fees										
01 Legal Fees	\$ 55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
010 Travel Exp										
04 Conf Fee	\$ 40	\$ 150	\$ 40	\$ 150	\$ 238	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	66.7%
011 Training & Education										
02 Training & Education	\$ 65	\$ 65	\$ 65	\$ 65	\$ 125	\$ 175.00	\$ 215.00	\$ 215.00	\$ 215.00	230.8%
014 New Equipment										
01 New Equipment	\$ 200	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
018 Health Insurance										
01 Health Insurance	\$ 5,676	\$ 7,353	\$ 6,934	\$ 7,737	\$ 5,845	\$ 7,737.00	\$ 8,290.53	\$ 8,290.53	\$ 8,290.53	7.2%
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 7	\$ 50	\$ 13	\$ 50	\$ 44	\$ 49.89	\$ 150.00	\$ 150.00	\$ 150.00	200.0%
038 Social Security										
01 Social Security	\$ 1,125	\$ 1,532	\$ 1,159	\$ 1,480	\$ 1,047	\$ 1,480.00	\$ 1,562.75	\$ 1,562.75	\$ 1,515.64	2.4%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
040 City & State Retirement										
01 City & State Retirement	\$ 624	\$ 755	\$ 638	\$ 729	\$ 551	\$ 729.00	\$ 714.99	\$ 714.99	\$ 693.43	-4.9%
044 Reimbursements										
01 Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
051 Equipment Maintenance										
05 Equipment Maintenance	\$ 937	\$ 960	\$ 965	\$ 960	\$ 750	\$ 910.00	\$ 1,025.00	\$ 1,025.00	\$ 1,025.00	6.8%
053 G.A. - City										
01 G. A. City	\$ 34,557	\$ 46,300	\$ 29,465	\$ 39,500	\$ 24,257	\$ 39,500.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	-11.4%
02 - G.A. State	\$ 277	\$ 2,000	\$ 295	\$ 1,000	\$ -	\$ 500.00	\$ 750.00	\$ 750.00	\$ 750.00	-25.0%
03 - GA - Nonreimbursible	\$ -	\$ 500	\$ -	\$ 500	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
Totals	\$ 59,930	\$ 79,857	\$ 56,535	\$ 71,684	\$ 47,990	\$ 70,812.68	\$ 69,046.42	\$ 69,046.42	\$ 68,361.92	-4.6%

22 Tax Assessing

001 Salaries										
01 Regular Pay	\$ 102,681	\$ 112,591	\$ 111,898	\$ 122,641	\$ 103,843	\$ 118,677.54	\$ 182,676.13	\$ 182,676.13	\$ 180,452.64	47.1%
02 Overtime Pay	\$ 1,491	\$ 2,500	\$ 1,491	\$ 1,500	\$ 2,951	\$ 3,372.03	\$ 1,500.00	\$ 1,000.00	\$ 1,000.00	-33.3%
07 Salaries-Bd of Assessors	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	0.0%
003 Office Supplies										
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Printer Ink	\$ 198	\$ 300	\$ 172	\$ 300	\$ 325	\$ 370.89	\$ 300.00	\$ 300.00	\$ 300.00	0.0%
08 Office Supplies	\$ 342	\$ 300	\$ 530	\$ 300	\$ 350	\$ 399.60	\$ 300.00	\$ 350.00	\$ 350.00	16.7%
006 Legal Fees										
01 Legal Fees	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
009 Professional Dues										
02 IA00	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
04 Professional Dues	\$ 379	\$ 600	\$ 577	\$ 600	\$ 70	\$ 500.00	\$ 600.00	\$ 750.00	\$ 750.00	25.0%
010 Travel Expenses										
01 Mileage	\$ 1,690	\$ 1,000	\$ 3,022	\$ 3,000	\$ 1,355	\$ 1,500.00	\$ 3,000.00	\$ 4,500.00	\$ 2,500.00	-16.7%
02 Meal & Lodge	\$ 2,239	\$ 3,000	\$ 2,730	\$ 3,500	\$ 1,011	\$ 2,200.00	\$ 3,500.00	\$ 4,000.00	\$ 4,000.00	14.3%
04 CONF FEE	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Travel Expenses	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
011 Training & Education										
02 Training & Education	\$ 1,460	\$ 2,500	\$ 1,787	\$ 2,000	\$ 521	\$ 595.43	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	25.0%
013 Car Allowance										
01 Car Allowance	\$ 83	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
015 Telephone										
01 Cell Phone	\$ 265	\$ 500	\$ 307	\$ 500	\$ 239	\$ 273.51	\$ 700.00	\$ 700.00	\$ 550.00	10.0%
04 Telephone	\$ 492	\$ 500	\$ 513	\$ 500	\$ 359	\$ 500.00	\$ 510.00	\$ 510.00	\$ 510.00	2.0%
018 Health Insurance										
01 Health Insurance	\$ 27,173	\$ 29,005	\$ 29,005	\$ 30,507	\$ 25,603	\$ 29,260.46	\$ 55,270.23	\$ 55,270.23	\$ 36,498.82	19.6%
019 Miscellaneous Expenses										
01 Misc. Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
038 Social Security										
01 Social Security	\$ 7,682	\$ 8,613	\$ 8,101	\$ 9,382	\$ 7,672	\$ 8,767.46	\$ 13,974.49	\$ 13,974.49	\$ 13,804.63	47.1%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
040 City & State Retirement										
01 City & State Retirement	\$ 2,085	\$ 2,261	\$ 2,126	\$ 2,614	\$ 1,959	\$ 2,239.20	\$ 4,438.02	\$ 4,438.02	\$ 3,428.01	31.1%
051 Equipment Maint										
01 Software							\$ -	\$ 1,850.00	\$ 1,850.00	#DIV/0!
055 Books & Periodicals										
03 Books & Periodicals	\$ 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
056 Contracted Services										
01 Registry	\$ 558	\$ 350	\$ 577	\$ 500	\$ 38	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
04 Contracted Services	\$ 3,815	\$ 4,500	\$ 4,451	\$ 4,500	\$ 758	\$ 866.81	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	0.0%
01 Assessment Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
058 Codes Maintenance										
01 Codes Maintenance	\$ 328	\$ 200	\$ 328	\$ 500	\$ -	\$ -	\$ 500.00	\$ 600.00	\$ 600.00	20.0%
070 Clothing Allowance										
03 Clothing	\$ -	\$ -	\$ -	\$ 900	\$ 607	\$ 693.92	\$ 500.00	\$ 600.00	\$ 300.00	-66.7%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Totals	\$ 150,035	\$ 172,720	\$ 169,116	\$ 185,745	\$ 149,159	\$ 172,216.86	\$ 276,768.87	\$ 281,018.87	\$ 256,394.10	38.0%

24 Housing										
001 Salaries										
01 Regular Pay	\$ 48,160	\$ 51,447	\$ 46,367	\$ 51,447	\$ 41,553	\$ 47,489.35	\$ 54,312.60	\$ 54,312.60	\$ 52,475.87	2.0%
03-FSS Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
003 Office Supplies										
01 Postage	\$ 1,007	\$ -	\$ 1,007	\$ 800	\$ 780	\$ 891.78	\$ 800.00	\$ 1,000.00	\$ 1,000.00	25.0%
02 Advertising	\$ 423	\$ -	\$ 423	\$ 150	\$ 162	\$ 185.23	\$ 300.00	\$ 300.00	\$ 300.00	100.0%
03 Copier Rental	\$ 1,915	\$ -	\$ 1,915	\$ 1,850	\$ 1,543	\$ 1,763.74	\$ 1,900.00	\$ 1,900.00	\$ 1,900.00	2.7%
05 Printer Ink	\$ 116	\$ -	\$ 116	\$ -	\$ 110	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	#DIV/0!
07 Paper	\$ -	\$ -	\$ -	\$ -	\$ 52	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	#DIV/0!
08 Office Supplies	\$ 2,393	\$ -	\$ 2,393	\$ 1,500	\$ 1,069	\$ 1,222.22	\$ 750.00	\$ 750.00	\$ 750.00	-50.0%
12 Software	\$ 6,890	\$ -	\$ 6,890	\$ 15,000	\$ 11,426	\$ 13,058.85	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	0.0%
007 Audit										
01 Audit	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
009 Professional Dues										
01 Subscriptions	\$ 224	\$ -	\$ 224	\$ 225	\$ 224	\$ 256.00	\$ 225.00	\$ 225.00	\$ 225.00	0.0%
04 Professional Dues	\$ 1,000	\$ -	\$ 1,000	\$ 500	\$ 500	\$ 571.43	\$ 750.00	\$ 750.00	\$ 750.00	50.0%
010 Travel Expenses										
01 Mileage	\$ -	\$ -	\$ -	\$ 0	\$ 1,023	\$ 1,168.75	\$ -	\$ -	\$ -	0.0%
02 Meals & Lodging	\$ 51	\$ -	\$ 51	\$ 1,000	\$ 711	\$ 812.50	\$ 500.00	\$ 500.00	\$ 500.00	-50.0%
05 Travel Expenses	\$ 21	\$ -	\$ 21	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	#DIV/0!
011 Training and Education										
02 Training and Education	\$ 1,317	\$ -	\$ 1,317	\$ 1,500	\$ 1,750	\$ 2,000.55	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	0.0%
015 Telephone										
04 Telephone	\$ 494	\$ 518	\$ 501	\$ 500	\$ 424	\$ 485.11	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
017 Communications										
03 Communications	\$ (136)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	#DIV/0!

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
018 Health Insurance										
01 Health Insurance Housing	\$ 11,496	\$ 8,000	\$ 8,338	\$ 8,000	\$ 2,249	\$ 2,569.78	\$ 2,591.16	\$ 2,591.16	\$ 2,591.16	-67.6%
02 Health Ins. Stipend FSS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	0.0%
034-Workers Comp										
01-Workers Comp Housing	\$ 342	\$ 500	\$ 69	\$ 460	\$ -		\$ -	\$ 167.00	\$ 167.00	-63.7%
01-Workers Comp FSS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	0.0%
035-Unemployment										
01-Unemployment Housing	\$ 327	\$ 500	\$ 308	\$ 350	\$ -		\$ -	\$ 296.40	\$ 296.40	-15.3%
01-Unemployment FSS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	0.0%
038-Social Security										
01-Social Security Housing	\$ 4,190	\$ 4,548	\$ 4,317	\$ 4,279	\$ 3,456	\$ 3,949.51	\$ 4,154.91	\$ 4,154.91	\$ 4,014.40	-6.2%
01-Social Security FSS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	0.0%
040 City & State Retirement										
01-Retirement Housing	\$ 1,874	\$ 2,240	\$ 1,908	\$ 1,891	\$ 1,528	\$ 1,745.76	\$ 1,900.94	\$ 1,900.94	\$ 1,836.66	-2.9%
285 Year End Closing										
01-Year End Closing	\$ -	\$ 3,329	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	#DIV/0!
412 - Fee Accountant										
01 - Fee Accountant	\$ 5,136	\$ -	\$ 5,136	\$ 5,000	\$ 4,217	\$ 4,819.43	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	-10.0%
Totals	\$ 73,623	\$ 71,081	\$ 82,303	\$ 96,452	\$ 72,778	\$ 82,989.99	\$ 90,634.61	\$ 91,048.01	\$ 89,006.49	-7.7%

