

## 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 10, 2018** 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. November 2018 Financials Pgs 2-17
  - b. Minutes from Council Meeting Held October 17 Pgs 18-51
  - c. Minutes from Council Meeting Held November 13, 2018 Pgs 52-56
  - d. Minutes from Council Meeting Held November 20, 2018 Pgs 57-58
  - e. Minutes from Special Council Meeting Held November 26, 2018 Pgs 59-61
  - f. Renewal of Professional IT Services Contract with Oak Leaf Systems, Inc. Pgs 62-68
  - g. Approval of Quit Claim Deeds for Properties Which Had Lien Waivers Pgs 69-71
- 6. Bid Openings, Awards, and Appointments**
- 7. Formal Public Hearings**
- 8. New Business & Adoption of Ordinances and Resolutions**
  - a. Discussion and Possible Action Regarding Abatement of Property Taxes Pg 72
  - b. Discussion and Possible Action Regarding Resolution 12-01-2018 Authorizing the Cleanup of Outstanding Account Balances with Unencumbered Appropriations Before Year End Pgs 73-74
  - c. Discussion and Possible Action Regarding Resolution 12-02-2018 Supporting the Construction of a New Public Safety Facility for the Police, Fire and EMS Departments of Caribou Pgs 75-76
  - d. Discussion and Possible Action Regarding River Road Reconstruction Design Services Pgs 77-85
  - e. Discussion and Possible Action Regarding River Road Reconstruction Financing Options Pgs 86-87
  - f. Discussion and Possible Action Regarding 2019 Expense and Capital Improvement Budgets Pgs 88-128
- 9. Reports and Discussion by Mayor and Council Members**
- 10. Reports of Officers, Staff, Boards and Committees** Pgs 129 -
- 11. Executive Session** (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)
- 12. Next Meeting:** January 2
- 13. 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 R. Farrin, City Clerk

# General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund</b>	<b>4,834.64</b>	<b>-162,883.55</b>	<b>0.00</b>	<b>58,858,737.14</b>	<b>58,695,853.59</b>	<b>0.00</b>
<b>Assets</b>	<b>9,598,920.29</b>	<b>9,544,868.22</b>	<b>-601,910.72</b>	<b>28,294,445.14</b>	<b>27,818,915.14</b>	<b>10,020,398.22</b>
101-00 CASH (BANK OF MAINE)	4,138,647.84	3,982,282.38	-457,489.45	14,701,422.00	14,588,299.72	4,095,404.66
102-00 RECREATION ACCOUNTS	61,271.91	29,977.19	0.00	0.00	0.00	29,977.19
110-00 SECTION 125 CHECKING FSA	6,754.87	6,817.32	-701.90	21,721.37	17,601.78	10,936.91
110-03 2017 SECTION 125 CHECKING HRA	59,687.46	54,351.01	0.00	1,650.00	56,001.01	0.00
110-04 2018 SECTION 125 CHECKING HRA	0.00	0.00	-4,646.10	110,881.78	54,144.01	56,737.77
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	229,857.54	230,116.83	261.46	2,561.55	0.30	232,678.08
120-00 PETTY CASH	960.00	960.00	0.00	0.00	0.00	960.00
123-00 DIESEL INVENTORY	23,812.40	14,817.33	-16,581.88	187,384.40	208,976.22	-6,774.49
124-00 GAS INVENTORY	17,284.07	10,433.83	6,644.10	86,637.26	83,705.31	13,365.78
125-00 ACCOUNTS RECEIVABLE	3,409.07	143,162.37	-1,051.35	360,098.22	476,467.55	26,793.04
126-00 SWEETSOFT RECEIVABLES	621,584.90	621,584.90	72,877.44	1,556,560.21	1,539,539.64	638,605.47
140-00 RESERVE FOR UNCOLLECTIBLE TAX	-1,276.29	-1,276.29	0.00	606.42	0.00	-669.87
174-00 CDC LOANS REC (1280)	72,081.27	72,081.27	0.00	0.00	0.00	72,081.27
180-00 DR. CARY CEMETERY INVESTMENT	1,187.43	1,187.89	0.00	1.96	29.95	1,159.90
181-00 HAMILTON LIBRARY TR. INVEST	1,730.15	1,735.02	-13.19	14.95	13.19	1,736.78
182-00 KNOX LIBRARY INVESTMENT	9,652.49	9,674.91	0.00	108.95	0.00	9,783.86
183-00 CLARA PIPER MEM INV	705.18	705.46	0.00	1.17	0.00	706.63
184-00 JACK ROTH LIBRARY INVEST	30,515.18	30,673.00	0.00	485.10	0.00	31,158.10
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,352.06	7,357.01	0.00	20.00	0.00	7,377.01
187-00 DOROTHY COOPER MEM INV	62,469.25	62,571.65	0.00	416.65	4,000.00	58,988.30
189-00 MARGARET SHAW LIBRARY INV	12,812.83	12,828.82	0.00	48.07	0.00	12,876.89
190-00 GORDON ROBERTSON MEM INV	11,417.03	11,427.56	0.00	32.10	0.00	11,459.66
191-00 MEMORIAL INVESTMENT	6,065.84	6,070.50	0.00	18.75	0.00	6,089.25
192-00 G. HARMON MEM INV	8,000.48	8,006.12	0.00	20.34	1,000.00	7,026.46
193-00 BARBARA BREWER FUND	5,355.97	5,366.18	0.00	30.18	74.43	5,321.93
194-00 RODERICK LIVING TRUST	17,346.03	17,359.80	0.00	47.18	1,055.16	16,351.82
198-00 TAX ACQUIRED PROPERTY	124,822.12	108,823.31	50,351.98	50,351.98	40,792.21	118,383.08
198-04 TAX ACQUIRED PROPERTY 2004	0.00	0.00	89.30	89.30	89.30	0.00
198-05 TAX ACQUIRED PROPERTY 2005	0.00	0.00	96.90	96.90	96.90	0.00
198-15 TAX ACQUIRED PROPERTY 2015	-7,526.14	0.00	0.00	12,879.66	12,879.66	0.00
198-16 TAX ACQUIRED PROPERTY 2016	-1,905.28	0.00	0.00	37,203.75	37,203.75	0.00
198-17 TAX ACQUIRED PROPERTY 2017	-1,732.75	0.00	0.00	27,535.19	27,535.19	0.00
198-18 TAX ACQUIRED PROPERTY 2018	0.00	0.00	0.00	29,341.93	29,341.93	0.00
198-19 TAX ACQUIRED PROPERTY 2019	0.00	0.00	0.00	103.97	103.97	0.00
200-04 2004 TAX RECEIVABLE	0.00	0.00	0.00	1,259.53	1,259.53	0.00
200-05 2005 TAX RECEIVABLE	0.00	0.00	22.48	22.48	22.48	0.00
200-06 2006 TAX RECIEVABLE	0.00	0.00	-0.90	0.90	0.90	0.00
200-09 2009 TAX RECEIVABLE	96.00	96.00	-96.00	6.65	96.00	6.65
200-16 2016 TAX RECEIVABLE	164.88	164.88	0.00	0.00	164.88	0.00
200-17 2017 TAX RECEIVABLE	869,513.78	869,513.78	0.00	9,544.38	879,058.16	0.00
200-18 2018 TAX RECEIVABLE	-38,375.07	-38,375.07	-137,272.79	8,066,175.62	6,744,417.14	1,283,383.41
200-19 2019 TAX RECEIVABLE	0.00	0.00	-3,262.66	55.36	10,445.79	-10,390.43
205-16 2016 LIENS RECEIVABLE	196,411.85	196,411.85	-73,985.26	0.00	195,402.42	1,009.43
205-17 2017 LIENS RECEIVABLE	0.00	0.00	-24,646.65	386,924.63	195,993.24	190,931.39
210-09 2009 PP TAX RECEIVABLE	95.45	95.45	0.00	0.00	95.45	0.00
210-10 2010 PP TAX RECEIVABLE	1,226.69	1,226.69	0.00	0.00	0.00	1,226.69
210-11 2011 PP TAX RECEIVABLE	1,524.33	1,524.33	0.00	0.00	0.00	1,524.33
210-12 2012 PP TAX RECEIVABLE	5,166.61	5,166.61	0.00	0.00	0.00	5,166.61
210-13 2013 PP TAX RECEIVABLE	9,712.02	9,712.02	0.00	0.00	0.00	9,712.02

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# General Ledger Summary Report

Fund(s): ALL  
November

12/06/2018

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Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund CONT'D</b>						
210-14 2014 PP TAX RECEIVABLE	15,362.47	15,362.47	0.00	0.00	0.00	15,362.47
210-15 2015 PP TAX RECEIVABLE	14,298.74	14,298.74	0.00	0.00	1,585.26	12,713.48
210-16 2016 PP TAX RECEIVABLE	14,102.94	14,102.94	-95.19	0.00	2,396.58	11,706.36
210-17 2017 PP TAX RECEIVABLE	38,764.44	38,764.44	-213.06	17.48	23,932.35	14,849.57
210-18 2018 PP TAX RECEIVABLE	-6.25	-6.25	-5,198.79	394,359.75	325,614.03	68,739.47
210-19 2019 PP TAX RECEIVABLE	0.00	0.00	-10.71	0.00	10.75	-10.75
303-00 FEDERAL WITHHOLDING	0.00	0.00	0.00	366,602.17	366,602.17	0.00
304-00 FICA W/H	0.00	0.00	0.00	472,686.94	472,686.94	0.00
305-00 MEDICARE WITHHOLDING	0.00	0.00	0.00	110,549.30	110,549.30	0.00
306-00 STATE WITHHOLDING	0.00	0.00	0.00	149,690.49	149,690.49	0.00
307-00 M.S.R.S. W/H	0.00	0.00	0.00	130,051.40	130,051.40	0.00
307-01 MSRS EMPLOYER	0.00	0.00	0.00	88,737.78	88,737.78	0.00
308-00 AFLAC INSURANCE	-1.43	0.00	-0.15	6,834.51	6,836.02	-1.51
312-00 HEALTH INS. W/H	-25,078.34	-24,979.10	-784.09	234,879.47	234,417.55	-24,517.18
314-00 UNITED WAY W/H	0.00	0.00	0.00	144.00	144.00	0.00
315-00 TEAMSTERS W/H	0.00	0.00	0.00	7,456.78	7,456.78	0.00
316-00 COUNCIL #93 W/H	0.00	0.00	0.00	4,467.09	4,467.09	0.00
317-00 PW UNION INS	0.00	0.00	0.00	1,523.68	1,523.68	0.00
318-00 MMA INCOME PROTECTION	-6,299.67	-6,282.37	-539.75	34,420.93	34,694.65	-6,556.09
319-00 REAL ESTATE TAX W/H	0.00	0.00	0.00	23,502.57	23,502.57	0.00
320-00 ICMA RETIREMENT CORP	0.00	0.00	0.00	156,738.72	156,738.72	0.00
320-01 ICMA EMPLOYER MATCH	0.00	0.00	0.00	37,783.70	37,783.70	0.00
322-00 RETIRED HEALTH INS PROGRAM	0.00	0.00	0.00	7,219.34	7,219.34	0.00
323-00 MMA SUPP. LIFE INSURANCE	-959.74	-959.74	-136.26	9,603.40	9,756.59	-1,112.93
324-00 MISC. WITHHOLDING	0.00	0.00	0.00	1,440.00	1,440.00	0.00
325-00 DED. FOR VALIC	0.00	0.00	0.00	37,122.24	37,122.24	0.00
325-01 VALIC EMPLOYER MATCH	0.00	0.00	0.00	11,292.00	11,292.00	0.00
329-00 SALES TAX COLLECTED	-64.82	-64.82	0.00	311.84	370.02	-123.00
330-00 VEHICLE REG FEE (ST. OF ME)	-3,046.25	0.00	-1,460.50	235,350.50	239,572.00	-4,221.50
331-00 BOAT REG FEE INLAND FISHERIES	-94.00	0.00	0.00	8,914.00	8,914.00	0.00
332-00 SNOWMOBILE REG (F&W)	-10,800.00	0.00	-5,580.00	13,761.00	19,791.00	-6,030.00
333-00 ATV REGISTRATION (F&W)	0.00	0.00	301.00	22,251.00	22,251.00	0.00
335-00 PLUMBING PERMITS (ST. OF ME)	-1,175.00	0.00	-112.50	0.00	853.75	-853.75
336-00 CONCEALED WEAPON PERMIT	0.00	0.00	0.00	1,130.00	1,115.00	15.00
338-00 CONNOR EXCISE TAX	0.00	0.00	0.00	48,133.97	48,133.97	0.00
339-00 CONNOR BOAT EXCISE	0.00	0.00	0.00	86.00	86.00	0.00
340-00 DOG LICENSES (ST. OF ME)	-1,454.00	0.00	-161.00	2,722.00	3,057.00	-335.00
341-00 FISHING LICENSES (ST. OF ME)	-564.00	0.00	0.00	5,646.00	5,646.00	0.00
342-00 HUNTING LICENSES (ST. OF ME)	-1,944.25	0.00	1,484.75	8,209.25	8,521.25	-312.00
347-00 NEPBA UNION PD	0.00	0.00	0.00	8,445.00	8,445.00	0.00
<b>Liabilities</b>	<b>7,405,540.22</b>	<b>7,400,281.63</b>	<b>-341,219.83</b>	<b>6,293,729.58</b>	<b>6,600,433.43</b>	<b>7,706,985.48</b>
350-00 INSURANCE REIMBURSEMENTS	0.00	0.00	-742.80	3,317.74	3,317.74	0.00
352-00 NYLANDER MUSEUM RESERVE	12,185.99	12,185.99	0.00	0.00	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	229,857.54	230,116.83	261.46	0.30	2,561.55	232,678.08
365-01 COMMUNITY POOL IMPROVEMENT	126,655.52	126,655.52	0.00	0.00	0.00	126,655.52
365-02 REC CENTER IMPROVEMENTS	29,883.05	29,883.05	-1,819.21	9,900.43	395.00	20,377.62
365-03 LAND ACQUISITIONS/EASEMENTS	33,340.00	33,340.00	0.00	0.00	0.00	33,340.00
365-04 RAILS TO TRAILS PROGRAM	1,431.28	1,431.28	-5,129.20	17,092.12	22,012.42	6,351.58
365-05 PARK IMPROVEMENT RESERVE	34,762.19	27,461.39	0.00	4,725.36	30,735.00	53,471.03
365-06 LET'S MOVE	-615.24	-615.24	0.00	0.00	0.00	-615.24

# General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund CONT'D</b>						
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	10,172.90	10,172.90	0.00	25,000.00	10,000.00	-4,827.10
365-10 REC LAWN MOWER RESERVE	14,398.91	14,398.91	-5,953.47	10,453.47	18,650.00	22,595.44
365-11 TRAIL MAINTENANCE RESERVE	0.00	0.00	-16,356.56	16,356.56	16,356.56	0.00
365-12 CRX/TOS RESERVE	282.79	282.79	80.00	1,820.48	5,111.15	3,573.46
365-13 RECREATION - COLLINS POND	35,225.91	35,225.91	0.00	33,033.56	20,000.00	22,192.35
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
365-18 REC SCHOLARSHIPS	2,051.22	2,051.22	0.00	0.00	0.00	2,051.22
365-19 CIVIC BEAUTIFICATION RESERVE	-838.86	-838.86	0.00	0.00	839.00	0.14
365-20 SKI TRAIL PROGRAM	2,710.27	2,710.27	15.00	1,980.98	312.00	1,041.29
365-21 RD TRAILS GRANT	-4,365.53	-4,365.53	0.00	0.00	4,366.00	0.47
365-22 NON APPROP SKI RENTAL PROGRAM	3,379.63	3,379.63	2,730.00	3,654.50	7,702.50	7,427.63
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	42,277.14	42,277.14	0.00	6,000.00	0.00	36,277.14
366-02 LIBRARY MEMORIAL FUND	19,454.15	19,454.15	564.82	1,597.73	6,721.25	24,577.67
366-03 LIBRARY COMPUTER RESERVE	2,508.20	2,508.20	0.00	1,300.00	0.00	1,208.20
366-11 DOROTHY LOUISE KYLER FOUND	4,000.00	4,000.00	0.00	4,000.00	0.00	0.00
366-12 KING GRANT	0.00	0.00	0.00	4,434.89	6,000.00	1,565.11
366-13 RUDMAN LIBRARY FUND	0.00	0.00	0.00	888.78	900.00	11.22
367-01 POLICE DONATED FUNDS	31,387.44	31,387.44	0.00	3,236.49	1,029.72	29,180.67
367-02 POLICE DEPT EQUIPMENT	16,423.89	15,589.93	4,163.73	75,574.03	94,884.53	34,900.43
367-03 POLICE CAR RESERVE	26,312.54	26,312.54	-4,850.10	38,581.10	6,787.00	-5,481.56
367-04 POLICE CAR VIDEO SYSTEM	3,128.75	3,128.75	0.00	0.00	0.00	3,128.75
367-05 DRINK GRANT PERSONNEL	16,185.79	13,967.88	349.96	21,427.50	23,693.12	16,233.50
367-06 PD COMPUTER RESERVE	13,247.18	13,247.18	0.00	2,202.98	400.00	11,444.20
367-07 POLICE DIGITAL FILING	9,000.00	9,000.00	0.00	0.00	0.00	9,000.00
367-08 MAJOR SYSTEMS REPLACEMENT	23,480.00	23,480.00	0.00	20,107.51	40,000.00	43,372.49
368-01 FIRE EQUIPMENT RESERVE	-897.62	-897.62	0.00	209,030.67	94,898.00	-115,030.29
368-02 FIRE HOSE RESERVE	1,706.25	1,706.25	0.00	0.00	0.00	1,706.25
368-03 FIRE DEPT FOAM RESERVE	3,742.50	3,742.50	0.00	820.00	0.00	2,922.50
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	0.14	0.14	0.00	0.00	0.00	0.14
368-06 FIRE/AMB COMPUTER RESERVE	11,128.63	11,128.63	0.00	4,713.73	0.00	6,414.90
368-07 FIRE DISPATCH REMODEL	3,100.00	3,100.00	0.00	0.00	0.00	3,100.00
368-08 FIRE SMALL EQUIPMENT	10,400.00	10,400.00	0.00	0.00	0.00	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	17,900.00	17,900.00	0.00	0.00	0.00	17,900.00
369-01 AMBULANCE SMALL EQUIP RESERVE	37,741.50	37,741.50	0.00	45,220.20	26,480.00	19,001.30
369-02 AMBULANCE STAIRCHAIRS	3,000.00	3,000.00	0.00	0.00	0.00	3,000.00
369-03 AMBULANCE RESERVE	184,240.35	184,240.35	0.00	210,645.91	25,000.00	-1,405.56
369-04 HEALTH OFFICER	0.00	500.00	0.00	500.00	0.00	0.00
370-01 GRIMES MILL RD ENGINEERING	-20,482.70	-20,482.70	0.00	0.00	5,483.00	-14,999.70
370-03 PW EQUIPMENT RESERVE	97,655.52	97,655.52	0.00	0.00	111,624.20	209,279.72
370-04 STREETS/ROADS RECONSTRUCTION	266,213.95	266,213.95	0.00	88,280.30	20,000.00	197,933.65
370-05 CURBING RESERVE	5,178.30	5,178.30	0.00	0.00	0.00	5,178.30
370-06 FUEL TANK RESERVE	-105,100.00	-103,732.09	1,258.16	1,370.15	12,144.35	-92,957.89
370-07 PW BUILDING RESERVE	0.00	0.00	0.00	6,288.00	35,000.00	28,712.00
370-09 RIVER ROAD	0.00	0.00	-1,998.44	58,911.68	0.00	-58,911.68
371-01 ASSESSMENT REVALUATION RESERVA	65,351.91	65,351.91	0.00	0.00	0.00	65,351.91
371-02 ASSESSING COMPUTER RESERVE	798.50	798.50	0.00	0.00	402.00	1,200.50
371-03 AERIAL PHOTOGRAPHY	2,700.00	2,700.00	0.00	0.00	0.00	2,700.00



# General Ledger Summary Report

Fund(s): ALL

November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund CONT'D</b>						
371-04 ASSESSING OFFICE EQUIPMENT	730.00	730.00	0.00	0.00	0.00	730.00
371-05 ASSESSING TRAVEL & TRAINING	0.00	3,500.00	-1,374.54	1,765.04	0.00	1,734.96
372-01 AIRPORT RESERVE	-9,892.75	-9,892.75	0.00	448,831.36	414,358.83	-44,365.28
372-04 AIRPORT HANGER SECURITY DEPOS	0.00	0.00	175.00	0.00	1,010.00	1,010.00
372-05 AIRPORT FAA LEASE PAYMENT HAN	0.00	0.00	6,505.00	0.00	10,980.00	10,980.00
373-01 GEN GOVT COMPUTER RESERVE	13,246.37	13,246.37	0.00	7,147.40	0.00	6,098.97
373-02 CITY COMPREHENSIVE PLAN	27.40	27.40	0.00	0.00	0.00	27.40
373-03 MUNICIPAL BUILDING RESERVE	4,938.25	10,938.25	0.00	20,176.58	72,000.00	62,761.67
373-04 VITAL RECORDS RESTORATION	1,093.50	1,093.50	0.00	3,136.00	2,500.00	457.50
373-05 BIO-MASS BOILERS	-47,664.49	-47,664.49	0.00	50,339.00	99,041.00	1,037.51
373-07 T/A PROPERTY REMEDIATION RESEI	11,678.00	11,678.00	0.00	0.00	361.20	12,039.20
373-08 HRA CONTRIBUTION RESERVE	27,781.49	27,781.49	999.76	0.00	8,812.26	36,593.75
373-10 FLEET VEHICLES	7,586.00	7,586.00	0.00	12,364.80	0.00	-4,778.80
373-11 NASIFF CLEAN UP	4,684.95	4,684.95	0.00	0.00	0.00	4,684.95
373-12 NBRC BIRDS EYE	-226.70	-226.70	60,328.39	104,252.47	81,013.10	-23,466.07
373-15 2017 HRA RESERVE	59,687.46	54,351.01	0.00	54,351.01	0.00	0.00
373-16 2018 HRA RESERVE	0.00	0.00	-4,646.10	54,144.01	110,881.78	56,737.77
373-17 LADDER ENGINE TRUCK 2016	0.00	0.00	0.00	0.00	116,900.00	116,900.00
374-00 REC/PARKS COMPUTER RESERVE	1,000.00	1,000.00	0.00	0.00	0.00	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	91,499.40	91,399.40	-94.30	8,877.27	9,287.78	91,809.91
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	6,258.48	6,258.48	0.00	5,595.45	6,062.42	6,725.45
388-00 HILLTOP TIF	0.00	0.00	0.00	155.25	0.00	-155.25
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	61,271.91	29,977.19	0.00	0.00	0.00	29,977.19
399-00 PARKING LOT MAINTENANCE RES	94,466.90	94,466.90	0.00	0.00	0.00	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	350,339.47	0.00	0.00	0.00	350,339.47
406-00 TRAILER PARK RESERVE	37,595.46	45,277.93	0.00	0.00	0.00	45,277.93
407-00 COUNTY TAX	2.13	2.13	0.00	486,816.00	486,816.00	2.13
415-00 LIONS COMMUNITY CENTER RESERV	1,056.20	1,056.20	0.00	0.00	15,000.00	16,056.20
417-00 COMPENSATED ABSENCES	170,222.28	170,222.28	0.00	41,465.11	45,000.00	173,757.17
419-00 DUE FROM CDC (1280)	72,081.27	72,081.27	0.00	0.00	0.00	72,081.27
421-00 DEFERRED TAX REVENUE	1,189,573.58	1,166,440.20	0.00	0.00	0.00	1,166,440.20
422-00 KEN MATTHEWS SCHOLARSHIP FUN	7,352.06	7,357.01	0.00	0.00	20.00	7,377.01
423-00 DR. CARY CEMETERY TRUST FUND	1,187.43	1,187.89	0.00	29.95	1.96	1,159.90
424-00 HAMILTON LIBRARY TRUST FUND	1,730.15	1,735.02	0.00	13.19	14.95	1,736.78
425-00 KNOX LIBRARY MEMORIAL FUND	9,652.49	9,674.91	0.00	0.00	108.95	9,783.86
426-00 CLARA PIPER MEM FUND	705.18	705.46	0.00	38.00	1.17	668.63
427-00 JACK ROTH LIBRARY MEM FUND	30,515.18	30,673.00	-263.77	3,792.94	485.10	27,365.16
429-00 BARBARA BREWER FUND	5,355.97	5,366.18	0.00	74.43	30.18	5,321.93
430-00 D. COOPER MEM FUND	62,469.25	62,571.65	0.00	4,000.00	416.65	58,988.30
432-00 MARGARET SHAW LIBRARY MEMORI	12,812.83	12,828.82	0.00	0.00	48.07	12,876.89
433-00 GORDON ROBERTSON MEM FUND	11,417.03	11,427.56	0.00	28.26	32.10	11,431.40
434-00 MEMORIAL INVESTMENT	6,065.84	6,070.50	0.00	0.00	18.75	6,089.25
435-00 RODERICK LIVING TRUST	17,346.03	17,359.80	0.00	1,055.16	47.18	16,351.82
436-00 AMBULANCE REIMBURSEMENT	10,856.70	10,856.70	-732.04	4,250.33	4,252.29	10,858.66
437-00 DEFERRED AMBULANCE REVENUE	578,236.08	621,584.90	0.00	0.00	0.00	621,584.90
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

# General Ledger Summary Report

Fund(s): ALL  
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Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund CONT'D</b>						
457-00 HOMELAND SECURITY RESERVE	2,277.92	2,277.92	0.00	0.00	0.00	2,277.92
460-00 YARD SALE	320.55	320.55	0.00	2,596.07	1,370.00	-905.52
461-00 CRAFT FAIR	12,651.21	12,651.21	4,738.52	2,585.48	7,555.00	17,620.73
462-00 CDBG HOUSING REHABILITATION	3,879.87	3,879.87	0.00	0.00	0.00	3,879.87
463-00 MISC EVENTS	79.62	79.62	0.00	1,170.48	0.00	-1,090.86
465-00 THURSDAYS ON SWEDEN	7,406.74	7,406.74	-272.26	18,147.03	12,874.20	2,133.91
466-00 HERITAGE DAY	-8,000.00	-8,000.00	0.00	0.00	0.00	-8,000.00
467-00 MARATHON	-2,149.38	-2,578.43	-495.98	62,907.54	36,798.03	-28,687.94
469-00 DENTAL INSURANCE	1,686.35	1,686.35	51.06	11,582.82	11,296.80	1,400.33
470-00 EYE INSURANCE	589.55	589.55	-5.04	2,491.29	2,450.14	548.40
471-00 RC2 TIF	0.00	0.00	0.00	0.00	33,994.79	33,994.79
472-00 ANIMAL WELFARE	0.00	0.00	162.00	0.00	3,575.00	3,575.00
476-00 FLEET VEHICLE ACCOUNT	0.00	0.00	0.00	80.00	0.00	-80.00
477-00 LED STREET LIGHTS	15,558.00	15,558.00	0.00	0.00	20,000.00	35,558.00
478-00 G. HARMON MEM FUND	8,000.48	8,006.12	0.00	2,426.80	1,156.34	6,735.66
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	279,989.24	279,989.24	17,256.56	0.00	84,396.15	364,385.39
483-03 DUE TO FUND 3	397,120.23	397,120.23	6,748.76	0.00	81,723.57	478,843.80
483-04 DUE TO FUND 4	189,312.68	189,312.68	4,232.25	0.00	42,685.24	231,997.92
483-05 DUE TO FUND 5	1,983,121.64	1,984,642.06	0.00	0.00	366,706.46	2,351,348.52
484-02 DUE FROM FUND 2	-251,807.60	-253,849.48	-449.98	92,247.67	0.00	-346,097.15
484-03 DUE FROM FUND 3	-313,836.15	-314,098.36	-6,946.74	81,690.55	0.00	-395,788.91
484-04 DUE FROM FUND 4	-185,642.95	-185,642.95	-4,304.88	43,045.43	0.00	-228,688.38
484-05 DUE FROM FUND 5	-1,401,736.27	-1,404,234.35	-95,075.13	327,732.30	0.00	-1,731,966.65
486-00 RETIREMENT RESERVE	4,139.00	4,139.00	0.00	0.00	0.00	4,139.00
488-00 CHRISTMAS LIGHTS	1,656.53	1,656.53	0.00	1,119.22	2,500.00	3,037.31
492-00 RSU #39 50/50	0.00	0.00	0.00	71,087.50	71,087.50	0.00
493-00 RSU 39 COMMITMENT	-874,839.46	-874,839.46	-300,283.12	3,325,371.64	3,417,666.00	-782,545.10
494-00 TRI COMMUNITY	0.00	0.00	0.00	0.00	260,848.00	260,848.00
496-00 BIRTH RECORDS STATE FEE	58.40	0.00	-16.40	980.00	1,071.60	91.60
497-00 DEATH RECORDS STATE FEE	65.60	0.00	43.80	867.20	982.40	115.20
498-00 MARRIAGE RECORDS STATE FEE	26.40	0.00	-74.00	434.40	388.40	-46.00
<b>Fund Balance</b>	<b>2,188,545.43</b>	<b>2,307,470.14</b>	<b>-260,690.89</b>	<b>24,270,562.42</b>	<b>24,276,505.02</b>	<b>2,313,412.74</b>
500-00 EXPENDITURE CONTROL	0.00	0.00	-752,744.35	9,119,858.01	10,110,194.57	990,336.56
510-00 REVENUE CONTROL	0.00	0.00	492,053.46	14,826,498.41	13,916,310.45	-910,187.96
600-00 FUND BALANCE	2,188,545.43	2,307,470.14	0.00	324,206.00	250,000.00	2,233,264.14
<b>2 - Snowmoible Trail Maintenance</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>223,782.82</b>	<b>223,782.82</b>	<b>0.00</b>
<b>Assets</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Liabilities</b>	<b>-10,995.36</b>	<b>-9,265.86</b>	<b>-560.02</b>	<b>122,596.70</b>	<b>171,964.03</b>	<b>40,101.47</b>
365-11 TRAIL MAINTENANCE RESERVE	17,186.28	16,873.90	16,246.56	38,200.55	79,716.36	58,389.71
483-01 DUE TO FUND 1	251,807.60	253,849.48	449.98	0.00	92,247.67	346,097.15
484-01 DUE FROM FUND 1	-279,989.24	-279,989.24	-17,256.56	84,396.15	0.00	-364,385.39
<b>Fund Balance</b>	<b>10,995.36</b>	<b>9,265.86</b>	<b>560.02</b>	<b>101,186.12</b>	<b>51,818.79</b>	<b>-40,101.47</b>
500-00 Expense Control	0.00	0.00	-339.98	56,047.12	45,339.00	-10,708.12
510-00 Revenue Control	0.00	0.00	900.00	45,000.00	6,479.79	-38,520.21
600-00 Fund Balance	10,995.36	9,265.86	0.00	139.00	0.00	9,126.86