24 Library										
001 Salaries										
01 Regular Pay	\$ 108,607	\$ 105,752	\$ 93,642	\$ 103,647	\$ 86,136	\$ 98,440.58	\$ 113,989.86	\$ 113,989.86	\$ 121,906.32	17.6%
02 Overtime	\$ 557	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
003 Office Supplies										
01 Postage	\$ 560	\$ 750	\$ 444	\$ 500	\$ 397	\$ 453.91	\$ 650.00	\$ 550.00	\$ 550.00	10.0%
02 Advertising	\$ 206	\$ 250	\$ 322	\$ 350	\$ 287	\$ 328.46	\$ 250.00	\$ 250.00	\$ 250.00	-28.6%
03 Copier Rental	\$ 1,855	\$ 1,500	\$ 1,872	\$ 1,800	\$ 1,325	\$ 1,800.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	-8.3%
05 Printer Ink	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
07 Paper	\$ 106	\$ 100	\$ 136	\$ 200	\$ 237	\$ 270.58	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
08 Office Supplies	\$ 1,694	\$ 1,200	\$ 1,537	\$ 1,400	\$ 1,874	\$ 2,141.86	\$ 2,000.00	\$ 1,600.00	\$ 1,600.00	14.3%
11 Equip Rental	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
005 Gen Gov't Leg										
01 CCC&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
008 Computer Maintenance										
01 Computer Maintenance	\$ 12,648	\$ 13,200	\$ 12,195	\$ 13,200	\$ 10,354	\$ 13,200.00	\$ 12,800.00	\$ 12,800.00	\$ 12,800.00	-3.0%
009 Professional Dues										
01 Subscriptions	\$ 214	\$ 200	\$ 154	\$ 200	\$ 55	\$ 62.86	\$ 150.00	\$ 150.00	\$ 150.00	-25.0%
010 Travel Expenses										
01 Mileage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
02 Meals & Lodging	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Travel Expenses	\$ 606	\$ 500	\$ 915	\$ 800	\$ 175	\$ 500.00	\$ 800.00	\$ 800.00	\$ 800.00	0.0%
011 Training & Education										
02 Training & Education	\$ 377	\$ 500	\$ 229	\$ 500	\$ 655	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	2016		2017			2018				
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
014 New Equipment										
01 New Equipment	\$ 2,133	\$ 2,250	\$ 1,838	\$ 2,250	\$ 673	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	-11.1%
015 Telephone										
04 Telephone	\$ 1,736	\$ 2,170	\$ 869	\$ 2,170	\$ 1,420	\$ 1,623.37	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	-7.8%
016-02 Misc Income										
018 Health Insurance										
01 Health Insurance	\$ 17,102	\$ 20,016	\$ 16,880	\$ 19,318	\$ 7,355	\$ 19,000.00	\$ 19,318.00	\$ 10,127.41	\$ 10,127.41	-47.6%
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 260	\$ 250	\$ 286	\$ 250	\$ 239	\$ 272.94	\$ 250.00	\$ 250.00	\$ 250.00	0.0%
026 Heating Fuel										
03 Heating Fuel	\$ 10,858	\$ 14,000	\$ 7,710	\$ 12,000	\$ 7,229	\$ 12,000.00	\$ 12,480.00	\$ 12,000.00	\$ 12,000.00	0.0%
027 Electricity										
11 Electricity	\$ 4,674	\$ 5,040	\$ 4,107	\$ 5,040	\$ 2,723	\$ 5,000.00	\$ 4,500.00	\$ 5,342.40	\$ 5,342.40	6.0%
028 Water										
05 Water	\$ 257	\$ 334	\$ 242	\$ 255	\$ 188	\$ 255.00	\$ 255.00	\$ 275.00	\$ 275.00	7.8%
029 Sewer										
01 Sewer	\$ 219	\$ 225	\$ 207	\$ 225	\$ 150	\$ 225.00	\$ 225.00	\$ 250.00	\$ 250.00	11.1%
031 Building Maintenance										
01 Building Maintenance	\$ 8,268	\$ 6,000	\$ 9,166	\$ 6,000	\$ 7,785	\$ 8,897.13	\$ 8,000.00	\$ 6,000.00	\$ 6,000.00	0.0%
032 Property Insurance										
01 Property Insurance	\$ 1,431	\$ 1,741	\$ 1,719	\$ 1,736	\$ 1,411	\$ 1,612.78	\$ 1,800.00	\$ 1,756.65	\$ 1,756.65	1.2%
034 Worker's Compensation										
01 Worker's Compensation	\$ -	\$ -	\$ -	\$ 664	\$ 668	\$ 762.97	\$ 650.00	\$ 283.00	\$ 283.00	-57.4%
038 Social Security										
01 Social Security	\$ 7,154	\$ 8,090	\$ 6,847	\$ 7,929	\$ 6,413	\$ 7,329.22	\$ 8,000.00	\$ 9,419.70	\$ 8,905.47	12.3%
040 City & State Retirement										
01 City & State Retirement	\$ 1,265	\$ 1,788	\$ 1,249	\$ 1,687	\$ -	\$ -	\$ -	\$ 1,975.09	\$ 2,008.85	19.1%
055 Books & Periodicals										
01 Mars and Swift	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Books & Periodicals	\$ 20,091	\$ 19,000	\$ 21,502	\$ 19,000	\$ 11,940	\$ 17,500.00	\$ 19,000.00	\$ 18,000.00	\$ 18,000.00	-5.3%
271 Contracted Services										
01 Janitorial & Supplies	\$ 9,686	\$ 13,880	\$ 10,751	\$ 13,880	\$ 10,443	\$ 13,500.00	\$ 12,900.00	\$ 13,000.00	\$ 13,000.00	-6.3%
406 Programming										
01 Library Programs	\$ 664	\$ 600	\$ 704	\$ 600	\$ 416	\$ 600.00	\$ 800.00	\$ 700.00	\$ 700.00	16.7%
291 Computer Reserve										
01 Computer Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
000 Roof Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
01 Roofing Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Totals	\$ 209,274	\$ 219,336	\$ 195,523	\$ 215,600	\$ 160,548	\$ 208,276.66	\$ 225,167.86	\$ 215,869.11	\$ 223,305.10	3.6%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
31 Fire and Ambulance										
001 Salaries										
01 Regular Pay	\$ 743,297	\$ 792,195	\$ 716,855	\$ 828,992	\$ 657,506	\$ 751,435.54	\$ 865,465.57	\$ 865,465.57	\$ 853,973.61	3.0%
02 Overtime	\$ 293,235	\$ 270,905	\$ 354,764	\$ 300,000	\$ 231,887	\$ 265,013.68	\$ 300,000.00	\$ 300,000.00	\$ 290,000.00	-3.3%
05 Stand By Pay	\$ 38,731	\$ 36,000	\$ 48,381	\$ 39,140	\$ 39,989	\$ 45,701.76	\$ 52,000.00	\$ 52,000.00	\$ 52,000.00	32.9%
07 Amb. Billing Salaries	\$ 80,015	\$ 77,277	\$ 75,260	\$ 82,423	\$ 68,455	\$ 78,234.38	\$ -	\$ -	\$ -	-100.0%
08 Special Sports	\$ 106	\$ 400	\$ -	\$ 400	\$ -	\$ -	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
003 Office Supplies										
01 Postage	\$ 2,080	\$ 1,400	\$ 2,726	\$ 1,400	\$ 1,844	\$ 2,107.17	\$ 1,500.00	\$ 400.00	\$ -	-100.0%
03 Copier Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
04 Equipment Repair	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Printer Ink	\$ 598	\$ 700	\$ 560	\$ 700	\$ -	\$ 600.00	\$ 700.00	\$ 200.00	\$ -	-100.0%
07 Paper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
08 Office Supplies	\$ 6,454	\$ 5,400	\$ 6,986	\$ 5,400	\$ 5,628	\$ 6,431.47	\$ 5,500.00	\$ 3,500.00	\$ 500.00	-90.7%
09 Amb. Billing Supplies	\$ 354	\$ 500	\$ 126	\$ 500	\$ -	\$ 250.00	\$ 500.00	\$ -	\$ -	-100.0%
13 Houlton Supplies	\$ 2,551	\$ 3,500	\$ 2,696	\$ 3,500	\$ 1,773	\$ 2,600.00	\$ 3,500.00	\$ -	\$ -	-100.0%
14 Calais Supplies	\$ 2,147	\$ 3,000	\$ 1,911	\$ 3,000	\$ 1,368	\$ 2,100.00	\$ 3,000.00	\$ -	\$ -	-100.0%
15 Van Buren Supplies	\$ 816	\$ -	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
16 Island Falls Supplies	\$ 1,149	\$ 500	\$ 924	\$ 500	\$ 803	\$ 917.25	\$ 1,000.00	\$ -	\$ -	-100.0%
17 Patten Supplies	\$ 841	\$ 1,000	\$ 1,182	\$ 1,000	\$ 1,003	\$ 1,146.72	\$ 1,200.00	\$ -	\$ -	-100.0%
005 Legal Fees										
04 Legal Fees	\$ 386	\$ -	\$ 323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
009 Professional Dues										
01 Subscriptions	\$ 143	\$ 200	\$ 92	\$ 200	\$ -	\$ 100.00	\$ 300.00	\$ 200.00	\$ 200.00	0.0%
04 Professional Dues	\$ 2,971	\$ 3,000	\$ 2,770	\$ 3,000	\$ 2,646	\$ 3,024.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	0.0%
010 Travel Expenses										
01 Mileage	\$ 303	\$ 600	\$ 464	\$ 600	\$ 246	\$ 450.00	\$ 500.00	\$ 500.00	\$ 500.00	-16.7%
02 Meals & Lodging	\$ 498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Travel Expenses	\$ 1,305	\$ 2,500	\$ 1,516	\$ 2,500	\$ 2,869	\$ 3,279.02	\$ 2,500.00	\$ 2,250.00	\$ 2,250.00	-10.0%
011 Training & Education										
02 Training & Education	\$ 8,486	\$ 10,000	\$ 9,787	\$ 10,000	\$ 7,598	\$ 9,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	0.0%
014 New Equipment										
01 New Equipment	\$ 12,373	\$ 13,500	\$ 12,436	\$ 13,500	\$ 3,522	\$ 12,400.00	\$ 14,000.00	\$ 13,000.00	\$ 13,000.00	-3.7%
015 Telephone										
01 Cell Phone	\$ 2,634	\$ 3,200	\$ 3,136	\$ 3,200	\$ 2,342	\$ 2,677.11	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	-6.3%
04 Telephone	\$ 5,308	\$ 5,600	\$ 5,367	\$ 5,600	\$ 4,554	\$ 5,204.98	\$ 5,400.00	\$ 5,400.00	\$ 5,400.00	-3.6%
016 Misc Income										
01 Insurance Reports	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
017 Communications										
01 Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Internet	\$ 1,095	\$ 1,080	\$ 1,079	\$ 1,080	\$ 895	\$ 1,022.29	\$ 1,100.00	\$ 1,100.00	\$ 1,080.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 256,200	\$ 289,822	\$ 265,434	\$ 286,753	\$ 225,862	\$ 258,127.98	\$ 263,263.44	\$ 263,263.44	\$ 263,263.44	-8.2%
019 Miscellaneous Exp.										
01 Misc. Expense	\$ 1,036	\$ 1,500	\$ 813	\$ 1,500	\$ 424	\$ 484.32	\$ 1,500.00	\$ 1,000.00	\$ 1,000.00	-33.3%

**DRAFT 2018 Budget
Department Detail**

Department

	2016		2017			2018				
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
026 Heating Fuel										
03 Heating Fuel	\$ 21,986	\$ 23,000	\$ 16,265	\$ 23,000	\$ 11,626	\$ 13,286.79	\$ 23,000.00	\$ 24,150.00	\$ 20,150.00	-12.4%
027 Electricity										
11 Electricity	\$ 10,029	\$ 10,500	\$ 9,445	\$ 10,400	\$ 5,552	\$ 10,250.00	\$ 10,000.00	\$ 11,024.00	\$ 10,000.00	-3.8%
028 Water										
05 Water	\$ 670	\$ 650	\$ 729	\$ 675	\$ 589	\$ 680.00	\$ 675.00	\$ 675.00	\$ 675.00	0.0%
029 Sewer										
01 Sewer	\$ 435	\$ 430	\$ 456	\$ 430	\$ 360	\$ 430.00	\$ 430.00	\$ 430.00	\$ 430.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ 3,880	\$ 4,000	\$ 4,107	\$ 4,000	\$ 2,906	\$ 3,800.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	0.0%
031 Building Maintenance										
01 Building Maintenance	\$ 10,971	\$ 12,000	\$ 13,543	\$ 15,000	\$ 8,550	\$ 9,771.79	\$ 15,000.00	\$ 14,000.00	\$ 14,000.00	-6.7%
032 Property Insurance										
01 Property Insurance	\$ 1,699	\$ 1,980	\$ 1,944	\$ 1,980	\$ 1,623	\$ 1,980.00	\$ 2,087.40	\$ 2,087.40	\$ 2,087.40	5.4%
034 Workers Comp.										
01 Workers Comp.	\$ 40,217	\$ 41,000	\$ 40,651	\$ 51,626	\$ 54,175	\$ 52,000.00	\$ 77,840.00	\$ 77,840.00	\$ 77,840.00	50.8%
035 Unemployment Comp										
01 Unemployment Comp.	\$ 7,866	\$ 8,300	\$ 7,589	\$ 8,300	\$ 6,155	\$ 7,034.33	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	2.4%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 9,710	\$ 12,000	\$ 13,635	\$ 13,771	\$ 13,369	\$ 15,279.20	\$ 16,800.00	\$ 16,800.00	\$ 16,800.00	22.0%
037 Liability Insurance										
01 Liability Insurance	\$ 2,619	\$ 3,252	\$ 3,251	\$ 3,252	\$ 2,709	\$ 3,252.00	\$ 3,413.55	\$ 3,413.55	\$ 3,413.55	5.0%
038 Social Security										
01 Social Security	\$ 90,120	\$ 84,916	\$ 96,035	\$ 96,262	\$ 76,867	\$ 87,848.56	\$ 93,135.43	\$ 93,135.43	\$ 94,475.48	-1.9%
040 City & State Retirement										
01 City & State Retirement	\$ 45,835	\$ 61,273	\$ 60,289	\$ 72,889	\$ 49,910	\$ 72,000.00	\$ 60,129.18	\$ 60,129.18	\$ 60,007.29	-17.7%
046 Recognitions										
01 Recognitions	\$ 2,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ -	#DIV/0!
051 Equipment Maint.										
01 Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Maintenance Contracts	\$ 8,437	\$ 10,000	\$ 9,443	\$ 10,000	\$ 7,846	\$ 8,967.31	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	0.0%
05 Equipment Main.	\$ 8,865	\$ 8,500	\$ 6,357	\$ 8,500	\$ 7,422	\$ 7,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	0.0%
067 Paid Call Firefighters										
01 Paid Call Firefighters	\$ 25,701	\$ 26,000	\$ 25,451	\$ 26,000	\$ 1,250	\$ 25,750.00	\$ 26,000.00	\$ 26,000.00	\$ 26,000.00	0.0%
068 Janitorial Services										
01 Janitorial Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
069 Paid Call Insurance										
01 Paid Call Insurance	\$ 650	\$ 700	\$ 571	\$ 700	\$ 563	\$ 643.49	\$ 600.00	\$ 600.00	\$ 600.00	-14.3%
070 Clothing Allowance										
01 Uniforms	\$ 8,055	\$ 9,000	\$ 7,913	\$ 9,000	\$ 6,795	\$ 8,100.00	\$ 9,000.00	\$ 8,000.00	\$ 8,000.00	-11.1%
02 Turnout Gear	\$ 5,929	\$ 7,000	\$ 6,999	\$ 7,000	\$ 1,269	\$ 6,500.00	\$ 7,000.00	\$ 14,000.00	\$ 2,500.00	-64.3%
03 Clothing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
04 Boots	\$ 1,052	\$ 700	\$ 1,342	\$ 700	\$ 220	\$ 700.00	\$ 1,000.00	\$ 800.00	\$ 800.00	14.3%
06 Clothing Allowance	\$ 1,636	\$ 2,500	\$ 1,248	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
071 Radio Maintenance										
01 Vehicle	\$ 1,912	\$ 2,000	\$ 1,999	\$ 2,000	\$ 1,890	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0.0%
02 Building	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 112	\$ 750.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	0.0%
03 Radio Maintenance	\$ 5,681	\$ 6,000	\$ 5,999	\$ 6,000	\$ 5,739	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	0.0%
072 Ladder Testing										
01 Ladder Testing	\$ 1,318	\$ 1,300	\$ 1,300	\$ 1,500	\$ -	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	133.3%
073 Vehicle Repair										
01 Vehicle Repair	\$ 16,305	\$ 15,000	\$ 19,724	\$ 15,000	\$ 8,888	\$ 16,000.00	\$ 15,000.00	\$ 15,000.00	\$ 12,000.00	-20.0%
074 Tires										
01 Tires	\$ 4,841	\$ 7,000	\$ 6,258	\$ 7,000	\$ 2,725	\$ 5,000.00	\$ 7,000.00	\$ 6,500.00	\$ -	0.0%
02 Tire Replacement	\$ 959	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 3,892	\$ 5,000	\$ 2,449	\$ 5,000	\$ 3,052	\$ 4,200.00	\$ 5,000.00	\$ 4,500.00	\$ 4,500.00	-10.0%
076 Diesel Fuel										
01 Diesel Fuel	\$ 33,239	\$ 30,000	\$ 21,461	\$ 25,000	\$ 21,181	\$ 24,206.94	\$ 25,000.00	\$ 26,000.00	\$ 25,000.00	0.0%
077 Batteries										
01 Vehicle	\$ 824	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 900.00	\$ 1,000.00	0.0%
02 Equipment	\$ 297	\$ 500	\$ 361	\$ 500	\$ 187	\$ 400.00	\$ 500.00	\$ 400.00	\$ 400.00	-20.0%
03 Batteries	\$ 46	\$ 100	\$ -	\$ 100	\$ -	\$ 80.00	\$ 240.00	\$ 240.00	\$ 240.00	140.0%
078 Field Expenses										
01 Field Expenses	\$ 704	\$ 1,200	\$ 929	\$ 1,200	\$ 393	\$ 800.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	0.0%
079 Employee Physicals										
01 Employee Physicals	\$ 784	\$ 2,700	\$ 268	\$ 2,500	\$ 171	\$ 700.00	\$ 2,500.00	\$ 1,250.00	\$ 1,250.00	-50.0%
080 Paid Call Volunteers										
01 Paid Call Volunteers	\$ 4,075	\$ 3,000	\$ 3,827	\$ 3,000	\$ 927	\$ 3,300.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	0.0%
082 Bad Debt Allowance										
01 Bad Debt Allowance	\$ 110,292	\$ 100,000	\$ 98,287	\$ 100,000	\$ 35,188	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	-100.0%
02 Collection Fee	\$ 491	\$ -	\$ 491	\$ 1,200	\$ 1,220	\$ 1,394.65	\$ 1,200.00	\$ -	\$ -	-100.0%
083 Contractual Allowance										
01 Contractual Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
085 Transport Meals										
01 Transport Meals	\$ 10,052	\$ 10,000	\$ 10,069	\$ 9,000	\$ 7,852	\$ 9,000.00	\$ 9,000.00	\$ 8,500.00	\$ 8,500.00	-5.6%
086 Air Transports										
01 Air Transports	\$ 256,774	\$ 240,000	\$ 260,344	\$ 240,000	\$ 177,041	\$ 275,000.00	\$ 242,000.00	\$ 250,000.00	\$ 250,000.00	4.2%
087 Medical Supplies										
01 Ambulance Supplies	\$ 6,266	\$ 7,000	\$ 7,115	\$ 7,000	\$ 6,191	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	0.0%
02 Oxygen	\$ 3,442	\$ 4,000	\$ 3,989	\$ 4,000	\$ 3,886	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	0.0%
03 Medical Supplies	\$ 6,435	\$ 7,000	\$ 6,769	\$ 7,000	\$ 5,129	\$ 6,500.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	0.0%
292 EMS Licenses										
01 EMS License	\$ 1,442	\$ 1,600	\$ 1,520	\$ 1,600	\$ 1,434	\$ 1,520.00	\$ 1,500.00	\$ 1,550.00	\$ 1,550.00	-3.1%
Totals	\$ 2,226,249	\$ 2,296,880	\$ 2,298,050	\$ 2,398,973	\$ 1,804,177	\$ 2,260,432.72	\$ 2,361,079.57	\$ 2,258,803.57	\$ 2,214,485.77	-7.7%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
35 Police										
001 Salaries										
01 Regular Pay	\$ 744,036	\$ 799,571	\$ 768,889	\$ 809,742	\$ 687,048	\$ 785,197.45	\$ 841,351.94	\$ 841,351.94	\$ 843,426.30	4.2%
02 Overtime	\$ 61,398	\$ 80,000	\$ 59,936	\$ 90,000	\$ 37,022	\$ 55,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	-22.2%
06 Police Reserves Salary	\$ 16,559	\$ 15,000	\$ 21,067	\$ 25,000	\$ 20,093	\$ 23,000.00	\$ 25,000.00	\$ 23,000.00	\$ 22,000.00	-12.0%
003 Office Supplies										
01 Postage	\$ 470	\$ 400	\$ 397	\$ 400	\$ 404	\$ 425.00	\$ 500.00	\$ 500.00	\$ 450.00	12.5%
02 Advertising	\$ 223	\$ 200	\$ 384	\$ 200	\$ 216	\$ 300.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
03 Copier Rental	\$ 1,850	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,350	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	0.0%
05 Printer Ink	\$ 514	\$ 450	\$ 555	\$ 450	\$ 497	\$ 500.00	\$ 550.00	\$ 550.00	\$ 500.00	11.1%
07 Paper	\$ 234	\$ 300	\$ 300	\$ 300	\$ 145	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	0.0%
08 Office Supplies	\$ 1,448	\$ 1,400	\$ 1,333	\$ 1,400	\$ 660	\$ 1,340.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	0.0%
006 Legal Fees										
01 Legal Fees	\$ 225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
009 Professional Dues										
01 Subscriptions	\$ 420	\$ 740	\$ 336	\$ 740	\$ 330	\$ 550.00	\$ 740.00	\$ 600.00	\$ 600.00	-18.9%
04 Professional Dues	\$ 460	\$ 400	\$ 700	\$ 400	\$ 130	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
010 Travel Expenses										
01 Mileage	\$ 150	\$ 1,000	\$ 239	\$ 1,000	\$ 176	\$ 500.00	\$ 1,000.00	\$ 600.00	\$ 600.00	-40.0%
02 Meals & Lodging	\$ 2,467	\$ 2,200	\$ 2,617	\$ 2,200	\$ 1,612	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	0.0%
05 Travel Expenses	\$ 562	\$ 1,000	\$ 609	\$ 1,000	\$ 478	\$ 546.47	\$ 1,000.00	\$ 750.00	\$ 750.00	-25.0%
011 Training & Education										
02 Training & Education	\$ 17,601	\$ 20,500	\$ 19,200	\$ 22,000	\$ 17,143	\$ 19,592.45	\$ 22,000.00	\$ 20,000.00	\$ 20,000.00	-9.1%
013 Car Allowance										
01 Car Allowance	\$ 3,274	\$ 3,200	\$ 3,279	\$ 3,200	\$ 1,949	\$ 2,227.68	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	0.0%
014 New Equipment										
01 New Equipment	\$ 2,076	\$ 2,500	\$ 2,505	\$ 2,500	\$ 1,805	\$ 2,062.86	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	0.0%
01 Cell Phone	\$ 2,033	\$ 2,200	\$ 2,079	\$ 2,200	\$ 1,372	\$ 1,567.93	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	0.0%
04 Telephone	\$ 3,912	\$ 4,300	\$ 4,070	\$ 4,300	\$ 3,449	\$ 3,941.38	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	-2.3%
017 Communication Fees										
01 Web Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Internet	\$ 2,175	\$ 2,900	\$ 1,955	\$ 2,900	\$ 1,494	\$ 1,707.25	\$ 2,900.00	\$ 2,900.00	\$ 2,900.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 224,872	\$ 258,725	\$ 227,329	\$ 258,725	\$ 208,532	\$ 238,321.99	\$ 267,098.31	\$ 267,098.31	\$ 267,098.31	3.2%
019 Miscellaneous Expenses										
01 Misc. Expense	\$ 1,538	\$ 1,500	\$ 1,955	\$ 1,500	\$ 872	\$ 1,700.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	0.0%
027 Electricity										
13 Radio Tower	\$ 154	\$ 200	\$ 151	\$ 200	\$ 106	\$ 120.90	\$ 200.00	\$ 212.00	\$ 212.00	6.0%
028 Water										
05 Water	\$ 494	\$ 500	\$ 420	\$ 500	\$ 384	\$ 438.86	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ 1,482	\$ 1,500	\$ 1,291	\$ 1,500	\$ 1,334	\$ 1,524.46	\$ 1,600.00	\$ 1,700.00	\$ 1,600.00	6.7%
031 Building Maintenance										
01 Building Maintenance	\$ 1,892	\$ 2,500	\$ 1,740	\$ 2,500	\$ 2,698	\$ 3,083.93	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	20.0%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
032 Property Insurance										
01 Property Insurance	\$ 486	\$ 580	\$ 561	\$ 570	\$ 458	\$ 570.00	\$ 569.80	\$ 569.80	\$ 569.80	0.0%
034 Worker's Compensation										
01 Worker's Compensation	\$ -	\$ -	\$ -	\$ 18,113	\$ 15,873	\$ 18,140.82	\$ 21,310.00	\$ 21,310.00	\$ 21,310.00	17.7%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 7,248	\$ 9,180	\$ 8,022	\$ 8,100	\$ 5,474	\$ 8,100.00	\$ 7,019.25	\$ 7,019.25	\$ 7,019.25	-13.3%
037 Liability Insurance										
01 Liability Insurance	\$ 8,045	\$ 10,100	\$ 9,660	\$ 9,760	\$ 8,329	\$ 9,518.31	\$ 11,428.20	\$ 11,428.20	\$ 11,428.20	17.1%
038 Social Security										
01 Social Security	\$ 60,957	\$ 68,403	\$ 62,733	\$ 71,235	\$ 54,540	\$ 62,330.89	\$ 72,228.46	\$ 72,228.46	\$ 72,077.25	1.2%
040 City & State Retirement										
01 City & State Retirement	\$ 27,823	\$ 46,875	\$ 35,843	\$ 48,854	\$ 32,366	\$ 36,989.91	\$ 47,657.94	\$ 47,657.94	\$ 47,551.74	-2.7%
044 Reimbursement										
01 Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
068 Janitorial Services										
01 Janitorial Services	\$ 4,871	\$ 4,940	\$ 5,031	\$ 11,440	\$ 8,626	\$ 9,858.38	\$ 11,440.00	\$ 11,440.00	\$ 11,440.00	0.0%
070 Clothing Allowance										
01 Uniforms	\$ 5,232	\$ 5,600	\$ 5,629	\$ 5,600	\$ 3,834	\$ 4,800.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	0.0%
071 Radio Maintenance										
01 Vehicle	\$ 202	\$ 500	\$ 80	\$ 500	\$ -	\$ -	\$ 500.00	\$ 250.00	\$ 250.00	-50.0%
03 Radio Maintenance	\$ 660	\$ 1,500	\$ 601	\$ 1,500	\$ 446	\$ 750.00	\$ 1,500.00	\$ 1,000.00	\$ 1,500.00	0.0%
073 Vehicle Repair										
01 Vehicle Repair	\$ 5,665	\$ 5,000	\$ 7,236	\$ 6,000	\$ 5,906	\$ 6,749.76	\$ 6,000.00	\$ 7,000.00	\$ 6,000.00	0.0%
074 Tires										
01 Tires	\$ 3,500	\$ 3,680	\$ 3,923	\$ 3,680	\$ 1,849	\$ 3,400.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	0.0%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 28,408	\$ 27,000	\$ 21,640	\$ 27,000	\$ 18,855	\$ 21,548.26	\$ 27,000.00	\$ 26,000.00	\$ 26,000.00	-3.7%
077 Batteries										
01 Vehicle	\$ -	\$ -	\$ -	\$ -	\$ 80	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	#DIV/0!
079 Employee Physicals										
01 Employee Physicals	\$ 20	\$ 200	\$ 15	\$ 200	\$ 78	\$ 89.14	\$ 1,000.00	\$ 500.00	\$ 500.00	150.0%
02 Psychological Evaluations	\$ 1,300	\$ 1,000	\$ 1,300	\$ 1,000	\$ 650	\$ 742.86	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	0.0%
03 Poly Graph Testing	\$ 250	\$ 1,000	\$ 250	\$ 1,000	\$ 250	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	-50.0%
089 Equipment Reserves										
01 Equipment Reserves	\$ 448	\$ 500	\$ 962	\$ 500	\$ 471	\$ 538.11	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	800.0%
090 Dog Constable										
01 Dog Constable	\$ 1,476	\$ 6,000	\$ -	\$ 6,760	\$ 50	\$ 1,500.00	\$ 6,760.00	\$ 6,760.00	\$ 6,760.00	0.0%
093 Meals for Prisoners										
01 Meals for Prisoners	\$ 4,002	\$ 3,500	\$ 4,401	\$ 3,500	\$ 3,237	\$ 3,000.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	28.6%
094 Video Equipment										
01 Video Equipment	\$ 311	\$ 500	\$ 40	\$ 500	\$ 318	\$ 400.00	\$ 500.00	\$ 400.00	\$ 400.00	-20.0%
097 Uniform Maintenance										
01 Uniform Maintenance	\$ 202	\$ 1,000	\$ 54	\$ 500	\$ -	\$ 200.00	\$ 500.00	\$ 500.00	\$ 500.00	0.0%
01 Medical Tests/Supplies	\$ 650	\$ 1,830	\$ 344	\$ 1,830	\$ 689	\$ 800.00	\$ 1,830.00	\$ 1,830.00	\$ 1,830.00	0.0%
02 Laundry	\$ 823	\$ 720	\$ 934	\$ 720	\$ 469	\$ 720.00	\$ 720.00	\$ 1,000.00	\$ 1,000.00	38.9%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
102 Computer Tech Support										
01 Computer Tech Support	\$ 2,220	\$ 3,000	\$ 2,524	\$ 3,000	\$ 1,800	\$ 2,500.00	\$ 3,000.00	\$ 2,500.00	\$ 2,500.00	-16.7%
02 Recorder Maint	\$ 1,615	\$ 2,000	\$ 1,465	\$ 2,000	\$ 1,665	\$ 1,465.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0.0%
179 Animal Shelter Services										
01 Animal Shelter Services	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740.00	\$ 14,740.00	\$ 14,740.00	\$ 14,740.00	0.0%
229 Small Equipment Reserve										
01 Small Equipment Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
230 Police Car Reserve										
01 Police Car Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
XXX Equipment Maintenance							\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	#DIV/0!
Totals	\$ 1,273,670	\$ 1,424,334	\$ 1,313,121	\$ 1,485,259	\$ 1,172,351	\$ 1,358,300.05	\$ 1,516,023.90	\$ 1,509,775.90	\$ 1,509,892.85	1.7%