# General Ledger Summary Report

Fund(s): ALL  
November

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>3 - Housing Department CONT'D</b>						
<b>3 - Housing Department Assets</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	252,825.12 <b>0.00</b>	252,825.12 <b>0.00</b>	0.00 <b>0.00</b>
<b>Liabilities</b>	<b>-37,329.26</b>	<b>-37,067.05</b>	<b>197.98</b>	<b>82,449.05</b>	<b>82,416.03</b>	<b>-37,100.07</b>
409-00 HOUSING RESERVE	45,954.82	45,954.82	0.00	725.48	725.48	45,954.82
483-01 DUE TO FUND 1	313,836.15	314,098.36	6,946.74	0.00	81,690.55	395,788.91
484-01 DUE TO FUND 1	-397,120.23	-397,120.23	-6,748.76	81,723.57	0.00	-478,843.80
<b>Fund Balance</b>	<b>37,329.26</b>	<b>37,067.05</b>	<b>-197.98</b>	<b>170,376.07</b>	<b>170,409.09</b>	<b>37,100.07</b>
500-00 Expense Control	0.00	0.00	-6,946.74	80,965.07	89,006.00	8,040.93
510-00 Revenue Control	0.00	0.00	6,748.76	89,411.00	80,998.09	-8,412.91
600-00 Fund Balance	37,329.26	37,067.05	0.00	0.00	405.00	37,472.05
<b>4 - FSS</b>						
<b>Assets</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	136,517.67 <b>0.00</b>	136,517.67 <b>0.00</b>	0.00 <b>0.00</b>
<b>Liabilities</b>	<b>-3,669.73</b>	<b>-3,669.73</b>	<b>72.63</b>	<b>42,685.24</b>	<b>43,045.43</b>	<b>-3,309.54</b>
483-01 DUE TO FUND 1	185,642.95	185,642.95	4,304.88	0.00	43,045.43	228,688.38
484-01 DUE FROM FUND 1	-189,312.68	-189,312.68	-4,232.25	42,685.24	0.00	-231,997.92
<b>Fund Balance</b>	<b>3,669.73</b>	<b>3,669.73</b>	<b>-72.63</b>	<b>93,832.43</b>	<b>93,472.24</b>	<b>3,309.54</b>
500-00 Expense Control	0.00	0.00	-4,304.88	43,045.43	43,962.74	917.31
510-00 Revenue Control	0.00	0.00	4,232.25	50,787.00	42,322.50	-8,464.50
600-00 Fund Balance	3,669.73	3,669.73	0.00	0.00	7,187.00	10,856.73
<b>5 - ECONOMIC DEV</b>						
<b>Assets</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	0.00 <b>0.00</b>	1,098,731.30 <b>0.00</b>	1,098,731.30 <b>0.00</b>	0.00 <b>0.00</b>
<b>Liabilities</b>	<b>-120,126.28</b>	<b>-119,148.62</b>	<b>88,582.51</b>	<b>427,442.11</b>	<b>387,207.29</b>	<b>-159,383.44</b>
473-00 DOWNTOWN TIF	203,344.61	203,344.61	-6,492.62	35,967.61	24,474.99	191,851.99
474-00 TRAIL GROOMER RESERVE	7,914.48	7,914.48	0.00	0.00	10,000.00	17,914.48
475-00 REVOLVING LOAN RESERVE	200,000.00	200,000.00	0.00	0.00	0.00	200,000.00
476-00 FIRE STATION RESERVE	50,000.00	50,000.00	0.00	24,768.04	25,000.00	50,231.96
483-01 DUE TO FUND 1	1,401,736.27	1,404,234.35	95,075.13	0.00	327,732.30	1,731,966.65
484-01 DUE FROM FUND 1	-1,983,121.64	-1,984,642.06	0.00	366,706.46	0.00	-2,351,348.52
<b>Fund Balance</b>	<b>120,126.28</b>	<b>119,148.62</b>	<b>-88,582.51</b>	<b>671,289.19</b>	<b>711,524.01</b>	<b>159,383.44</b>
500-00 Expense Control	0.00	0.00	-88,582.51	302,952.19	358,446.21	55,494.02
510-00 Revenue Control	0.00	0.00	0.00	368,337.00	341,272.80	-27,064.20
600-00 Fund Balance	120,126.28	119,148.62	0.00	0.00	11,805.00	130,953.62
<b>Final Totals</b>	<b>4,834.64</b>	<b>-162,883.55</b>	<b>0.00</b>	<b>60,570,594.05</b>	<b>60,407,710.50</b>	<b>0.00</b>

# Expense Summary Report

Fund: 1  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	1,019,415.00	79,394.44	914,292.44	105,122.56	89.69
17 - HEALTH & SANITATION	250,536.00	20,950.50	227,548.58	22,987.42	90.82
18 - MUNICIPAL BUILDING	70,896.00	4,453.80	54,690.84	16,205.16	77.14
20 - GENERAL ASSISTANCE	68,362.00	3,812.83	48,160.48	20,201.52	70.45
22 - TAX ASSESSMENT	256,395.00	16,063.11	167,316.27	89,078.73	65.26
25 - LIBRARY	223,304.00	18,116.29	188,287.17	35,016.83	84.32
31 - FIRE/AMBULANCE DEPARTMENT	1,964,485.00	196,496.82	1,779,815.84	184,669.16	90.60
35 - POLICE DEPARTMENT	1,509,892.00	161,498.54	1,429,768.58	80,123.42	94.69
38 - PROTECTION	456,476.00	36,497.66	386,676.99	69,799.01	84.71
39 - CARIBOU EMERGENCY MANAGEMENT	15,237.00	305.07	8,289.09	6,947.91	54.40
40 - PUBLIC WORKS	2,256,885.00	155,920.51	1,970,442.62	286,442.38	87.31
50 - RECREATION DEPARTMENT	491,316.00	38,141.69	431,400.49	59,915.51	87.81
51 - PARKS	155,360.00	11,667.24	142,414.57	12,945.43	91.67
60 - AIRPORT	37,463.00	3,826.37	80,322.12	-42,859.12	214.40
61 - CARIBOU TRAILER PARK	15,387.00	593.73	9,276.99	6,110.01	60.29
65 - CEMETERIES	6,850.00	0.00	5,901.55	948.45	86.15
70 - INS & RETIREMENT	109,759.00	2,732.86	98,174.87	11,584.13	89.45
80 - UNCLASSIFIED	50,250.00	2,272.89	25,151.95	25,098.05	50.05
85 - CAPITAL IMPROVEMENTS	741,569.00	0.00	741,569.00	0.00	100.00
Final Totals	9,699,837.00	752,744.35	8,709,500.44	990,336.56	89.79

## Expense Summary Report

Fund: 2  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOBILE TRAIL MAINTENANCE	45,139.00	339.98	55,847.12	-10,708.12	123.72
Final Totals	45,139.00	339.98	55,847.12	-10,708.12	123.72

## Expense Summary Report

Fund: 3  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	89,006.00	6,946.74	80,965.07	8,040.93	90.97
Final Totals	89,006.00	6,946.74	80,965.07	8,040.93	90.97

## Expense Summary Report

Fund: 4  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	43,600.00	4,304.88	42,682.69	917.31	97.90
Final Totals	43,600.00	4,304.88	42,682.69	917.31	97.90

## Expense Summary Report

Fund: 5  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	344,863.00	87,717.16	293,505.18	51,357.82	85.11
12 - CHAMBER	11,669.00	865.35	7,532.80	4,136.20	64.55
Final Totals	356,532.00	88,582.51	301,037.98	55,494.02	84.44



# Revenue Summary Report

Fund: 1  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	6,808,067.37	172,035.94	6,742,481.90	65,585.47	99.04
17 - HEALTH & SANITATION	260,848.00	0.00	0.00	260,848.00	0.00
18 - MUNICIPAL BUILDING	4,000.00	333.33	3,666.63	333.37	91.67
20 - GENERAL ASSISTANCE	25,700.00	829.76	17,080.05	8,619.95	66.46
22 - TAX ASSESSMENT	728,736.78	0.00	479,804.71	248,932.07	65.84
23 - CODE ENFORCEMENT	6,550.00	582.50	6,206.25	343.75	94.75
25 - LIBRARY	6,000.00	724.45	6,779.70	-779.70	113.00
31 - FIRE/AMBULANCE DEPARTMENT	1,643,407.40	145,433.73	1,313,288.76	330,118.64	79.91
35 - POLICE DEPARTMENT	46,375.00	16,437.64	54,838.70	-8,463.70	118.25
39 - CARIBOU EMERGENCY MANAGEMENT	2,600.00	0.00	800.00	1,800.00	30.77
40 - PUBLIC WORKS	201,230.00	149,670.50	189,954.44	11,275.56	94.40
50 - RECREATION DEPARTMENT	23,000.00	3,158.50	23,604.50	-604.50	102.63
51 - PARKS	3,000.00	0.00	555.50	2,444.50	18.52
60 - AIRPORT	12,000.00	1,397.11	15,673.45	-3,673.45	130.61
61 - CARIBOU TRAILER PARK	17,000.00	1,450.00	17,465.00	-465.00	102.74
70 - INS & RETIREMENT	0.00	0.00	6,127.00	-6,127.00	----
Final Totals	9,788,514.55	492,053.46	8,878,326.59	910,187.96	90.70

## Revenue Summary Report

Fund: 2  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
52 - SNOWMOBILE TRAIL MAINTENANCE	45,000.00	900.00	6,479.79	38,520.21	14.40
Final Totals	45,000.00	900.00	6,479.79	38,520.21	14.40

## Revenue Summary Report

Fund: 3  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	89,411.00	6,748.76	80,998.09	8,412.91	90.59
Final Totals	89,411.00	6,748.76	80,998.09	8,412.91	90.59

Caribou  
9:42 AM

## Revenue Summary Report

Fund: 4  
November

12/06/2018  
Page 1

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	50,787.00	4,232.25	42,322.50	8,464.50	83.33
Final Totals	50,787.00	4,232.25	42,322.50	8,464.50	83.33

## Revenue Summary Report

Fund: 5  
November

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	368,337.00	0.00	341,272.80	27,064.20	92.65
Final Totals	368,337.00	0.00	341,272.80	27,064.20	92.65

October 17, 2018

18-17 Spec.

Council Agenda Item #1: Roll Call

A Special Meeting and Council Retreat of the Caribou City Council was held 4:00 p.m. on Wednesday, October 17, 2018 in the conference room at North Maine Development Commission with the following members present: Mayor David Martin, Deputy Mayor Nicole Cote, Philip McDonough II, Joan L. Theriault, Timothy Guerrette, R. Mark Goughan, and Hugh Kirkpatrick (5:07 p.m.)

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; Hope Rumpca, Library Director; Carl Grant, Finance Director; Kenneth G. Murchison, Zoning Administrator; and Christina Kane-Gibson, Events & Marketing Director.

Council Candidates: Thomas Ayer, Christine Lister, and Christopher Lydon.

Council Agenda Item #2: Pledge of Allegiance

The Pledge of Allegiance wasn't recited.

Council Agenda Item #3: Reports of Officers and Staff – 2019 Budget Considerations

Attached is a copy of the PowerPoint presentation presented that evening. Each Department Manager gave an overview of their department; including, major projects for 2018 and 2019, capital projects for 2019, and personnel issues.

The Manager and Department Managers answered all Councilors' questions.

The Manager reviewed the Budget timeline.

Council Agenda Item #4: New Business & Adoption of Ordinances and Resolutions

a. Discussion and Possible Action Regarding River Road Report – Engineer's Findings

Discussion about renting or purchasing jersey barriers. Another property owner has agreed to sell to the city.

Council Consensus: After frost, open up River Road to a one lane road.

b. Discussion and Possible Action Regarding an Economic Development Agreement between Caribou City and Porvair Filtration Group, Inc., Caribou Division.

Motion made by P. McDonough, seconded by J. Theriault, to post on the website that the city has a generator for sale by bid. (4 yes, P. McDonough, J. Theriault, RM Goughan, N. Cote, 3 no, H. Kirkpatrick, T. Guerrette, D. Martin) So voted.

Council Agenda Item #5: Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405(6)(C) Real Estate Purchases and Economic Development

8:00 p.m. time in. Motion made by T. Guerrette, seconded by J. Theriault, to enter an executive session under MRSa Title 1, §405(6)(C) Real Estate Purchases and Economic Development. (7 yes) So voted.

8:20 p.m. time out.

No action taken.

October 17, 2018

18-17 Pg. 2 Spec.

Council Agenda Item #6: Next Meeting: October 29 – Budget Forum

Council Agenda Item #7: Adjournment

Motion made by T. Guerrette, seconded by J. Theriault, to adjourned the Public Forum Workshop at 8:20 p.m. (7 yes) So voted.

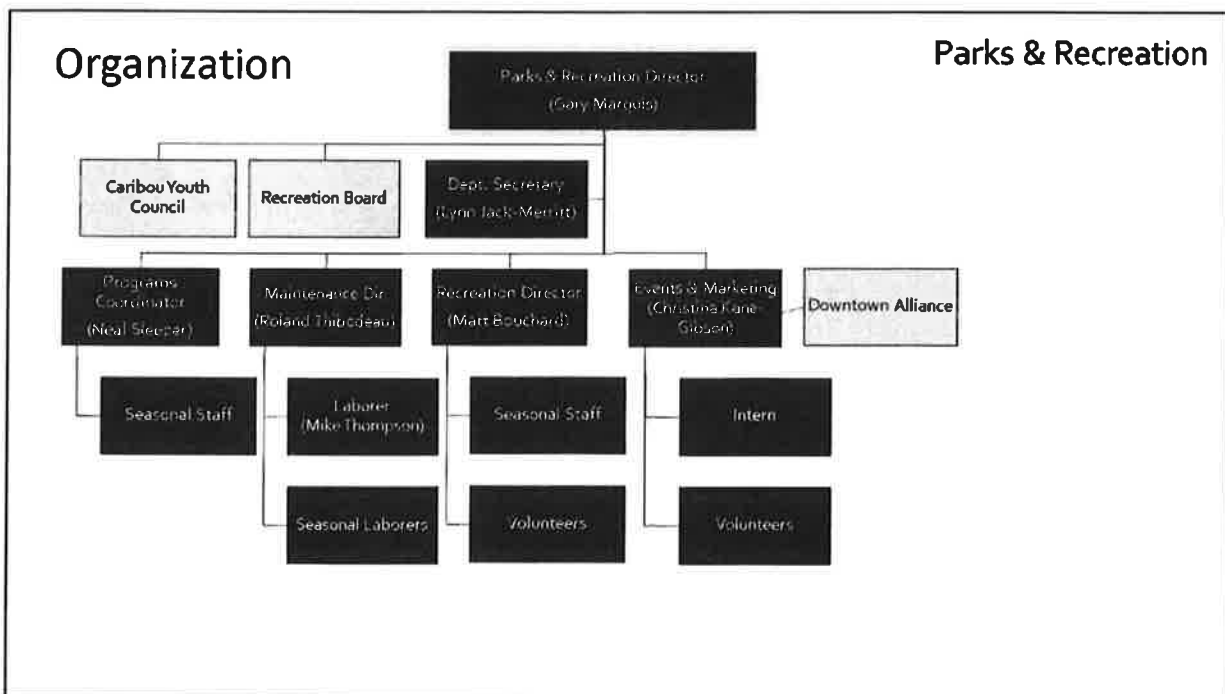
Jayne R. Farrin, Secretary



## Choices

- Options
- Knowledge of Conditions
- Understanding of consequences
- Understanding of truths
- Freedom to Freely Choose
  - Not coerced
  - Not threatened
- Moral Compass



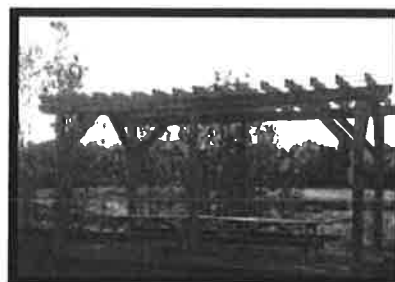


## 2018 major accomplishments

### Parks & Recreation

#### Collins Pond

- The completion of the overlook deck built over Caribou Stream has been a great addition to the already popular Collins Pond walking path.
- The permitting process has started on rebuilding the Collins Pond dam. Estimates came in roughly around \$12,000 to repair the dam. We are currently revamping the permit as there were some information missing. This process will continue throughout the winter and will hopefully be able to do the actual repairs next summer.
- The bike Maine event was held in Caribou and was staged at the old Lions building, so there was some much-needed electrical upgrades performed at the building. We also built a pergola where the concrete slab was sitting idle for years.



## 2018 major accomplishments

### Parks & Recreation

#### North Caribou Park

- cleaned up from several wind storms that damaged a lot of trees.
- Proceeding with designing and purchasing disc golf baskets for this park.

#### Recreation Center

- Obtained weightlifting equipment and resurrected the weight room
- Painting the old side of the recreation building.
- Original building doors have been replaced.
- Working with Efficiency Maine and a local electrical contractor to replace the gymnasium lights. The lights have been burning out and the gym has been getting darker by the week. We are in hopes to have this project completed before the holidays.
- RSU 39 project will finish new recreation maintenance building behind the gym

## 2018 major accomplishments

### Parks & Recreation

#### Trails

- Major cleanup from spring runoff events.
- Working on trails at the Country club. A logger was in there for the past 2 winters.



## 2019 Major Projects

### Parks & Recreation

- Painting the recreation department & the gymnasium.
- Extending the Collins Pond walking path, working on writing a grant for this project.
- Continuation of working with the local contractor on the new park that we will be receiving with this new school project. Supposed to be useable by September 2019.
- Moving the playset up at Hilltop school to the Little league complex.
- Continuation of making our trails the best in the County.
- Upgrade our security cameras throughout the building.

## 2019 Major Purchases

## Parks & Recreation

- New landscape trailer
- New zero turn mower
- Budgeting toward city match on RSU project

## 2019 Personnel Items

- No changes anticipated

## 2018 Major Accomplishments

## Events & Marketing

Thursdays and a Sunday on Sweden  
Bike Maine  
Caribou Cares about Kids Events  
Caribou Marathon  
Santa Shoppe for Children  
Continue the Caribou Arts & Crafts Fair  
Continue to grow Halloween events  
Acceptance into Leadership Maine Program  
Mainebiz "Next List" 2018 Winner  
Downtown Team formation  
Maine Downtown/Main Street Network Affiliate  
Application

## 2019 Major Projects & Goals

Maine Downtown/Main Street Network Affiliate Application

Events & Marketing

Caribou Project

Fall Festival

Networking & Business Training Sessions

Collaborate with S.W. Collins on 175<sup>th</sup> Anniversary

Public Art (Murals, statuary, etc.)

Façade Grants Program

Storytelling Festival in conjunction with MicMac Nation

Community Cleanup Day

Complete Database & Monthly Newsletter for all Caribou Business Owners

Sponsorship/Partnership opportunities Sponsor Deck

Grow the Marathon – We already have 40 signups for next year

## 2019 Major Purchases

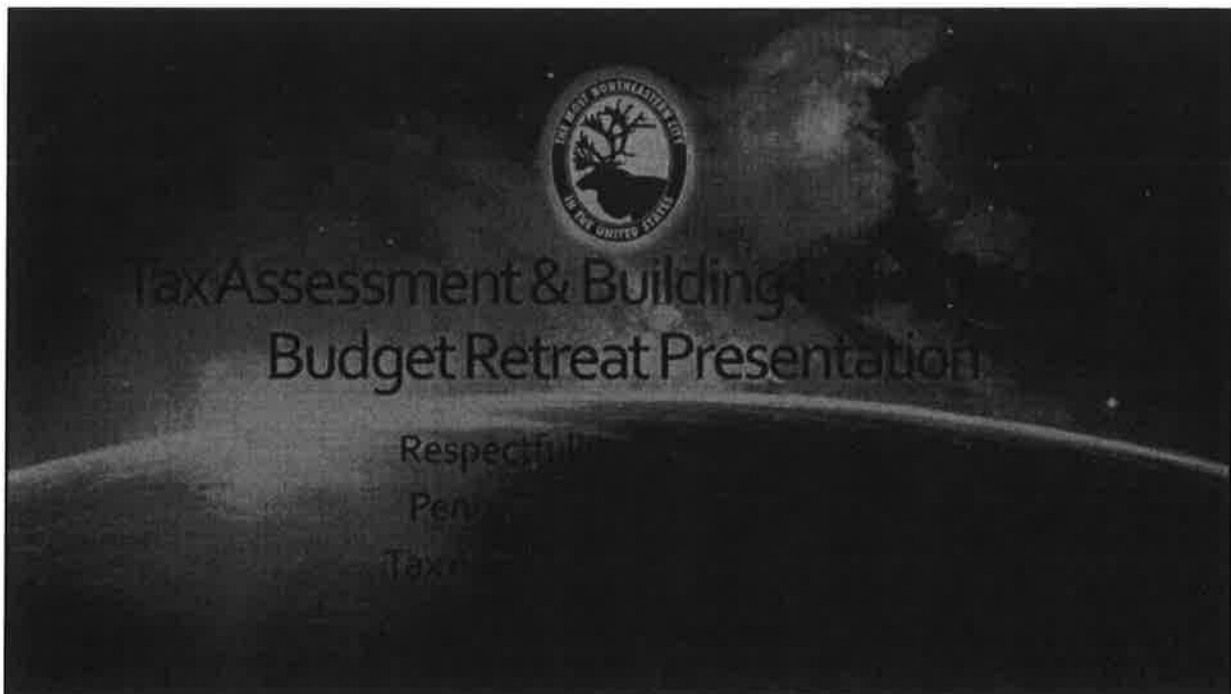
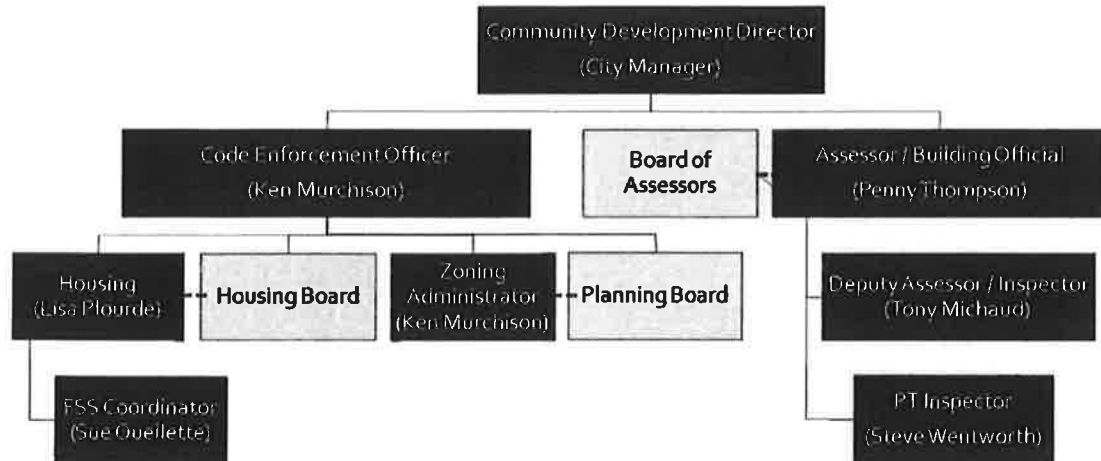
Events & Marketing

- Scheduled Computer Replacement - Upgrade

## 2019 Personnel Items

- Request 1 seasonal intern position again for summer help

## Community Development



## 2018 Municipal Valuation

Assessing

Commitment Date: July 2, 2018

Taxable value of land:	\$ 93,978,500
Taxable value of buildings:	\$ 288,375,400
Taxable value of personal property:	\$ 16,630,200
TOTAL taxable valuation:	\$ 356,210,100

2018 Property Tax Rate: .023700

## 2018 By The Numbers

Tax Assessment Office

Assessing

• Number of real estate accounts:	4,465
• Number of personal property accounts:	351
• Homestead exemptions granted:	2,105
• Veteran exemptions granted:	326
• Blind exemptions granted:	5
• BETE exemptions approved:	76
• Total acres in Tree Growth:	1,427.6

per state statute all estates are fixed as of:  
April 1, 2018

## 2018 By The Numbers

Building Official / Permit Office

Assessing

- 36 building permits issued in Caribou
  - 5 commercial projects
  - Residential projects include six homes, several garages, sheds, decks and additions
  - 3 exempt properties include the new RSU 39 K-8 school
- 19 plumbing permits issued in Caribou
- 3 demolition permits
- 10 sign permits – (seven recently for Walgreens)

PERMITS = NEW VALUE = INCREASE IN TAX BASE

## 2018 Municipal Valuation





## 2019 Major Projects

- Quarterly updates

Building & Assessing

## 2019 Personnel Items

- Commercial building inspector on retainer
  - for RSU project
  - Asbestos inspections in dilapidated, tax acquired buildings

## *Tax Assessment & Code Enforcement Budget Retreat Presentation*

- The tax assessment / building official and permit office is located in the Municipal Building.
- The office welcomes you to visit, call or e-mail with any questions you may have.

Penny Thompson, CMA-III  
[pthompson@cariboumaine.org](mailto:pthompson@cariboumaine.org)

(207) 493 – 5961  
25 High Street, 2<sup>nd</sup> Floor

## 2018 Major Accomplishments

CEO training in Legal Issues, Land Use and shoreland Zoning

Joined the American Planning Association and Maine GIS Users Group

Working with the following Boards:

- Aroostook Waste Solutions (Tri-community Landfill)
- Caribou Downtown Team
- Business Investment Group
- The Glass if Half Full Group
- Caribou Bread of Life Kitchen
- Age Friendly Community Group

Code Enforcement

Significant Projects:

- Caribou Economic Summit
- Birdseye Plant Demolition
- LED Street Lights
- City owned Property and Housing Study

## 2019 Major Projects

Rewriting city zoning regulations (Chapter 13)

Complete Birdseye cleanup

Economic Development Master Plan

Code Enforcement

Business Survey

Meetings with Realtors and Owners

Comprehensive Plan Update

Site Plan Review

Hilltop Senior Living Construction

Dunkin Donuts Construction

## 2019 Major Purchases

- Plotter Machine for printing maps and large public documents

## 2019 Personnel Items

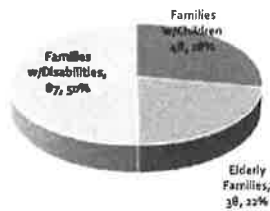
- None

## 2018 Statistics

- 18 new participants (19 on waiting list)

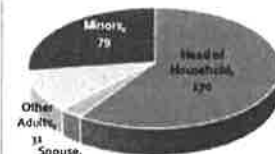
### Family types

(173 families)



### Family Members

(288 members)



### Housing & FSS

**Average Household (173) Income per Year:**  
**\$9,681**

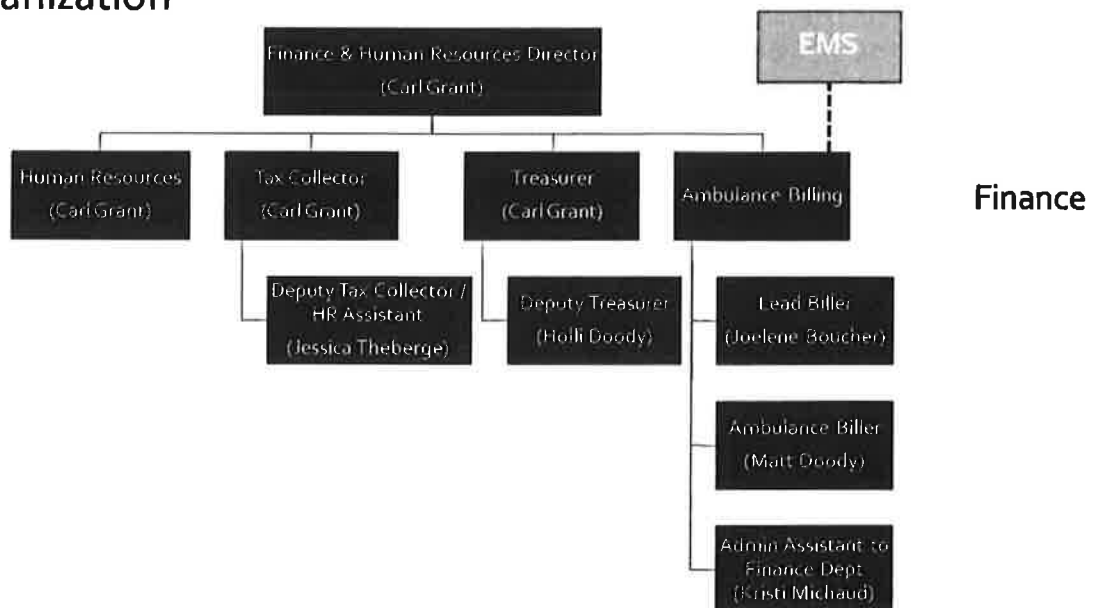
**Total Assistance Payments Made:**  
**\$862,2687**

**Of the 59 Participating Landlords,**  
**48 have rental units in Caribou**

## 2019 Personnel Items

- Continue to monitor changes to federal reimbursement allowances
- Additional training of new Housing Board of Directors

## Organization



## 2018 Major Accomplishments

Managing of HR and property insurance functions and other duties as they have presented themselves during Director transition

Continue to decrease personal property receivables

Continue to sell/remove City Owned Property off the city's books

Finance

Another smooth and clean audit

Continue working with TRIO on upgrade to web-based accounting

RFP for insurance services (Health/Property)

Hired Jessica Therberge as Deputy Tax Collector

Hired Kristi as Part-time Admin Assistant

## 2019 Major Items

Additional training to get Jessica certified and able to take over HR

Implementation of Bi-Weekly payroll on January 1, 2019

Implementation of LD 1629 – Property Tax Foreclosure Requirements for Seniors

Finance

Recommend moving ambulance billing accounts back under fire department but keeping supervision under Finance

## 2019 Major Purchases

- None

## 2019 Personnel Items

- None

## Major Accounts

**G 1-111-00 Retirement Investment** **\$3,000,000**

This is the City's Portion of MSRS contributions made from 1996 to 2010 with interest. These funds were a set percentage determined by the State that the City was obligated to pay based on the number of employees enrolled in the plan and the salary of those employees during those years.

Finance

In 2010, the plan changed to a Consolidated PLD and contributions from 2010 to 2015 were made to the plan from surplus resources sent in from 1996 to 2010. In 2015 the IRS implemented GASB68 regulation and the State decided at this point to refund these funds back to the municipality.

**Currently the funds are locked in a CD at AFSL until August of 2020 at a 3% interest rate. City receives \$90,000 each year.**

## Major Accounts

**G 1-117-00 RLF #10 Investment** **\$231,900**

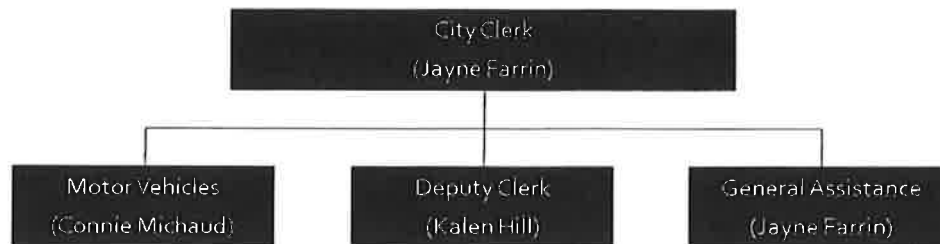
This is a CDBG fund through NMDC that the City retains for Community Development Block Grant applications processed through NMDC. Currently there are no Grants being accessed through this process.

Finance

**G 1-126-00 Sweetsoft Receivables** **\$585,164**

This is the current receivables being worked through the ambulance contract billings services the City provides to multiple municipalities. These receivables have gone down by about \$35K over the first eight months, due to the hiring of additional staff that is working these accounts.

## Organization



Clerks

## 2018 Major Accomplishments & Goals

- Marriage intentions and licenses scanned to State's electronic records.
- Scanning Disposition Permits and attaching them to State.
- Continue working on the Voter List
- Goal to hold additional Registrar's Hearings. (Rank Choice Voting in June delayed finalizing the June Primary). 2018 has felt like we were running one long election.
- Ballot Clerk appointments were done in the spring of 2018. We were able to recruit a few new ballot clerks. I used two new ones in September and have several on the schedule for November.

Clerks

### 2019 Major Items

- Codification. I debate back and forth as to whether I should move forward with this or let the Clerk following me move forward with this project.
- The City of Caribou may have to offer additional MV services; such as, completing transfers and licensing trailers when Connie retires.
- Public hours 9 – 5. Staff hours from 8 to 5 with rotating lunch.

Clerks

### 2019 Major Purchases

- Potential Scanner & Software to digitize historic Council records with searchability function. Running out of room in vault.

### 2019 Personnel Items

- All three clerks are preparing to retire within 3 years.

### General Assistance

- Completed the training to obtain both certifications next spring!

### 2019 Major Purchases

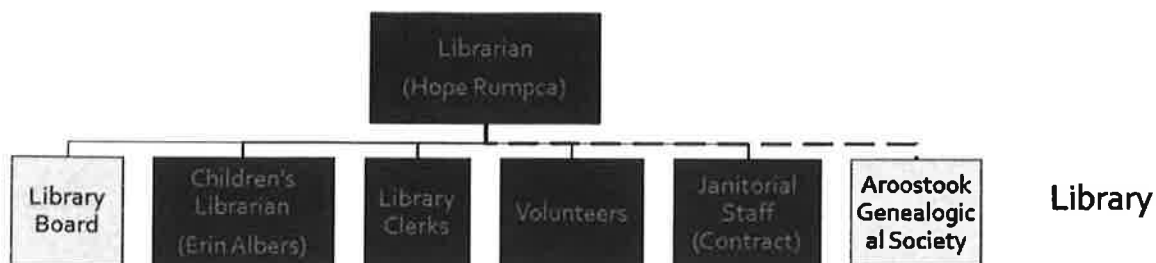
- None

Clerks

### 2019 Personnel Items

- All three clerks are preparing to retire within 3 years.

## Organization



## 2018 Major Accomplishments

- Rudman grant which revitalized the Large Print collection.
- Helped Rose Acres, our elder outreach project, put together a Large Print library with the support of local patrons providing bookcases.
- Our perennial sale brought in over \$1000.
- Our Business Database is being used by the small business/new business classes at UMPI.
- Radiators in children's room with Stephen King Foundation grant.

Library



## 2018 Major Accomplishments

- Established a children's outreach program for Daycares in Caribou.
- Received the Kyler Grant to update and improve children's collection.
- Anastasia presented at an invitation-only International conference. She presented on the collaboration of the Library and the Aroostook County Genealogical Society on the formation of the archives and its benefit to our community and county. Placing the Caribou Public Library on the forefront of the international stage as a model for other libraries and archives.

Library

## 2019 Major Items

- Applied for the Jacobson Grant (\$500) to bring storytelling to the library - we want to bring authors/speakers to the library.
- Collaboration with other area libraries on events that will benefit our communities. Sharing speakers, programming, etc. We have set up a Facebook page and are actively working towards this goal.
- Working with Cary Medical Center to provide resources for caregivers and those within our community dealing with Alzheimer's and Dementia.
- Activating a Teen Advisory Board to ignite planning and participation of teen events at the library.
- Expanding our elder outreach to include long-term nursing facilities and shut-ins. Utilizing volunteers to deliver books on a biweekly basis.

Library

## 2019 Major Purchases

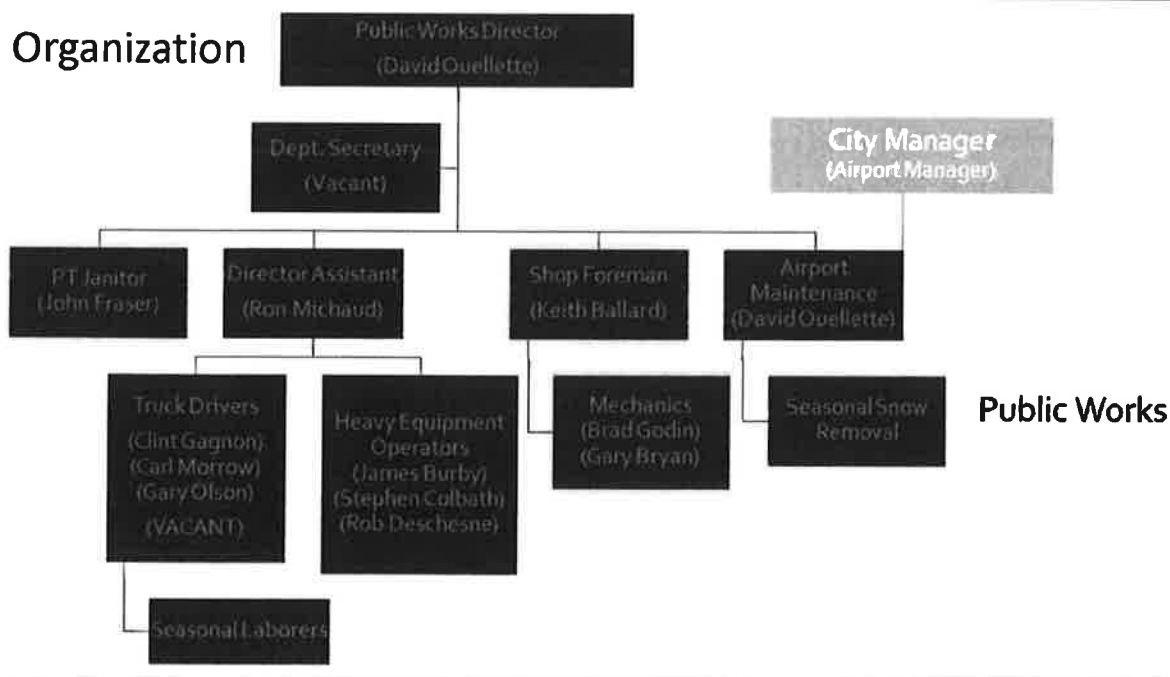
- Purchasing and installing air conditioners in our youth rooms this spring using money from the Stephen King Foundation Grant.

## 2019 Personnel Items

- Hiring a 20-hour archive assistant for cataloging, collection preservation and public assistance.
- Hiring a 29-hour assistant librarian. We are continually short of help. While we rely on our volunteers and assistance workers their support can end at any time, some are on a time limit. The middle of October leaves us without a second person on Saturdays, a busy day for the library.

Library

## Organization



## 2018 Major Accomplishments

- Approx. 9 miles was prepared for the chip seal process. Drainage was the biggest concern in preparing these roads for the chip seal surface.
- Approx. 2.5 miles of in town paving was completed.
- A new 20-foot overhead door was installed on the south side rear shop. This door was one of the originals and was completely water logged. New remote controls were installed on all overhead doors.
- Repairs at the airport on the old T Hanger was completed this year. Some of the repairs included paint on the entire building, new closing cables inside, and a rubber flap to close the bottom of the doors.

Public Works

## 2019 Major Items

- Replace the twin culverts on the Belanger Road. With the busy summer and being shorthanded, we did not complete this project in 2018.
- Working closely with MDOT to start the high Street project. Project bid for 2018 was approximately \$500,000 over budget.
- Working with MDOT for a 50-50 partnership to redo N. Main St. The project should include a mill and fill with replacement of existing sidewalks.
- 9.5 miles of chip sealing will be done in the country roads.
- 2.5 miles of asphalt paving on the In-Town, non-highway streets.
- No funding for highway repairs
- **River Road !!!**

Public Works

### 2019 Equipment Needs

- In 2019 I would like to purchase a new 3 ½ yard loader. The loader that I would like to replace will be 20 years old, with approximately 18,000 hours. The transmission had to be replaced at 10,000 hours which is what the manufacturer said was its useful life. The motor had to be replaced at 14,000 hours. With the transmission approaching its useful life once again, I would like to replace this unit before we put any additional expense into the repairs. The transmission repair cost \$24,000, and the motor repair cost \$21,000. The capital expense budget for 2018 including replacing a trackless for \$130,000, that we did not spend. I would like to use 2018s budget along with 2019 to purchase a new loader.

Public Works

### 2019 Capital Needs

- In 2018's capital budget expense, we funded approximately one half the cost for the roof repair on the building. In 2019 I would like to fund the remainder and have the roof repaired. I believe if we repair the roof now, we will save on additional expenses such as the insulation underneath the membrane.

Public Works

## 2018 Major Accomplishments - Airport

- Released FreshAir from FBO contract
- Cleanout of Main Hangar Building
- Fuel Island Management and Certifications
- Airport Advisory Board creation
- Completion of 6-bay T-Hangar project
- Renovation of 2-bay T-Hangar building
- Hangar leases (5/6 in new, 2/2 in old, a couple planes in Main)

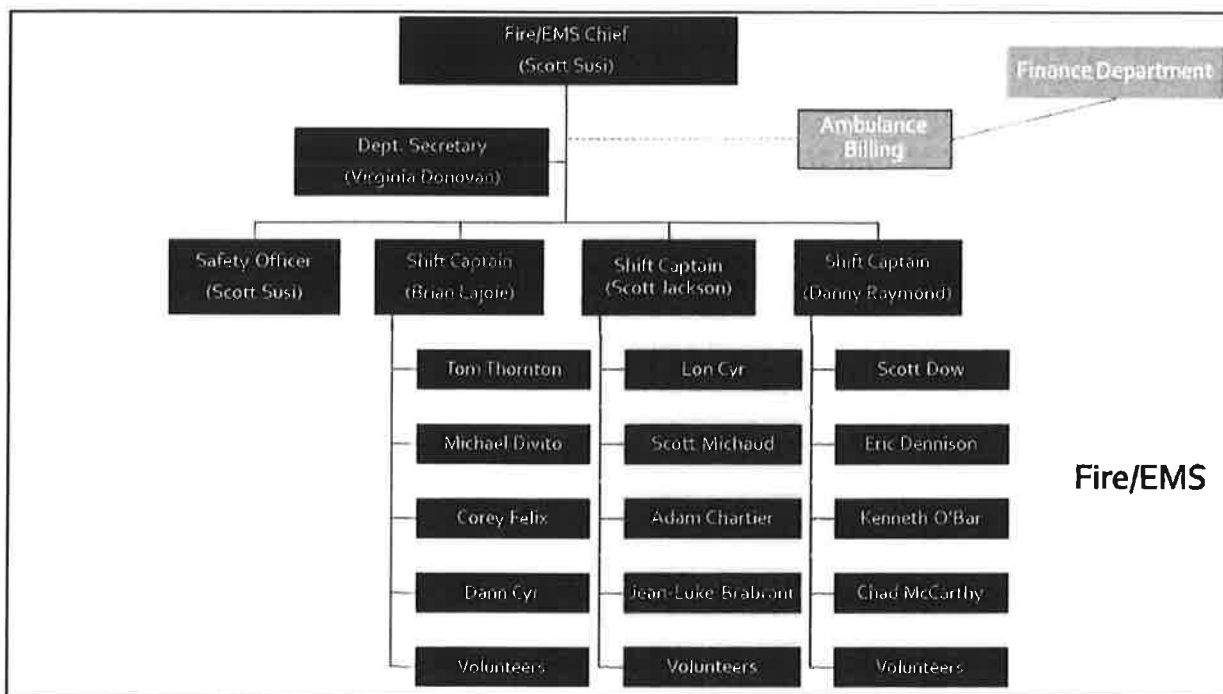
Public Works

## 2019 Major Items

- Need to revise Airport master plan and CIP.
- Repayment to Brewer (\$150K) – (2020 repayment to Dexter, \$75K)

## 2019 Personnel Items

- FBO Services



## Fire & EMS Department

- Fire chief
- 3 captain/paramedics
- 12 firefighter/paramedics
- 25 paid call firefighters
- Secretary



## Department functions

- Administrative
- training – fire/ems
- Rescue
- Fire suppression
- Emergency medical care



## training

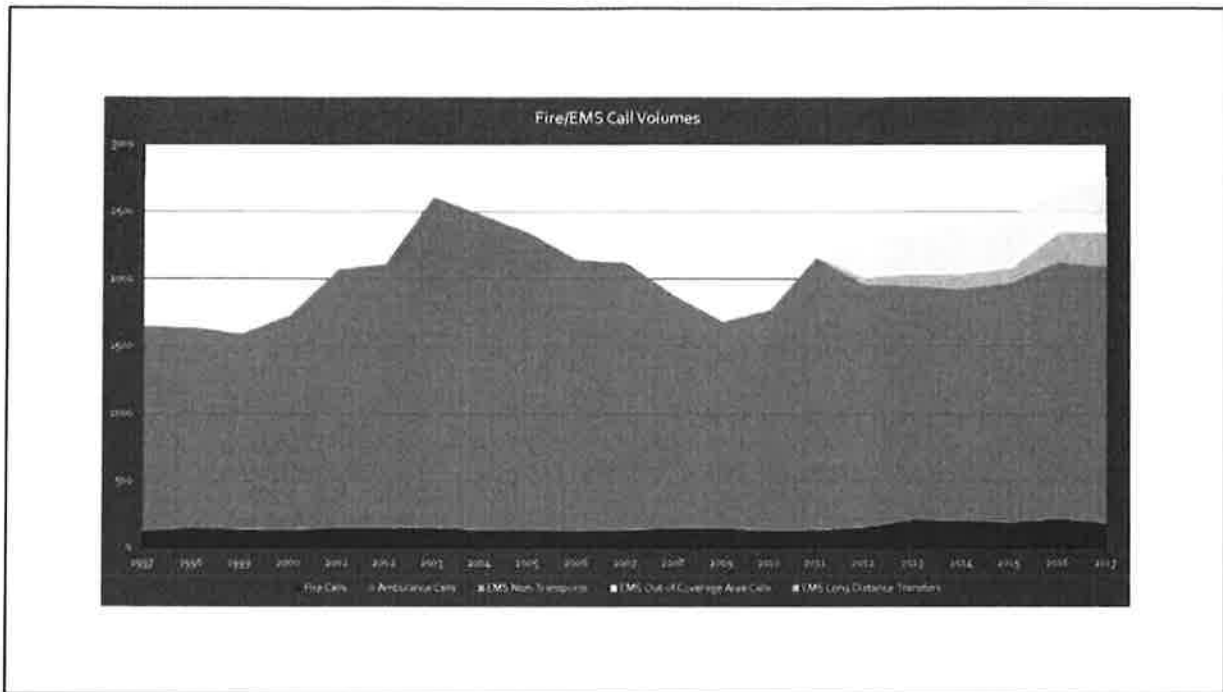
- More than 2,200 hours were dedicated to just fire training in 2017



## training

- Firefighting
- Water rescue
- Low grade/confined space rescue
- Car accidents
- Propane fires





## 2019 Issue Service areas

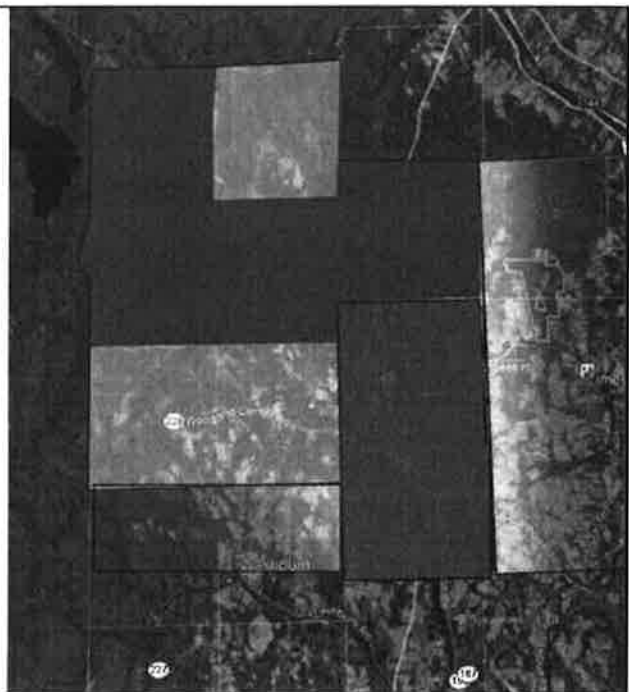
### Fire

- Woodland, New Sweden
- Connor, Lake Twsp,
- Westmanland

### EMS

PERHAM, LAKE TWSP

WOODLAND, STOCKHOLM





## 2019 Major Items

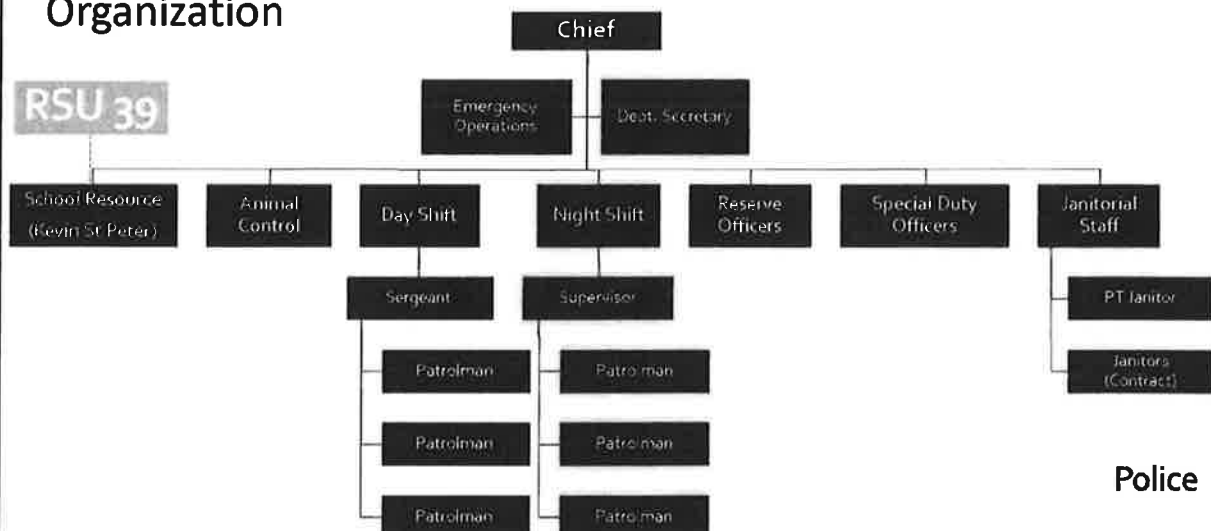
- Public Safety Building Study Completion
- Monitor EMS service area issues with surrounding communities
- Building roof maintenance

## 2019 Personnel Items

Fire/EMS

- Losing trained, volunteers to other departments offering full-time positions.
- As runs increase and other communities need our services, may need additional full-time staff.

## Organization



## 2018 Major Accomplishments

- Work with RSU 39 to hire a School Resource Officer – Kevin St. Peter.
- We sent more officers to Urban Rifle School.
- Police and fire updated 8 year old phone recording system.
- \$72,000 upgrade to the radio system at no cost to the City of Caribou.
- Sent Officer Ricky Pelletier to ALICE (Alert, Lockdown, Inform, Counter, Evacuate) training and he conducted multiple trainings at schools throughout Aroostook County.
- Our current Drug Recognition Expert Officer Chad Cochran conducted multiple workplace drug and impairment trainings to county businesses.
- Officer Eric Depner graduated from the 18 week Basic Law Enforcement Training Program.

Police

## 2019 Major Items

- Continue looking at a new police facility.
- Start looking at school safety procedures for new K-8 school.
- Move towards e-citations and install the necessary
- Trainings
  - CIT (Crisis Intervention Team) training. 40 hour training sponsored by the National Alliance of Mental Illness. Mental health and drug dependency are 65% or more of our calls/charges.
  - Elder abuse training. DA's Office is now sending elder abuse complaints as they do with child abuse/sexual assault complaints. Elderly abuse referrals account for almost half of the complaints from the DA's Office.
  - DRE (Drug Recognition Expert) School. This training is mostly funded by the Maine Bureau of Highway Safety and any overtime worked for doing drug evaluations is also reimbursed by the MeBHS.
  - Firearms Qualification Instructor training/Methods of Instruction. Officer Craig Peterson is currently our instructor and we'd like to get an additional instructor trained.

Police

## 2019 personnel Items

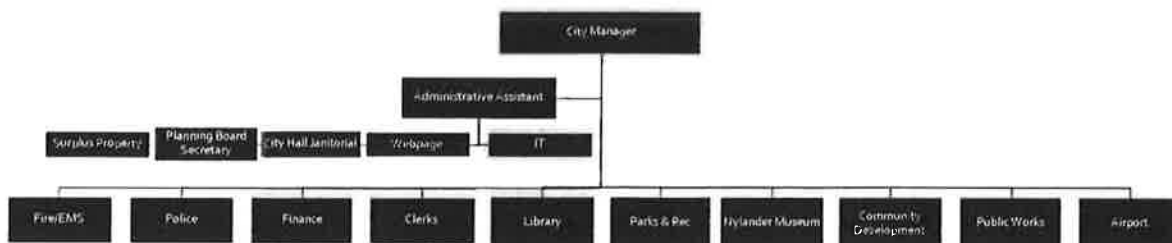
- Fill opening left by hiring for the School Resource Officer. This could possibly mean sending someone to the 18 week Basic Law Enforcement Training Program.

## Looking Ahead 5 years

- Due to the anticipated transition of UCR to NIBRS (crime data reported by law enforcement to the FBI), our agency will need to think about either upgrading or changing records management system (Spillman) by 2021. This criminal data is used when approving and divvying up federal grants. Grants may be available for this transition but we should not depend on them.

Police

## Organization



Administration

## 2019 Major Items

- Public Safety Facilities Study
- River Road Design and Funding
- LED Conversion of Street Lights
- Cable Franchise Renewal
- Supporting Downtown Economic Development
- Birdseye Site Cleanup
- City Hall Building Maintenance
- Airport Master Plan Update
- Union Negotiations with Sergeants and Public Works
- Wage and Compensation Policy
- \$600,000 from Aroostook Waste Solutions Merger?
- Ambulance Service Area Agreements



Administration

What are the three most important guiding principles for the Council in 2019?



Compass

### Budget Process As Outlined By Charter

- Before November 1<sup>st</sup>, each City Department Head shall present a written detailed expense budget to the Council and citizens in a public forum (Planned for October 29<sup>th</sup>, 2018)
- Public Hearing on final detailed Expense & Capital budget before November 15<sup>th</sup> (Planned for November 13, 2018)
- Before December 15<sup>th</sup>, Council will vote on the city's final Expense & Capital budget.
- Before January 31<sup>st</sup>, Final expense budget report available to citizens with year end numbers included from previous year.
- All capital improvement projects involving \$500,000 or more of municipal funds shall be submitted to the registered voters of the City of Caribou by holding a referendum vote thereon.
- Income Budget prepared by April 30<sup>th</sup>.
- Complete City Budget Report prepared by May 31<sup>st</sup>.

### Council Agenda Items

1. Roll Call
2. Pledge of Allegiance
3. Reports of Officers and Staff – 2019 Budget Considerations
4. New Business & Adoption of Ordinances and Resolutions
  - a. Discussion and Possible Action Regarding River Road Report – Engineer's Findings
  - b. Discussion and Possible Action Regarding an Economic Development Agreement between Caribou City and Porvair Filtration Group, Inc., Caribou Division.
5. Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6.C Real Estate Purchases and Economic Development
6. Next Meeting: October 29 – Budget Forums
7. Adjournment

## Council Agenda Items

Discussion and Possible Action Regarding River Road Report – Engineer's Findings

**Recommendation:**

Place concrete barriers along failed area in order to prevent potential driving into the area. Barricades monitored weekly through winter freeze period. Road will be closed entirely April 15 or earlier depending on thaw conditions.

28 concrete barricades were located under the overpass in a backpack. Checking with UDOT to determine ownership and potential of use.

## Council Agenda Items

Discussion and Possible Action **Regarding Economic Development Agreement between Caribou City and Porvair Filtration Group, Inc., Caribou Division.**

In previous meeting, the Council questioned whether appropriate surplus procedures had been followed:

DRMO program provides that equipment may be disposed of by cities "in accordance with state and local surplus procedures" if item has been in control of city for more than 1 year.

City acquired the generator in question over a year ago and can thus surplus it according to adopted procedures.



## Council Agenda Items

City adopted surplus procedures in February 2018

- Requirement to post items for sale on City website.
- Items may be disposed of at discretion of City (i.e., may reject transactions between any individual, organization or entity).

Generator of concern was declared surplus property during April 2018 meeting. Council direction was to sell the generator.

- Subsequent meetings and direction was to sell the generator to Porvair as a tool for economic development purposes.

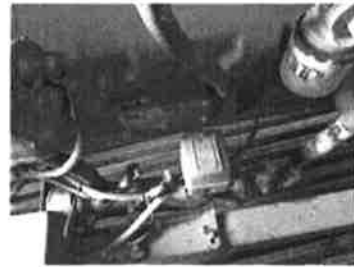
Finding 1: The City can sell the generator based on time of control.

Finding 2: City Council appropriately surplussed the generator.

Finding 2: The generator was not listed on the city website for sale.

Finding 3: The Council may use its discretion to select parties with whom to sell items

Option: Place generator on website for 30 days to follow policy, accept no bids, and then complete transaction with Porvair.



Council Agenda Item #1: Roll Call

The Caribou City Council held a regular meeting Tuesday, November 13, 2018 at 6:00 p.m. in Council Chambers with the following members present: Mayor David Martin, Deputy Mayor Nicole L. Cote, Philip McDonough II, Joan L. Theriault, R. Mark Goughan and Hugh A. Kirkpatrick. Timothy C. Guerrette was absent.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor; David Ouellette, Director of Public Works; Hope Rumpca, Library Director; Gary Marquis, Supt. of Parks & Recreation; Michael Gahagan, Police Chief; and Kenneth G. Murchison, Zoning Administrator.

Council Candidate: Thomas Ayer, Councilor-elect

Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

The Mayor 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

None of the Councilors declared any Conflicts of Interest.

Council Agenda Item #5: Consent Agenda

- a. Minutes from City Council Meeting Held October 9, 2018
- b. Minutes from the Council Public Forum Workshop held October 29, 2018
- c. September Financials
- d. October Financials
- e. Service Agreement with Central Aroostook Humane Society
- f. Service Agreements for Fire Services to the Communities of Connor, New Sweden, and Woodland.
  - Connor \$29,078.00
  - New Sweden \$35,459.00
  - Woodland \$64,301.00
- g. Service Agreements for Ambulance Services to the communities of Connor, New Sweden, Perham, Stockholm, T 16 R 4, Washburn, Westmanland, and Woodland.
  - Connor \$5,244.00
  - New Sweden \$6,923.00
  - Perham \$4,439.00
  - Stockholm \$2,909.00
  - T16 R4 \$1,265.00
  - Washburn \$9,700.00
  - Westmanland \$713.00
  - Woodland \$13,950.00

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



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

a. Recognition of Christina Kane-Gibson, MaineBiz Next 2018

Ms. Kane-Gibson wasn't able to attend the Council Meeting as she was in Augusta at the award ceremony. This will be added to the next Council agenda.

b. Recognition of Chief Mike Gahagan, Recipient of the 2018 Ethel N. Kelley Memorial Award

The Ethel N. Kelley Memorial Award is the highest award given out by Maine Municipal Association. It was established 1986, to recognize the service of Ethel N. Kelley, who had devoted 45 years of service to MMA and community service.

The criteria for a nominee includes:

- Being dedicated to the cause of good local government
- Has conscientiously served local government and made this a lifetime achievement
- Has demonstrated the capability and willingness to hold the community together
- Has a selfless concern for others in the community
- Has not received full recognition for service in local government; and
- Is currently serving or has retired in the last 2 years

Chief Michael Gahagan was presented the award at the Maine Municipal Association Annual Convention held in October in Augusta. Chief Gahagan is the first Police Chief to receive this honor.

Council Agenda Item #7: Formal Public Hearings

a. Ordinance No. 6, 2108 Series modifying General Assistance rates

6:10 p.m. Public Hearing opened.

The General Assistance Administrator briefly explained that the proposed changes to the ordinance are to keep the City of Caribou's General Assistance Guidelines in compliance.

No comments from the public.

6:10 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by J. Theriault, to adopt Ordinance No. 06, 2018 Series, An Ordinance Amending Chapter 17 General Assistance as presented. (6 yes) So voted.

b. Ordinance 07, 2018, Series rezoning

6:13 p.m. Public Hearing opened.