38 Protection

105 Street Lights										
01 Street Lights	\$ 103,161	\$ 116,200	\$ 111,612	\$ 116,857	\$ 92,124	\$ 105,284.54		\$ 123,868.42	\$ 123,868.42	6.0%
106 Hydrant Fees										
01 Hydrant Fees	\$ 285,208	\$ 312,000	\$ 312,375	\$ 322,920	\$ 241,075	\$ 322,920.00		\$ 332,607.60	\$ 332,607.60	3.0%
107 Ambulance Service										
01 Ambulance Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
Totals	\$ 388,369	\$ 428,200	\$ 423,987	\$ 439,777	\$ 333,199	\$ 428,204.54		\$ 456,476.02	\$ 456,476.02	3.8%

39 Emergency Management

001 Salaries										
07 Salaries	\$ 6,671	\$ 6,858	\$ 6,858	\$ 6,858	\$ 5,144	\$ 6,858.00	\$ 6,858.00	\$ 6,858.00	\$ 6,858.00	0.0%
003 Office Supplies										
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
08 Office Supplies	\$ 6	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	0.0%
010 Travel Expenses										
05 Travel Expenses	\$ 33	\$ 100	\$ -	\$ 100	\$ -	\$ 50.00	\$ 100.00	\$ 50.00	\$ 50.00	-50.0%
011 Training & Education										
02 Training & Education	\$ 121	\$ 250	\$ -	\$ 250	\$ -	\$ 125.00	\$ 250.00	\$ 125.00	\$ 125.00	-50.0%
014 New Equipment										
01 New Equipment	\$ 1,079	\$ 1,500	\$ 1,500	\$ 1,500	\$ 37	\$ 1,000.00	\$ 1,500.00	\$ 1,250.00	\$ 1,250.00	-16.7%
015 Telephone										
04 Telephone	\$ 663	\$ 730	\$ 697	\$ 730	\$ 587	\$ 670.96	\$ 730.00	\$ 730.00	\$ 730.00	0.0%
017 Communications										
03 Communications	\$ 188	\$ 564	\$ 564	\$ 564	\$ -	\$ 500.00	\$ 564.00	\$ 564.00	\$ 564.00	0.0%
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 128	\$ 200	\$ 200	\$ 200	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
024-02 Water & Sewer										
027 Electricity										
11 Electricity	\$ 188	\$ 300	\$ 226	\$ 175	\$ 182	\$ 207.91	\$ 175.00	\$ 250.00	\$ 250.00	42.9%
12 PWPUMP HOUSE	\$ (34)	\$ -	\$ (34)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
030 Building Supplies										
01 Building Supplies	\$ 156	\$ 500	\$ 215	\$ 500	\$ -	\$ 200.00	\$ 500.00	\$ 250.00	\$ 250.00	-50.0%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
031 Building Maintenance										
01 Building Maintenance	\$ 1,053	\$ 1,500	\$ 16	\$ 1,500	\$ 71	\$ 500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	0.0%
032 Property Insurance										
01 Property Insurance	\$ 362	\$ 424	\$ 398	\$ 402	\$ 308	\$ 402.00	\$ 402.00	\$ 382.73	\$ 382.73	-4.8%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 704	\$ 886	\$ 867	\$ 875	\$ 705	\$ 875.00	\$ 875.00	\$ 887.25	\$ 887.25	1.4%
038 Social Security										
01 Social Security	\$ 558	\$ 525	\$ 495	\$ 525	\$ 374	\$ 500.00	\$ 524.64	\$ 524.64	\$ 524.64	-0.1%
040 City & State Retirement										
01 City & State Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240.03	\$ 240.03	\$ 240.03	NA
051 Equipment Maintenance										
01 Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
05 Equipment Maintenance	\$ 215	\$ 400	\$ 398	\$ 400	\$ -	\$ 250.00	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
068 Janitorial Services										
01 Janitorial Services	\$ 1,283	\$ 1,800	\$ 2,050	\$ 1,800	\$ 1,725	\$ 1,971.43	\$ 1,800.00	\$ 1,800.00	\$ 500.00	-72.2%
071 Radio Maintenance										
03 Radio Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
073 Vehicle Repair										
01 Vehicle Repair	\$ 65	\$ 200	\$ 91	\$ 200	\$ 7	\$ 150.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
074 Tires										
01 Tires	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 20	\$ 200	\$ 7	\$ 200	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
078 Field Expenses										
01 Field Expenses	\$ -	\$ 75	\$ -	\$ 75	\$ -	\$ 50.00	\$ 75.00	\$ 75.00	\$ 75.00	0.0%
108 CEM Rent										
01 CEM Rent	\$ -	\$ 6,250	\$ -	\$ 6,250	\$ -	\$ 6,250.00	\$ -	\$ -	\$ -	0.0%
Totals	\$ 13,359	\$ 23,312	\$ 14,547	\$ 23,154	\$ 9,139	\$ 20,960.30	\$ 17,143.67	\$ 16,536.65	\$ 16,536.65	-28.6%

40 Public Works										
001 Salaries										
01 Regular Pay	\$ 568,955	\$ 583,507	\$ 562,741	\$ 615,878	\$ 472,807	\$ 540,350.55	\$ 637,434.14	\$ 634,449.17	\$ 636,723.63	3.4%
02 Overtime	\$ 98,852	\$ 106,000	\$ 89,449	\$ 105,000	\$ 62,755	\$ 102,000.00	\$ 105,000.00	\$ 105,000.00	\$ 105,000.00	0.0%
07 Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
003 Office Supplies										
01 Postage	\$ 70	\$ 75	\$ 1	\$ 75	\$ -	\$ -	\$ 40.00	\$ 40.00	\$ 40.00	-46.7%
02 Advertising	\$ 427	\$ 250	\$ 158	\$ 250	\$ 662	\$ 661.50	\$ 500.00	\$ 500.00	\$ 500.00	100.0%
05 Printer Ink	\$ 38	\$ 50	\$ 13	\$ 50	\$ -	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	0.0%
07 Paper	\$ 36	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	0.0%
08 Office Supplies	\$ 292	\$ 375	\$ 301	\$ 350	\$ 168	\$ 266.30	\$ 300.00	\$ 300.00	\$ 300.00	-14.3%
11 Equipment Rental	\$ 1,458	\$ 1,500	\$ 1,500	\$ 1,500	\$ 862	\$ 1,179.90	\$ 850.00	\$ 850.00	\$ 850.00	-43.3%
12 Software	\$ 620	\$ 400	\$ 825	\$ 400	\$ 295	\$ 269.84	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
010 Travel Expenses										
02 Meal & Lodging	\$ 441	\$ 250	\$ 105	\$ 250	\$ 204	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	0.0%
05 Travel Expenses	\$ 349	\$ 200	\$ 164	\$ 200	\$ 97	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department

	2016		2017			2018				
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
011 Training & Education										
02 Training & Education	\$ 341	\$ 500	\$ 339	\$ 500	\$ 150	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	-20.0%
014 New Equipment										
01 New Equipment	\$ 4,147	\$ 4,000	\$ 4,457	\$ 4,000	\$ 764	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	0.0%
02 Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
03 Shop	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
015 Telephone										
01 Cell Phone	\$ 720	\$ 720	\$ 720	\$ 720	\$ -	\$ 720.00	\$ 720.00	\$ 720.00	\$ 720.00	0.0%
04 Telephone	\$ 2,810	\$ 2,800	\$ 2,840	\$ 2,800	\$ 974	\$ 1,113.51	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	-46.4%
017 Communications										
03 Internet	\$ 539	\$ 540	\$ 539	\$ 540	\$ 450	\$ 570.79	\$ 600.00	\$ 600.00	\$ 540.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 213,602	\$ 234,878	\$ 224,706	\$ 252,518	\$ 202,134	\$ 261,239.44	\$ 283,424.21	\$ 283,424.21	\$ 283,424.21	12.2%
019 Misc. Expense										
01 Misc. Expense	\$ 1,371	\$ 1,500	\$ 1,632	\$ 1,500	\$ 1,172	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	0.0%
026 Heating Fuel										
03 Heating Fuel	\$ 12,257	\$ 13,500	\$ 10,222	\$ 13,500	\$ 7,986	\$ 12,676.97	\$ 13,500.00	\$ 13,500.00	\$ 13,500.00	0.0%
027 Electricity										
01 P.W. Main Garage	\$ 9,874	\$ 11,000	\$ 7,872	\$ 11,330	\$ 7,074	\$ 11,000.00	\$ 11,300.00	\$ 12,009.80	\$ 12,009.80	6.0%
02 P.W. Cold Storage	\$ 464	\$ 475	\$ 429	\$ 489	\$ 341	\$ 389.55	\$ 475.00	\$ 518.61	\$ 518.61	6.0%
03 P.W. Sand Dome	\$ 209	\$ 200	\$ 221	\$ 206	\$ 328	\$ 374.80	\$ 210.00	\$ 218.36	\$ 218.36	6.0%
04 P.W. Outside Lights	\$ 211	\$ 200	\$ 206	\$ 206	\$ 168	\$ 191.97	\$ 210.00	\$ 218.36	\$ 218.36	6.0%
11 Electricity	\$ 356	\$ 350	\$ 361	\$ 361	\$ 289	\$ 344.76	\$ 365.00	\$ 382.13	\$ 382.13	6.0%
12 P.W. Pump House	\$ 391	\$ 400	\$ 390	\$ 412	\$ 327	\$ 373.60	\$ 400.00	\$ 436.72	\$ 436.72	6.0%
028 Water										
05 Water	\$ 1,446	\$ 1,450	\$ 1,431	\$ 1,510	\$ 1,116	\$ 1,400.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	-0.7%
029 Sewer										
01 Sewer	\$ 311	\$ 500	\$ 342	\$ 500	\$ 288	\$ 349.21	\$ 400.00	\$ 400.00	\$ 400.00	-20.0%
030 Building Supplies										
01 Building Supplies	\$ 896	\$ 1,000	\$ 1,000	\$ 1,000	\$ 993	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	20.0%
031 Building Maintenance										
01 Building Maintenance	\$ 4,475	\$ 4,000	\$ 5,369	\$ 4,000	\$ 4,545	\$ 4,716.22	\$ 4,500.00	\$ 5,000.00	\$ 5,000.00	25.0%
032 Property Insurance										
01 Property Insurance	\$ 2,404	\$ 2,988	\$ 2,915	\$ 2,945	\$ 2,371	\$ 3,021.40	\$ 2,945.25	\$ 2,945.25	\$ 2,945.25	0.0%
034 Worker's Compensation										
01 Worker's Compensation	\$ -	\$ -	\$ -	\$ 24,248	\$ 26,741	\$ 36,078.76	\$ 39,358.00	\$ 39,358.00	\$ 39,358.00	62.3%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 21,627	\$ 26,145	\$ 25,938	\$ 26,200	\$ 21,448	\$ 26,934.98	\$ 28,217.70	\$ 28,217.70	\$ 28,217.70	7.7%
038 Social Security										
01 Social Security	\$ 48,257	\$ 52,671	\$ 48,946	\$ 55,147	\$ 39,510	\$ 50,766.86	\$ 56,622.80	\$ 56,622.80	\$ 56,741.86	2.9%
040 City & State Retirement										
01 City & State Retirement	\$ 14,690	\$ 22,784	\$ 13,810	\$ 23,653	\$ 9,776	\$ 11,172.51	\$ 25,189.12	\$ 25,189.12	\$ 25,095.39	6.1%

**DRAFT 2018 Budget
Department Detail**

Department

	2016		2017			2018				
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
051 Equipment Maintenance										
01 Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		0.0%
05 Equipment Maintenance	\$ 141,640	\$ 130,000	\$ 134,024	\$ 132,000	\$ 99,023	\$ 132,000.00	\$ 132,000.00	\$ 135,000.00	\$ 135,000.00	2.3%
06 Air Compressor	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
08 Snow Plow repairs	\$ 11,244	\$ 10,000	\$ 10,393	\$ 10,000	\$ 4,578	\$ 10,000.00	\$ 10,500.00	\$ 10,500.00	\$ 10,500.00	5.0%
070 Clothing Allowance										
03 Clothing	\$ 3,938	\$ 3,600	\$ 3,717	\$ 5,600	\$ 3,877	\$ 6,154.02	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	-30.0%
04 Boots	\$ 1,500	\$ 2,300	\$ 1,792	\$ 2,200	\$ 1,195	\$ 1,800.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	#DIV/0!
06 Clothing Allowance	\$ 3,379	\$ 3,500	\$ 4,062	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
071 Radio Maintenance										
01 Vehicle	\$ 629	\$ 1,000	\$ 869	\$ 1,000	\$ 810	\$ 1,000.00	\$ 1,000.00	\$ 700.00	\$ 700.00	66.7%
03 Radio Maintenance	\$ 81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00	\$ 300.00	-22.2%
074 Tires										
01 Tires others	\$ 1,986	\$ 1,000	\$ 1,000	\$ 1,500	\$ 704	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	-7.1%
03 Heavy Equipment	\$ 8,172	\$ 10,000	\$ 10,038	\$ 3,000	\$ 1,520	\$ 3,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	0.0%
04 Trucks	\$ 5,024	\$ 4,000	\$ 4,249	\$ 9,000	\$ 1,698	\$ 9,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	-1.8%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 9,657	\$ 11,220	\$ 5,347	\$ 7,000	\$ 5,501	\$ 6,286.33	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	0.0%
076 Diesel Fuel										
01 Diesel	\$ 102,352	\$ 108,000	\$ 69,453	\$ 96,750	\$ 54,738	\$ 85,000.00	\$ 95,000.00	\$ 95,000.00	\$ 95,000.00	0.0%
109 Safety Material										
01 Safety Material	\$ 2,151	\$ 2,500	\$ 2,598	\$ 2,500	\$ 1,206	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	0.0%
110 Equipment Rental										
01 Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
111 Tools - Shop										
01 Tools - Shop	\$ 1,700	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,139	\$ 1,720.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	-50.0%
112 Tools-Road/Ground										
01 Tools - Road/Ground	\$ 910	\$ 1,000	\$ 999	\$ 1,000	\$ 1,048	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	0.0%
113 Propane										
01 Propane	\$ 98	\$ 150	\$ 150	\$ 150	\$ -	\$ -	\$ 75.00	\$ 75.00	\$ 75.00	0.0%
114 Industrial Gas/Solvent										
01 Ind. Gas	\$ 2,080	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,100	\$ 1,700.00	\$ 1,700.00	\$ 1,700.00	\$ 1,700.00	0.0%
02 Solvents/Cleaners	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1.2%
115 Lubricants										
01 Lubricants	\$ 11,776	\$ 10,000	\$ 9,902	\$ 10,000	\$ 3,291	\$ 10,000.00	\$ 12,500.00	\$ 11,000.00	\$ 11,000.00	0.0%
116 Salt & Calcium										
01 Rock Salt	\$ 120,407	\$ 132,200	\$ 127,849	\$ 144,090	\$ 81,307	\$ 144,000.00	\$ 145,800.00	\$ 145,800.00	\$ 145,800.00	0.0%
02 Liquid Deicer	\$ 28,193	\$ 27,000	\$ 25,520	\$ 27,125	\$ 13,127	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 30,000.00	6.1%
117 Gravel										
01 Gravel	\$ 2,953	\$ 4,000	\$ 3,430	\$ 4,000	\$ -	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	0.0%
118 Crushed Stone										
01 Crushed Stone	\$ 13,805	\$ 20,000	\$ 27,535	\$ 28,284	\$ 32,303	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	6.1%
119 Liquid Asphalt										
01 Liquid Asphalt	\$ 180,000	\$ 180,000	\$ 180,000	\$ 163,020	\$ 161,664	\$ 163,000.00	\$ 163,020.00	\$ 163,020.00	\$ 163,020.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
120 Shim and Patch										
01 Shim/Paver	\$ 34,577	\$ 50,000	\$ 39,288	\$ 50,000	\$ 47,909	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	0.0%
02 Patch	\$ 16,241	\$ 16,000	\$ 15,342	\$ 16,000	\$ 16,343	\$ 16,500.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	0.0%
121 Asphalt										
01 Asphalt	\$ 254,142	\$ -	\$ -	\$ 208,700	\$ 208,700	\$ 208,700.00	\$ 224,000.00	\$ 270,000.00	\$ 224,000.00	7.3%
122 Culverts & Guard Rails										
01 Culverts & Guard Rails	\$ 6,930	\$ 8,000	\$ 8,347	\$ 9,000	\$ 8,573	\$ 8,960.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	0.0%
123 Signs										
01 Signs	\$ 1,790	\$ 2,400	\$ 1,658	\$ 2,400	\$ 134	\$ 2,400.00	\$ 2,400.00	\$ 2,000.00	\$ 2,000.00	-16.7%
124 Sidewalks										
01 Sidewalks	\$ 1,092	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0.0%
126 Traffic Paint										
01 Traffic Paint	\$ 12,410	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,282	\$ 12,000.00	\$ 12,000.00	\$ 11,000.00	\$ 11,000.00	-8.3%
127 Vehicle Paint										
01 Vehicle Paint	\$ 3,739	\$ 3,500	\$ 3,500	\$ 3,500	\$ 2,338	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	0.0%
130 Construction Material										
01 Construction Material	\$ 4,500	\$ 4,500	\$ 4,061	\$ 4,500	\$ 3,503	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	0.0%
131 Sand Account										
01 Sand Account	\$ 45,637	\$ 42,000	\$ 42,229	\$ 42,000	\$ 36,533	\$ 39,000.00	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	0.0%
132 Municipal Maintenance										
01 Municipal Maintenance	\$ 7,895	\$ 7,250	\$ 8,600	\$ 7,800	\$ 8,205	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	2.6%
133 Tools Insurance										
01 Tools Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
134 Drug/Alcohol Testing										
01 Drug/Alcohol Testing	\$ 838	\$ 750	\$ 864	\$ 750	\$ 261	\$ 414.29	\$ 750.00	\$ 750.00	\$ 750.00	0.0%
271 Contracted Services										
01 Janitorial & Supplies	\$ 7,717	\$ 8,000	\$ 7,900	\$ -	\$ 1,560	\$ 1,560.00	\$ -	\$ -	\$ -	0.0%
Totals	\$ 1,834,451	\$ 1,896,578	\$ 1,782,111	\$ 2,162,607	\$ 1,683,963	\$ 2,074,908.06	\$ 2,254,206.22	\$ 2,298,645.23	\$ 2,254,885.02	4.3%

50 Recreation										
001 Salaries										
01 Regular Pay	\$ 164,157	\$ 167,342	\$ 171,152	\$ 186,095	\$ 155,463	\$ 187,000.00	\$ 196,476.25	\$ 196,476.25	\$ 192,568.87	3.5%
02 Overtime	\$ 86	\$ -	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
07 Salaries	\$ 57,468	\$ 68,000	\$ 55,517	\$ 94,832	\$ 64,172	\$ 94,232.17	\$ 95,000.00	\$ 103,921.04	\$ 101,868.10	7.4%
003 Office Supplies										
01 Postage	\$ 274	\$ 275	\$ 245	\$ 250	\$ 197	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	0.0%
02 Advertising	\$ 1,679	\$ 1,500	\$ 1,718	\$ 1,300	\$ 1,290	\$ 1,800.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	0.0%
03 Copier Rental	\$ 636	\$ 700	\$ 702	\$ 1,800	\$ 1,170	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	0.0%
04 Equipment Repair	\$ 294	\$ 300	\$ 300	\$ 250	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	0.0%
05 Printer Ink	\$ 22	\$ 75	\$ -	\$ 70	\$ 40	\$ 70.00	\$ 50.00	\$ 50.00	\$ 50.00	-28.6%
07 Paper	\$ 335	\$ 350	\$ 319	\$ 350	\$ 208	\$ 320.00	\$ 350.00	\$ 350.00	\$ 350.00	0.0%
08 Office Supplies	\$ 963	\$ 800	\$ 829	\$ 800	\$ 842	\$ 950.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	25.0%
008 Computer Maintenance										
01 Computer Maintenance	\$ 593	\$ 300	\$ 234	\$ 300	\$ 168	\$ 300.00	\$ 250.00	\$ 250.00	\$ 250.00	-16.7%