The City Manager and Zoning Administrator explained the proposed changes to the zoning map, which are necessary for the Hilltop Senior Housing project to move forward as the area isn't currently zoned for multi-family housing. At the same time, the Planning Board recommends changing the zoning of an area around Washburn Street to Residential 2 (R-2).

No public input.

6:16 p.m. Public Hearing closed.

Councilor McDonough introduced Ordinance No. 07, 2018 Series, An Ordinance Amending Chapter 13, Section 13-202, Zoning Map, Short Title: An Ordinance amending the Caribou Zoning Map.

c. 2019 DRAFT Expense and Capital Improvement Budget

6:20 p.m. Public Hearing opened.

Manager Marker stated that he has made several adjustments to the draft 2019 expenses and capital budget numbers which represent a 3% increase in general expenses from the 2018 budget.

Discussion points:

- Health Insurance – open enrollment is occurring now
- Clerk's Office - replacing a retiring full-time employee with two 29-hour part-time employees
- Timeframe for the implementation of the Senior Tax Program – additional \$70,000 will need to be added to the 2019 budget if the program is implemented in 2019
- Add \$4,000 for Area Agency on Aging
- Councilor Goughan asked for a copy of anticipated year end expenses and income for 2018. Additional questions about the spreadsheets.
- The 2019 budget for General Government is less than 2018 because ambulance billing is moving back to Fire & Ambulance Department plus the Clerk's Office will have a full-time employee retire and will be replaced with part-time two employees
- Quarterly reviews (Assessing) – Mayor Martin noted that quarterly reviews has been cut from the budget after he thought the Council agreed that quarterly reviews were a priority.
- Sitel is plowing their own parking lots.

No input from those attending.

6:44. p.m. Public Hearing closed.

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

a. Discussion and Possible Action Regarding Tax Lien Waivers for 2018

Staff recommends the Council waive foreclosure on two trailers that are located inside trailer parks.

Motion made by P. McDonough, seconded by J. Theriault, to waive foreclosure on the trailers identified as 200 West Gate Road Lot #052 and Lot #069. (6 yes) So voted.

b. Discussion and Possible Action Regarding Real Term Streetlight Conversion Proposal

Real Term is working with Caribou and twelve other municipalities to evaluate the purchase and conversion of existing streetlights to LED fixtures. Discussion.

Real Term requires some direction.

- Which LED fixture does the City want for typical streetlight installation? Real Term recommends "Eaton".

Council Consensus: The "Eaton" as long as the warranty is comparable to the other suppliers.

- Does the City want a pilot project installed?

Council Consensus: No pilot project.

- Does the City want to move forward with acquiring the streetlights ahead of the LED study results?

It would cost approximately \$13,000 to purchase the City's current 617 streetlights. The City would be charged a different rate if the lights are owned by the City. Just owning the current lights could save the City approximately \$100,000 per year. A licensed electrician would be required to handle maintenance work. No consensus or decision was reached.

c. Discussion and Possible Action Regarding Cable Franchise Renewal

Caribou has a contract with Sewell to evaluate the city's cable franchise agreement and determine if potential savings or additional benefits could be derived when the agreement is renewed in 2019.

- Section 5 a. Extension of System  
Sewell recommendation: reduce the minimum extension requirement to 15 homes per mile.  
Council Consensus: request 10 homes per mile
- Section 9 Educational Services  
Courtesy service to the following locations:
  - Caribou Rec Center
  - Women's Project
  - Caribou Learning Center
  - Caribou High School
  - Hilltop Elementary School
  - Caribou Middle School
  - Teague Park Elementary
  - Superintendent's OfficeCouncil Consensus: Remove Hilltop Elementary School. See if Caribou Historical Society would want to be added and find out if daycares fit into this category
- Section 10 Municipal Services:  
Courtesy service to the following locations:
  - Caribou Fire Department
  - Caribou Police Department
  - Caribou Public Library
  - Cary Medical Center
  - Caribou Airport
  - Emergency Management Agency
  - City of CaribouCouncil Consensus: Add Caribou Rec Center and Nylander Museum
- Section 17 Franchise Fee  
Currently the Franchisee pays Caribou a franchise fee in the amount of 5% of the Franchisee's annual gross revenues.  
Council Consensus: Maintain the current 5% franchise fee.

Equipment Upgrades - The City wants a local access broadcasting system that is functional and useable.

Council Agenda Item #9: Reports and Discussion by Mayor and Council Members

Councilor Theriault extended her thanks for the opening of the River Road. She wants the Council to meet with DuBois & King.

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

There weren't any additional reports from Officers, Staff, Boards and Committee

Council Agenda Item #11: Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405(6))

a. §405(6)(D) Labor Contracts and Proposals

7:50 p.m. time in. Motion made by P. McDonough, seconded by J. Theriault, to enter into executive session under MRSA Title 1, §405(6) §405(6)(D) to discuss Labor Contracts and Proposals. (6 yes) So voted.

8:43 p.m. time out.

No action was taken.

Council Agenda Item #12: Next Meeting: Special Meetings - November 20<sup>th</sup> and 26<sup>th</sup>.

Council Agenda Item #13: Adjournment

Motion made by Mayor Martin, seconded by P. McDonough to adjourn at 8:43 p.m. (6 yes) So voted.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

The Caribou City Council held a special meeting Tuesday, November 20, 2018 at 6:00 p.m. in Council Chambers with the following members present: Mayor David Martin, Deputy Mayor Nicole L. Cote, Philip McDonough II, Joan L. Theriault, Timothy C. Guerrette, R. Mark Goughan and Hugh A. Kirkpatrick.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor and Kenneth G. Murchison, Zoning Administrator.

Council Candidate: Thomas Ayer, Candidate-elect

Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

The Mayor 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

None of the Councilors declared any Conflicts of Interest.

Council Agenda Item #5: Consent Agenda

There weren't any consent agenda items.

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

- a. Recognition of Christina Kane-Gibson, MaineBiz Next 2018

This will be done at the November 26, 2018 Special Council meeting.

- b. Review of Bids for Onan 350 GenSet Backup Generator

No bids were received.

Council Agenda Item #7: Formal Public Hearings

- a. Ordinance 7, 2018 Series Rezoning Approximately 0.80 acres near Dahlgren Street and Washburn road to Residential R-2 from Residential R-1 and C-1, and rezoning Approximately 5.00 acres near the former Hilltop Elementary from Residential R-1 to Residential R-2.

6:02 p.m. Public Hearing Opened.

No public comments.

The City Manager stated that he received one phone call about the rezoning changes. It turned out that the individual's property isn't impacted by proposed rezoning.

6:03 p.m. Public Hearing closed.

Motion made by P. McDonough, seconded by T. Guerrette, to adopt Ordinance No. 07, 2018 Series, An Ordinance Amending Chapter 13, Section 13-202, Zoning Map, Short Title: An Ordinance amending the Caribou Zoning Map as presented. (7 yes) So voted.

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

a. Discussion Regarding November 6, 2018 Election Results

Elected Councilor (3 year) – Thomas E. Ayer and Jody R. Smith

Elected RSU #39 Board Member (3 year) – Betheny Chambers Anderson

Elected Jefferson Cary Memorial Hospital Board Member (3 year) – Betty J. Hatch

Non-Binding Advisory Referendum:

Property Tax Relief to Senior Citizens    1564 Yes    1283 No

The Clerk recommends the City rent an additional tabulator for the 2020 November Presidential election.

b. Discussion and Possible Action Regarding An Agreement with Porvair Filtration Group, Inc.

No bids were received during the time the City had the surplus generator out to bid.

The City of Caribou has been working with Porvair Filtration Group, Inc., Caribou Division to sell them the generator for \$1.00 and to reimburse Porvair for the installation costs. Porvair agrees the generator will be installed and maintained at their Caribou facility for a four-year term. The City agrees to reimburse Porvair for the installation costs up to \$58,779. Porvair agrees to increase the number of its full-time employees at the Caribou facility by three employees each year of the four-year term. The annual salaries equivalent to \$12 per hour.

Motion made by J. Theriault, seconded by T. Guerrette, to accept the proposed agreement between the City of Caribou and Porvair Filtration Group, Inc., Caribou Division as presented. (6 yes, 1 no, P. McDonough) So voted.

Council Agenda Item #9: Reports and Discussion by Mayor and Council Members

There weren't any additional reports or discussions by the Mayor or other Councilors.

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

There weren't any additional reports.

Council Agenda Item #11: Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405(6))

a. §405(6)(D) Labor Contracts and Proposals

6:12 p.m. time in. Motion made by P. McDonough, seconded by J. Theriault, to enter into executive session under MRSA Title 1, §405(6) §405(6)(D) to discuss Labor Contracts and Proposals. (7 yes) So voted.

6:54 p.m. time out.

No action was taken.

Council Agenda Item #12: Next Meeting: November and 26<sup>th</sup> and December 10<sup>th</sup>.

Council Agenda Item #13: Adjournment

Motion made by T. Guerrette, seconded by J. Theriault, to adjourn at 6:54 p.m. (7 yes) So voted.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

The Caribou City Council held a special meeting Monday, November 26, 2018 at 6:00 p.m. in Council Chambers with the following members present: Mayor David Martin, Deputy Mayor Nicole L. Cote, Philip McDonough II, Joan L. Theriault, Timothy C. Guerrette, R. Mark Goughan and Hugh A. Kirkpatrick.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor; Gary Marquis, Supt. of Parks & Recreation; Christina Kane-Gibson, Events and Marketing Director; and Scott Susi, Fire Chief.

Council Candidate: Thomas Ayer, Councilor-elect

Melissa Lizotte of the Aroostook Republican, Spectrum, and YouTube covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

The Mayor 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

None of the Councilors declared any Conflicts of Interest.

Council Agenda Item #5: Consent Agenda

There weren't any consent agenda items.

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

a. Recognition of Christina Kane-Gibson, MaineBiz Next 2018

MaineBiz, in their October 1, 2018 edition, announced their "2018 Next List". This list honors business people who are changing Maine economy for the better. Caribou's own Director of Events and Marketing Christina Kane-Gibson was one of eleven recognized by the publication.

Ms. Kane-Gibson extended her thanks to the Council for their support.

Council Agenda Item #7: Formal Public Hearings

There weren't any public hearings.

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

a. Discussion and Possible Action Regarding River Road Reconstruction options

Project Manager Shane McDougall of DuBois & King, attended the meeting to review the City's options to repair the River Road and to answer questions from the Council.

- Groundwater appears to be the underlying cause for the failure that occurred. A great deal of water comes off the hill and the road doesn't have any drainage.
- The feasibility study done by DuBois & King's analyses four repair alternatives.
- If the go ahead is given soon, Dubois & King could have the bid materials ready as early as March or April. If this is something the Council wants, it would be

necessary to have additional survey work done before winter sets in. Depending on the alternative chosen, it is estimated that it would take a contractor between 60 and 90 days to complete the project.

- The Mayor stated that he wants to see what happens to the road in the spring.
- Discussion among the Councilors as to which alternative was their preference and why. Discussion centered on alternatives one and two. Discussion as to whether if any of the four properties could be resold. Further discussion about the need to obtain easements from the owner of the property on the river side of the road.
- The engineer recommends Alternative 2.
- Councilor Goughan expressed his concern that the City will see a 1-1/2 mil increase in 2019. Because of the expense, he wants to make sure all options are looked at. As a 50 year resident of the River Road, Councilor Theriault stated that there are a lot of problems along the road.
- The engineer stated that he has concerns about people driving along this area in the spring.
- Discussion.

Motion made by J. Theriault, seconded by T. Guerrette, for the City to move forward with Option (Alternative) 2. (4 yes, J. Theriault, T. Guerrette, D. Martin, N. Cote, 3 no, RM Goughan, H. Kirkpatrick, P. McDonough) So voted.

Motion made by J. Theriault, seconded by T. Guerrette, to have City Manager and Shane McDougall of DuBois & King revise the scope of work in a contract and then for it to come back to the Council before any design work is started. (4 yes, J. Theriault, T. Guerrette, D. Martin, N. Cote, 3 no, RM Goughan, H. Kirkpatrick, P. McDonough) So voted.

b. Discussion and Possible Action Regarding An Agreement with Wade for Provision of Ambulance Services

Motion made by P. McDonough, second by T. Guerrette, to approve the Ambulance Coverage Interlocal Cooperation agreement with the town of Wade as presented. (7 yes) So voted.

Council Agenda Item #9: Reports and Discussion by Mayor and Council Members

a. 2019 Budget Discussion:

Per Caribou's Charter, the Budget must be adopted by December 15<sup>th</sup>. The next regular Council meeting is scheduled for December 10<sup>th</sup>.

The Manager and Department Managers have met and discussed where to cut to meet the Council's target. Another \$33,000 needs to be cut to achieve the target. Most of the proposed cuts are coming from the CIP.

Discussion about the proposed Senior Tax Credit program.

Motion made by P. McDonough, seconded by J. Theriault, to delay the implantation of the Senior Tax Credit program until 2020. (6 yes, 1 no, D. Martin) So voted.

Councilor Kirkpatrick has shared through email, his thoughts on where to cut the budget.

b. Grooming of Snowmobile Trails:

Winter snow has come early this year. Supt. Marquis expressed his interest in grooming snowmobile trails earlier than normal and open trails into the City's local businesses.

60



Motion made by T. Guerrette, seconded by J. Theriault, to authorize the early grooming of the City's snowmobile trails. (7 yes) So voted.

a. 2019 Budget Discussion (continued)

Councilor Kirkpatrick has shared an email discussing four budget items. One of the items is not to purchase streetlights. Discussion. The Council was reminded that once the 2019 Budget is adopted that the total expense amount cannot be increased. Another item from the email concerns the front-end loader purchase requested by Public Works. The PW Director would rather defer the purchasing of a 15-foot batwing mower at a cost \$24,000 than deferring the purchase of a 3-1/2 yd. loader.

Councilor Goughan commented that he would like the Council to discuss their philosophy regarding a mil plus increase of the City's budget.

Discussion about using the City's unexpended reserve (Undesignated Fund Balance) to reduce the 2019 Budget. For each of the past two years, the City's has been able to roll approximately \$450,000 into the Undesignated Fund Balance. It isn't expected that the amount rolling into the Undesignated Fund Balance at the end of 2018 will not be as large.

Zero-based budgeting is supported by Councilor Goughan, he wonders through this process if the City could deliver the same or better services for less money.

c. Bi-weekly Payroll

Motion made by P. McDonough, seconded by J. Theriault, to defer the two-week pay program until the 2020 Budget year. (6 yes, 1 no, H. Kirkpatrick) So voted.

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

There weren't any reports from Officers, Staff, Boards, or Committees.

Council Agenda Item #11: Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405(6))

There weren't any executive sessions held.

Council Agenda Item #12: Next Meeting: December 10<sup>th</sup>

Council Agenda Item #13: Adjournment

Motion made by T. Guerrette, seconded by J. Theriault, to adjourn at 7:25 p.m. (7 yes) So voted.

Jayne R. Farrin, Secretary

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



**MEMO**

**TO:** Caribou City Council Members  
**FROM:** Dennis Marker, City Manager  
**RE:** Oak Leaf Systems, Inc Contract Renewal  
**DATE:** December 7, 2018

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**Consent Agenda Item**

It is proposed that the City renew its contract with Oak Leaf Systems, Inc. for the provision of IT services. Mr. Bob Sowers and his team continue to provide timely and professional services. An example of this occurred just a couple weeks ago, when Mr. Sowers was able to solve a problem with our accounting software. The recommended fix from the software provider would have cost more than \$6,000. Mr. Sowers was able to find a solution for about \$3,500. We appreciate Oak Leaf Systems' efforts and look forward to their continued service on our behalf.

## **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, 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 HaPPy.

##### **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, 2019

**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:** Quit Claim Deed Approvals  
**DATE:** December 7, 2018

---

**Consent Agenda Item**

The Council took action during their November 13, 2018 meeting to waive the liens on two trailers homes within trailer parks. The process to get the lien waivers recorded at the County was not completed in a timely fashion and the two properties became the city's. It is proposed that the city quit claim the properties back to the previous owners.

**MUNICIPAL QUITCLAIM DEED WITHOUT COVENANTS**

KNOW ALL PERSONS BY THESE PRESENTS THAT the Inhabitants of the Municipality of Caribou, a body corporate and politic located in Aroostook County, State of Maine, release to Michelle Grant, buildings thereon, if any, located in the Municipality of Caribou, Aroostook County, State of Maine, identified as follows

Map 18, Lot 31 - 69 on the Tax Maps of the Municipality of Caribou, prepared by Blackstone Land Surveying and dated April 1, 2004, on file in the Office of the Assessors at Caribou, Maine. The Municipality of Caribou has acquired its interest in said building through automatic foreclosure of a lien dated May 19, 2017 recorded in Book 5658, Page 168 of the Southern Aroostook County Registry of Deeds.

The Inhabitants of the Municipality of Caribou have caused this instrument to be signed in its corporate name by Timothy Guerrette, David Martin, Philip McDonough II, Nicole Cote, Joan Theriault, Hugh Kirkpatrick, and R. Mark Goughan, it's Municipal Officers duly authorized.

Witness our hand and seals this 10th day of December 2018.

\_\_\_\_\_  
David Martin

\_\_\_\_\_  
Joan Theriault

\_\_\_\_\_  
Timothy Guerrette

\_\_\_\_\_  
Philip McDonough II

\_\_\_\_\_  
Nicole Cote

\_\_\_\_\_  
Hugh Kirkpatrick

\_\_\_\_\_  
R. Mark Goughan

**ACKNOWLEDGEMENT**

State of Maine

Date: \_\_\_\_\_

\_\_\_\_\_ County, ss.

Then personally appeared before me the above-named Municipal Officers of the Municipality of Caribou, and acknowledged the forgoing to be their free act and deed in their said capacity and the free act and deed of the Inhabitants of the said Municipality.

Before me,

\_\_\_\_\_  
Notary Public

\_\_\_\_\_  
(Print Name)

My commission expires:

**MUNICIPAL QUITCLAIM DEED WITHOUT COVENANTS**

KNOW ALL PERSONS BY THESE PRESENTS THAT the Inhabitants of the Municipality of Caribou, a body corporate and politic located in Aroostook County, State of Maine, release to Kimberly Gray and Robert Gutherie, buildings thereon, if any, located in the Municipality of Caribou, Aroostook County, State of Maine, identified as follows

Map 18, Lot 31 - 52 on the Tax Maps of the Municipality of Caribou, prepared by Blackstone Land Surveying and dated April 1, 2004, on file in the Office of the Assessors at Caribou, Maine. The Municipality of Caribou has acquired its interest in said building through automatic foreclosure of a lien dated May 19, 2017 recorded in Book 5658, Page 169 of the Southern Aroostook County Registry of Deeds.

The Inhabitants of the Municipality of Caribou have caused this instrument to be signed in its corporate name by Timothy Guerrette, David Martin, Philip McDonough II, Nicole Cote, Joan Theriault, Hugh Kirkpatrick, and R. Mark Goughan, it's Municipal Officers duly authorized.

Witness our hand and seals this 10th day of December 2018.

\_\_\_\_\_  
David Martin

\_\_\_\_\_  
Joan Theriault

\_\_\_\_\_  
Timothy Guerrette

\_\_\_\_\_  
Philip McDonough II

\_\_\_\_\_  
Nicole Cote

\_\_\_\_\_  
Hugh Kirkpatrick

\_\_\_\_\_  
R. Mark Goughan

**ACKNOWLEDGEMENT**

State of Maine

Date: \_\_\_\_\_

\_\_\_\_\_ County, ss.

Then personally appeared before me the above-named Municipal Officers of the Municipality of Caribou, and acknowledged the forgoing to be their free act and deed in their said capacity and the free act and deed of the Inhabitants of the said Municipality.

Before me,

\_\_\_\_\_  
Notary Public

\_\_\_\_\_  
(Print Name)

My commission expires:

**City of Caribou  
Finance Department  
MEMORANDUM**

<b>DATE:</b>	<u>December 6, 2018</u>
<b>TO:</b>	<u>Council</u>
<b>FROM:</b>	<u>Carl Grant, Finance Director</u>
<b>SUBJECT:</b>	<u>Tax Abatements</u>

Dear council please consider abating the following personal property taxes:

Account #16 principal amount \$697.78 taxes from 2010 and 2011

Account #259 principal amount \$562.24 taxes from 2010 and 2011

These two accounts have been worked for the last seven years and the businesses have closed.

Account #2547 principal of \$22,000 to offset tax acquired on Birdseye property

If you have any concerns or questions regarding this matter, please feel free to let me know by email at [cgrant@cariboumaine.org](mailto:cgrant@cariboumaine.org) or telephone at (207) 493-5970. Thank You.

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



**MEMO**

**TO:** Caribou City Council Members  
**FROM:** Dennis Marker, City Manager  
**RE:** Resolution 12-01-2018 Account Clean Up Before Year End  
**DATE:** December 7, 2018

---

**Discussion and Possible Action Item**

City Charter allows the Council to approve, by resolution, the transfer of part or all of any unencumbered appropriation balance from one department, office or agency to another.

The following reserve accounts have been identified as inactive and, due to their associated projects being completed, need to have outstanding balances cleaned up.

Account	Outstanding Amount	Account Purpose
G-1-365-06	-615.24	Let's Move Recreation program. Ended in 2010.
G-1-365-14	-579.44	Creative Playground Fund for equipment in 1990's
G-1-370-01	-14,999.70	Grimes Mill Road construction over run
Total	-16,194.38	

It is proposed that the Council approve Resolution 12-01-2018 which authorizes the use of any unencumbered appropriation balance within this budget year, toward the clean up of these accounts.

**Resolution 12-01-2018**

**A Resolution of the Caribou City Council  
Authorizing Use of Unencumbered Appropriations Toward Account Clean Up Purposes**

**WHEREAS**, the Charter of the City of Caribou allows the transfer of appropriations between departments when authorized by the City Council; and

**WHEREAS**, the City Manager has identified inactive reserve accounts with outstanding balances totaling -\$16,194.38. These accounts are associated with terminated programs and expense overruns; and

**WHEREAS**, the City Manager has recommended that any unencumbered appropriations within the 2018 budget be applied toward cleaning up these accounts.

**NOW THEREFORE BE IT RESOLVED**, that the City Council of Caribou approves the designation of unencumbered appropriations within the 2018 budget to be applied toward cleanup of the following accounts:

Account	Outstanding Amount	Account Purpose
G-1-365-06	\$ -615.24	Let's Move Recreation program. Ended in 2010.
G-1-365-14	\$ -579.44	Creative Playground Fund for equipment in 1990's
G-1-370-01	\$ -14,999.70	Grimes Mill Road reconstruction over run
Total	\$ -16,194.38	

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 10<sup>th</sup> day of December 2018.

\_\_\_\_\_  
David Martin, Mayor

\_\_\_\_\_  
Nicole Cote, Deputy Mayor

\_\_\_\_\_  
Timothy Guerrette, Councilor

\_\_\_\_\_  
R. Mark Goughan, Councilor

\_\_\_\_\_  
Philip J. McDonough II, Councilor

\_\_\_\_\_  
Hugh Kirkpatrick, Councilor

\_\_\_\_\_  
Joan Theriault, Councilor

Attest:

\_\_\_\_\_  
Jayne R. Farrin, City Clerk

CARIBOU ADMINISTRATION  
25 HIGH STREET  
CARIBOU, ME. 04736



MEMO

TO: Caribou City Council Members  
FROM: Dennis Marker, City Manager  
RE: Resolution 12-02-2018 New Public Safety Facility  
DATE: December 7, 2018

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**Discussion and Possible Action Item**

The Citizens Advisory Committee for considering the needs and possibilities for new public safety facilities made a recommendation to the City Council, during their meeting held December 5, 2018.

**The Committee proposed that the city pursue the construction of a public safety facility that will accommodate the police, fire, and EMS departments. Furthermore, that such facility be constructed on the city owned property formerly known as the Birdseye site.**

PortCity Architecture provided consulting services for the committee and has estimated that this preferred alternative will cost approximately \$10.5M to construct.

The committee reviewed multiple sites and options for a new facility, including separated facilities. Presentation materials and recordings of the committee's meetings can be found through the city's web page. (<http://www.cariboumaine.org/index.php/government/capital-projects/2018-public-safety-facilities-study/>)

It is proposed that the Council adopt Resolution 12-02-2018, which supports the construction of a new public safety facility which will house the three mentioned departments.

Ultimately, this project will need to be presented to the public for a vote. Before that vote can take place, a funding package needs to be procured which may include grants, loans, gifts, etc. and from multiple agencies/sources. Resolution 12-02-2018 helps demonstrate to potential funding sources the city's commitment to the project.

**Resolution 12-02-2018**

**A Resolution of the Caribou City Council  
Supporting the Construction of a New Public Safety Facility  
for the Caribou Police, Fire, and EMS Departments**

**WHEREAS**, the City of Caribou is a Local Unit of Government under the State of Maine, and

**WHEREAS**, the City of Caribou provides police, fire protection and EMS services (hereafter "Services) to its citizens and many surrounding communities; and

**WHEREAS**, the City of Caribou commissioned a study of existing Service facilities and their needs for continuing to provide current levels of service. This study included consultation by industry professionals, design consultants, and a 22-member Citizens Advisory Committee that met over the course of 9 months; and

**WHEREAS**, the Citizens Advisory Committee (CAC) evaluated the existing facilities and determined that the current facilities are inadequate for the current and future Service needs in the community and has recommended that a new public safety facility be built that will allow sharing of resources between all Services and which will provide the greatest long-term benefit to the community, and

**WHEREAS**, the City Council finds that the CAC has been thorough in their investigation, and

**WHEREAS**, in order to finance the construction of such a facility, the City will need to procure a funding package to be approved by a vote of the citizens.

**NOW THEREFORE BE IT RESOLVED**, that

- 1) the City Council of Caribou supports the recommendation of the CAC and recognizes the need for a public safety facility to be shared by the Police, Fire, and EMS services.
- 2) The City Council authorizes the City Manager to seek all available financing options and sources necessary for the construction of the recommended facilities.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 10<sup>th</sup> day of December 2018.

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David Martin, Mayor

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Nicole Cote, Deputy Mayor

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Timothy Guerrette, Councilor

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R. Mark Goughan, Councilor

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Philip J. McDonough II, Councilor

---

Hugh Kirkpatrick, Councilor

---

Joan Theriault, Councilor

Attest:

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Jayne R. Farrin, City Clerk

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



**MEMO**

**TO:** Caribou City Council Members  
**FROM:** Dennis Marker, City Manager  
**RE:** River Road Reconstruction Design Services Agreement  
**DATE:** December 7, 2018

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**Discussion and Possible Action Item**

At the direction of the City Council, the following scope of work has been drafted by DuBois & King for design services related to the River Road reconstruction. DuBois & King's initial estimate to complete the design and perform construction management activities was \$235,300. This scope of work assumes the City will take more responsibility through the process. A revised fee estimate was not delivered at the time of writing this memo other than \$6000-\$8,000 for additional survey work needed on the site.

It is proposed that the Council authorize the additional survey work to take place before the snow levels increase much more. The remainder of the project design work would take place and be billed in the 2019 fiscal/calendar year.

**RIVER ROAD FINAL DESIGN & CONSTRUCTION SERVICES****SCOPE OF SERVICES****DECEMBER 1, 2018****BACKGROUND**

The City of Caribou (CITY) contracted with DuBois & King, Inc. (CONSULTANT) during the fall of 2018 to conduct a feasibility analysis of an embankment failure adjacent to the River Road. D&K developed 4 alternatives with preliminary geotechnical investigation and topographic survey, of which, the City Council selected the rip-rap sloped alternative that realigns River Road to the east of the existing failure. The CITY is seeking to conduct final design engineering to include environmental permitting and bid phase services for possible construction during the summer of 2019. The scope of services below considers both final design and construction administration, however, construction administration scope and fee will only be utilized as needed during the 2019 construction season. The basis of this scope is Cost Plus Fixed Fee as was the case with the previous feasibility engineering phase of the project. The CONSULTANT agrees to perform certain engineering and construction administrative services for the CITY which are described herein.

**ARTICLE A - COLLECTION OF DATA**

The CONSULTANT shall provide the following services:

- 1.0 Supplemental Topographic Survey.** Perform additional topographic survey to supplement the preliminary data gathered during the feasibility study dated October 2018. Additional survey will include:

- Additional survey of approximately 1,000 feet of failed embankment to more accurately describe the existing contours and slope features.
- Additional survey east of the residential dwellings to more clearly define the existing abandoned railbed.
- Existing turf/wooded areas surrounding the project area as required for design of vegetation removal and stormwater mitigation structures.

Topographic survey data will be adequate to allow generation of 1/2 foot contours of proposed slope stabilization and roadway realignment area. Shots on existing pavement surfaces shall be taken to the nearest 0.01 feet and turf areas to the nearest 0.10 feet. Field survey shall be tied into the horizontal datum (Maine State Plane Coordinate System, NAD 83, East Zone) and vertical datum (NAVD 88).

- 2.0 Data Reduction.** Reduce and plot topographic survey data including the generation of planimetrics and contours.

- 3.0 Prepare Existing Conditions Plans.** Prepare existing conditions plans including the generation of planimetrics and contours to be shown on each of the sheets listed below, as applicable. Prepare a site plan of the existing conditions at a scale of 1" = 200'.
- 4.0 Meeting.** Attend one meeting with representatives of the CITY to discuss the proposed scope of work.

## **ARTICLE B – DESIGN, DRAWINGS AND SPECIFICATIONS**

The CONSULTANT shall provide the following services:

- 1.0 Title and Site Plan.** Prepare the project drawings title sheet, site plan, and site plan notes. The site plan shall describe all major work items and clearly depict all areas on the site where work is proposed. The site plan shall also depict contractor's haul routes, equipment staging areas, and temporary material stockpiles areas. Site plan notes shall include the following:
- Location, maintenance, and restoration of haul route
  - Special drainage and erosion control measures
  - Responsibility for location and maintenance of underground utilities
  - Responsibilities for traffic control and flag persons during construction
  - Requirements for marking and lighting of contractor's equipment and vehicles
  - Special work requirements with regard to environmentally sensitive areas
- 2.0 Construction Safety/Phasing Plan.** Prepare a construction safety/phasing plan and associated notes. Phasing notes shall include general phasing requirements and a detailed sequence of work proposed for each phase including time limitations for each phase.
- 3.0 Construction Traffic Control Plan.** Prepare a construction traffic control plan and associated notes. Include information identified as part of the MDOT Standard Specification, Revision December 2002.
- 4.0 Roadway Grading Plans and Profiles.** Prepare grading plans and profiles for the existing roadway and proposed roadway realignment including utilities and drainage improvements.
- 5.0 Slope Stabilization Grading Plans.** Prepare grading plans and profiles for the existing slope failure along River Road. Alternative 2 was chosen by the CITY to be designed and constructed. This option includes in general the realignment of roadway in the failed section, approximately 800 feet in length and the regrading of the embankment with rip rapped stone blanket along the portion of the failed

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slope.