**DRAFT 2018 Budget
Department Detail**

Department	2016			2017			2018			
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
009 Professional Dues										
04 Professional Dues	\$ 162	\$ 150	\$ 140	\$ 150	\$ 175	\$ 175.00	\$ 200.00	\$ 200.00	\$ 200.00	33.3%
010 Travel Expenses										
01 Mileage	\$ 334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 4,000.00	\$ 500.00	#DIV/0!
02 Meals & Lodging	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	#DIV/0!
04 Conference Fee	\$ 204	\$ 200	\$ -	\$ 200	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	0.0%
05 Travel Expenses	\$ 315	\$ 300	\$ 323	\$ 300	\$ 728	\$ 750.00	\$ 500.00	\$ 500.00	\$ 500.00	66.7%
011 Training & Education										
02 Training & Education	\$ 943	\$ 750	\$ 912	\$ 850	\$ 450	\$ 900.00	\$ 800.00	\$ 800.00	\$ 800.00	-5.9%
013 Car Allowance										
01 Car Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,200.00	\$ -	\$ -	320000.0%
015 Telephone										
01 Cell Phone	\$ 296	\$ 100	\$ -	\$ 100	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	0.0%
02 Rec Center	\$ 2,756	\$ 2,780	\$ 2,734	\$ 2,780	\$ 1,744	\$ 2,750.00	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	0.7%
04 Telephone	\$ 998	\$ 1,000	\$ 990	\$ 1,000	\$ 631	\$ 990.00	\$ 400.00	\$ 400.00	\$ 400.00	-60.0%
017 Internet										
03 Internet	\$ 954	\$ 970	\$ 869	\$ 970	\$ 770	\$ 900.00	\$ 970.00	\$ 970.00	\$ 970.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 43,913	\$ 51,612	\$ 49,698	\$ 55,466	\$ 46,582	\$ 53,000.00	\$ 58,971.61	\$ 58,971.61	\$ 58,971.61	6.3%
026 Heating Fuel										
01 Recreation Center	\$ 20,007	\$ 18,000	\$ 10,652	\$ 15,000	\$ 8,203	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	0.0%
02 Teague Park	\$ 1,110	\$ 1,000	\$ 823	\$ 1,000	\$ 577	\$ 800.00	\$ 500.00	\$ 500.00	\$ 500.00	-50.0%
03 Heating Fuel	\$ 1,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
027 Electricity										
01 PW MAIN GAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Recreation Center	\$ 22,247	\$ 23,500	\$ 17,401	\$ 12,910	\$ 14,321	\$ 23,000.00	\$ 27,600.00	\$ 26,000.00	\$ 26,000.00	101.4%
06 Teague Park	\$ 1,865	\$ 1,850	\$ 1,902	\$ 1,915	\$ 1,686	\$ 2,000.00	\$ 600.00	\$ 600.00	\$ 600.00	-68.7%
07 Soucy Sports Complex	\$ 726	\$ 600	\$ 706	\$ 758	\$ 352	\$ 725.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	97.9%
08 Pool	\$ 166	\$ 190	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
028 Water										
01 Recreation Center	\$ 1,016	\$ 1,000	\$ 1,078	\$ 1,050	\$ 704	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	-4.8%
02 Teague Park	\$ 259	\$ 300	\$ 250	\$ 315	\$ 231	\$ 250.00	\$ 300.00	\$ 100.00	\$ 100.00	-68.3%
03 Pool	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
04 Soucie Complex	\$ 43	\$ 100	\$ 7	\$ 110	\$ 53	\$ 75.00	\$ 110.00	\$ 300.00	\$ 300.00	172.7%
029 Sewer										
01 Sewer	\$ 577	\$ 600	\$ 579	\$ 600	\$ 429	\$ 580.00	\$ 600.00	\$ 600.00	\$ 600.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ 3,191	\$ 2,500	\$ 2,696	\$ 2,800	\$ 2,213	\$ 2,750.00	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	14.3%
031 Building Maintenance										
01 Building Maintenance	\$ 23,920	\$ 22,500	\$ 21,352	\$ 22,000	\$ 18,306	\$ 22,500.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	9.1%
032 Property Insurance										
01 Property Insurance	\$ 5,628	\$ 6,500	\$ 6,420	\$ 6,484	\$ 5,285	\$ 6,400.00	\$ 6,566.70	\$ 6,566.70	\$ 6,566.70	1.3%
034 Worker's Compensation										
01 Worker's Compensation	\$ -	\$ -	\$ -	\$ 7,114	\$ 6,005	\$ 7,114.00	\$ 9,606.00	\$ 9,606.00	\$ 9,606.00	35.0%
038 Social Security										
01 Social Security	\$ 16,896	\$ 18,004	\$ 17,759	\$ 22,959	\$ 15,757	\$ 22,500.00	\$ 22,980.39	\$ 22,980.39	\$ 22,524.43	-1.9%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
040 City & State Retirement										
01 City & State Retirement	\$ 5,809	\$ 6,312	\$ 5,911	\$ 7,709	\$ 5,246	\$ 6,600.00	\$ 6,876.67	\$ 6,876.67	\$ 6,739.91	-12.6%
051 Equipment Maintenance										
01 Equip Maint	\$ -	\$ -	\$ -	\$ -	\$ 204	\$ -	\$ -	\$ -	\$ -	0.0%
073 Vehicle Repair										
01 Vehicle Repair	\$ 449	\$ -	\$ 449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
135 Water Tests										
01 Water Tests	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
136 Youth Center Equipment										
01 Youth Center Equipment	\$ 573	\$ 900	\$ 222	\$ 900	\$ 201	\$ 900.00	\$ 800.00	\$ 800.00	\$ 800.00	-11.1%
137 Rink Equipment										
01 Rink Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
138 Program Equipment										
01 Baseball/Softball	\$ 1,330	\$ 1,000	\$ 826	\$ 1,000	\$ 186	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	-20.0%
02 Tennis	\$ 47	\$ 100	\$ 80	\$ 100	\$ 60	\$ 75.00	\$ 100.00	\$ 100.00	\$ 100.00	0.0%
03 Soccer	\$ 647	\$ 700	\$ 622	\$ 600	\$ 422	\$ 625.00	\$ 600.00	\$ 600.00	\$ 600.00	0.0%
04 Basketball	\$ 467	\$ 500	\$ 485	\$ 500	\$ 116	\$ 475.00	\$ 450.00	\$ 450.00	\$ 450.00	-10.0%
05 Arts & Crafts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
06 Program Equipment	\$ 2,509	\$ 2,100	\$ 1,367	\$ 2,000	\$ 1,253	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	-10.0%
139 Rink Maintenance										
01 Rink Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
140 Pool Supplies										
01 Pool Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
141 Trophies & Awards										
01 Trophies & Awards	\$ 541	\$ 700	\$ 384	\$ 600	\$ 397	\$ 450.00	\$ 500.00	\$ 500.00	\$ 500.00	-16.7%
142 Pool Maintenance										
01 Pool Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
145 Special Events										
01 Special Events	\$ 2,570	\$ 2,500	\$ 2,286	\$ 2,500	\$ 1,765	\$ 1,200.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	-4.0%
243-Rec Center Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Totals	\$ 382,322	\$ 408,960	\$ 381,286	\$ 458,787	\$ 358,603	\$ 461,256.17	\$ 494,257.62	\$ 501,368.66	\$ 491,315.62	7.1%
51 Parks										
001 Salaries										
01 Regular Pay	\$ 43,484	\$ 44,204	\$ 43,920	\$ 45,147	\$ 32,521	\$ 45,000.00	\$ 48,751.00	\$ 48,751.00	\$ 48,431.76	7.3%
02 Overtime	\$ 462	\$ -	\$ 924	\$ 2,605	\$ 1,821	\$ 2,200.00	\$ 2,605.20	\$ 2,605.20	\$ 2,605.20	0.0%
07 Salaries	\$ 37,839	\$ 41,238	\$ 40,119	\$ 33,959	\$ 33,480	\$ 42,000.00	\$ 38,065.98	\$ 38,065.98	\$ 37,559.22	10.6%
014 New Equipment										
01 New Equipment	\$ 1,204	\$ 1,200	\$ 1,130	\$ 1,200	\$ 818	\$ 1,150.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	0.0%
015 Telephone										
01 Cell Phone	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
04 Telephone	\$ 998	\$ 1,000	\$ 990	\$ 1,000	\$ 817	\$ 990.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	0.0%
018 Health Insurance										
01 Health Insurance	\$ 10,131	\$ 8,988	\$ 8,988	\$ 9,434	\$ 7,561	\$ 9,400.00	\$ 10,377.00	\$ 10,127.41	\$ 10,127.41	7.4%

**DRAFT 2018 Budget
Department Detail**

Department	2016		2017			2018				
	3 Year Average Actual Expenses (14-16)	Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
019 Misc. Expense										
01 Misc. Expense	\$ 158	\$ -	\$ 158	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
026 Heating Fuel										
03 Heating Fuel	\$ 5,341	\$ 5,000	\$ 2,845	\$ 4,000	\$ 3,461	\$ 4,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	25.0%
027 Electricity										
01 PW MAIN GAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
09 Park Shop	\$ 1,618	\$ 1,800	\$ 1,413	\$ 1,800	\$ 1,065	\$ 1,563.39	\$ 2,000.00	\$ 1,908.00	\$ 1,908.00	6.0%
10 Park Security Lighting	\$ 950	\$ 950	\$ 871	\$ 900	\$ 623	\$ 850.00	\$ 1,080.00	\$ 954.00	\$ 954.00	6.0%
11 Electricity	\$ 201	\$ 200	\$ 188	\$ 200	\$ 208	\$ 225.00	\$ 250.00	\$ 212.00	\$ 212.00	6.0%
029 Sewer										
01 Sewer	\$ 269	\$ 300	\$ 250	\$ 250	\$ 150	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	0.0%
030 Building Supplies										
01 Building Supplies	\$ 1,184	\$ 1,000	\$ 1,008	\$ 1,000	\$ 996	\$ 1,000.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	30.0%
031 Building Maintenance										
01 Building Maintenance	\$ 1,098	\$ 1,100	\$ 1,364	\$ 1,000	\$ 872	\$ 1,100.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	20.0%
032 Property Insurance										
01 Property Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 5,348	\$ 5,954	\$ 5,789	\$ 5,846	\$ 4,620	\$ 5,450.00	\$ 5,719.35	\$ 5,719.35	\$ 5,719.35	-2.2%
038 Social Security										
01 Social Security	\$ 6,577	\$ 6,536	\$ 6,713	\$ 6,251	\$ 5,775	\$ 6,251.00	\$ 6,840.42	\$ 6,840.42	\$ 6,777.61	8.4%
040 City & State Retirement										
01 City & State Retirement	\$ 1,385	\$ 1,666	\$ 1,576	\$ 1,799	\$ 1,365	\$ 1,775.00	\$ 1,927.83	\$ 1,927.83	\$ 1,915.97	6.5%
051 Equipment Maintenance										
04 Repairs	\$ 660	\$ 800	\$ 829	\$ 800	\$ 784	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	12.5%
05 Equipment Maintenance	\$ 4,859	\$ 4,000	\$ 5,339	\$ 3,500	\$ 3,912	\$ 3,500.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	14.3%
070 Clothing Allowance										
03 Clothing	\$ 422	\$ 400	\$ 430	\$ 400	\$ 300	\$ 425.00	\$ 400.00	\$ 400.00	\$ 400.00	0.0%
073 Vehicle Repairs										
01 Vehicle Repairs	\$ 3,240	\$ 3,000	\$ 3,896	\$ 2,600	\$ 1,892	\$ 3,200.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	15.4%
074 Tires										
01 Tires	\$ 909	\$ 1,000	\$ 734	\$ 1,500	\$ 1,345	\$ 750.00	\$ 1,500.00	\$ 1,200.00	\$ 1,200.00	-20.0%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 8,050	\$ 9,500	\$ 7,234	\$ 8,200	\$ 5,857	\$ 7,200.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	-2.4%
076 Diesel										
01 Diesel	\$ 1,421	\$ 1,300	\$ 883	\$ 900	\$ 895	\$ 1,200.00	\$ 900.00	\$ 900.00	\$ 900.00	0.0%
111 Tools - Shop										
01 Tools - Shop	\$ 647	\$ 600	\$ 621	\$ 600	\$ 674	\$ 600.00	\$ 800.00	\$ 800.00	\$ 800.00	33.3%
147 Parks Maintenance										
01 Parks Maintenance	\$ 7,718	\$ 8,000	\$ 8,028	\$ 8,000	\$ 7,891	\$ 8,500.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	0.0%
02 Civic Beautification	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.0%	0.0%
237 Civic Beaut										
01 Civic Beaut	\$ -	\$ -	\$ -	\$ 500	\$ 530	\$ 550.00	\$ 800.00	\$ 2,000.00	\$ 2,000.00	300.0%
Totals	\$ 143,259	\$ 149,736	\$ 146,240	\$ 143,391	\$ 120,231	\$ 150,029.39	\$ 155,866.78	\$ 156,261.19	\$ 155,360.52	8.3%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
52 Snow Trail Maintenance										
001 Salaries										
01 Regular Pay	\$ 11,229	\$ 12,000	\$ 11,103	\$ 12,000	\$ 10,810	\$ 15,873.99	\$ 13,320.00	\$ 13,320.00	\$ 13,320.00	11.0%
02 Overtime	\$ 427	\$ 850	\$ 114	\$ 850	\$ 655	\$ 250.00	\$ -	\$ -	\$ -	-100.0%
07 Salaries	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
015 Telephone										
01 Cell Phone	\$ 440	\$ 400	\$ 472	\$ 466	\$ 219	\$ 470.00	\$ 200.00	\$ 200.00	\$ 200.00	-57.1%
04 Telephone	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
019 Misc. Expense										
01 Misc. Expense	\$ 4,076	\$ 4,000	\$ 4,151	\$ 4,000	\$ 3,947	\$ 4,100.00	\$ 4,000.00	\$ 3,500.00	\$ 3,500.00	-12.5%
034 Work Comp										
01 Work Comp	\$ 133	\$ 500	\$ 75	\$ 500	\$ -	\$ 100.00	\$ -	\$ 500.00	\$ 500.00	0.0%
035 Unemployment										
01 Unemployment	\$ 262	\$ 350	\$ 171	\$ 350	\$ 159	\$ 200.00	\$ 350.00	\$ 350.00	\$ 350.00	0.0%
036 Vehicle Insurance										
01 Vehicle Insurance	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
038 Social Security										
01 Social Security	\$ 751	\$ 983	\$ 576	\$ 983	\$ 877	\$ 1,287.91	\$ 1,019.00	\$ 1,018.98	\$ 1,018.98	3.7%
051 Equipment Maintenance										
04 Repairs	\$ 468	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
05 Equipment Maintenance	\$ 8,424	\$ 7,000	\$ 8,363	\$ 7,000	\$ 6,996	\$ 7,500.00	\$ 8,000.00	\$ 8,000.00	\$ 7,500.00	7.1%
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 193	\$ 300	\$ 298	\$ 300	\$ 536	\$ 350.00	\$ 500.00	\$ 500.00	\$ 500.00	66.7%
076 Diesel										
01 Diesel	\$ 16,853	\$ 13,000	\$ 9,230	\$ 13,000	\$ 12,492	\$ 15,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	7.7%
148 Trail Maint										
01 Trail Maint	\$ 1,964	\$ 2,000	\$ 2,107	\$ 2,000	\$ 1,007	\$ 2,100.00	\$ 2,500.00	\$ 2,500.00	\$ 2,250.00	12.5%
286 Rent Exp										
01 Rent Exp	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	33.3%
Totals	\$ 46,487	\$ 42,883	\$ 38,159	\$ 42,949	\$ 39,199	\$ 48,731.91	\$ 45,889.00	\$ 45,888.98	\$ 45,138.98	5.1%

60 Airport										
015 Telephone										
04 Telephone	\$ 300	\$ 300	\$ 300	\$ 300	\$ 220	\$ 322.47		\$ 300.00	\$ 300.00	0.0%
019 Miscellaneous Expense										
01 Misc. Expense	\$ 374	\$ 500	\$ 362	\$ 500	\$ 345	\$ 506.81		\$ 450.00	\$ 450.00	-10.0%
027 Electricity										
11 Electricity	\$ 1,367	\$ 1,436	\$ 1,740	\$ 1,782	\$ 1,329	\$ 1,951.97		\$ 1,888.92	\$ 1,888.92	6.0%
028 Water										
05 Water	\$ 752	\$ 890	\$ 506	\$ 520	\$ 868	\$ 1,275.04		\$ 900.00	\$ 900.00	73.1%
029 Sewer										
01 Sewer	\$ 350	\$ 400	\$ 200	\$ 300	\$ 464	\$ 681.35		\$ 500.00	\$ 500.00	66.7%
031 Building Maintenance										
01 Building Maintenance	\$ 6,350	\$ 3,000	\$ 9,379	\$ 4,000	\$ 2,766	\$ 4,061.85		\$ 4,000.00	\$ 4,000.00	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
032 Property Insurance										
01 Property Insurance	\$ 1,058	\$ 1,250	\$ 1,223	\$ 1,235	\$ 995	\$ 1,460.90		\$ 1,235.85	\$ 1,235.85	0.1%
037 Liability Insurance										
01 Airport Liability	\$ 1,879	\$ 1,850	\$ 1,829	\$ 1,829	\$ 1,829	\$ 2,685.76		\$ 1,829.00	\$ 1,829.00	0.0%
038 Social Security										
01 Social Security	\$ 248	\$ 459	\$ 433	\$ 459	\$ 332	\$ 487.33		\$ 459.00	\$ 459.00	0.0%
076 Diesel										
01 Diesel	\$ 3,764	\$ 3,500	\$ 2,700	\$ 3,500	\$ 2,355	\$ 3,458.43		\$ 4,200.00	\$ 3,500.00	0.0%
153 Air Consultant Contract										
01 Air Consultant Contract	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 10,000	\$ 14,684.29		\$ 17,400.00	\$ 14,500.00	20.8%
155 Snow Plowing										
01 Snow Plowing	\$ 7,188	\$ 6,000	\$ 6,371	\$ 6,000	\$ 5,443	\$ 7,992.83		\$ 6,000.00	\$ 6,000.00	0.0%
156 Runway Lights										
01 Runway Lights	\$ 1,060	\$ 500	\$ 1,579	\$ 1,000	\$ -	\$ -		\$ 900.00	\$ 900.00	-10.0%
157 Runway Maintenance										
01 Runway Maintenance	\$ 500	\$ 1,000	\$ 500	\$ 1,000	\$ 500	\$ 734.21		\$ 1,000.00	\$ 1,000.00	0.0%
Totals	\$ 36,772	\$ 33,085	\$ 39,122	\$ 34,425	\$ 27,447	\$ 40,303.23		\$ 41,062.77	\$ 37,462.77	8.8%