- 6.0 Typical Cross-Sections.** Prepare typical cross sections for the proposed roadway realignment and slope stabilization as appropriate.
- 7.0 Site and Civil Details.** Prepare details for general site, civil, and geotechnical requirements for the project. Grading plans for the proposed roadway and existing private driveway transitions will also be detailed including all required drainage details. Pavement marking and signage details shall be included as required.
- 8.0 Cross Sections.** Prepare detailed cross sections for the proposed roadway realignment and slope stabilization for the proposed project. Include detailed cross sections for areas of matching with the existing driveways and access ways.
- 9.0 Utility Coordination.** Coordinate with the local utility companies regarding the proposed road realignment. This task will include the relocation of existing utility poles and associated guy wires as required. It is not anticipated that existing sewer utilities will be impacted and therefore minimal coordination with the Caribou Utilities District is anticipated.
- 10.0 Contract Specifications.** Prepare contract specifications including bidding documents, general provisions, and technical specifications for work included in the project in accordance with Maine DOT Standard Specification Manual, the Land Use Ordinance for the CITY, and any supplements thereto.
- 11.0 Material Quantity Takeoffs and Cost Opinions.** Prepare detailed material quantity takeoff and cost opinions for the proposed roadway realignment, slope stabilization, and associated drainage improvements. Material quantity takeoffs and cost opinions shall also be prepared for the proposed construction as required for MDEP permitting purposes. The cost opinions provided will furnish the necessary cost data to serve as a basis for judging the merit of bids to be received for construction. Since the CONSULTANT has no control over the cost of labor and materials, or over competitive bidding and market conditions, the opinions of probable costs provided for herein are to be made on the basis of his experience and qualifications, but the CONSULTANT does not guarantee the accuracy of such opinions as compared to the contractors' bids or the final project cost.
- 12.0 Quality Control Design Reviews.** Perform in-house quality control and design reviews, which provide selected experienced representatives of the CONSULTANT with the opportunity to perform an independent analysis of the plans and specifications at the preliminary and final design stages to ensure accuracy, completeness, and constructability. Subsequent to these independent reviews, a special in-house project review meeting will be conducted to discuss the findings of the individuals. The recommendations of the internal design review will be incorporated into the final plans and specifications.

**13.0 Meeting.** Attend one meeting with representatives of the CITY to review the progress of the project contract drawings and specifications and obtain comments.

**14.0 Reproduction.** Prepare and distribute the preliminary drawings, specifications, and contract documents at the completion of the preliminary design stage; and prepare and distribute the final drawings, specifications, and contract documents at the completion of the final design stage to the CITY as required.

Note: The CITY will be provided with one (1) set of drawings one (1) set of specifications and contract documents for preliminary review use and with one (1) set of drawings and one (1) set of specifications and contract documents for final review use. Preparation of electronic files of the preliminary and final design documents in PDF format can be submitted to the CITY upon request.

### **ARTICLE C – ENVIRONMENTAL SERVICES:**

The CONSULTANT shall provide the following services:

#### **1.0 NATURAL RESOURCES PROTECTION ACT INDIVIDUAL PERMIT**

The CONSULTANT provided the following services in the preparation of a Natural Resources Protection Act (NRPA) Individual Permit application for the River Road Slope Failure for submission to the Maine Department of Environmental Protection (MDEP) under the requirements of the Natural Resources Protection Act, 38 M.R.S.A. s. 480.

**1.1 Pre-Application Meeting/Correspondence.** Arrange and attend a pre-application meeting to be held at the Department of Environmental Protection offices in Bangor, Maine with the Department staff who will be reviewing the Natural Resources Protection Act (NRPA) Individual Permit. This meeting is intended to provide an opportunity for direct discussion with the Department staff regarding the issues pertinent to the project and the methodologies and analysis used to address them in the application.

**1.2 Prepare NRPA Individual Permit Application.** This task involves the preparation of MDEP's NRPA Permit Application Form, as revised in August 2008.

**1.3 Activity Description.** Prepare a narrative of existing and proposed areas that will be affected, construction sequencing, and development drawings.

**1.4 Alternatives Analysis.** Prepare a narrative analyzing whether a practical alternative to the alteration exists. The narrative will address the activity purpose and need, and why the activity cannot be completed in other ways. Sketches will be prepared analyzing whether a practical alternative to the described alteration existed. Analysis from the feasibility study will be used for this application section.

- 1.5 Location Map.** A topographic Location Map will be prepared showing the location of the development boundaries and the name of the USGS quadrangle.
- 1.6 Location Area Photographs.** Color photographs that clearly show the area to be altered and generally show the vegetation and other landscape features of the Activity Location. Each photograph shall be labeled and describe each view, location, and date taken.
- 1.7 Site Plans and Details.** Site plans and details will be prepared showing location of impacted area, location of activity with respect to the impacted waterway, proposed amount of soil disturbance, fill and vegetation removal, location and dimensions of existing structures, location and type of all proposed erosion control measures, identification of resource boundaries and impact areas, and location of property lines and abutters.
- 1.8 Site Condition Report.** Prepare a site condition report to include existing resource boundaries, waterbody classification, descriptions of the existing water depth, vegetation, and fauna, 100-year floodplain description and map as estimated from the most recent Flood Insurance Rate Map, and description of threatened infrastructure.
- 1.9 Notices.** One public notice and abutter notification will be required for the "notice of intent to file" for the permit application. Abutter notifications will be sent by certified mail. Forms from the MDEP NRPA Individual permit application form and a list of abutters will be prepared and provided in this section.

#### **ARTICLE D - BIDDING AND ARRANGEMENT FOR CONSTRUCTION**

The CONSULTANT shall provide the following services:

- 1.0 Bid Documents.** Prepare up to 10 sets of bid documents for distribution to potential bidders, plan rooms, and material suppliers and prepare bid advertisement.
- 2.0 Advertisements.** Submit advertisement for bids to the local and regional newspapers, Construction Summary of Maine, and the Associated Constructors of Maine. The CITY will be responsible for the payment of all advertising fees.
- 3.0 Document Distribution.** Distribute bid documents to bidders and maintain plan holder's list.
- 4.0 Bidder Questions.** Answer questions from bidders during the bid period and issue addenda as required.

- 5.0 Pre-Bid Meeting.** Arrange and conduct a pre-bid site reconnaissance meeting for prospective bidders after the contract is advertised.
- 6.0 Bid Opening.** Arrange and attend the bid opening at City Hall.
- 7.0 Bid Analysis.** Analyze the proposals for conformance and make written recommendations to the CITY on the award of the contract.

## **ARTICLE E - GENERAL ADMINISTRATION**

The CONSULTANT shall provide the following services:

- 1.0 Project Scope.** Prepare a detailed project scope. Discuss the project with the CITY as required and provide additional information as necessary to ensure a full mutual understanding of the project requirements.
- 2.0 Land Easement Acquisition.** The CONSULTANT shall assist with the process of land and easement acquisition for both permanent and temporary rights. During the feasibility stage of this project, the CITY coordinated these efforts and it is the CONSULTANTS understanding that this role will continue as such.

An appraisal is not included in this scope of work and fee estimate. Any expert testimony in regards to a possible eminent domain taking of the easement or other such procedure will be billed at the approved hourly or daily rate. This amount is not included in the proposed fee. The CITY's legal counsel will provide legal services during the negotiations process as needed. Costs incurred by the Owner's legal counsel are not included in this scope of work and fee proposal and will be billed to the City of Caribou direct from the Owner's legal counsel.
- 3.0 Project Administration.** The CONSULTANT shall do the administrative work required, specifically, the CONSULTANT shall consult and correspond, as necessary, with the CITY on DBE requirements, CITY administrative costs associated with the project, Auditors in connection with the CITY's annual financial audit, and record retainage.

## **ARTICLE F - CONSTRUCTION ADMINISTRATION**

The CONSULTANT shall provide the following services:

- 1.0 Pre-Construction Conference.** Arrange and conduct the Pre-Construction Conference and prepare and distribute notes of the meeting.
- 2.0 Resident Supervision.** Provide general supervision to the Resident Project Representative regarding construction related activities. Conduct a minimum of

one supervisory visit to the project site by the project manager per each 15 days of construction (four (4) visits estimated).

- 3.0 Construction Administration.** Prepare / handle construction administration project correspondence over the course of the construction.
- 4.0 Submittals.** Review shop drawing submittals, requests for information (RFI's), and product catalogue data furnished by the contractor for compliance with the contract documents.
- 5.0 Change Orders / Performance.** Assist the CITY in processing construction change orders. Advise the CITY as to the Contractor's performance period and the application of liquidated damages, if necessary.
- 6.0 Final Inspection.** Coordinate and attend the final inspection and prepare a report of the results (punchlist) for distribution to the CITY and the Contractor.
- 7.0 Record Drawings.** Prepare and submit Record Drawings. The CITY shall receive one set of reproducibles and one set of prints for the CITY's use and files.

#### **ARTICLE G - TECHNICAL OBSERVATION OF CONSTRUCTION**

The CONSULTANT shall provide the following services:

- 1.0 Construction Layout.** Prior to the start of construction, the CONSULTANT shall assist the contractor with construction layout as required to establish horizontal and vertical control for use by the Contractor throughout construction. It is the contractors responsibility to layout construction.
- 2.0 Technical Field Observation of Construction.** The CONSULTANT shall provide a full-time Resident Project Representative for necessary technical observation to assure that construction is carried out in reasonable conformity with the contract drawings and specifications to the extent that is the customary practice of professional engineering.
- 3.0 Quality Assurance Materials Testing.** The Resident Project Representative shall provide or arrange for the necessary services and equipment for the making of required tests for construction quality assurance when required.

#### **PROJECT ASSUMPTIONS**

This Scope of Services has been prepared based on the following assumptions:

- 1. The CITY will provide all available property deed and right of way information. D&K has not included any property or boundary survey or related information in our scope of services. The CITY will be responsible for any required coordination with abutting



property owners and for acquiring any required temporary or permanent easements located outside the existing right of way or lands owned by the CITY. D&K will illustrate on the design plans all required easements based on the existing right of way and City owned property lines. The CITY shall be responsible for retaining a Maine licensed Land Surveyor to provide the required documentation for property and easement acquisition.

2. D&K assumes comments from regulators will be of a clarifying nature and will not require any significant additional analysis or design.
3. D&K will be reimbursed for all actual expenses associated with the project. The labor hour and fee estimate represents estimated expenses for budget purposes only.
4. D&K will be reimbursed for all actual RPR labor time on the project. The labor hour and fee estimate represents estimated expenses for budget purposes only. If the contractor completes the project longer or shorter than the assumed construction performance periods, then the labor time will change accordingly. If D&K anticipates required field observation time will exceed the estimated budgeted time, we will advise the CITY, but will continue to provide observation coverage and will invoice and be paid for any RPR time that exceeds budget unless directed by the CITY in writing not to do so prior to expending the time.
5. If, during the course of advancing the design of the project, the above assumptions are determined to be inaccurate, and/or if other permits become necessary, we will bring this to the CITY's attention and discuss how to proceed. If additional services become necessary, these can be incorporated via a contract amendment.

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



**MEMO**

**TO:** Caribou City Council Members  
**FROM:** Dennis Marker, City Manager  
**RE:** River Road Reconstruction Financing  
**DATE:** December 7, 2018

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**Discussion and Possible Action Item**

Based on the vote of the Council during their November 26, 2018 meeting to pursue reconstruction of the River Road for \$1.2M, the Finance Department contract the Maine Municipal Bond Bank to get a quote for financing the endeavor. The terms provided by the bond bank are based on a \$1.4M bond for 10 years and are attached.

Essentially, the city would pay interest only in 2019 (an \$18,151 payment) and then begin paying on the principal in 2020 at a variable interest rate starting at 2.2%. The drafted 2019 budget assumes we begin making payments of \$150,000 in 2018. Total interest paid over the 10 year period would be \$228,179.

Local finance institutions were also contacted for terms. Only verbal terms were shared and those included interest rates of 5% or greater.

It is proposed that the Council authorize staff to begin preparing financing documents through the Maine Municipal Bond Bank for the River Road reconstruction project. Such documents will be presented to the Council for final approval in January 2019 and in an amount not to exceed \$1.4M.

Note: The engineering estimate for the Council's preferred option was \$1.2M. Seeking financing for the recommended amount will provide a 15% contingency on funding.

**Maine Municipal Bond Bank**  
**Estimate of Borrowing**  
**Prepared via www.mmbb.com on:**  
**December 07, 2018**

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2019			\$18,151.00	\$18,151.00	
05/1/2020			\$18,151.00	\$18,151.00	\$36,302.00
11/1/2020	\$140,000.00	2.2000%	\$18,151.00	\$158,151.00	
05/1/2021			\$16,611.00	\$16,611.00	\$174,762.00
11/1/2021	\$140,000.00	2.2900%	\$16,611.00	\$156,611.00	
05/1/2022			\$15,008.00	\$15,008.00	\$171,619.00
11/1/2022	\$140,000.00	2.3600%	\$15,008.00	\$155,008.00	
05/1/2023			\$13,356.00	\$13,356.00	\$168,364.00
11/1/2023	\$140,000.00	2.4500%	\$13,356.00	\$153,356.00	
05/1/2024			\$11,641.00	\$11,641.00	\$164,997.00
11/1/2024	\$140,000.00	2.5300%	\$11,641.00	\$151,641.00	
05/1/2025			\$9,870.00	\$9,870.00	\$161,511.00
11/1/2025	\$140,000.00	2.6300%	\$9,870.00	\$149,870.00	
05/1/2026			\$8,029.00	\$8,029.00	\$157,899.00
11/1/2026	\$140,000.00	2.7300%	\$8,029.00	\$148,029.00	
05/1/2027			\$6,118.00	\$6,118.00	\$154,147.00
11/1/2027	\$140,000.00	2.8300%	\$6,118.00	\$146,118.00	
05/1/2028			\$4,137.00	\$4,137.00	\$150,255.00
11/1/2028	\$140,000.00	2.9200%	\$4,137.00	\$144,137.00	
05/1/2029			\$2,093.00	\$2,093.00	\$146,230.00
11/1/2029	\$140,000.00	2.9900%	\$2,093.00	\$142,093.00	\$142,093.00
<b>TOTALS</b>	<b>\$1,400,000.00</b>		<b>\$228,179.00</b>	<b>\$1,628,179.00</b>	

**This report is an estimate only. Actual borrowing costs may vary.**

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# **2019 Expense Budget & Capital Improvement Plan**

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



## Vision

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

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## 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



City of Caribou  
2019 Expenses and Capital Improvements Budget

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## Budget Message

December 4, 2018

TO; City Council and Citizens of Caribou

It is my pleasure to provide the final 2019 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. It includes a slimming of expenses in most departments while trying to address major capital expenses and facility maintenance needs like repair of the River Road. As always, the primary goal is to provide the best services possible with 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, unforeseen capital repairs 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."

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

### Budget Highlights:

- Utility Rates
  - Power costs are projected to increase by 3%
  - The Caribou Utility District, which is a separate quasi-municipal entity from the city, is instituting a 25% increase in sewer rates and anticipates a 10% increase in water rates.
- 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.
  - Public Works and the Police Sergeant's union employees will receive a 3% increase.
  - At the time of preparing this message, the police officer and fire fighter unions are still renegotiating their contracts for 2019-2021.
  - Health Insurance – Insurance rates rose by 3.64%. 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

City of Caribou  
2019 Expenses and Capital Improvements Budget

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- General Government: Ms. Connie Michaud has been with the city for over 30 years and will be retiring in 2019. A full-time clerk position is funded for a 3 month overlap with Ms. Michaud.
- Library: Part time, 15 hrs per week library staff position to work in the historical archives. In 2018, the city entered into an agreement with the Aroostook county genealogical society records
- Police: Two sergeant positions have been opened up within the department. It is anticipated that these will be filled by internal candidates. In 2018, the city entered into an agreement with RSU39 to provide a School Resource Officer. This position is funded in the new budget with 80% of costs being reimbursed by the school district.
- Fire: Ambulance billing staff are not new, but they are being moved back under the fire/ems department for budget tracking purposes.

- Capital Projects More Than \$50K:

(See: Capital Projects Section for details on these projects and a list of smaller projects anticipated in 2019)

- The city is completing a study to evaluate changing street light lamps from metal halide to LED lamps. Preliminary numbers indicate the cost to purchase all street lights from EMERA would be under \$15,000 and the cost to change out the street lights would be \$325,000. The change out would provide a reduction of over \$50,000 in power costs. The city may finance the purchase of new LED lights in 2019 with the power cost difference making up the finance payments.
- Reconstruction of the River Road will be funded through a government bond. Estimated annual costs will be \$150,000 over 10 years.
- Public Work: The largest vehicle to be purchased in this budget is a 3.5 yard loader for public works. The current loader is nearing 20 years old and will require major repairs soon. A new loader will cost approximately \$210,000.
- A splash pad will be constructed at the new Teague Park being built as part of the RSU 39 school project. The city has received donations totaling over \$126,000 to be applied toward the splash pad.
- High Street between North Main and Route 1. Project to be done in 2018, , this project was delayed until 2019. 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.
- The Public Works building roof needs to be replaced for approximately \$75,000. This budget includes an allocation of \$40,000 to match a \$35,000 reserve in the 2018 budget to cover these costs.
- While paving equipment is on High Street, the city plans to resurface the parking lots around City Hall and also conduct maintenance of parking lots around the downtown mall. This is estimated to cost \$60,000.
- An ambulance is scheduled to be remounted in 2019. This budget includes reserving \$75,000 toward that \$150,000 cost.

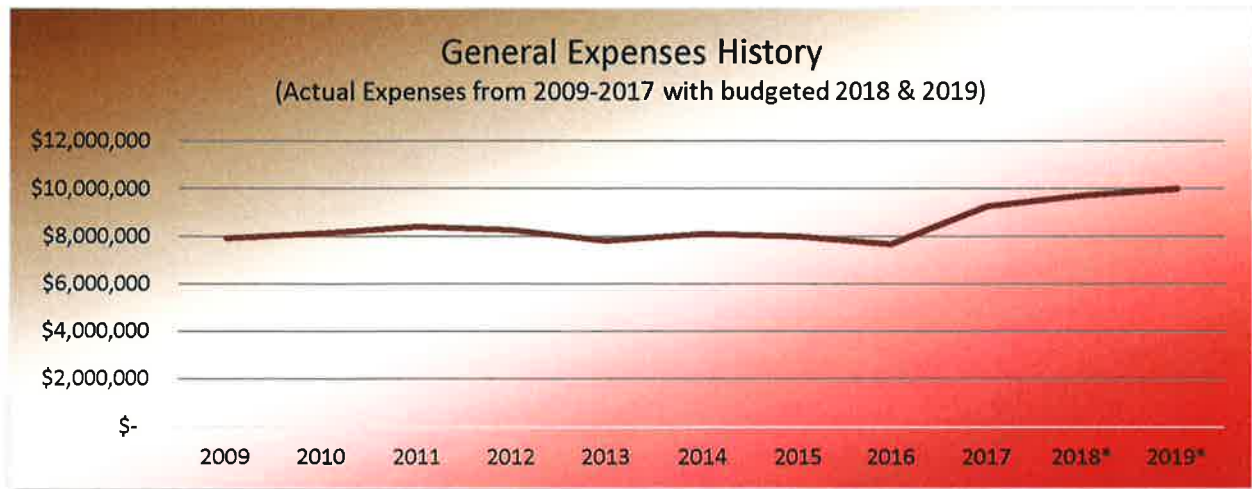
- Other Financial Obligations (*See: Debt Reduction Section for details on these obligations*)

- 2016 Fire Engine. Annual payments of \$117K end in 2021.
- BioMass Boiler System. 2019 payment of \$102K. Payments escalate until lease is finished in 2025.




City of Caribou  
2019 Expenses and Capital Improvements Budget

Overall, the city's operation and capital expenses are \$10,002,814, which is 2.97% more than the 2018 budget of \$9,714,078.



Revenue projections for 2019 are very preliminary at this time but are estimated to be \$10,357,350 (See Exhibit D). The projected revenues will exceed budgeted expenses by more than \$350,000 this year. This is primarily due to the city receiving a one-time allocation of \$615,000 from Aroostook Waste Solutions as part of the Presque Isle landfill merger with Tri-community landfill. Also part of that deal, the city will receive \$300,000 in 2020 and again 2021. How these funds are leveraged to reduce current or foreseeable obligations will impact the city's ability to continue providing services through tough times over the next decade. It is anticipated that a more refined revenue budget will be prepared for consideration near the first of April based on legislative actions and April valuations.

This budget year tends to be more oriented toward better maintenance of the facilities and assets of the City in order to establish a more secure base from which to grow. 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. Said Gordon B. Hinckley, "You can't build a great building on a weak foundation. You must have a solid foundation if you're going to have a strong superstructure."

  
Dennis L. Marker, AICP, MPA  
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.

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



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



Figure 2: Farmers load the Caribou starch factory, 1940

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.

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



Figure 4: Loring Air Force Base housed the 42nd Bomb Wing. The base was officially closed in September 1994.

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.

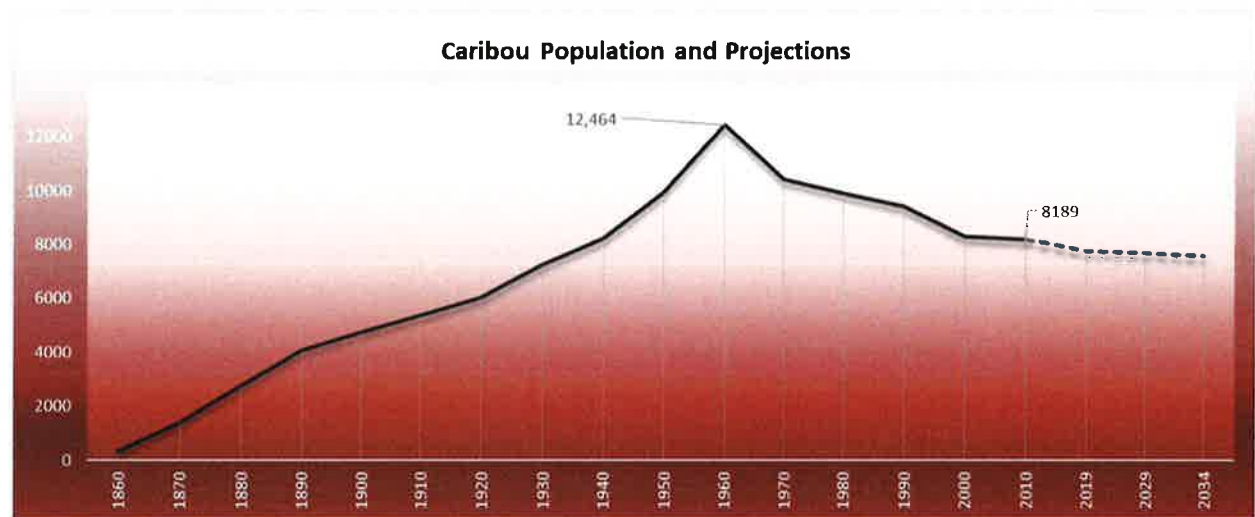


Figure 3: Population data obtained from US Census Bureau through 2010. Projections obtained from the State of Maine Office of Policy and Management.

## General Government

The City of Caribou was incorporated as a city in 1967<sup>1</sup>. The city charter outlines its government to be a Council-Manager form of government. Under this form of government, the citizens elect seven representatives to a City Council. The City Council functions as the legislative body for the City, which means they establish policies, adopt laws, set the annual budgets, enter into contracts and establish the working priorities for delivery of services to the citizens, business owners and visitors of Caribou. The current sitting members of the City Council are as follows:

Sitting Councilors	Term Expiration
David Martin (Mayor)	2019
Nicole Cote (Deputy Mayor)	2020
Mark Gaughan	2020
Timothy Guerrette	2018
Hugh Kirkpatrick	2020
Phillip McDonough	2018
Joan Theriault	2019

The City Charter<sup>2</sup> outlines several duties of the Council. The following are just a few points that pertain to the city's government structure and relationship to other quasi-municipal entities in the area:

- 1) The Council elects from within its ranks a Mayor who is "recognized as head of the City Government for all ceremonial purposes and by the Governor for purposes of Military law, but shall have no administrative duties."<sup>3</sup>
- 2) The Council appoints a City Manager<sup>4</sup> who functions as the "Chief Administrative Officer." The City Manager's role is to act in an executive capacity based on the laws and direction of the City Council. He/she is responsible, among other things, for direction and administration of all departments, offices and agencies of the City and to maintain the financial integrity of the City. The Manager is responsible for preparing and submitting an annual budget to the Council which outlines the expenses and anticipated capital needs under the Manager's direction.
- 3) The Council has a unique responsibility to appoint members to the Cary Hospital Board of Directors<sup>5</sup> and the Hospital Service District<sup>6</sup>. The Cary Hospital is a municipally owned medical facility, which operates under its Board of Directors. The Service District is an independent quasi-municipal entity that has responsibilities for physical assets (e.g. land and buildings) that can be used to benefit the Cary Medical Center. The City Manager sits as an ex-officio member of the Cary Hospital Board of Directors<sup>7</sup> but has no other power or authority over the Cary Medical Center operations<sup>8</sup>. The Hospital Directors function independent from the City

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<sup>1</sup> State of Maine, Private & Special Laws (P&SL), 1967, chapter 5.

<sup>2</sup> See <http://www.cariboumaine.org/wp-content/uploads/2013/02/City-Charter.pdf>

<sup>3</sup> City Charter, Section 2.03

<sup>4</sup> City Charter, Section 3. Power and duties of the manager are specifically provided in Sec. 3.04

<sup>5</sup> City Charter, Section 2.18

<sup>6</sup> State of Maine, P&SL, 1953, chapter 12, Sec. 3.

<sup>7</sup> City Charter, Section 2.18(a)

<sup>8</sup> City Charter, Section 3.04(2), (10) and (11)



Manager. The policies and laws governing the hospital are primarily dictated by federal and state health care laws.

- 4) The Council also appoints members to the Caribou Utilities District Board of Directors/Trustees<sup>9</sup>. However, the Caribou Utility District is a quasi-municipal entity unto itself and not a department of the City. The Utility District and the City work cooperatively on many projects, but the two are completely separate entities other than having a similar name.

The Caribou's schools, which were formerly a function of the city, are part of the Regional School Unit 39 (RSU 39) which operates under the direction of the state and its own elected school board. The RSU was created in 2009 to serve the communities of Caribou, Connor, and Limestone. Limestone residents voted in November 2018 to leave the RSU, which will affect Caribou's future financial obligations to the entity. It is not yet known if that will be a positive affect or not.

Figure 6, illustrates the general framework of the Council-Manager form of government in Caribou.

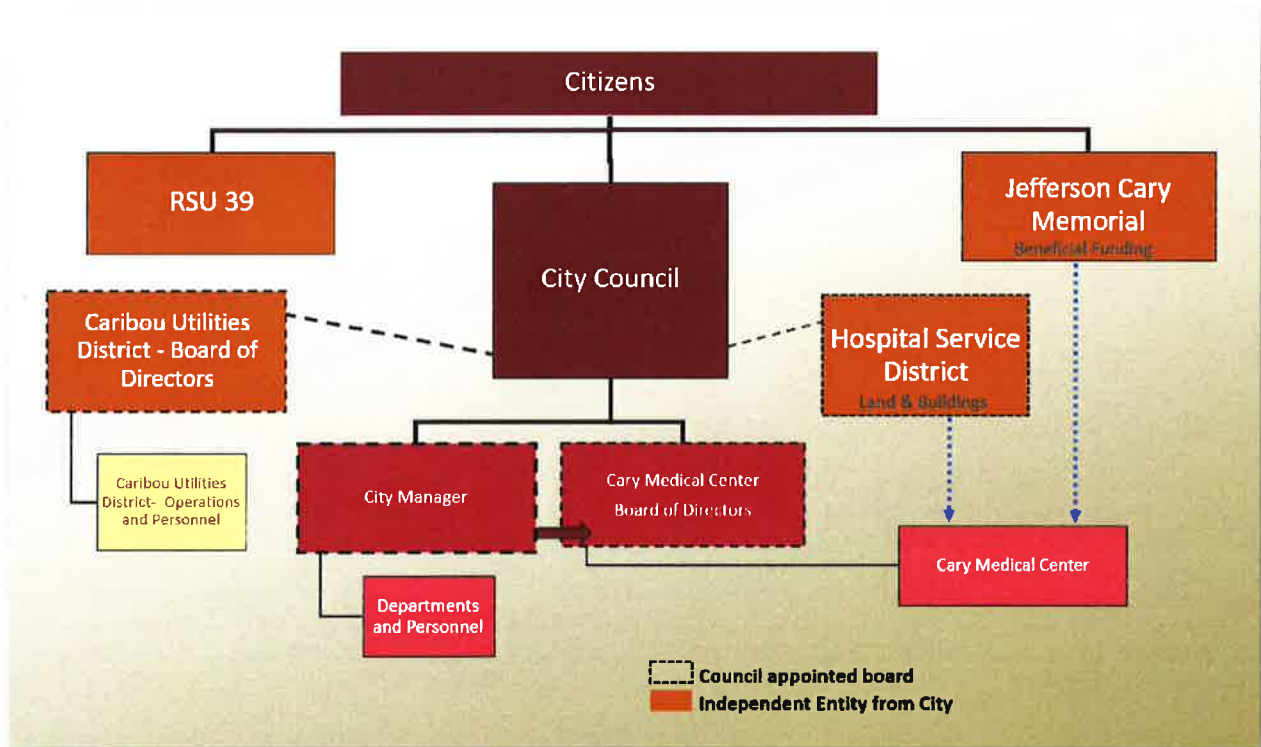


Figure 5: Flow chart illustrating framework of Council-Manager form of government in Caribou and the other quasi-municipal entities in the area.

The purpose in outlining the above relationships is so the reader of this document will understand why a budget report prepared by the City Manager does not include budget information about the hospital, the schools, or the Caribou Utilities District.