61 Caribou Trailer Park										
006 Legal Fees										
01 Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	-
027 Electricity										
11 Electricity	\$ 1,793	\$ 2,400	\$ 1,209	\$ 1,600	\$ 1,023	\$ 1,400.00		1,600	\$ 1,600.00	-
028 Water										
05 Water	\$ 5,213	\$ 4,500	\$ 4,381	\$ 6,500	\$ 3,404	\$ 4,500.00		5,000	\$ 5,000.00	(0)
029 Sewer										
01 Sewer	\$ 2,583	\$ 3,000	\$ 2,850	\$ 3,000	\$ 1,950	\$ 2,750.00		3,000	\$ 3,000.00	-
032 Property Insurance										
01 Property Insurance	\$ 36	\$ 42	\$ 40	\$ 42	\$ 35	\$ 42.00		44	\$ 44.10	0
105 Street Lights										
01 Street Lights	\$ 993	\$ 1,375	\$ 1,636	\$ 1,800	\$ 1,296	\$ 1,906.28		1,908	\$ 1,908.00	0
147 Park Maintenance										
01 Park Maintenance	\$ 42	\$ 200	\$ -	\$ 200	\$ -	\$ 2,200.00		200	\$ 200.00	-
158 CTP License Fee										
01 CTP License Fee	\$ 317	\$ 368	\$ 265	\$ 265	\$ 265	\$ 265.00		300	\$ 265.00	-
160 CTP Park Maintenance										
01 CTP Park Maintenance	\$ 186	\$ 2,000	\$ 20	\$ 2,000	\$ 1,034	\$ 1,520.26		1,000	\$ 1,750.00	(0)
161 Garbage Collection										
01 Garbage Collection	\$ 1,620	\$ 1,620	\$ 1,620	\$ 1,620	\$ 1,215	\$ 1,600.00		1,620	\$ 1,620.00	-
385 Year End CTP										
01 Year End CTP	\$ 2,490	\$ -	\$ 3,484	\$ -	\$ -	\$ -		\$ -	\$ -	-
Totals	\$ 15,273	\$ 15,505	\$ 15,505	\$ 17,027	\$ 10,222	\$ 16,183.54		14,672	\$ 15,387.10	(0)

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
65 Cemeteries										
165 Evergreen Cemetery										
01 Evergreen Cemetery	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	0.0%
166 Grimes Cemetery										
01 Grimes Cemetery	\$ 1,550	\$ 1,550	\$ 1,550	\$ 2,000	\$ 1,800	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0.0%
167 Sacred Heart Cemetery										
01 Sacred Heart Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	0.0%
168 Holy Rosary Cemetery										
01 Holy Rosary Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	0.0%
169 Green Ridge Cemetery										
01 Green Ridge Cemetery	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	0.0%
170 Lyndon Cemetery										
01 Lyndon Cemetery	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	0.0%
171 Bubar Cemetery										
01 Bubar Cemetery	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	0.0%
172 Memorial Day Flags										
01 Memorial Day Flags	\$ 1,616	\$ 3,647	\$ 3,647	\$ 600	\$ 603	\$ 603.48	\$ 600.00	\$ 600.00	\$ 600.00	0.0%
190 Veterans Cemetery Fund										
01 Veterans Cemetery Fund	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	#DIV/0!
Totals	\$ 7,582	\$ 9,447	\$ 9,447	\$ 6,850	\$ 6,653	\$ 6,853.48	\$ 7,350.00	\$ 6,850.00	\$ 6,850.00	0.0%
70 Insurance and Retirements										
007 Audit										
02 GASB 45	\$ 2,000	\$ -	\$ -	\$ 2,000	\$ 3,200	\$ 3,200.00		\$ 2,000.00	\$ 3,200.00	60.0%
018 Health Insurance										
01 Employee Assistance Prog	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
034 Worker's Compensation										
01 Worker's Compensation	\$ 36,021	\$ 41,000	\$ 43,415	\$ -	\$ 7,734	\$ 10,000.00		\$ 30,000.00	\$ -	#DIV/0!
035 Unemployment Comp.										
01 Unemployment Comp.	\$ 23,359	\$ 20,000	\$ 21,766	\$ 22,500	\$ 13,203	\$ 22,500.00		\$ 19,658.91	\$ 19,658.91	-12.6%
037 Liability Insurance										
01 Liability Insurance	\$ 26,110	\$ 28,600	\$ 28,492	\$ 28,800	\$ 23,492	\$ 28,800.00		\$ 29,400.00	\$ 29,400.00	2.1%
038 Social Security										
01 Social Security	\$ 189,913	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
039 Bonds										
01 Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
040 City & State Retirement										
01 City & State Retirement	\$ 64,141	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%
041 \$1000 Ded. Payments										
01 \$1000 Ded. Payments	\$ 1,167	\$ 2,500	\$ -	\$ 2,000	\$ 3,500	\$ 5,500.00		\$ 2,000.00	\$ 3,000.00	50.0%
043 Compensated Absences										
01 Compensated Absences	\$ 68,773	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000.00		\$ 45,000.00	\$ 45,000.00	0.0%
044 - Reimbursements										
01 Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.0%

**DRAFT 2018 Budget
Department Detail**

Department	3 Year Average Actual Expenses (14-16)	2016		2017			2018			
		Approved Budget	Year End Actual	Approved Budget	Expenses YTD (Oct 25, 2017) (81%)	Projected Year End	Requested	Manager Adjusted	Council Adjusted	% from Previous Year
046 Recognitions & Awards										
01 Recognitions & Awards	\$ 1,415	\$ -	\$ -	\$ 2,500	\$ 444	\$ 1,250.00		\$ 2,500.00	\$ 2,500.00	0.0%
311 Section 125 Expense										
01 Section 125 Expense	\$ 5,439	\$ 5,500	\$ 6,177	\$ 7,000	\$ 6,123	\$ 7,000.00		\$ 7,000.00	\$ 7,000.00	0.0%
Totals	\$ 223,885	\$ 97,600	\$ 99,850	\$ 109,800	\$ 102,697	\$ 123,250.00		\$ 137,558.91	\$ 109,758.91	0.0%

80 Unclassified

045 Refunds/Reimbursements										
01 Refunds/Reimbursements	\$ 21	\$ -	\$ 125	\$ -	\$ (2,538)	\$ 571.00		250	\$ 250.00	#DIV/0!
200 Tax Lien Costs										
01 Tax Lien Costs	\$ 18,003	\$ 15,800	\$ 21,259	\$ 18,000	\$ 16,485	\$ 26,166.62		20,000	\$ 20,000.00	11.1%
201 Abatements										
01 Abatements	\$ 20,846	\$ 20,000	\$ 13,083	\$ 20,000	\$ 7,429	\$ 20,000.00		50,000	\$ 30,000.00	50.0%
202 Bad Debt Write-Off										
01 Bad Debt Write-Off	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -		-	\$ -	#DIV/0!
Totals	\$ 58,870	\$ 55,800	\$ 54,467	\$ 38,000	\$ 21,376	\$ 46,737.62		70,250	\$ 50,250.00	32.2%

85 Capital Improvements (see separate sheet)

\$ 1,003,248.32 \$ 1,003,248.32 \$ 741,568.70

96 Section 8 FSS

001-Salaries										
01-Regular Pay	\$ 30,213	\$ 32,478	\$ 32,407	\$ 34,839	\$ 24,091	\$ 35,376	\$ 36,796.65	\$ 36,796.65	\$ 36,215.71	4.0%
003-Office Supplies										
01-Postage							\$ 400.00	\$ 400.00	\$ 400.00	#DIV/0!
05-Printer Ink							\$ 50.00	\$ 50.00	\$ 50.00	#DIV/0!
08-Office Supplies							\$ 75.00	\$ 75.00	\$ 75.00	#DIV/0!
018- Health Insurance										
01-Health Insurance	\$ 13,963	\$ 20,016	\$ 20,266	\$ 2,591	\$ 1,877	\$ 2,756	\$ 2,591.16	\$ 2,591.16	\$ 2,591.16	0.0%
034-Workers Comp										
01-Workers Comp	\$ 207	\$ 200	\$ 41	\$ 200	\$ -	\$ -	\$ 113.00	\$ 113.00	\$ 113.00	-43.5%
035-Unemployment										
01-Unemployment	\$ 315	\$ 467	\$ 308	\$ 467	\$ -	\$ -	\$ 296.40	\$ 296.40	\$ 296.40	-36.5%
038 Social Security										
01-Social Security	\$ 2,180	\$ 2,485	\$ 2,256	\$ 2,665	\$ 2,049	\$ 3,010	\$ 2,814.94	\$ 2,814.94	\$ 2,591.16	-2.8%
040 City & State Retirement										
01-Retirement Housing	\$ 1,050	\$ 1,224	\$ 1,143	\$ 1,313	\$ 906	\$ 1,331	\$ 1,287.88	\$ 1,287.88	\$ 1,267.55	-3.4%
Totals	\$ 47,871	\$ 56,870	\$ 56,421	\$ 42,075	\$ 28,924	\$ 42,473	\$ 44,425.04	\$ 44,425.04	\$ 43,599.98	3.6%

Total Expense Budgets

\$ 10,988,058.02 \$ 11,050,347.68 \$ 10,483,415.02

General Fund - Capital Improvements																						
	2014-16	2016		2017			2018 Request		2019 Request			2020 Request			2021 Request			2022 Request				
Department	Average Expense from associated reserves	Approved Allocation	Expenses (from associated reserve)	Approved Allocation	Expenses (YTD from associated reserve)	Annualized Expenses for year	Requested Allocation	Council Adjusted	Anticipated Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance
01 Capital Improvements																						
385-Downtown																						
01-Downtown Infrastructure	\$ 9	\$ 1,500	\$ -	\$ 1,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 200,000	\$ (89,585)	\$ 100,000	\$ 100,000	\$ (89,585)	\$ 100,000	\$ -	\$ 10,415	\$ -	\$ -	\$ 10,415	\$ -	\$ -	\$ 10,415
Code Totals	\$ 9	\$ 1,500	\$ -	\$ 1,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 200,000	\$ (89,585)	\$ 100,000	\$ 100,000	\$ (89,585)	\$ 100,000	\$ -	\$ 10,415	\$ -	\$ -	\$ 10,415	\$ -	\$ -	\$ 10,415
10 General Government																						
020 Computers																						
01-Computers	\$ 9,805	\$ 8,000	\$ 16,822	\$ 7,000	\$ 8,198	\$ 8,198.00			\$ 6,300	\$ 6,946	\$ 3,000	\$ 2,800	\$ 7,146	\$ 4,000	\$ 4,800	\$ 6,346	\$ 4,000	\$ 10,200	\$ 146			\$ 146
02-Vital Record Restoration	\$ 1,622	\$ 2,000	\$ 1,194	\$ 2,000	\$ 2,263	\$ 2,263.00	\$ 2,500	\$ 2,500	\$ 2,500	\$ 1,094	\$ 12,500	\$ 2,500	\$ 11,094	\$ 9,000	\$ 20,000	\$ 94			\$ 94			\$ 94
282 - Fleet Vehicles																						
01 - Fleet Vehicles	\$ 3,208	\$ 5,000	\$ -	\$ 2,000	\$ -	\$ -		\$ -		\$ 7,586	\$ 12,000		\$ 19,586	\$ 12,000		\$ 31,586	\$ 12,000	\$ 32,000	\$ 11,586	\$ 8,000		\$ 19,586
408 - Account Clean Up																						
01 - Account Clean Up		\$ 6,936								\$ -			\$ -			\$ -			\$ -			\$ -
Code Totals	\$ 14,635	\$ 21,936	\$ 18,016	\$ 11,000	\$ 10,461	\$ 10,461	\$ 2,500	\$ 2,500	\$ 8,800	\$ 15,626	\$ 27,500	\$ 5,300	\$ 37,826	\$ 25,000	\$ 24,800	\$ 38,026	\$ 16,000	\$ 42,200	\$ 11,826	\$ 8,000	\$ -	\$ 19,826
18 Municipal Buildings																						
257-Parking Lot Reserve																						
01-Parking Lot Reserve	\$ 5,468	\$ 5,000	\$ 5,350	\$ 4,000	\$ -	\$ -		\$ -		\$ 94,467			\$ 94,467			\$ 94,467			\$ 94,467			\$ 94,467
387 Lions Building Reserve																						
01 Lions Building Reserve			\$ -	\$ 31,500	\$ 32,228	\$ 32,228.00	\$ 1,000	\$ 15,000	\$ 15,000	\$ 556	\$ 2,500	\$ 3,000	\$ 56			\$ 56			\$ 56			\$ 56
395 Municipal Building Reserve																						
01 Municipal Building Reserve	\$ 80,716	\$ 25,000	\$ 181,993	\$ 45,000	\$ 1,425	\$ 27,425.00	\$ 72,000	\$ 72,000	\$ 52,000	\$ 58			\$ 58			\$ 58			\$ 58			\$ 58
Code Totals	\$ 86,184	\$ 30,000	\$ 187,343	\$ 80,500	\$ 33,653	\$ 60,153	\$ 73,000	\$ 87,000	\$ 67,000	\$ 95,081	\$ 2,500	\$ 3,000	\$ 94,581	\$ -	\$ -	\$ 94,581	\$ -	\$ -	\$ 94,581	\$ -	\$ -	\$ 94,581
22 Tax Assessment																						
220 Assessment Reserve																						
01 Assessment Reserve																						
02 Trio Software P/P Update																						
03 Parcel Information Reserve	\$ 12,464	\$ 20,000	\$ 1,000	\$ 19,000	\$ 4,149	\$ 4,149.00	\$ 28,500	\$ -	\$ 65,352	\$ 28,500			\$ 93,852	\$ 28,500		\$ 122,352	\$ 28,500		\$ 150,852	\$ 28,500		\$ 179,352
04 Computer Replacement	\$ 361	\$ 500	\$ 960	\$ 500	\$ 1,500	\$ 1,500.00	\$ 402	\$ 402	\$ 1,200	\$ 1	\$ 900		\$ 901	\$ 900	\$ 1,800	\$ 1	\$ 900		\$ 901	\$ 900	\$ 1,500	\$ 301
05 Filing Storage																						
Code Totals	\$ 12,825	\$ 20,500	\$ 1,960	\$ 19,500	\$ 5,649	\$ 5,649	\$ 28,902	\$ 402	\$ 1,200	\$ 65,353	\$ 29,400	\$ -	\$ 94,753	\$ 29,400	\$ 1,800	\$ 122,353	\$ 29,400	\$ -	\$ 151,753	\$ 29,400	\$ 1,500	\$ 179,653
25 Library																						
291 Library Computer Reserve																						
01 Library Computer Reserve	\$ 2,505	\$ 2,000	\$ 371	\$ 2,000	\$ 750	\$ 750.00	\$ 1,200	\$ -	\$ 1,200	\$ 1,308	\$ 2,400	\$ 600	\$ 3,108	\$ 2,400	\$ 600	\$ 4,908	\$ 2,400	\$ 6,000	\$ 1,308			\$ 1,308
000 Roof Phase I																						
01 Roofing Phase I																						
407 Building Maintenance																						
01 Building Maintenance	\$ 10,226	\$ 20,000	\$ 13,316	\$ 19,000	\$ 6,821	\$ 7,000.00	\$ -	\$ -	\$ 35,000	\$ 8,187	\$ 10,000	\$ 17,000	\$ 1,187			\$ 1,187			\$ 1,187			\$ 1,187
ILEAD (grant received)	\$ 1,657		\$ 2,963		\$ 1,280	\$ 1,280.00	\$ -	\$ -	\$ -	\$ -												
Onion Foundation (grant received)			\$ 484		\$ 805	\$ 805.00	\$ -	\$ -	\$ -	\$ -												
Code Totals	\$ 14,388	\$ 22,000	\$ 17,134	\$ 21,000	\$ 9,657	\$ 9,835	\$ 1,200	\$ -	\$ 36,200	\$ 9,495	\$ 12,400	\$ 17,600	\$ 4,295	\$ 2,400	\$ 600	\$ 6,095	\$ 2,400	\$ 6,000	\$ 2,495	\$ -	\$ -	\$ 2,495