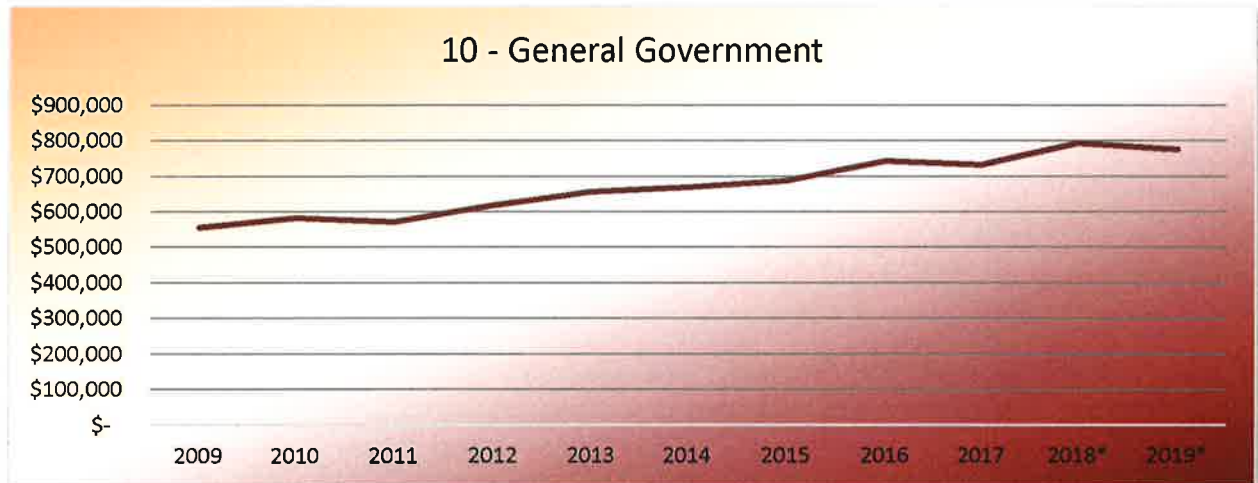
<sup>9</sup> State of Maine, P&SL, 1945, Chapter 83, Sec. 8.

## City Departments & Expenses

The following narrative is to summarize the major changes from the 2018 budget for each department. A full line item detail of the budget changes is provided in Exhibit A of this report. Not every budget line will be discussed in this narrative. Questions about specific line changes are welcome and may be discussed with the Manager or the appropriate functional area director.

Overall, the city's operation and capital expenses are \$10,002,814, which is 2.97% more than the 2018 budget of \$9,714,078. About 1/3 of that increase comes due to the anticipated financing of \$1.4Million in repairs to the River Road, which will need to carry over into future budgets as well. Another 1/3 comes from a 3.64% increase in health care costs and budgeted wage adjustments. The final 1/3 of the increase is attributable to increases in utilities, construction materials, and replacement of old equipment. Each department scrutinized its operation budgets and capital requests in order to limit the budget increase. Where there may have been some buffer in years past, this will possibly be a year when unexpended allocations will be minimal.

### 10 – General Government



The General Government fund includes expenses on behalf of City Administration, the Clerk's office, and the Finance Department. There are 10 full-time employees and one part-time employee under this fund.

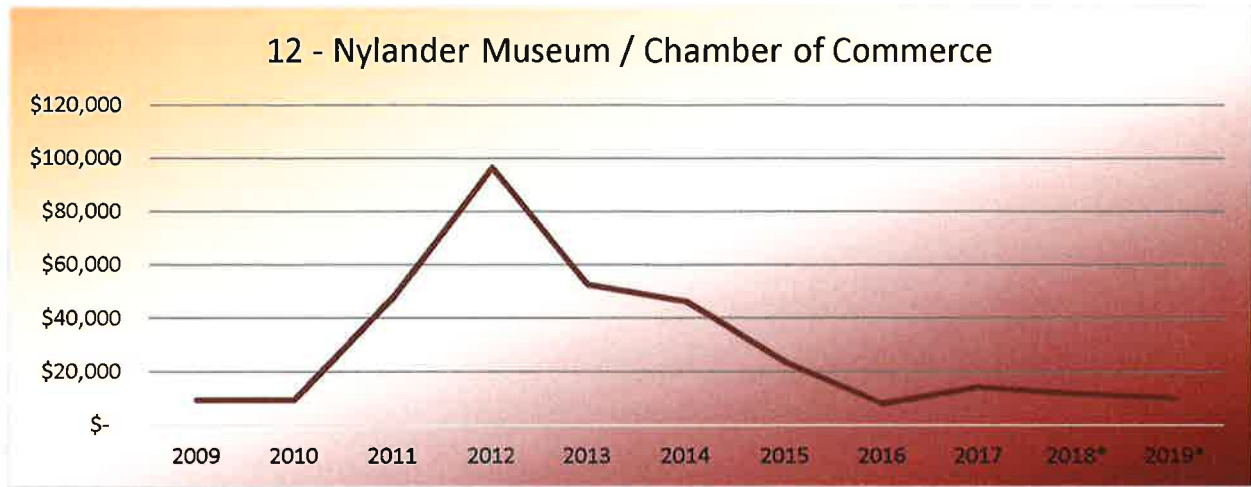
The 2019 budget is \$775,227 which is a 24% decrease from the 2018 budget of \$1,019,415. Excluding the ambulance billing expenses from the 2018 budget (as shown in the above chart) there is about a \$20,000 decrease or 2.5% reduction in the general government budget for this year.

It is anticipated that one of the clerks, Connie Michaud, will be retiring in 2019 and the other two will retire in 2020. In order to help retain institutional knowledge, this budget includes a new full-time position which will work closely with Ms. Michaud for three months. The 2020 budget will likely include additional staffing as well to provide an easier transition to a new City Clerk and Deputy Clerk.

The Finance department includes the City Tax Collector and Treasurer with their respective Deputies, Human Resources and Ambulance Billing. The most significant budget change within this department is moving the ambulance billing expenses (approximately \$225,000) to the fire/ems department (see fund 31). This was done in order to maintain consistency in historic budget records. However, supervision of the ambulance billing staff will remain under the Finance Director.

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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 and a private non-profit citizen group known as Friends of the Nylander. The museum is open on a limited basis but has been working to provide more instruction and special event opportunities for the public. Over 800 visitors were received by the museum in 2018, which is significantly up from previous years. 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). There were no major repair projects in 2018 and none are anticipated in 2019. Janitorial services are not funded and provided through the public works staff. Most of the museum supplies are purchased by the supporting citizen groups.

17 – Health and Sanitation



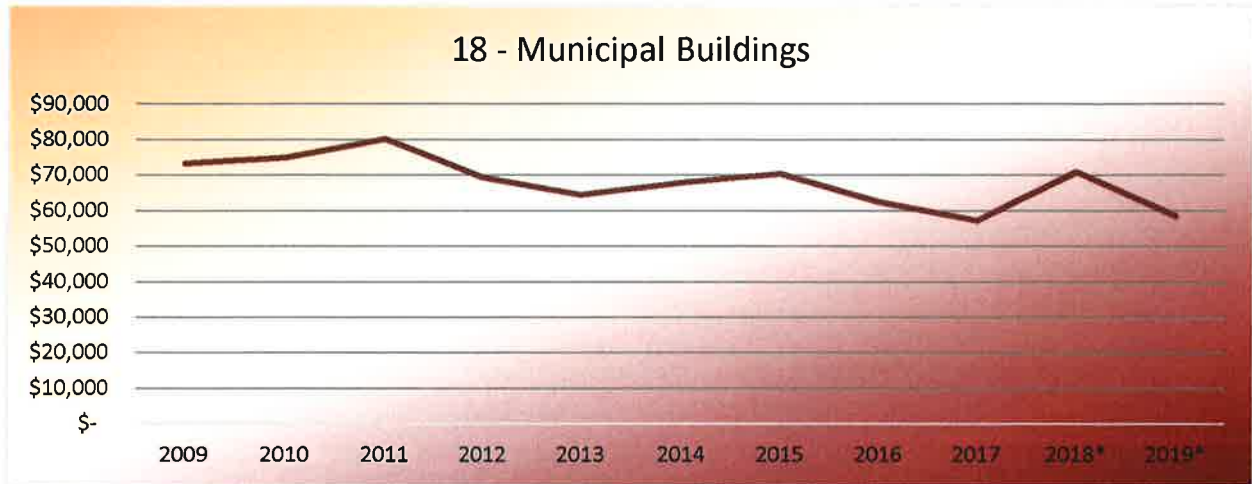
The Aroostook Waste Solutions (formerly Tri-Community Landfill) 3-year average tipping fee for 2019 is expected to remain the same as in 2018. Current waste management trends for private waste haulers to the landfill indicate a year over year reduction in waste and by extension the amount the city pays. However, it is anticipated that this fee will go up in 2020 and 2021 due to the city having large amounts of waste sent to the landfill as part of the Birdseye site cleanup. The recent merger with the Presque

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Isle landfill means the city will receive \$1.2Million over the next three years, which can help reduce these expenses. (The Council applied such a payout back to these expenses 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



The municipal buildings fund covers maintenance and operation of City Hall and the Lion's building. The 2019 budget is about \$12,000 less (-17.5%) than 2018. The reduction in the budget comes from slimming down the building supplies to align more with historic actuals and a reduction of \$9,000 in building maintenance.

The major concern for maintenance in 2019 is repair of the siding on the city hall hose tower, which is detaching and falling off the building. Estimated costs for the hose tower repairs (\$15,000) are reflected in the capital budget.

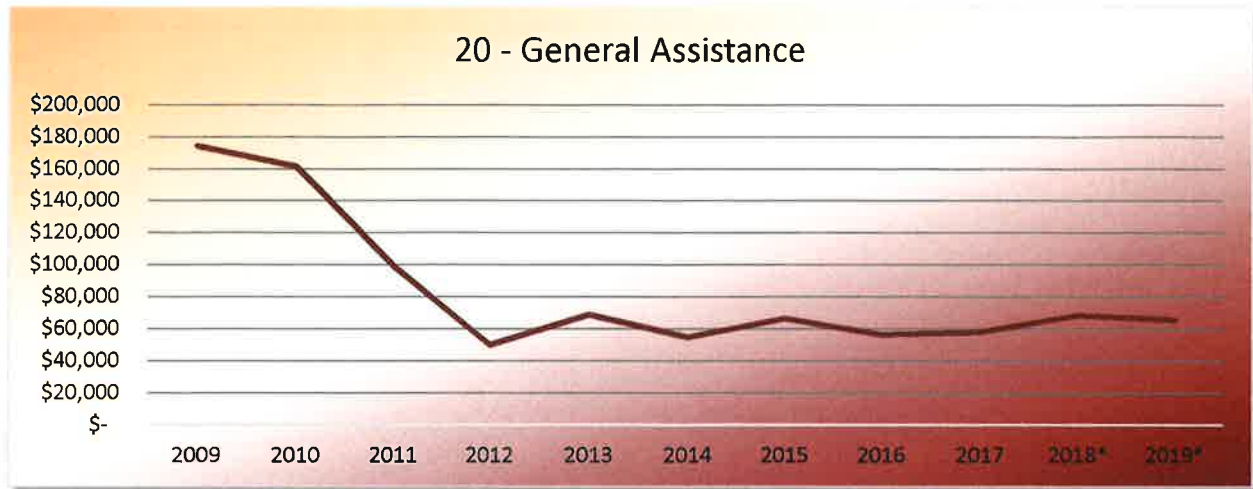


Figure 6: View out of the window in the City Council Chambers showing hose tower siding.



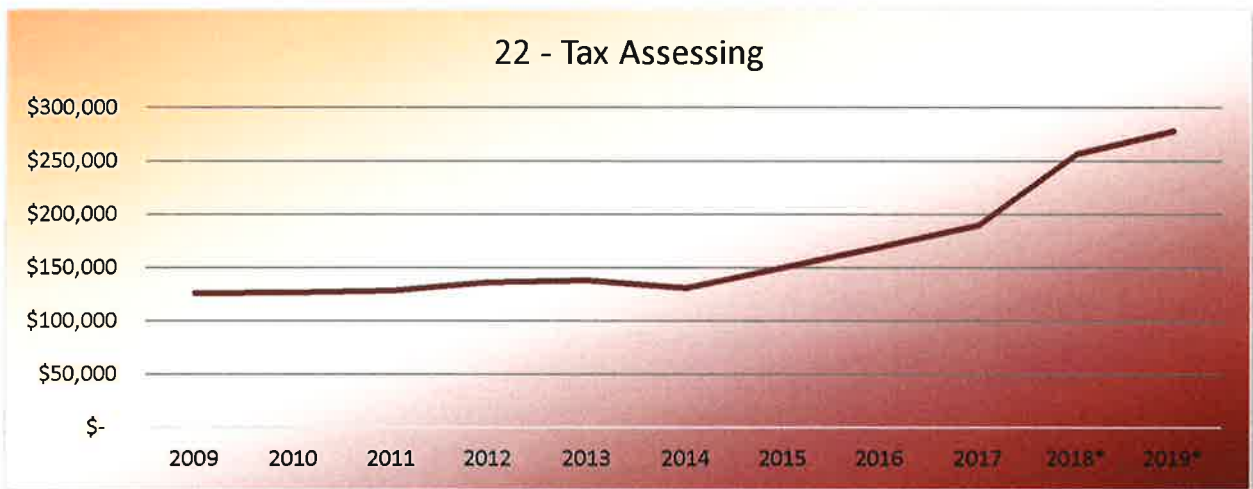
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20 – General Assistance



The General Assistance fund is decreasing by 4.2% (\$2,900) from the 2018 budget. The biggest cost reduction is the anticipated funding from the city toward general assistance. This line was reduced by about \$3,000 to \$32,000, which is just under the three-year average expenditure of \$33,255.

22 – Tax Assessing



The Tax Assessing Department includes three full-time employees and one part-time employee. These employees include the Tax Assessor who also serves as the Chief Building Official, the Zoning Administrator who serves as the city's Code Enforcement Officer, a Deputy Tax Assessor who helps with both assessing and code enforcement elements, and finally the part-time employee is a commercial building inspector on retainer.

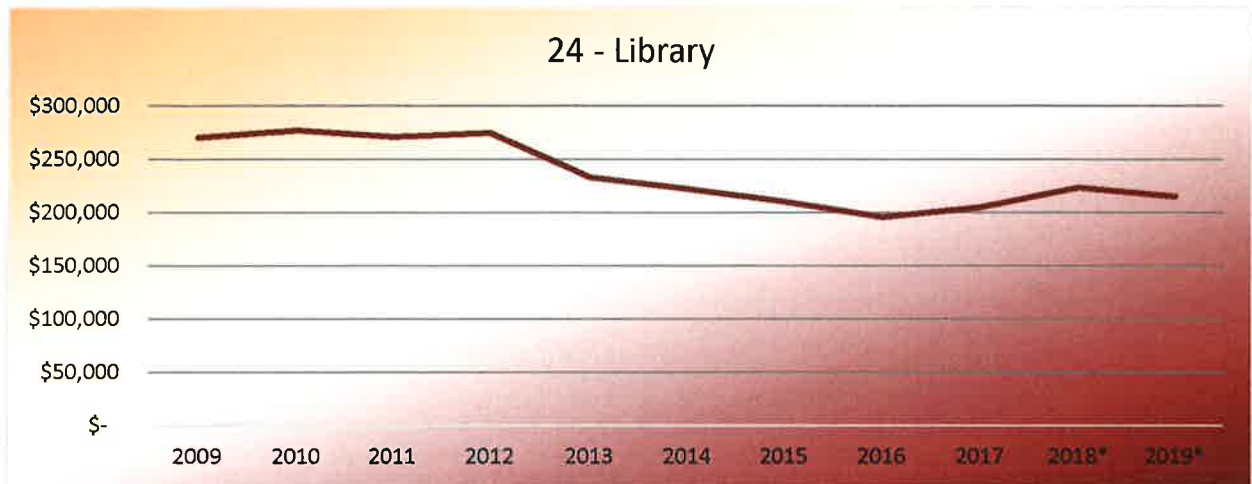
The most significant change in the tax assessing budget comes from the allocation of additional dollars for the commercial inspector (approximately \$13,000). By providing 10 additional hours to the inspector, the tax assessors should be able to pick up additional assessing projects which sometimes are left on the back burner due to building and code inspection needs. These assessing efforts can forestall

City of Caribou  
2019 Expenses and Capital Improvements Budget

the need for costly outside revaluation studies in the future. The commercial inspector will also be monitoring the new school under construction through 2019.

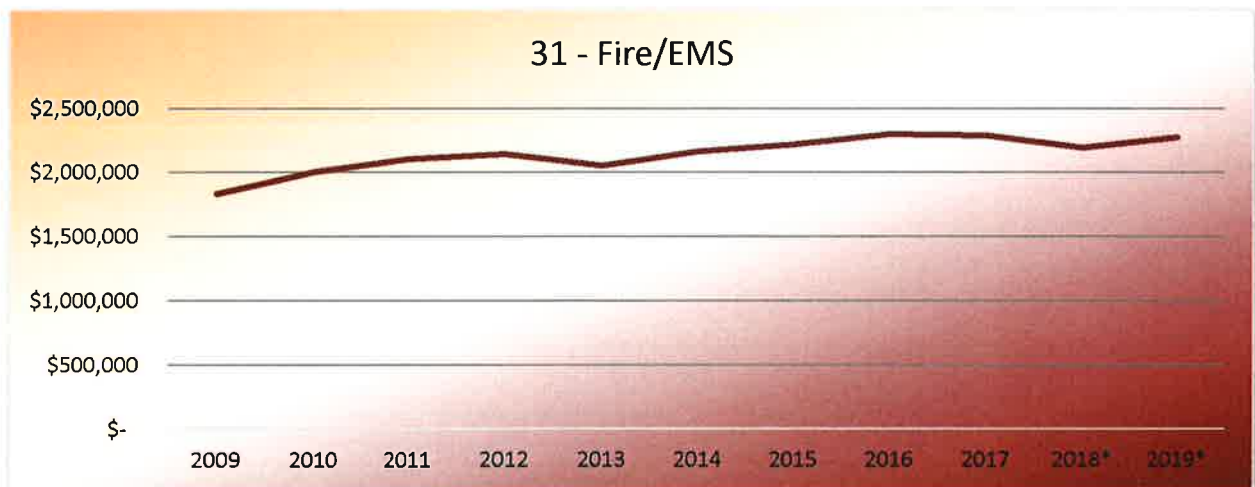
Overall, the tax assessing budget is up \$19,742 from 2018, an increase of 8.4%

#### 24 – Library



The library budget is down 3.7% (approximately \$8,000) from 2018. This is mainly due to changes in personnel. When Librarian Anastasia Weigle left the city in 2018, it enabled the city to hire a new librarian at lower wages. Because of the gap in wages, there was additional room to add a 15-hour part-time employee and still have a lower budget than last year.

#### 31 – Fire/EMS

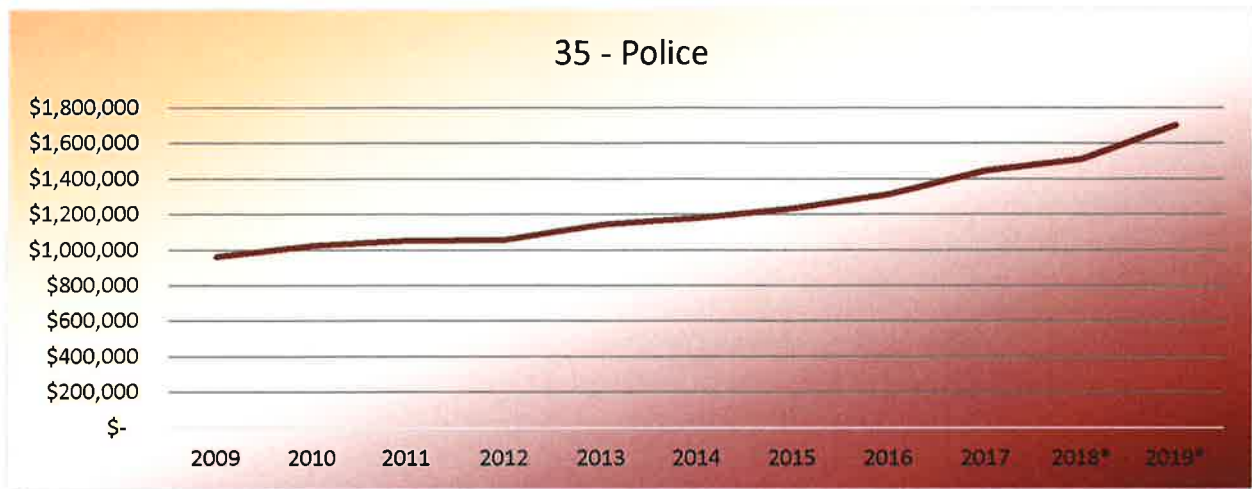


The Fire/EMS budget is up by 15.6% (\$305,997) from 2018. This change is primarily due to moving the ambulance billing staff wages, benefits, supplies and bad-debt elements into the department from the General Government funds. The chart above shows the one-year dip (2018) in department expenditures due to the ambulance billing expense shifting between departments. Even with moving the ambulance

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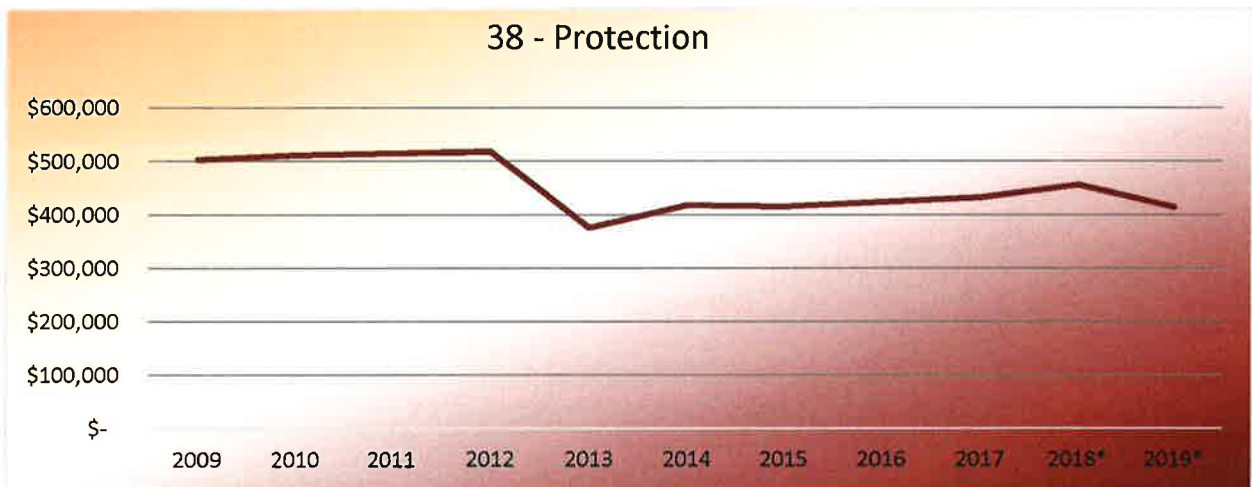
billing staff into the Fire/EMS budget, the 2019 budget is \$16,000 less than the 2017 actual expenses when ambulance billing was still comingled with Fire/EMS.

35 – Police



The Police budget is projected to be 12.7% (\$192,000) more than the 2018 budget. The numbers provided in the budget are assuming union negotiations are wrapped up based on current proposals on the table. This includes significant wage adjustments to 12 police officers whose wages are lagging behind state and national averages. This is not unique to Caribou as many rural communities are trying to retain well-trained officers and attract new officers within a prevailing workforce shortage.

38 – Protection

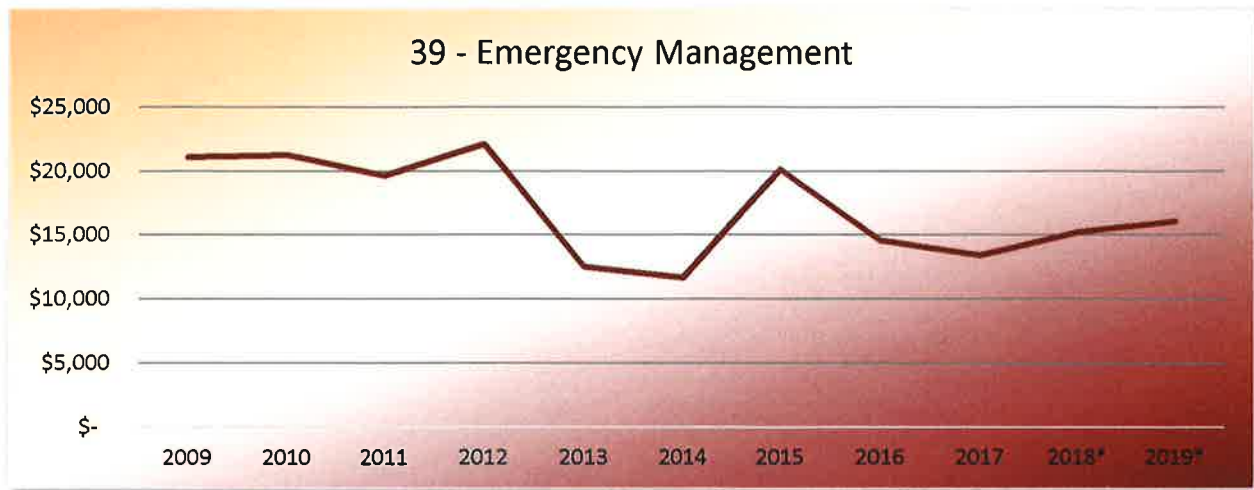


The Protection budget is expected to dip down by 9.3% (\$42,000) as result of a planned acquisition of the streetlights from EMERA. As was mentioned earlier, the city is wrapping up a study of the cost saving potential of owning the street lights around town. Preliminary numbers indicate the city could save up to \$50,000 on just power fees. The study is also looking at changing the old metal halide lights to LED, which would also provide significant savings on usage. The study is expected to wrap up by March.

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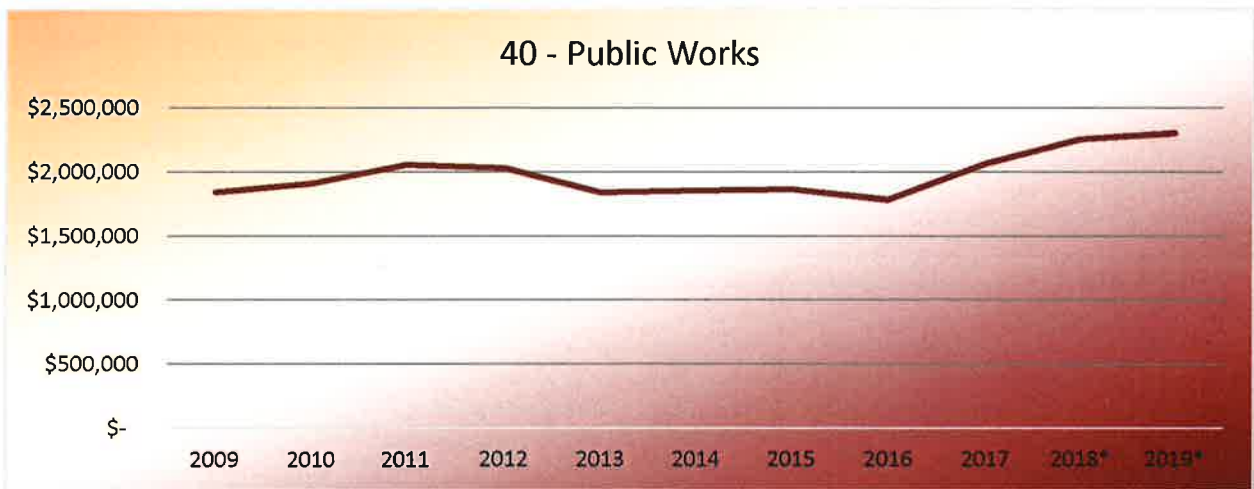
The savings from acquiring the street lights are offset a little in additional costs (\$5,000) due to Caribou Utilities hydrant fees going up by 1.5%.

39 – Emergency Management



The Emergency Management funds will go up 5.5% or about \$800 in 2019. This increase is primarily from the wage adjustment applied to the Emergency Operations Manager stipend.

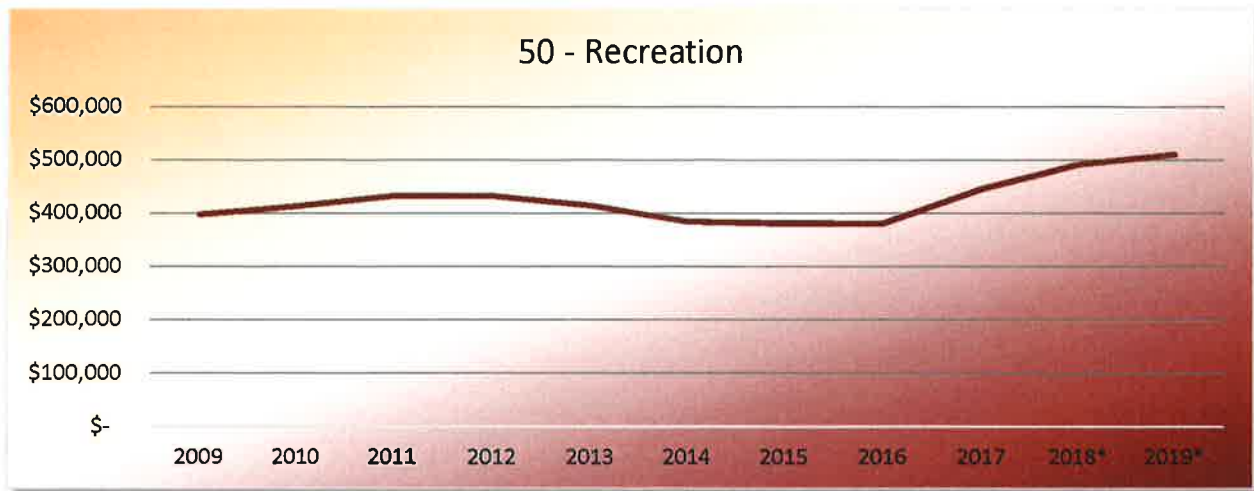
40 – Public Works



The Public Works department will have a 2% increase (\$44,000) from 2018. This increase is primarily due to material costs (e.g. liquid asphalt went up \$30,000).

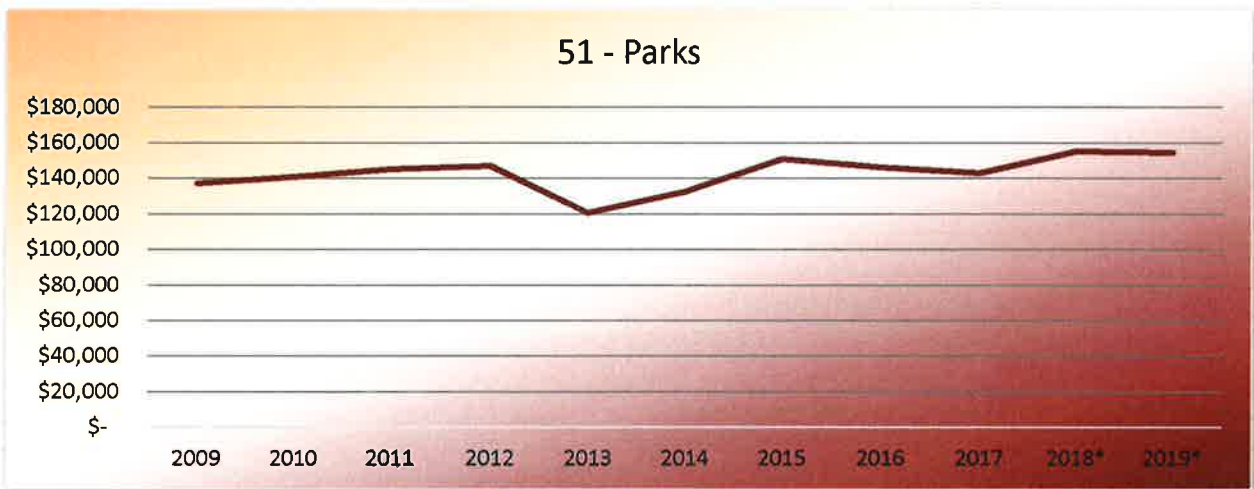
City of Caribou  
2019 Expenses and Capital Improvements Budget

50 – Recreation



The recreation budget is up 3.9% (\$20,000) from 2018. Most of this difference comes from new soccer goals (\$2,000), painting of the recreation center (\$3,500), increases to health insurance (\$4,000), and the 2% COLA increase which added \$4,000.

51 – Parks



The Parks budget is down 0.6% (\$1,000) from 2018. Operation costs have increased slightly for items such as tires, fuel, tools, etc. but these costs have been offset by a change in personnel which resulted in a reduction in wages.



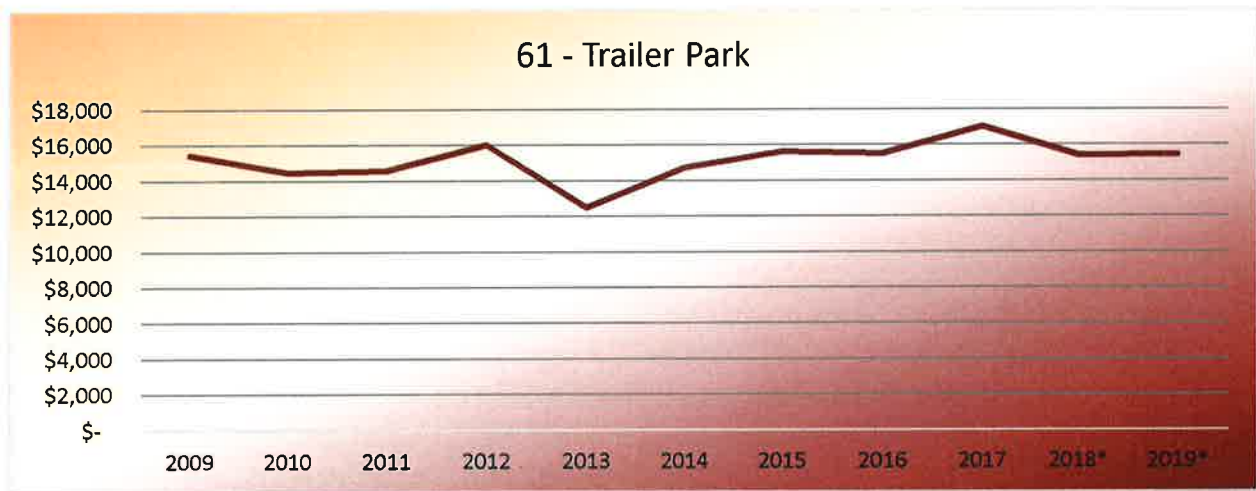
City of Caribou  
2019 Expenses and Capital Improvements Budget

60 – Airport



Airport expenses will increase by 6.6% (\$2,500) from the 2018 budget. Actual expenses in 2018 will be significantly higher than the budgeted amount due to the city taking over operations of the airport and having to buy-out the previous operation manager. Part of the buy-out included compensation for the 100LL fuel at the airport and propane for heating the main hangar. The City will be working to have a new contract for fixed base operations management in 2019, which hopefully will allow the city to be partially reimbursed for the buy-out. The increase to the budget assumes the city retains operations for 10 months of the year.

61 – Trailer Park



The trailer park is projected to essentially remain at the same funding levels of 2018 (0.3% increase or \$150). There have been many discussions about trying to close the trailer park. This needs to be considered more seriously in the next couple years as the need for road and utility system maintenance increases. For now, the park is covering its expenses with lease revenues. The city may also consider increasing the rental rates to begin saving up for more major repairs.

106

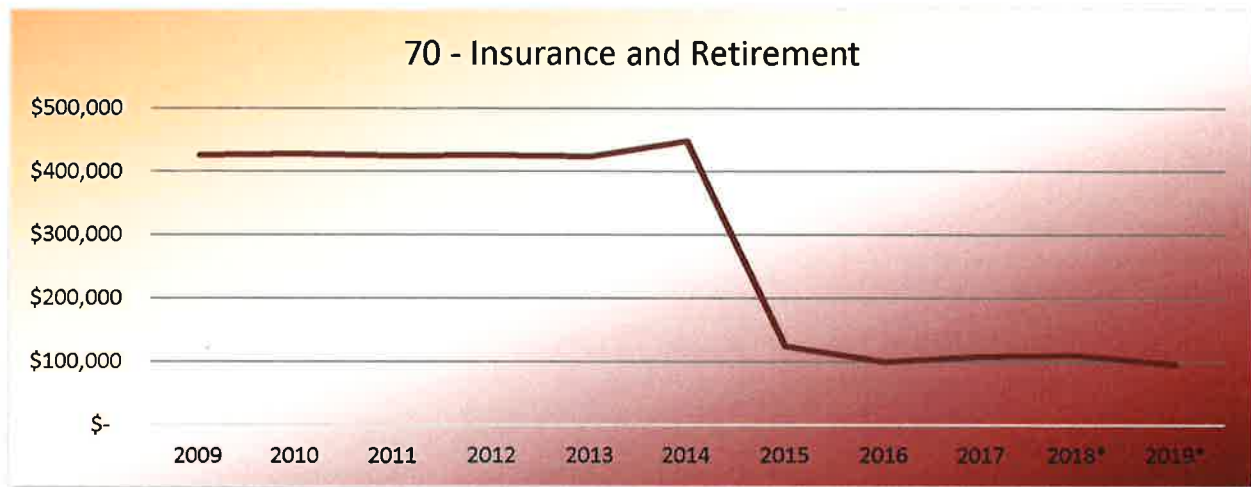
City of Caribou  
2019 Expenses and Capital Improvements Budget

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



The 2019 budget is 13.7% (approx. \$14,000) below the 2018 budget. There were two line items that were affected to effect this. The worker's compensation fund and compensated absences.

The Worker's compensation line has had a zero budget in 2017 and 2018 under the assumption that all workers compensation expenses had been proportionally allocated to each department. While each department is now allocated their appropriate cost, there was no funding being set aside for the annual audit cost which determines the fees to be allocated. The audit is approximately \$5,200 each year and is not included in the budget.

The compensated absences line was reduced by \$22,000 to again, reduce the overall budget increase. These funds have been used to pay for banked sick or vacation time that gets cashed out by an employee or need to be paid upon the departure of employees. The city currently sits on a \$586,255 liability of employee banked sick and vacation time. A reserve has been built up to cover some of these costs, but it is only \$173,757. The allocation of \$22,000 in 2019 is expected to cover the costs of Ms. Michaud retiring.

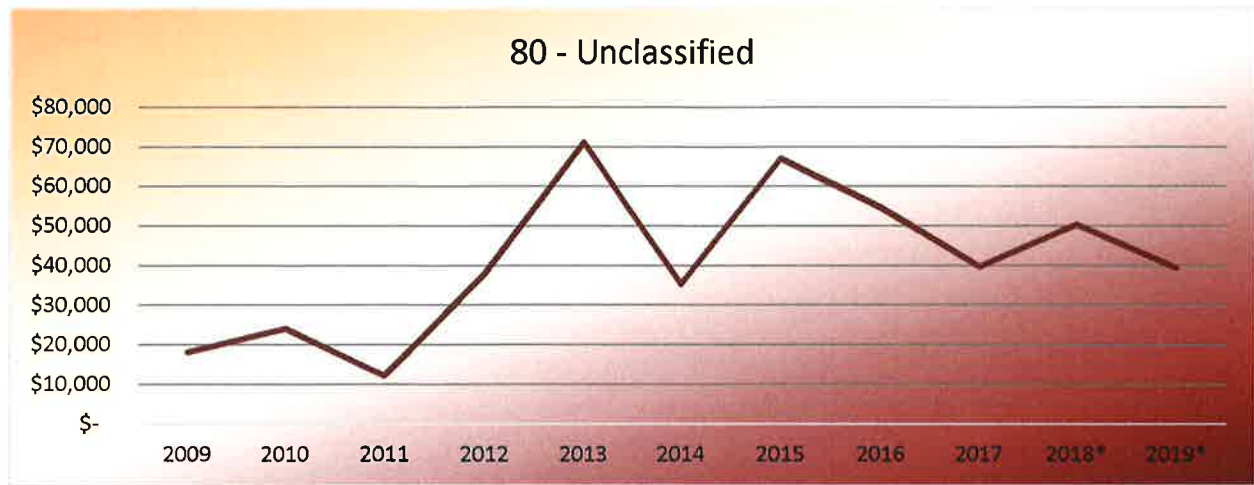
75 – Contributions

The City was recognized as the first "Age Friendly Community" in Aroostook County in 2018. In support of this designation, the Council is providing \$4,600 to the Aroostook Agency on Agency. This agency provides many services to residents which the city does not have the means to do. Some of these services include Eldercare, Family Caregivers support, nutrition and information assistance through in-

City of Caribou  
2019 Expenses and Capital Improvements Budget

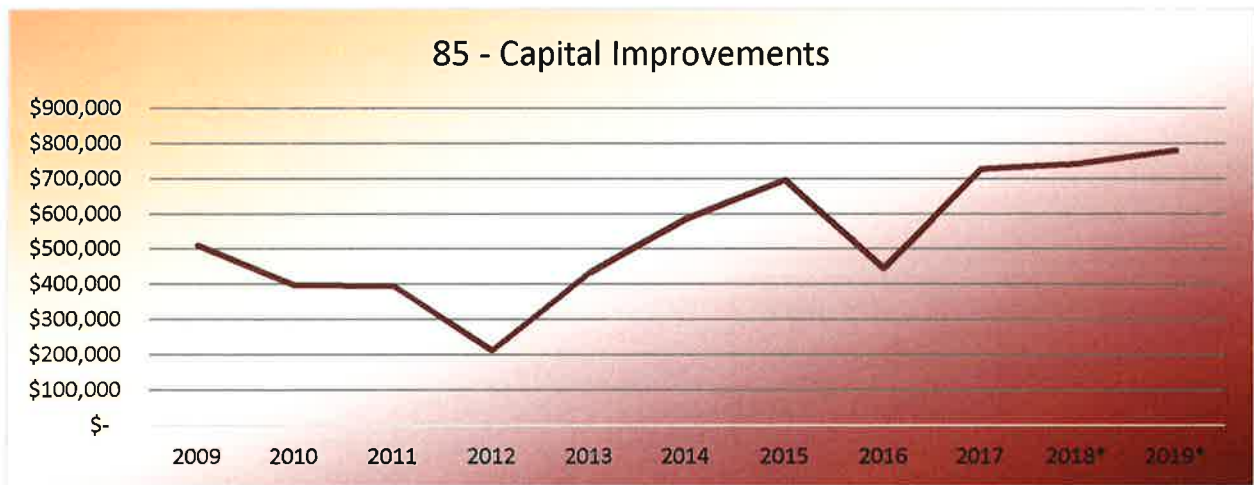
home visits and consultants. They also help seniors find volunteer opportunities in the community through the Retired Senior Volunteer Program (RSVP).

80 – Unclassified



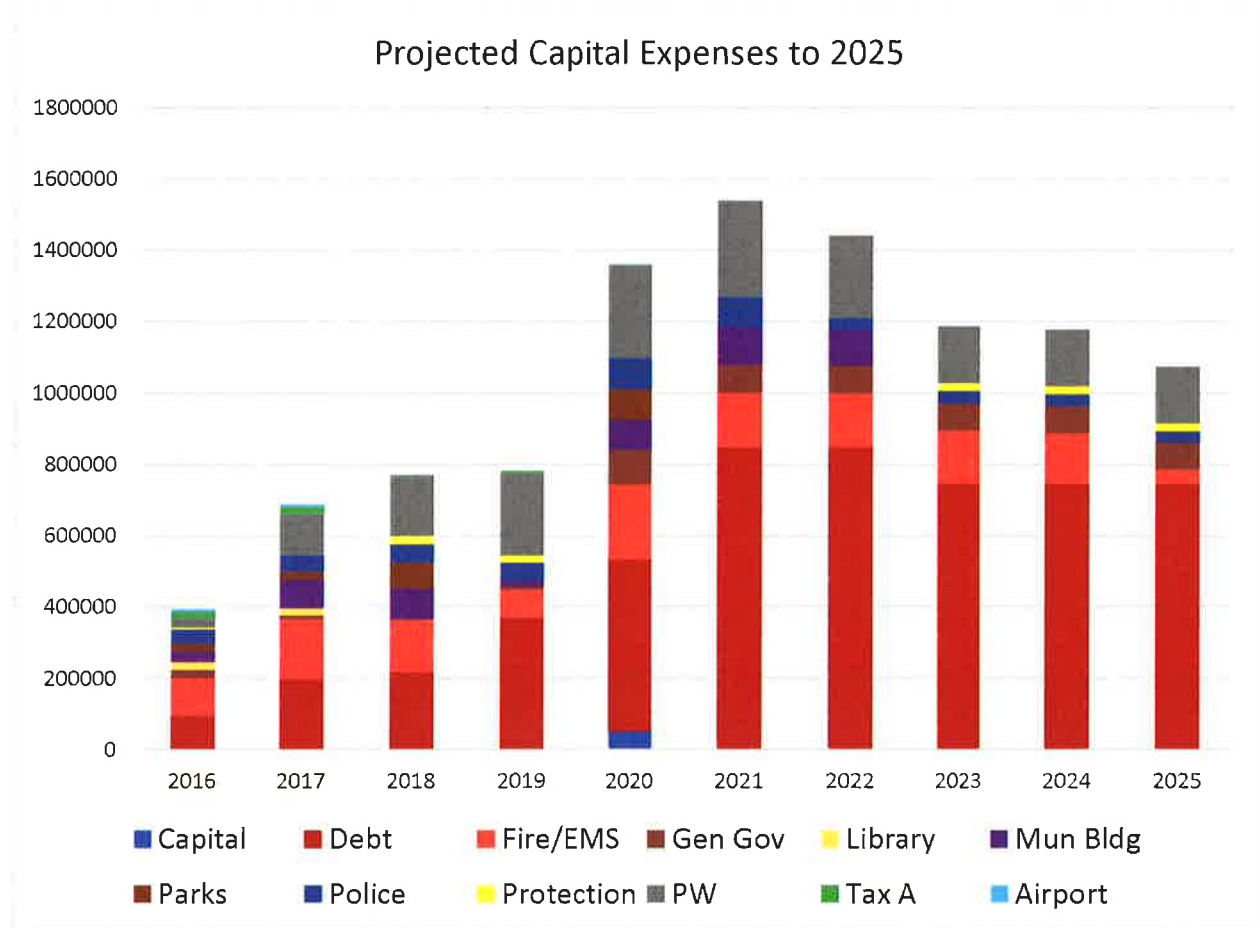
In order to help limit the overall budget increase, allocations toward abatement of past taxes was reduced to \$19,000 from \$30,000 in 2018. This was a 36.7% decrease in this fund.

85 – Capital Improvements



The majority of the capital improvement requests have been discussed above. The above graph illustrates amounts being budgeted to reserves, not actual expenses, since many capital reserve funds are built over multiple years for major purchases. The departments have provided capital cost projections for the next 5 years, which are shown in Exhibit B of this report. Looking into the future, there will be some major capital projects. The city may need to incur additional debt to pay for these facilities/equipment purchases. Historically, the city has set aside a little every year to avoid going into debt. However, the looming capital expenses cannot be covered with the limited reserve funds available.



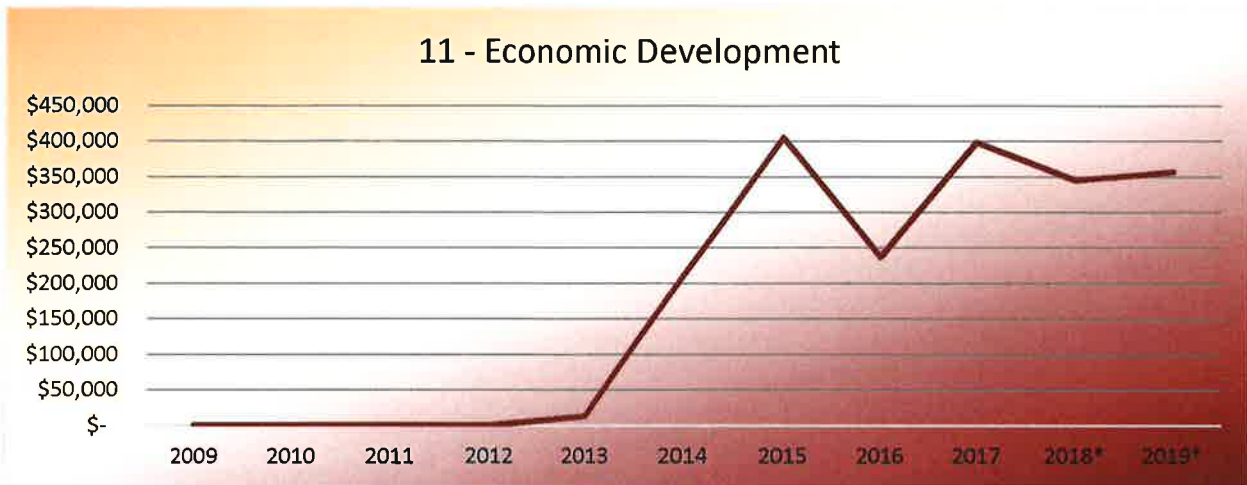


The above chart illustrates the potential debt increases through 2025 and the looming hurdle necessary to clear over the next four years. The debt element of these costs include the purchase and conversion of street lights to LED lights (\$326,000 over 3.2 years starting in 2019) which brings associated reduction in operation costs, paying off the wood pellet boilers (\$780,000 over 7 years), reconstruction of the River Road (\$1.4M over 10 years starting in 2020), and a new public safety building (\$7M over 30 years starting in 2021) which also will provide some operational cost relief.

## Enterprise Funds

The following funds are established and work within their specific funding sources.

### 11 – Economic Development



The economic development funds come from Tax Increment Financing Districts which have been established by the City. A district was created in 2018 surrounding the redevelopment of the Hilltop Elementary school into housing. Funding is “programed” based on the district purposes and the state approved district plans. The economic development funds are expected to be \$364,000 in 2018 which is a slight increase from 2017. Funding may be used for economic development efforts such as developing special events (e.g. Thursdays on Sweden, Caribou Marathon, etc.) or supporting growth and development of local businesses (e.g. revolving loan fund, façade improvements grants, etc.).

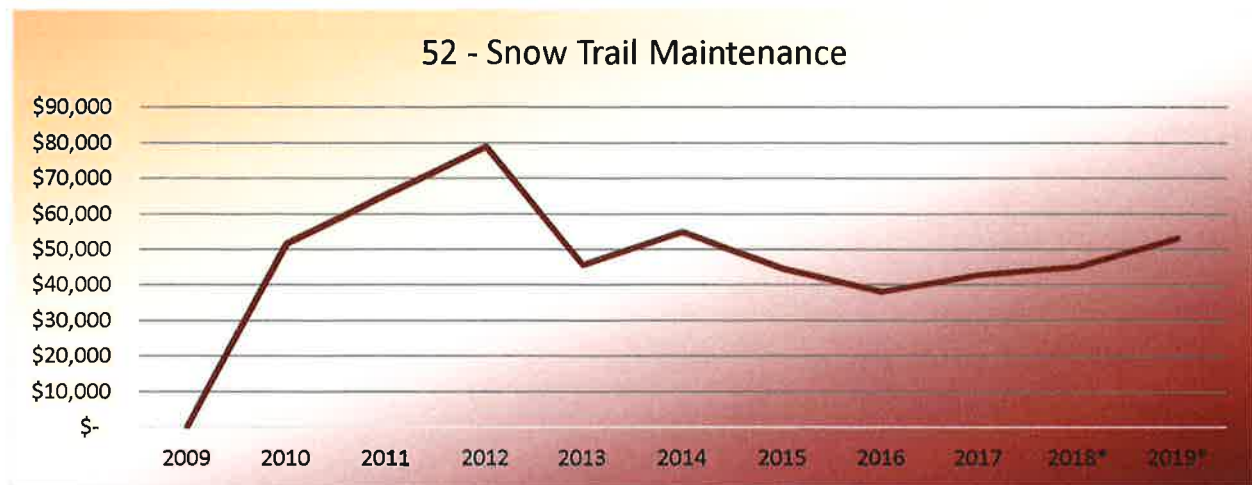
### 24 – Housing



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. There are some items budgeted for in 2018 that were not acknowledged in the budget like \$1,500 for the federal audit that is made each year. The 2018 budget includes a 2% increase for wages and related funds. The total increase from 2017 is 4% (\$3,300).

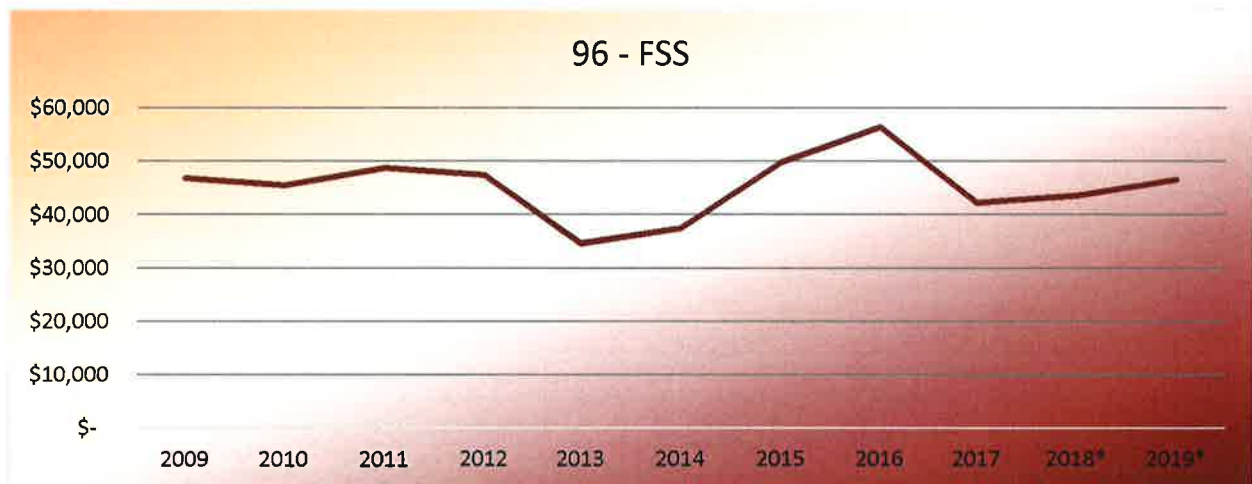
City of Caribou  
2019 Expenses and Capital Improvements Budget

52 – Snow Trail Maintenance



Funding for the snow trail maintenance program comes from the state and is administered by the Parks and Recreation Director, Gary Marquis. Increases to spending are directly to availability of funds from the state. The 2019 budget reflects a 17.5% from 2018.

96 – Family Self-Sufficiency Program



This program is from a federal grant that is applied for each year. 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.



**Exhibit A:  
2018 FY Budget - September Update**

Department	Average Actual Expenses (15-17)	2017 Expenses		2018					2019				
		Approved Budget	Year End Actual	Approved Expense Budget	YTD (Nov-15)	% Spent	Projected**	%	Requested	Manager Adjusted	% Change from 2018	Difference from 2018 Budget	Preliminary Revenue (2019)
GENERAL FUNDS													
10 General Government	\$ 720,130	\$ 787,868	\$ 730,857	\$ 1,019,415	\$ 873,838	86%	\$ 990,651	97%	\$ 775,227		-24.0%	\$ (244,188)	\$ 6,686,236
12 Chamber / Nylander Museum	\$ 26,623	\$ 26,585	\$ 14,241	\$ 14,241	\$ 6,708	57%	\$ 9,346	80%	\$ 10,013		-14.2%	\$ (4,228)	\$ -
17 Health and Sanitation	\$ 217,168	\$ 249,737	\$ 249,848	\$ 250,536	\$ 206,598	82%	\$ 250,036	100%	\$ 250,196		-0.1%	\$ (240)	\$ 615,000
18 Municipal Building	\$ 63,320	\$ 69,940	\$ 57,166	\$ 70,896	\$ 52,395	74%	\$ 64,765	91%	\$ 58,504		-17.5%	\$ (12,392)	\$ 4,000
20 General Assistance	\$ 60,202	\$ 71,684	\$ 57,820	\$ 68,362	\$ 45,973	67%	\$ 59,024	86%	\$ 65,677	\$ 65,498	-4.2%	\$ (2,865)	\$ 25,300
22 Tax Assessing	\$ 169,697	\$ 185,744	\$ 189,865	\$ 256,395	\$ 159,512	62%	\$ 246,197	96%	\$ 276,137	\$ 277,807	8.4%	\$ 21,412	\$ 724,700
23 Code Enforcement												\$ -	\$ 6,100
24 Library	\$ 203,434	\$ 215,601	\$ 204,539	\$ 223,304	\$ 177,453	79%	\$ 210,237	94%	\$ 231,705	\$ 214,984	-3.7%	\$ (8,320)	\$ 6,600
31 Fire and Ambulance	\$ 2,267,676	\$ 2,398,973	\$ 2,286,801	\$ 1,964,485	\$ 1,740,088	89%	\$ 2,046,187	104%	\$ 2,173,420	\$ 2,270,482	15.6%	\$ 969,937	\$ 1,911,389
35 Police	\$ 1,331,049	\$ 1,477,597	\$ 1,445,617	\$ 1,509,892	\$ 1,334,578	88%	\$ 1,543,769	102%	\$ 1,695,506	\$ 1,701,710	12.7%	\$ 191,813	\$ 112,910
38 Protection	\$ 418,632	\$ 439,777	\$ 432,496	\$ 456,476	\$ 350,355	76%	\$ 458,235	100%	\$ 414,020		-9.3%	\$ (42,456)	\$ -
39 Emergency Management	\$ 16,037	\$ 23,154	\$ 13,435	\$ 15,237	\$ 7,984	52%	\$ 11,722	77%	\$ 16,074		5.5%	\$ 837	\$ 2,600
40 Public Works	\$ 1,903,768	\$ 2,162,607	\$ 2,064,209	\$ 2,256,885	\$ 1,872,949	83%	\$ 2,150,740	95%	\$ 2,323,873	\$ 2,302,658	2.0%	\$ 45,773	\$ 202,415
50 Recreation	\$ 402,571	\$ 458,787	\$ 445,278	\$ 491,316	\$ 409,328	83%	\$ 471,917	96%	\$ 506,486	\$ 510,220	3.9%	\$ 18,964	\$ 23,500
51 Parks	\$ 146,744	\$ 143,391	\$ 142,986	\$ 155,360	\$ 134,570	87%	\$ 151,027	97%	\$ 156,776	\$ 154,445	-0.6%	\$ (915)	\$ 2,250
60 Airport	\$ 36,772	\$ 34,425	\$ 36,916	\$ 37,463	\$ 77,199	206%	\$ 91,274	244%	\$ 39,927		6.6%	\$ 2,464	\$ 17,000
61 Caribou Trailer Park	\$ 16,049	\$ 17,027	\$ 17,027	\$ 15,387	\$ 9,017	59%	\$ 17,835	116%	\$ 15,433		0.3%	\$ 46	\$ 17,350
65 Cemeteries	\$ 7,399	\$ 6,850	\$ 7,125	\$ 6,850	\$ 5,902	86%	\$ 6,850	100%	\$ 6,850		0.0%	\$ -	\$ -
70 Insurance and Retirements	\$ 110,445	\$ 109,800	\$ 107,754	\$ 109,759	\$ 95,872	87%	\$ 112,339	102%	\$ 95,050		-13.4%	\$ (14,709)	\$ -
75 Contributions	\$ -	\$ -	\$ -	\$ -			\$ -		\$ 4,600	\$ 4,600	NA	\$ 4,600	\$ -
80 Unclassified	\$ 53,665	\$ 38,000	\$ 39,573	\$ 50,250	\$ 23,798	47%	\$ 52,348	104%	\$ 39,250		-21.9%	\$ (11,000)	\$ -
85 Capital Improvements	\$ 655,024	\$ 726,690	\$ 726,690	\$ 741,569	\$ 741,569	100%	\$ 741,569	100%	\$ 779,806		5.2%	\$ 38,237	\$ -
Sub Totals	\$ 8,826,406	\$ 9,644,237	\$ 9,270,244	\$ 9,714,078	\$ 8,325,686	86%	\$ 9,686,067	100%	\$ 9,934,532	\$ 10,002,814	2.97%	\$ 288,736	\$ 10,357,350
Projected Year End Difference from Budget				\$ 28,011									
Projected Year End Net Position				\$ (210,013)					\$				354,536
ENTERPRISE EXPENSE FUNDS													
11 Economic Development	\$ 346,976	\$ 399,171	\$ 398,665	\$ 344,863	\$ 211,222	61%	\$ 324,547	94%	\$ 356,241	\$ 357,315	3.6%		\$ 361,391
24 Housing	\$ 78,044	\$ 96,452	\$ 86,891	\$ 89,006	\$ 76,876	86%	\$ 89,724	101%	\$ 92,735	\$ 92,353	3.8%		\$ 90,000
52 Snow Trail Maintenance	\$ 41,859	\$ 42,949	\$ 42,766	\$ 45,139	\$ 55,507	123%	\$ 63,654	141%	\$ 55,274	\$ 53,024	17.5%		\$ 43,750
96 Section 8 FSS	\$ 53,986	\$ 42,075	\$ 42,180	\$ 43,600	\$ 42,473	92%	\$ 44,655	102%	\$ 46,509	\$ 46,509	6.7%		\$ 49,250
Sub Totals	\$ 520,866	\$ 580,647	\$ 570,502	\$ 522,608	\$ 386,078	74%	\$ 522,581	100%	\$ 550,758	\$ 549,201	5.1%		\$ 544,391
Projected Year End Difference from Budget				\$ 28									
Projected Year End Net Position				\$ (7,992)					\$				(4,810)
TOTAL ALL EXPENSE FUNDS													
	\$ 9,347,272	\$ 10,224,884	\$ 9,840,746	\$ 10,236,686	\$ 8,711,764	85%	\$ 10,208,647	100%	\$ 10,485,290	\$ 10,552,015	3.1%		\$ 10,901,741