General Fund - Capital Improvements																						
	2014-16	2016		2017		2018 Request		2019 Request		2020 Request		2021 Request		2022 Request								
Department	Average Expense from associated reserves	Approved Allocation	Expenses (from associated reserve)	Approved Allocation	Expenses (YTD from associated reserve)	Annualized Expenses for year	Requested Allocation	Council Adjusted	Anticipated Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance
31 Fire /Ambulance Department																						
222 Fire Equipment Reserve																						
01 Fire Equipment Reserve	\$ 158,931	\$ 22,000	\$ 326,626	\$ 99,000	\$ 117,000	\$ 117,000.00	\$ 94,898	\$ 94,898	\$ 60,000	\$ 34,000		\$ 50,000	\$ (16,000)			\$ (16,000)			\$ (16,000)			\$ (16,000)
223 Fire Hose Reserve																						
01 Fire Hose Reserve	\$ 144		\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 1,706				\$ 1,706			\$ 1,706			\$ 1,706			\$ 1,706
224 Foam Reserve																						
01 Foam Reserve	\$ -		\$ -		\$ -	\$ -	\$ -	\$ -	\$ 3,743				\$ 3,743			\$ 3,743			\$ 3,743			\$ 3,743
225 Fire/Ambulance Computer																						
01 Fire/Ambulance Computer	\$ 813	\$ 2,700	\$ 1,890	\$ 2,500	\$ 2,000	\$ 2,000.00	\$ -	\$ -	\$ 600	\$ 10,529			\$ 10,529			\$ 10,529		\$ 2,100	\$ 8,429		\$ 600	\$ 7,829
226 Ambulance Reserve																						
01 Ambulance Reserve	\$ 58,169		\$ -	\$ 122,000	\$ 269,647	\$ 269,647.00	\$ 50,000	\$ 25,000	\$ 201,000	\$ 8,240	\$ 50,000		\$ 58,240	\$ 50,000	\$ 104,000	\$ 4,240	\$ 52,000		\$ 56,240	\$ 52,000	\$ 108,000	\$ 240
227 Amb Small Equipment																						
01 Amb Small Equipment	\$ 33,333	\$ 50,000	\$ -	\$ 19,000	\$ 103,967	\$ 103,967.00	\$ -	\$ -		\$ 37,742	\$ 25,000		\$ 62,742	\$ 25,000		\$ 87,742	\$ 25,000		\$ 112,742	\$ 25,000		\$ 137,742
296 Stair Chairs Reserve																						
01 Stair Chairs Reserve			\$ -	\$ 750	\$ -	\$ -	\$ -	\$ -		\$ 3,000			\$ 3,000			\$ 3,000			\$ 3,000			\$ 3,000
310 Dispatch Remodel																						
01 Dispatch Remodel			\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -		\$ 3,100			\$ 3,100			\$ 3,100			\$ 3,100			\$ 3,100
397 Furnace Replacement																						
01 Furnace Replacement	\$ 3,156		\$ -	\$ 3,811	\$ -	\$ -	\$ -	\$ -		\$ 0			\$ 0			\$ 0			\$ 0			\$ 0
409 Building Maintenance																						
01 Building Maintenance	\$ 9,300	\$ 30,000	\$ 18,600	\$ 9,000	\$ -	\$ -	\$ -	\$ -		\$ 30,400			\$ 30,400			\$ 30,400			\$ 30,400			\$ 30,400
Fire Train B	\$ 3,400																					
417 Fire Small Equipment Reserve																						
01 Fire Small Equipment Reserve	\$ 16,667	\$ 1,400	\$ 50,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -		\$ 10,400			\$ 10,400			\$ 10,400			\$ 10,400			\$ 10,400
Code Totals	\$ 283,913	\$ 106,100	\$ 397,116	\$ 267,961	\$ 492,614	\$ 492,614	\$ 144,898	\$ 119,898	\$ 261,600	\$ 142,860	\$ 75,000	\$ 50,000	\$ 167,860	\$ 75,000	\$ 104,000	\$ 138,860	\$ 77,000	\$ 2,100	\$ 213,760	\$ 77,000	\$ 108,600	\$ 182,160
35 Police																						
020 Computers & Typewriters																						
01 Computers & Typewriters	\$ 518	\$ 4,320	\$ 480	\$ 3,320	\$ 1,479	\$ 1,479.00	\$ -	\$ -	\$ 3,600	\$ 9,647	\$ 4,000	\$ 4,000	\$ 9,647			\$ 9,647	\$ 600	\$ 600	\$ 9,647			\$ 9,647
229 Small Equipment Reserve																						
01 Small Equipment Reserve		\$ 2,500		\$ 3,000				\$ 6,640	\$ 6,640													
02 Taser Replacement	\$ 22,077		\$ 31,802		\$ 52,687	\$ 53,287.00	\$ 2,400				\$ 4,800	\$ 4,800										
02 Gun Replacement		\$ 1,500					\$ 2,000		\$ 7,857	\$ 2,000			\$ 9,857	\$ 4,000		\$ 13,857	\$ 2,250		\$ 16,107	\$ 2,250		\$ 18,357
230 Police Car Reserve																						
01 Police Car Reserve	\$ 25,642	\$ 32,000	\$ 32,380	\$ 31,000	\$ 46,611	\$ 46,611.00	\$ 4,000	\$ 5,000	\$ 32,000	\$ (687)	\$ 33,000	\$ 32,000	\$ 313	\$ 33,000	\$ 32,000	\$ 1,313	\$ 33,000	\$ 32,000	\$ 2,313	\$ 33,000	\$ 33,000	\$ 2,313
02 Police Car Video System	\$ 3,151		\$ -		\$ -	\$ -	\$ -	\$ -		\$ 3,129			\$ 3,129			\$ 3,129			\$ 3,129			\$ 3,129
xxx Major Systems Replacement																						
xx- Phones System									\$ 23,480	\$ -			\$ -			\$ -			\$ -			\$ -
xx- Radio							\$ 25,000	\$ 20,000		\$ 20,000	\$ 27,500		\$ 47,500	\$ 27,500		\$ 75,000	\$ 27,527	\$ 102,527	\$ -			\$ -
xx- CAD System							\$ 25,000	\$ 20,000		\$ 20,000	\$ 27,500		\$ 47,500	\$ 27,500		\$ 75,000	\$ 25,000	\$ 100,000	\$ -			\$ -
284 - File Digitization																						
01- File Digitization				\$ 9,000	\$ -	\$ -	\$ -	\$ -		\$ 9,000			\$ 9,000			\$ 9,000			\$ 9,000			\$ 9,000
Code Totals	\$ 51,388	\$ 40,320	\$ 64,661	\$ 46,320	\$ 100,776	\$ 101,377	\$ 58,400	\$ 51,640	\$ 65,720	\$ 68,946	\$ 98,800	\$ 40,800	\$ 126,946	\$ 92,000	\$ 32,000	\$ 186,946	\$ 88,377	\$ 235,127	\$ 40,196	\$ 35,250	\$ 33,000	\$ 42,446
38 Protection																						
309-Xmas Lights																						
01-Xmas Lights	\$ 1,252		\$ 1,185		\$ 1,079	\$ 3,900.00	\$ 2,500	\$ 2,500	\$ 1,500	\$ (1,243)			\$ (1,243)			\$ (1,243)			\$ (1,243)			\$ (1,243)
349-LED Street Lights																						
01-LED Street Lights	\$ 3,000	\$ 5,000	\$ -		\$ -	\$ -	\$ 36,720	\$ 20,000	\$ 24,720	\$ 10,838	\$ 32,000	\$ 228,300	\$ (185,462)	\$ 17,000		\$ (168,462)	\$ 17,000		\$ (151,462)	\$ 17,000		\$ (134,462)
Code Totals	\$ 4,252	\$ 5,000	\$ 1,185	\$ -	\$ 1,079	\$ 3,900	\$ 39,220	\$ 22,500	\$ 26,220	\$ 9,595	\$ 32,000	\$ 228,300	\$ (186,705)	\$ 17,000	\$ -	\$ (169,705)	\$ 17,000	\$ -	\$ (152,705)	\$ 17,000	\$ -	\$ (135,705)

General Fund - Capital Improvements																						
	2014-16	2016		2017		2018 Request		2019 Request			2020 Request			2021 Request			2022 Request					
Department	Average Expense from associated reserves	Approved Allocation	Expenses (from associated reserve)	Approved Allocation	Expenses (YTD from associated reserve)	Annualized Expenses for year	Requested Allocation	Council Adjusted	Anticipated Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance
40 Public Works																						
089 PW Equipment Reserves																						
01 Equipment Reserves	\$ 115,310		\$ 101,549	\$ 74,000	\$ 31,036	\$ 31,036.00	\$ 110,000	\$ 110,000	\$ 135,000	\$ 72,656	\$ 110,000	\$ 64,000	\$ 118,656	\$ 120,000	\$ 55,000	\$ 183,656	\$ 120,000	\$ 215,000	\$ 88,656	\$ 145,000	\$ 150,000	\$ 83,656
232 Street Reconstruction																						
01 Street Reconstruction	\$ 121,447	\$ 25,000	\$ 263,849	\$ 24,000	\$ 14,662	\$ 14,662.00	\$ 50,000	\$ 20,000	\$ 180,000	\$ 106,214	\$ 50,000	\$ 100,000	\$ 56,214	\$ 50,000		\$ 106,214	\$ 50,000	\$ 100,000	\$ 56,214	\$ 50,000		\$ 106,214
414 Grimes Mill Rd Engineering																						
01 Grimes Mill Rd Engineering	\$ -		\$ -	\$ 18,482	\$ -	\$ -	\$ 5,483	\$ 5,483	\$ (15,000)	\$ (15,000)	\$ 5,000	\$ (10,000)	\$ (10,000)	\$ 5,000		\$ (5,000)	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
	\$ 941																					
	\$ 9,351																					
	\$ 182,210																					
xxx Building Maintenance																						
xx Main Building							\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ 35,000	\$ 35,000	\$ -			\$ -			\$ -			\$ -
xx Salt Sheds																						
Code Totals	\$ 429,258	\$ 25,000	\$ 365,398	\$ 116,482	\$ 45,698	\$ 45,698	\$ 200,483	\$ 170,483	\$ 350,000	\$ 163,869	\$ 200,000	\$ 199,000	\$ 164,869	\$ 200,000	\$ 80,000	\$ 284,869	\$ 200,000	\$ 340,000	\$ 144,869	\$ 200,000	\$ 150,000	\$ 194,869

50 Recreation																						
020 Computers & Typewriters																						
01 Computer Reserve			\$ 900	\$ 900																		
243-Rec Center Improvement																						
01-Rec Center Imp	\$ 18,583	\$ 14,000	\$ 13,351	\$ 4,500	\$ 10,495	\$ 10,495.00				\$ 31,155			\$ 31,155			\$ 31,155			\$ 31,155			\$ 31,155
297 Community Pool																						
01-Community Pool	\$ -	\$ 29,000	\$ -	\$ 28,000	\$ -	\$ -				\$ 126,656		\$ 126,656	\$ -			\$ -			\$ -			\$ -
410- Rec Van Reserve																						
01- Rec Van Reserve	\$ -	\$ 7,000	\$ -	\$ 6,500	\$ -	\$ 32,200.00	\$ 2,500	\$ -	\$ (1,955)	\$ (1,955)			\$ (1,955)			\$ (1,955)			\$ (1,955)			\$ (1,955)
Land Acquisition and Easements					\$ 6,250	\$ 6,250.00																
Rails to Trails (grant)	\$ 20,214		\$ 20,243		\$ 17,240	\$ 17,240.00																
Let's Move	\$ 205		\$ -		\$ -	\$ -																
Rec Special Projects	\$ 2,783		\$ -		\$ -	\$ -																
Creative Playground	\$ 250		\$ -		\$ -	\$ -																
Caribou Community Band	\$ 32		\$ -		\$ -	\$ -																
Rec Scholarships	\$ 240		\$ -		\$ -	\$ -																
Rec Ski Rental Program	\$ 6,925		\$ 2,737		\$ 4,477	\$ 4,800.00																
Cadet Reserve	\$ 118		\$ -		\$ -	\$ -																
Community Bulletin Board	\$ -		\$ -		\$ -	\$ -																
Code Totals	\$ 49,351	\$ 50,000	\$ 37,232	\$ 39,900	\$ 38,462	\$ 70,985	\$ 2,500	\$ -	\$ -	\$ 155,856	\$ 2,200	\$ 128,856	\$ 29,200	\$ 1,200	\$ 1,200	\$ 29,200	\$ -	\$ -	\$ 29,200	\$ -	\$ -	\$ 29,200

51 Parks Department																						
234 Parks Improvements																						
01 Parks Improvements	\$ 13,019	\$ 6,000	\$ 16,368	\$ 10,000	\$ 11,950	\$ 11,950.00	\$ 50,000	\$ 30,000	\$ 38,000	\$ 26,478	\$ 55,000	\$ 113,000	\$ (31,522)	\$ 35,000	\$ 35,000	\$ (31,522)	\$ 35,000	\$ 3,478	\$ -	\$ 3,478	\$ -	\$ 3,478
235 Parks Vehicle Reserve																						
01 Parks Vehicle Reserve	\$ 15,511	\$ 13,000	\$ 19,531	\$ 4,000	\$ 9,185	\$ 9,185.00				\$ 10,173			\$ 10,173			\$ 10,173			\$ 10,173			\$ 10,173
236 Lawn Mower Reserve																						
01 Lawn Mower Reserve	\$ 3,255	\$ 1,500	\$ 990	\$ 1,000	\$ 7,999	\$ 7,999.00	\$ 16,000	\$ 16,000	\$ 30,000	\$ 399			\$ 399			\$ 399			\$ 399			\$ 399
237 Civic Beautification																						
01 Civic Beautification	\$ 3,091	\$ 1,000	\$ 4,769		\$ -	\$ -	\$ 839	\$ 839	\$ 0	\$ 0			\$ 0			\$ 0			\$ 0			\$ 0
415 Collins Pond																						
01 Collins Pond	\$ 10,435		\$ 29,527	\$ 3,000	\$ 1,050	\$ 1,050.00	\$ 40,000	\$ 20,000	\$ 54,176	\$ 50,000			\$ 104,176	\$ 65,000	\$ 190,000	\$ (20,824)			\$ (20,824)			\$ (20,824)
416 Ski Trail																						
01 Ski Trail	\$ 509		\$ 406	\$ 2,900	\$ 1,972	\$ 1,972.00				\$ 4,894			\$ 4,894			\$ 4,894			\$ 4,894			\$ 4,894
CRX/TOS Reserve	\$ 299		\$ 896		\$ 1,194	\$ 1,194.00				\$ 2,225												
RD Trails Grant	\$ 1,455		\$ -		\$ -	\$ -	\$ 4,366	\$ 4,366	\$ 0	\$ 0			\$ 0			\$ 0			\$ 0			\$ 0
Code Totals	\$ 47,574	\$ 21,500	\$ 72,488	\$ 20,900	\$ 33,350	\$ 33,350	\$ 111,205	\$ 71,205	\$ 68,000	\$ 96,120	\$ 105,000	\$ 113,000	\$ 88,120	\$ 100,000	\$ 225,000	\$ (36,880)	\$ 35,000	\$ -	\$ (1,880)	\$ -	\$ -	\$ (1,880)

General Fund - Capital Improvements																						
	2014-16	2016		2017			2018 Request		2019 Request			2020 Request			2021 Request			2022 Request				
Department	Average Expense from associated reserves	Approved Allocation	Expenses (from associated reserve)	Approved Allocation	Expenses (YTD from associated reserve)	Annualized Expenses for year	Requested Allocation	Council Adjusted	Anticipated Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance	Allocation	Expense	Year End Fund Balance
52 Snowmobile Trail Maintenance													\$ -			\$ -			\$ -			\$ -
238 Trail Groomer Reserve													\$ -			\$ -			\$ -			\$ -
01 Trail Groomer Reserve										\$ -			\$ -			\$ -			\$ -			\$ -
Code Totals													\$ -			\$ -			\$ -			\$ -
60 Airport													\$ -			\$ -			\$ -			\$ -
249-Airport Improvement													\$ -			\$ -			\$ -			\$ -
01-Airport Improvement									\$ -				\$ -			\$ -			\$ -			\$ -
239 Airport Reserve													\$ -			\$ -			\$ -			\$ -
01 Airport Reserve	\$ 1,263,347	\$ 7,500	\$ 302,739	\$ 7,000	\$ 335,567	\$ 335,567.00	\$ 25,000	\$ -	\$ (130,323)	\$ 25,000	\$ 50,000	\$ (155,323)	\$ (155,323)			\$ (155,323)			\$ (155,323)			\$ (155,323)
Code Totals	\$ 1,263,347	\$ 7,500	\$ 302,739	\$ 7,000	\$ 335,567	\$ 335,567	\$ 25,000	\$ -	\$ -													
70 Debt Reduction													\$ -			\$ -			\$ -			\$ -
70 BioMass Boilers													\$ -			\$ -			\$ -			\$ -
01 BioMass Boiler Debt	\$ 106,823	\$ 92,732	\$ 94,250	\$ 95,127	\$ 48,702	\$ 95,127.00	\$ 99,041	\$ 99,041	\$ 99,041	\$ 1,038	\$ 102,378	\$ 102,378	\$ 1,038	\$ 105,843	\$ 105,843	\$ 1,038	\$ 109,440	\$ 109,440	\$ 1,038	\$ 230,175	\$ 230,175	\$ 1,038
xx Fire/EMS													\$ -			\$ -			\$ -			\$ -
xx 2016 Engine Truck			\$ 99,000	\$ 116,900	\$ 116,900.00	\$ 116,900.00	\$ 116,900	\$ 116,900	\$ 116,900	\$ -	\$ 116,900	\$ 116,900	\$ -	\$ 116,900	\$ 116,900	\$ -	\$ 116,900	\$ 116,900	\$ -	\$ 116,900	\$ 116,900	\$ -
Code Totals	\$ 106,823	\$ 92,732	\$ 94,250	\$ 95,127	\$ 48,702	\$ 95,127	\$ 215,941	\$ 215,941	\$ 215,941	\$ 1,038	\$ 219,278	\$ 219,278	\$ 1,038	\$ 222,743	\$ 222,743	\$ 1,038	\$ 226,340	\$ 226,340	\$ 1,038	\$ 230,175	\$ 230,175	\$ 1,038
Other Accounts																						
Nylander	\$ 166		\$ 332		\$ 460	\$ 460.00																
60 Access Hi	\$ 9,115					\$ -																
Nasiff Cleanup	\$ 11,649					\$ -																
Totals for all Improvement Funds	\$ 2,364,113	\$ 444,088	\$ 1,559,854	\$ 726,690	\$ 1,156,127	\$ 1,265,176	\$ 1,003,248	\$ 741,569	\$ 1,300,681	\$ 734,254	\$ 904,078	\$ 1,105,134	\$ 533,199	\$ 864,743	\$ 692,143	\$ 705,799	\$ 691,517	\$ 851,767	\$ 545,549	\$ 596,825	\$ 523,275	\$ 619,099

CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Resolution 2017-6 Approving Fire and EMS Service Contracts
DATE: December 8, 2017

Caribou EMS currently provides services to the communities of New Sweden, Perham, Stockholm, Westmanland, Woodland, and Township 16 Range 4. The terms of these interlocal agreements have not changed from the 2017 agreements and are recommended for approval.

EMS service charges to the communities are based on population. Populations are determined by the most recent decennial census. Our service fee has not changed from the 2010 census but populations have fluctuated within the serviced communities (e.g. Stockholm population dropped over 11% since 2010 but Westmanland increased by 27% over the same time, according to the 2016 Census estimates). Those communities that are shrinking are paying more per person than they were in 2010, but those which are growing are paying less. The net population change within the serviced communities appears down 103 persons. **It is recommended that no adjustments be made to the fee structures at this time.** The appropriate time to revisit these fees will be with the next Census, which will be performed in 2019 with results being released in 2020.

Caribou Fire currently provides services to the communities of Connor, New Sweden, and Woodland. The terms of these interlocal agreements have not changed from the 2017 agreements and are recommended for approval.

Resolution 2017-6

**A Resolution of the Caribou City Council
Approving the Fire and EMS Service Agreements with Multiple Communities**

WHEREAS, the City of Caribou has historically entered into interlocal agreement to provide Fire and EMS services to smaller communities in the surrounding area; and

WHEREAS, the communities of Connor, New Sweden, Perham, Stockholm, Westmanland, Woodland and the inhabitants of Township 16 Range 4 desire to have the City of Caribou continue such services in order to protect the public health, safety, and welfare of their communities; and

WHEREAS, the City of Caribou and is able and willing to continue to provide such services,

NOW THEREFORE BE IT RESOLVED, that the City Council of Caribou approves the proposed 2018 contracts for Fire and EMS services as provided in the attached interlocal agreements with Connor, New Sweden, Perham, Stockholm, Westmanland, Woodland and the inhabitants of Township 16 Range 4.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 11th day of December 2017.

Gary Aiken, Mayor

David Martin, Councilor

Timothy Guerrette, Councilor

Nicole Cote, Councilor

Philip J. McDonough II, Councilor

Jody Smith, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **New Sweden, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$6,923.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2018 to December 31st, 2018. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Witness to all

Officials of New Sweden

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **Perham, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$4,439.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2018 to December 31st, 2018. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
3. _____
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Witness to all

Officials of Perham

1. _____
2. _____
3. _____
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5. _____
6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **Stockholm, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$2,909.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2017 to December 31st, 2017. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Witness to all

Officials of Stockholm

1. _____
2. _____
3. _____
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6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **T16-R4, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$1,265.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2018 to December 31st, 2018. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
3. _____
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5. _____
6. _____

Witness to all

Officials of Aroostook County

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **Westmanland, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$713.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2018 to December 31st, 2018. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Witness to all

Officials of Westmanland

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

AMBULANCE COVERAGE INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said councilors at a regular meeting held on _____ 2017 enter into contract with the Municipality of **Woodland, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for Ambulance Coverage.

1. The City agrees to provide 24-hour Ambulance Coverage to the above named Municipality to the Intermediate level permitted to Paramedic level of patient care according to the Rules of Maine Emergency Medical Services. All personnel will be trained to the standards of Maine EMS and be so licensed.
2. When a call for the Ambulance is received at the Caribou Fire and Ambulance Department from any person in the Municipality, the following procedure shall be followed:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his / her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his / her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the Ambulance Coverage areas unprotected to handle a Routine Transfer.** All such transfers should be scheduled in advance.
3. The ambulance crew or 1st Responders sent to aid and assist, shall at all times be directly under the order and control of the City Fire Chief and / or the Officer-in-Charge of the call however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality to call for special equipment or personnel to help with the situation, should the need arise.
4. When in the opinion of the Officer-in-Charge, the services of the City are no longer needed; he / she shall order the ambulance crew to return to the City Fire Station.

5. While in the area of the Municipality, the Municipality agrees to provide Police Protection and support for the ambulance crews, should the need arise.
6. The City shall be compensated for standing by and responding to calls for the ambulance by the Municipality in the amount of **\$13,950.00** annually. This compensation will be due, even if there are no responses during the year.
7. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement at the discretion of the City.
8. This agreement shall be in effect from January 1st, 2018 to December 31st, 2018. The City and Municipality shall review this agreement at the end of each year and either the City or the Municipality, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ 2017.

1. _____
2. _____
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5. _____
6. _____

Witness to all

Officials of Woodland

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Witness to all

Caribou City Councilors

Filed with Fiscal Administrator _____ 2017.

FIRE PROTECTION INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said Councilors at a regular meeting held on _____ 2017, enter into contract with the Municipality of **Connor TWP, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for fire protection to the Township(s) structures, hereinafter described and designated under the following terms and pursuant to Title 30, Section 1953, M.R.S.A..

1. The City agrees to provide auxiliary or supplemental fire protection to the above named Municipality.
2. When a call for aid or assistance from any person in the Municipality is received by the City Fire Station, the following procedure shall be followed:
 - a. When a call for aid or assistance is received, the dispatcher shall immediately notify his / her Superior who shall dispatch such force as needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances if so warranted. In no event shall the City of Caribou be left without adequate fire protection.
 - b. The decision to respond shall rest in the discretion of the Fire Chief or Officer-in-Charge at the Caribou Fire Station when any call for assistance is received.
3. A force sent to aid and assist shall at all times be directly under the order and control of the City Fire Department Officers in charge of the forces; however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality.
4. When in the opinion of the Fire Chief or Office-in-Charge, the services of the department are no longer needed; he / she shall order the force to return to the City Fire Station. The Officer may, however, leave such equipment as he / she deems advisable for use by the men on standby, if there is a danger of fire breaking out again.
5. The Fire Chief or Officer-in-Charge shall have the power to order the return of a force at any time when in his / her opinion the services of, or the presence of, such forces is required within the City of Caribou.

6. The Maine Forest Service, under Title 12, Chapter 801, Section 8002, Maine Law, has the responsibility to handle suppression of all grass, brush and forest fires, but will reimburse any municipality that fights a grass or brush fire that is a threat to the forest of the municipality. They will also respond to structural fires when, and only when, personnel and equipment are nearby and available, and will do so in recognition of lack of other readily available sources of help or a potential hazard to the forest.
7. The City shall be compensated for standing by and responding to calls for aid or assistance by the Municipality in the amount of **\$28,508.00** annually. This compensation will be due, even if there is no responses during the year.
8. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for cancellation of this agreement at the discretion of the City of Caribou.
9. This agreement shall be in effect from Jan. 1st, 2018 to Dec. 31st, 2018. The City and Municipality shall review this agreement at the end of each period and either the City or the Municipality, by vote of their respective officials, can terminate this contract at any time upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ day of _____ 2017.

1. _____
2. _____
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6. _____

_____ Officials of Aroostook County – Connor TWP

Witness to all

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

_____ Caribou City Councilors

Witness to all

Filed with Fiscal Administrator _____ 2017.

FIRE PROTECTION INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said Councilors at a regular meeting held on _____ 2017, enter into contract with the Municipality of **New Sweden, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for fire protection to the Township(s) structures, hereinafter described and designated under the following terms and pursuant to Title 30, Section 1953, M.R.S.A..

1. The City agrees to provide auxiliary or supplemental fire protection to the above named Municipality.
2. When a call for aid or assistance from any person in the Municipality is received by the City Fire Station, the following procedure shall be followed:
 - a. When a call for aid or assistance is received, the dispatcher shall immediately notify his / her Superior who shall dispatch such force as needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances if so warranted. In no event shall the City of Caribou be left without adequate fire protection.
 - b. The decision to respond shall rest in the discretion of the Fire Chief or Officer-in-Charge at the Caribou Fire Station when any call for assistance is received.
3. A force sent to aid and assist shall at all times be directly under the order and control of the City Fire Department Officers in charge of the forces; however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality.
4. When in the opinion of the Fire Chief or Office-in-Charge, the services of the department are no longer needed; he / she shall order the force to return to the City Fire Station. The Officer may, however, leave such equipment as he / she deems advisable for use by the men on standby, if there is a danger of fire breaking out again.
5. The Fire Chief or Officer-in-Charge shall have the power to order the return of a force at any time when in his / her opinion the services of, or the presence of, such forces is required within the City of Caribou.

6. The Maine Forest Service, under Title 12, Chapter 801, Section 8002, Maine Law, has the responsibility to handle suppression of all grass, brush and forest fires, but will reimburse any municipality that fights a grass or brush fire that is a threat to the forest of the municipality. They will also respond to structural fires when, and only when, personnel and equipment are nearby and available, and will do so in recognition of lack of other readily available sources of help or a potential hazard to the forest.
7. The City shall be compensated for standing by and responding to calls for aid or assistance by the Municipality in the amount of **\$34,764.00** annually. This compensation will be due, even if there is no responses during the year.
8. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for cancellation of this agreement at the discretion of the City of Caribou.
9. This agreement shall be in effect from Jan. 1st, 2018 to Dec. 31st, 2018. The City and Municipality shall review this agreement at the end of each period and either the City or the Municipality, by vote of their respective officials, can terminate this contract at any time upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ day of _____ 2017

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_____ Officials of New Sweden

Witness to all

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

_____ Caribou City Councilors

Witness to all

Filed with Fiscal Administrator _____ 2017.

FIRE PROTECTION INTERLOCAL COOPERATION

The Caribou City Councilors, acting in their capacity as Municipal Officers for the City of Caribou, hereinafter referred to as the "City", in accordance with the vote of said Councilors at a regular meeting held on _____ 2017, enter into contract with the Municipality of **Woodland, Maine** in accordance with the vote of said Municipal Officials, hereinafter referred to as the "Municipality", at a regular meeting held on _____ 2017, for fire protection to the Township(s) structures, hereinafter described and designated under the following terms and pursuant to Title 30, Section 1953, M.R.S.A..

1. The City agrees to provide auxiliary or supplemental fire protection to the above named Municipality.
2. When a call for aid or assistance from any person in the Municipality is received by the City Fire Station, the following procedure shall be followed:
 - a. When a call for aid or assistance is received, the dispatcher shall immediately notify his / her Superior who shall dispatch such force as needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances if so warranted. In no event shall the City of Caribou be left without adequate fire protection.
 - b. The decision to respond shall rest in the discretion of the Fire Chief or Officer-in-Charge at the Caribou Fire Station when any call for assistance is received.
3. A force sent to aid and assist shall at all times be directly under the order and control of the City Fire Department Officers in charge of the forces; however, while within the limits of the Municipality, the force is acting in behalf of, and as agent for the Municipality.
4. When in the opinion of the Fire Chief or Office-in-Charge, the services of the department are no longer needed; he / she shall order the force to return to the City Fire Station. The Officer may, however, leave such equipment as he / she deems advisable for use by the men on standby, if there is a danger of fire breaking out again.
5. The Fire Chief or Officer-in-Charge shall have the power to order the return of a force at any time when in his / her opinion the services of, or the presence of, such forces is required within the City of Caribou.

6. The Maine Forest Service, under Title 12, Chapter 801, Section 8002, Maine Law, has the responsibility to handle suppression of all grass, brush and forest fires, but will reimburse any municipality that fights a grass or brush fire that is a threat to the forest of the municipality. They will also respond to structural fires when, and only when, personnel and equipment are nearby and available, and will do so in recognition of lack of other readily available sources of help or a potential hazard to the forest.
7. The City shall be compensated for standing by and responding to calls for aid or assistance by the Municipality in the amount of **\$63,041.00** annually. This compensation will be due, even if there is no responses during the year.
8. Invoices will be submitted by the City to the Municipality on a yearly basis. Failure to pay such invoices within Sixty (60) days from date of invoice shall be deemed sufficient cause for cancellation of this agreement at the discretion of the City of Caribou.
9. This agreement shall be in effect from Jan. 1st, 2018 to Dec. 31st, 2018. The City and Municipality shall review this agreement at the end of each period and either the City or the Municipality, by vote of their respective officials, can terminate this contract at any time upon Ninety (90) days written notice to the other party.

IN WITNESS WHEREOF, the parties to those present have executed this Contract, each of which shall be deemed on original on the _____ day of _____ 2017.

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2. _____
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4. _____
5. _____
6. _____

_____ Officials of Woodland

Witness to all

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

_____ Caribou City Councilors

Witness to all

Filed with Fiscal Administrator _____ 2017.

**CARIBOU PARKS & RECREATION DEPARTMENT
55 BENNETT DR.
CARIBOU, ME. 04736
207-493-4224
207-493-4225 F**

MEMO

TO: Mayor Gary A
CC: Caribou City Council/ Dennis Marker
FROM: Gary Marquis
RE: Donation of Antique Runner Sleds
DATE: 12-8-17

Mayor Aiken and City Councilors:

I would like to take this time to let you all know that we have received a very generous donation of an Antique Runner Sled collection. The late Mrs. Karla Wolters had been collecting runner sleds for years and had garnered quite the collection. Before her passing she wanted to make sure that her collection would remain in one piece and on display. The recreation department is the lucky recipients of this collection, this collection has over 80 sleds. The plan is to mount the whole entire collection around the new entrance lobby of the recreation center. I have asked the Caribou Recreation Foundation to use their funds to help with this project and it was a unanimous vote yes. I have hired Mike McCarthy to build the wall brackets and Bryan Cullins from Signtech will make the wall plaques for each sled. Mrs. Wolters had a write up on each individual sled. This is going to be a huge draw for our already busy building especially with the generation that grew up using these sleds. I will also be getting the collection valued to ensure that it is insured properly. I will be present at the meeting if you have any questions regarding this collection.

Thank you

Gary Marquis

**CARIBOU PARKS & RECREATION DEPARTMENT
55 BENNETT DR.
CARIBOU, ME. 04736
207-493-4224
207-493-4225 F**

MEMO

**TO: Mayor Gary A
CC: Caribou City Council/ Dennis Marker
FROM: Gary Marquis
RE: Exercise equipment
DATE: 12-8-17**

Mayor Aiken and City Councilors:

I would like to take this time to give you an update on the exercise equipment that we received from the DRMO program. We have received 14 pieces of Life Fitness equipment. This equipment is some of the best exercise equipment on the market. The thought is to install this downstairs in the game room area of the recreation center. It has been over 12 years since we had any exercise weightlifting equipment. What we will do is split the game room in half exactly how we had it in the nineties. The rough value of this equipment is between \$40,000-\$50,000. The shipping cost was \$600 to have it delivered. I have asked the foundation to help with purchasing rubber floor mats and a metal cage wall as we will have it locked during certain times of the day. Our main concern is not to allow the kids free rein of the area. I have also received a check from Machias Savings Bank in the amount of \$500 to help offset the cost of the wall and flooring. Key Bank will also be donating \$500 towards this stuff as well.

I believe that this will add another feather in our hat and we are very excited to get it installed. I will be at the 11th council meeting if any of you have any questions.

Thank you

Gary Marquis