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
10 General Government												
001 Salaries												TBD Waiting on Wage Policy. Anticipated 2% COLA. Add PT Clerk (\$18,000), Add 2nd PT Clerk (\$14,000), One Clerk retiring. Added \$3,800 for SHTC administration
01 Regular Pay	\$ 382,738	\$ 432,427	\$ 375,638	\$399,708	\$285,536	71%	\$ 415,467	104%	\$ 393,992	-1.4%		
09 Ambulance Billing Pay	\$ 83,335	\$ -	\$ -	\$92,653	\$61,519	66%	\$ 89,892	97%	\$ -	-100.0%		Move to Fire/EMS
002 City Council Salaries												
01 Council Salaries	\$ 12,330	\$ 12,450	\$ 11,990	\$12,550	\$5,251	42%	\$ 7,926	63%	\$ 12,550	0.0%		
003 Office Supplies		\$ -	\$ -									
01 Postage	\$ 4,112	\$ 4,000	\$ 4,076	\$6,500	\$3,227	50%	\$ 5,845	90%	\$ 5,000	-23.1%		
02 Advertising	\$ 3,914	\$ 4,000	\$ 4,250	\$3,500	\$2,475	71%	\$ 3,634	104%	\$ 4,000	14.3%		
03 Copier Rental	\$ 5,124	\$ 4,800	\$ 5,821	\$5,000	\$3,343	67%	\$ 5,231	105%	\$ 5,100	2.0%		
05 Printer Ink	\$ 1,413	\$ 2,000	\$ 1,245	\$1,950	\$957	49%	\$ 1,722	88%	\$ 1,600	-17.9%		
07 Paper	\$ 1,271	\$ 1,400	\$ 1,442	\$1,400	\$495	35%	\$ 762	54%	\$ 1,400	0.0%		
08 Office Supplies	\$ 8,733	\$ 9,000	\$ 7,506	\$11,000	\$6,923	63%	\$ 7,777	71%	\$ 10,000	-9.1%		
09 Ambulance Billing Supplies	\$ 6,670	\$ 8,500	\$ -	\$8,000	\$9,345	117%	\$ 14,886	186%	\$ -	-100.0%		Move to Fire/EMS
10 Annual Report	\$ 1,111	\$ 1,100	\$ 1,146	\$1,000	\$1,111	111%	\$ 1,111	111%	\$ 1,100	10.0%		
13 - Office Supplies - Houlton				\$0	\$1,410	#DIV/0!						Move to Fire/EMS
14 - Office Supplies - Calais				\$0	\$1,227	#DIV/0!						Move to Fire/EMS
16 - Office Supplies - Island Falls				\$0	\$693	#DIV/0!						Move to Fire/EMS
17 - Patten				\$0	\$882	#DIV/0!						Move to Fire/EMS
005 General Govt. Legal Fees												
04 Legal Fees	\$ 21,904	\$ 15,000	\$ 27,788	\$20,000	\$5,774	29%	\$ 8,661	43%	\$ 17,500	-12.5%		
007 Audit		\$ -	\$ -				\$ -					
01 Audit	\$ 16,000	\$ 16,000	\$ 16,000	\$16,500	\$16,250	98%	\$ 16,250	98%	\$ 16,500	0.0%		
008 Computer Maintenance												
01 Computer Maintenance	\$ 41,569	\$ 39,800	\$ 46,216	\$42,500	\$16,856	40%	\$ 54,526	128%	\$ 47,200	11.1%		Oak Leaf Contract \$46,000, replace 2 computers (\$1,200)
02 Hosted Services	\$ 6,806	\$ 6,700	\$ 7,496	\$6,700	\$5,231	78%	\$ 8,246	123%	\$ 7,500	11.9%		Contractual Obligation through 2019
009 Professional Dues		\$ -	\$ -									
01 Subscriptions	\$ -	\$ -	\$ -	\$0	\$0	#DIV/0!	\$ -					
04 Professional Dues	\$ 11,246	\$ 12,000	\$ 10,294	\$12,000	\$10,757	90%	\$ 10,757	90%	\$ 12,000	0.0%		Clerks - AMCA, MTCCA, NEMCA, IIMC Finance - \$395 memberships in MMTCT, GFOA
010 Travel Expenses		\$ -	\$ -									
01 Mileage	\$ 1,967	\$ 1,500	\$ 2,365	\$1,200	\$1,208	101%	\$ 1,373	114%	\$ 1,800	50.0%		
02 Meals & Lodging	\$ 2,831	\$ 3,500	\$ 2,449	\$3,000	\$1,645	55%	\$ 2,213	74%	\$ 4,500	50.0%		Admin: 3 conferences (6 nights), Finance: 3 conferences (6 nights), Clerks: 2 conference (4 nights)
04 Conference Fees	\$ 1,500	\$ 1,800	\$ 1,454	\$1,500	\$244	16%	\$ 752	50%	\$ 1,600	6.7%		New Clerk Training, Finance: MMEHT local (Jess, Carl), Cash Management (Jess, Holly), Tax Lien (Jess), Excise Tax (Jess), May MMTCTA conference (Holly, Carl), I've got the Job (Carl), MMA conference (Carl) state, GFOA New England/National (Carl)
05 Training Expenses		\$ -	\$ 9				\$ -	0%				
011 Training & Education		\$ -	\$ -									
02 Training & Education	\$ 1,325	\$ 1,600	\$ 1,215	\$1,500	\$1,573	105%	\$ 1,831	122%	\$ 1,800	20.0%		New Clerk Training, NNECAPA, 3 online webinars
012 Elections		\$ -	\$ -									
01 Elections	\$ 6,096	\$ 5,800	\$ 5,932	\$8,000	\$2,510	31%	\$ 7,320	92%	\$ 7,000	-12.5%		
02 Contracted Expenses	\$ 2,196	\$ 2,000	\$ 2,036	\$3,000	\$0	0%	\$ 2,200	73%	\$ 2,500	-16.7%		
013 Car Allowance			\$ -									
01 Car Allowance	\$ 800	\$ -	\$ -				\$ -	0%				
014 New Equipment												
01 New Equipment	\$ 1,523	\$ 1,500	\$ 1,588	\$1,200	\$1,374	115%	\$ 1,374	115%	\$ 1,300	8.3%		
015 Telephone		\$ -	\$ -									
01 Cell Phone	\$ 252	\$ -	\$ 252	\$450	\$284	63%	\$ 407	90%	\$ 450	0.0%		
04 Telephone	\$ 6,742	\$ 7,200	\$ 6,154	\$7,200	\$4,057	56%	\$ 5,752	80%	\$ 6,800	-5.6%		
017 Communications												
01 Web Site	\$ 225	\$ -	\$ -									
03 Internet	\$ 1,481	\$ 1,440	\$ 1,624	\$1,440	\$1,020	71%	\$ 1,397	97%	\$ 1,550	7.6%		
018 Health Insurance												
01 Health Insurance	\$ 127,511	\$ 140,201	\$ 130,839	\$157,791	\$100,050	63%	\$ 150,076	95%	\$ 154,734	-1.9%		3.64% increase as per insurance provider
02 Ambulance Health Insurance	\$ -	\$ -	\$ -	\$25,163	\$14,248	57%	\$ 22,262	88%				Moved Ambulance Billing to Fire/EMS
019 Miscellaneous Expenses												
01 Misc Expenses	\$ 3,995	\$ 1,500	\$ 8,360	\$1,500	\$367	24%	\$ 761	51%	\$ 1,500	0.0%		
020 Computers & Typewriters												
01-Computers & Typewriters	\$ -	\$ -	\$ -	\$0	\$0	#DIV/0!	\$ -	0%				
034 Worker's Compensation												
01 Worker's Compensation	\$ 2,778	\$ 4,825	\$ 2,778	\$4,815	\$4,092	85%	\$ 4,815	100%	\$ 5,169	7.3%		
036 Vehicle Insurance												
01 - Vehicle Insurance	\$ 1,669	\$ 1,475	\$ 1,918	\$2,003	\$1,100	55%	\$ 1,717	86%	\$ 2,000	-0.1%		
038 Social Security												
01 Social Security	\$ 28,417	\$ 33,081	\$ 27,213	\$37,666	\$28,272	75%	\$ 40,602	108%	\$ 30,140	-20.0%		
040 City & State Retirement												
01 City & State Retirement	\$ 11,635	\$ 17,069	\$ 10,253	\$16,976	\$8,837	52%	\$ 12,991	77%	\$ 13,342	-21.4%		Removed Ambulance Billing. Linked to changes in Clerks
073 Vehicle Repairs												
01 Vehicle repairs	\$ 1,092	\$ 900	\$ 1,748	\$750	\$2,639	352%	\$ 2,850	380%	\$ 2,100	180.0%		Removed Ambulance Billing
074 Vehicle Tires												
01 Tires	\$ -	\$ -	\$ -	\$500	\$1,203	241%	\$ 1,823	365%	\$ 500	0.0%		2014 & 2016 Taurus
075 Gas/Oil/Filters												
01 Gas/Oil/Filters	\$ 1,507	\$ 1,800	\$ 1,761	\$1,800	\$751	42%	\$ 932	52%	\$ 1,000	-44.4%		Moved one vehicle into Tax Assessing
082 Bad Debt Allowance												
01 Bad Debt Allowance	\$ -	\$ -	\$ -	\$100,000	\$60,275	60%	\$ 69,972	70%				Move Ambulance Billing to Fire/EMS
02 Collection Fee	\$ -	\$ -	\$ -	\$1,000	\$2,130	213%	\$ 4,537	454%				Move Ambulance Billing to Fire/EMS
Totals	\$ 720,130	\$ 796,368	\$ 730,857	\$ 1,019,415	\$ 873,838	86%	\$ 990,651	97%	\$ -	\$ 775,227	-24.0%	18% below 2018
12 Chamber / Nylander Museum												
001 Salaries												
01 Regular Pay	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
003 Office Supplies												
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
03 Copier Rental	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
05 Printer Ink	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
07 Paper	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
08 Office Supplies	\$ 735	\$ -	\$ 1,205	\$ 900	\$ 34	4%	\$ 200	22%	\$ -	\$ 500	-44.4%	
015 Telephone												
04 Telephone	\$ 623	\$ 640	\$ 602	\$ 640	\$ 487	76%	\$ 727	114%	\$ -	\$ 750	17.2%	
017 Communications												
01 Website	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
03 Internet	\$ 760	\$ 720	\$ 840	\$ 720	\$ 880	122%	\$ 1,000	139%	\$ -	\$ 720	0.0%	
018 Health Insurance												
01 Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
019 Miscellaneous Expenses												
01 Misc Expenses	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
026 Heating Fuel												
03 Heating Fuel	\$ 2,015	\$ 3,500	\$ 1,804	\$ 2,500	\$ 1,562	62%	\$ 2,800	112%	\$ -	\$ 2,700	8.0%	increased visitors and hours
027 Electricity												
11 Electricity	\$ 874	\$ 1,200	\$ 884	\$ 954	\$ 636	67%	\$ 949	99%	\$ -	\$ 1,000	4.8%	increased visitors and hours + 1% power increase



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
028 Water												
05 Water	\$ 1,143	\$ 1,100	\$ 1,172	\$ 1,200	\$ 1,044	87%	\$ 1,186	99%	\$ -	\$ 1,350	12.5%	CUD 10% increase + additional use
									\$ -			
029 Sewer									\$ -			
01 Sewer	\$ 200	\$ 200	\$ 200	\$ 200	\$ 157	78%	\$ 234	117%	\$ -	\$ 300	50.0%	CUD \$50 rate increase + increased use
030 Building Supplies												
01 Building Supplies	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
031 Building Maintenance												
01 Building Maintenance	\$ 1,872	\$ 200	\$ 4,077	\$ 3,000	\$ 369	12%	\$ 500	17%	\$ -	\$ 1,200	-60.0%	
									\$ -			
032 Property Insurance									\$ -			
01 Property Insurance	\$ 1,572	\$ 1,330	\$ 1,410	\$ 1,464	\$ 1,540	105%	\$ 1,750	120%	\$ -	\$ 1,493	2.0%	Assumes 2% increase
									\$ -	\$ -	#DIV/0!	
038 Social Security									\$ -	\$ -	#DIV/0!	
01 Social Security			\$ 146	\$ 91	\$ -	0%	\$ -	0%	\$ -	\$ -	-100.0%	
									\$ -	\$ -	#DIV/0!	
068 Janitorial Services									\$ -	\$ -	#DIV/0!	
01 Property Maintenance	\$ 1,903	\$ -	\$ 1,903	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
Total	\$ 15,232	\$ 8,890	\$ 14,241	\$ 11,669	\$ 6,708	57%	\$ 9,346	80%	\$ -	\$ 10,013	-14.2%	13% reduction from 2018

17 Health and Sanitation

022 Health Officer												
01 Health Officer	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	0%	\$ 500	100%		\$ 500	0.0%	
023 Tri-Community Landfill												
01 Tri-Community Landfill	\$ 216,644	\$ 249,201	\$ 249,348	\$ 250,000	\$ 206,598	83%	\$ 249,500	100%		\$ 249,660	-0.1%	Birdseye cleanup will raise our three year rolling average. Value provided by AWS 10/26/2018
038 - Social Security												
01 - Social Security	\$ 24	\$ 36	\$ -	\$ 36	\$ -	0%	\$ 36	100%		\$ 36	0.0%	
Totals	\$ 217,168	\$ 249,737	\$ 249,848	\$ 250,536	\$ 206,598	82%	\$ 250,036	100%		\$ 250,196	-0.1%	

18 Municipal Building

024 Maintenance - Comm. Center												
01 Maintenance - Comm. Center	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%		\$ -	#DIV/0!	
02 Water & Sewer	\$ 1,022	\$ 1,000	\$ 621	\$ 1,000	\$ 743	74%	\$ 1,110	-111%		\$ 1,250	25.0%	CUD Rate increase of 50%
03 Janitorial	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -			\$ -	#DIV/0!	
04 Electric	\$ 2,631	\$ 2,700	\$ 2,516	\$ 2,862	\$ 1,975	69%	\$ 2,744	96%		\$ 2,900	1.3%	Assumed 1% EMERA increase
06 Lions Building	\$ 3,150	\$ 3,000	\$ 1,500	\$ 3,000	\$ -	0%	\$ -	0%		\$ -	-100.0%	Rely upon maintenance reserve for 2019
025 Heating Fuel - Lions Building												
01 Heating Fuel Lions Building	\$ 4,110	\$ 3,700	\$ 3,236	\$ 3,700	\$ 2,999	81%	\$ 4,800	130%		\$ 4,000	8.1%	
026 Heating Fuel												
03 Heating Fuel	\$ 10,318	\$ 9,900	\$ 10,289	\$ 10,000	\$ 11,004	110%	\$ 12,504	125%		\$ 11,000	10.0%	
027 Electricity												
11 Electricity	\$ 12,272	\$ 13,500	\$ 11,280	\$ 14,310	\$ 10,298	72%	\$ 14,302	100%		\$ 13,000	-9.2%	
028 Water												
05 Water	\$ 854	\$ 950	\$ 792	\$ 975	\$ 656	67%	\$ 978	100%		\$ 1,004	3.0%	CUD 10% rate increase
029 Sewer												
01 Sewer	\$ 527	\$ 600	\$ 483	\$ 600	\$ 407	68%	\$ 607	101%		\$ 750	25.0%	CUD 25% rate increase
030 Building Supplies												
01 Building Supplies	\$ 3,059	\$ 5,000	\$ 3,070	\$ 4,500	\$ 4,867	108%	\$ 5,531	123%		\$ 3,600	-20.0%	
031 Building Maintenance												
01 Building Maintenance	\$ 7,207	\$ 10,000	\$ 6,326	\$ 13,000	\$ 9,396	72%	\$ 10,678	82%		\$ 8,000	-38.5%	Major repair of hose tower is covered under capital expenses
03 Boiler Maintenance	\$ 6,130	\$ 6,000	\$ 6,000	\$ 5,000	\$ -	0%	\$ -			\$ 1,500	-70.0%	Ancillary maintenance and inspections
032 Property Insurance												
01 Property Insurance	\$ 1,065	\$ 950	\$ 914	\$ 949	\$ 755	80%	\$ 949	100%		\$ 1,000	5.4%	
033 Building Insurance-Comm. Ctr.												
01 Building Ins., - Comm. Ctr.		\$ -	\$ -	\$ -	\$ -		\$ -					
271 Contracted Services												
01 Janitorial & Supplies	\$ 10,973	\$ 12,640	\$ 10,140	\$ 11,000	\$ 9,295	85%	\$ 10,563	96%		\$ 10,500	-4.5%	
Totals	\$ 63,320	\$ 69,940	\$ 57,166	\$ 70,896	\$ 52,395	74%	\$ 64,765	91%		\$ 58,504	-17.5%	

20 General Assistance

001 Salaries												
01 Regular Pay	\$ 17,117	\$ 19,352	\$ 17,253	\$ 19,812	\$ 17,067	86%	\$ 19,394	98%	\$ 20,208	\$ 20,208	2.0%	Assumes 2% COLA
003 Office Supplies												
01 Postage	\$ 87	\$ 110	\$ 76	\$ 110	\$ 77	70%	\$ 88	80%	\$ 80	\$ 80	-27.3%	
05 Printer Ink	\$ 20	\$ -	\$ -	\$ -	\$ -		\$ -					
08 Office Supplies	\$ 38	\$ 50	\$ 39	\$ 50	\$ -	0%	\$ 50	100%	\$ 50	\$ 50	0.0%	
									\$ -	\$ -	#DIV/0!	
006 Legal Fees									\$ -	\$ -	#DIV/0!	
01 Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
010 Travel Exp												
04 Conf Fee	\$ 139	\$ 150	\$ 238	\$ 250	\$ 289	116%	\$ 289	116%	\$ 250	\$ 250	0.0%	
011 Training & Education												
02 Training & Education	\$ 88	\$ 65	\$ 135	\$ 215	\$ 30	14%	\$ 150	70%	\$ 200	\$ 200	-7.6%	
014 New Equipment												
01 New Equipment	\$ 100	\$ -	\$ -	\$ -	\$ -		\$ -					
018 Health Insurance												
01 Health Insurance	\$ 6,545	\$ 7,737	\$ 7,014	\$ 8,291	\$ 7,200	87%	\$ 8,182	99%	\$ 9,026	\$ 8,846	6.7%	3.64% rate Increase. HRA spending not accounted for in last year's budget. HRA obligation funded at 60% based on HRA amounts remaining
019 Miscellaneous Expenses												
01 Misc. Expenses	\$ 24	\$ 50	\$ 51	\$ 150	\$ 53	35%	\$ 79	53%	\$ 150	\$ 150	0.0%	
038 Social Security												
01 Social Security	\$ 1,186	\$ 1,480	\$ 1,307	\$ 1,516	\$ 1,189	78%	\$ 1,352	89%	\$ 1,546	\$ 1,546	2.0%	Tied to wages
040 City & State Retirement												
01 City & State Retirement	\$ 644	\$ 729	\$ 683	\$ 693	\$ 607	88%	\$ 708	102%	\$ 707	\$ 707	2.1%	Tied to wages
044 Reimbursements												
01 Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -			\$ -	#DIV/0!	
051 Equipment Maintenance												
05 Equipment Maintenance	\$ 942	\$ 960	\$ 900	\$ 1,025	\$ 880	86%	\$ 1,000	98%	\$ 960	\$ 960	-6.3%	Tracker System Software
053 G.A. - City												
01 G.A. City	\$ 33,255	\$ 39,500	\$ 28,244	\$ 35,000	\$ 18,581	53%	\$ 27,733	79%	\$ 32,000	\$ 32,000	-8.6%	
02 - G.A. State	\$ 98	\$ 1,000	\$ -	\$ 750	\$ -	0%	\$ -		\$ 500	\$ 500	-33.3%	
03 - GA - Nonreimbursible	\$ -	\$ 500	\$ -	\$ 500	\$ -	0%	\$ -		\$ -	\$ -	-100.0%	
Totals	\$ 60,202	\$ 71,684	\$ 55,940	\$ 68,362	\$ 45,973	67%	\$ 59,024	86%	\$ 65,677	\$ 65,498	-4.2%	

22 Tax Assessing

001 Salaries												
01 Regular Pay	\$ 114,161	\$ 122,641	\$ 128,821	\$ 180,453	\$ 103,911	58%	\$ 175,500	97%	\$ 197,426	\$ 197,426	9.4%	2% COLA. Commercial/plumbing inspector retainer (10 hrs/wk)
02 Overtime Pay	\$ 2,221	\$ 1,500	\$ 2,951	\$ 1,000	\$ 1,091	109%	\$ 1,240	124%	\$ 1,500	\$ 1,500	50.0%	
07 Salaries-Bd of Assessors	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	100%	\$ 1,500	100%	\$ 1,500	\$ 1,500	0.0%	
									\$ -	\$ -		
003 Office Supplies									\$ -	\$ -		
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -		
05 Printer Ink	\$ 258	\$ 300	\$ 325	\$ 300	\$ 34	11%	\$ 280	93%	\$ 300	\$ 300	0.0%	
08 Office Supplies	\$ 391	\$ 300	\$ 350	\$ 350	\$ 99	28%	\$ 325	93%	\$ 300	\$ 350	0.0%	
006 Legal Fees									\$ -	\$ -		
01 Legal Fees	\$ 185	\$ 500	\$ 370	\$ 500	\$ 270	54%	\$ 270	54%	\$ 500	\$ 500	0.0%	
									\$ -	\$ -		
009 Professional Dues									\$ -	\$ -		



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
02 IAOO	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
04 Professional Dues	\$ 511	\$ 600	\$ 585	\$ 750	\$ 532	71%	\$ 532	71%	\$ 862	\$ 862	14.9%	IAAO, NEAAO, IAAO, APA, ICC, MGUG
010 Travel Expenses												
01 Mileage	\$ 2,179	\$ 3,000	\$ 3,103	\$ 2,500	\$ 2,501	100%	\$ 3,302	132%	\$ 3,000	\$ 2,500	0.0%	
02 Meal & Lodge	\$ 2,221	\$ 3,500	\$ 2,318	\$ 4,000	\$ 3,746	94%	\$ 2,409	60%	\$ 4,000	\$ 4,000	0.0%	
04 CONF FEE	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
05 Travel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
011 Training & Education												
02 Training & Education	\$ 1,215	\$ 2,000	\$ 666	\$ 2,500	\$ 2,500	100%	\$ 2,500	100%	\$ 2,500	\$ 3,500	40.0%	4 MUBEC courses for CEO, IAAO Course 333 & 334 which are mass appraisal modeling classes
013 Car Allowance												
01 Car Allowance		\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
015 Telephone												
01 Cell Phone	\$ 323	\$ 500	\$ 323	\$ 550	\$ 307	56%	\$ 458	83%	\$ 350	\$ 350	-36.4%	Code Enforcement Cell Phone
04 Telephone	\$ 477	\$ 500	\$ 430	\$ 510	\$ 351	69%	\$ 524	103%	\$ 510	\$ 510	0.0%	
018 Health Insurance												
01 Health Insurance	\$ 29,074	\$ 30,507	\$ 30,507	\$ 36,499	\$ 30,124	83%	\$ 34,232	94%	\$ 37,495	\$ 37,495	2.7%	3.64% increase. HRA contributions not included last year. HRA obligation funded at 60% based on HRA amounts remaining.
019 Miscellaneous Expenses												
01 Misc. Expense	\$ 195	\$ -	\$ 195	\$ -	\$ -		\$ -		\$ -			
038 Social Security												
01 Social Security	\$ 8,278	\$ 9,382	\$ 9,468	\$ 13,805	\$ 7,477	54%	\$ 13,426	97%	\$ 15,103	\$ 15,103	9.4%	Tied to wages
040 City & State Retirement												
01 City & State Retirement	\$ 2,199	\$ 2,614	\$ 2,428	\$ 3,428	\$ 2,184	64%	\$ 3,259	95%	\$ 3,591	\$ 3,591	4.8%	Tied to wages and personnel changes
051 Equipment Maint												
01 Software									\$ 1,200	\$ 1,200	#DIV/0!	GIS License maintenance, analyst extension
055 Books & Periodicals												
03 Books & Periodicals		\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
056 Contracted Services												
01 Registry	\$ 644	\$ 500	\$ 294	\$ 500	\$ 54	11%	\$ 80	16%	\$ 500	\$ 500	0.0%	
04 Contracted Services	\$ 4,164	\$ 4,500	\$ 4,333	\$ 4,500	\$ 649	14%	\$ 3,800	84%	\$ 4,500	\$ 4,500	0.0%	Marshall Swift, Tax Maps
01 Assessment Reserve	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
058 Codes Maintenance												
01 Codes Maintenance		\$ 500	\$ -	\$ 600	\$ 757	126%	\$ 1,135	189%	\$ 500	\$ 600	0.0%	
070 Clothing Allowance												
03 Clothing	\$ 899	\$ 900	\$ 899	\$ 300	\$ -	0%	\$ -		\$ 500	\$ 300	0.0%	
073 Vehicle Repairs												
01 Vehicle repairs										\$ 120	#DIV/0!	
074 Vehicle Tires												
01 Tires										\$ 300	#DIV/0!	
075 Gas/Oil/Filters												
01 Gas/Oil/Filters		\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ 800	#DIV/0!	Dedicated department vehicle
Totals	\$ 169,697	\$ 185,745	\$ 189,865	\$ 256,395	\$ 159,512	62%	\$ 246,197	96%	\$ 276,137	\$ 277,807	8.4%	9.2% increase over 2018. Primarily due to RSU project inspector and vehicle dedication

25 Library												
001 Salaries												
01 Regular Pay	\$ 101,400	\$ 103,647	\$ 107,983	\$ 121,906	\$ 102,822	84%	\$ 116,233	95%	\$ 129,396	\$ 123,621	1.4%	Assumes 2% COLA. Requesting additional PT (20h) employee. Change in personnel reduced wages
02 Overtime		\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -			
003 Office Supplies												
01 Postage	\$ 639	\$ 500	\$ 440	\$ 550	\$ 364	66%	\$ 411	75%	\$ 550	\$ 550	0.0%	
02 Advertising	\$ 322	\$ 350	\$ 494	\$ 250	\$ 231	92%	\$ 261	105%	\$ 250	\$ 250	0.0%	
03 Copier Rental	\$ 1,893	\$ 1,800	\$ 1,967	\$ 1,650	\$ 1,926	117%	\$ 1,967	119%	\$ 2,500	\$ 2,450	48.5%	Copier rental averages \$2,236.20/yr, toner for Savin \$202.79.
05 Printer Ink		\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
07 Paper	\$ 168	\$ 200	\$ 263	\$ 200	\$ 190	95%	\$ 215	107%	\$ 225	\$ 200	0.0%	
08 Office Supplies	\$ 1,617	\$ 1,400	\$ 1,962	\$ 1,600	\$ 1,392	87%	\$ 1,573	98%	\$ 2,000	\$ 2,000	25.0%	\$500 for library cards in 2019.
11 Equip Rental		\$ 0	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -			
005 Gen Gov't Leg												
01 CCC&I	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -			
008 Computer Maintenance												
01 Computer Maintenance	\$ 12,825	\$ 13,200	\$ 13,184	\$ 12,800	\$ 11,226	88%	\$ 12,691	99%	\$ 8,000	\$ 7,800	-39.1%	\$4k Oakleaf, \$2k Frontier, \$1,190 Atrium, \$275 Network Maine, \$216 Weebly, \$235 GoToMyPC = \$7,916
009 Professional Dues												
01 Subscriptions	\$ 150	\$ 200	\$ 55	\$ 150	\$ 134	89%	\$ 134	89%	\$ 200	\$ 200	33.3%	\$100 Prime, \$100 Maine Library Assoc, \$100 ME Archives/Museums
010 Travel Expenses												
01 Mileage		\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -			
02 Meals & Lodging		\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -			
05 Travel Expenses	\$ 725	\$ 800	\$ 452	\$ 800	\$ 564	70%	\$ 564	71%	\$ 800	\$ 800	0.0%	Planning to attend MLA Conference 2019
011 Training & Education												
02 Training & Education	\$ 403	\$ 500	\$ 475	\$ 500	\$ 300	60%	\$ 300	60%	\$ 500	\$ 500	0.0%	Planning to attend MLA Conference 2019
014 New Equipment												
01 New Equipment	\$ 1,613	\$ 2,250	\$ 700	\$ 2,000	\$ 1,156	58%	\$ 1,307	65%	\$ 2,000	\$ 2,000	0.0%	
015 Telephone												
04 Telephone	\$ 1,580	\$ 2,170	\$ 1,705	\$ 2,000	\$ 1,421	71%	\$ 1,606	80%	\$ 1,800	\$ 1,800	-10.0%	
016-02 Misc Income												
018 Health Insurance												
01 Health Insurance	\$ 14,956	\$ 19,318	\$ 8,868	\$ 10,127	\$ 6,995	69%	\$ 10,440	103%	\$ 10,834	\$ 10,834	7.0%	Change in plan selection
019 Miscellaneous Expenses												
01 Misc. Expenses	\$ 284	\$ 250	\$ 314	\$ 250	\$ 106	42%	\$ 158	63%	\$ 250	\$ 250	0.0%	
026 Heating Fuel												
03 Heating Fuel	\$ 9,926	\$ 12,000	\$ 10,965	\$ 12,000	\$ 8,620	72%	\$ 12,865	107%	\$ 12,000	\$ 11,000	-8.3%	New heat pumps in children's room will lower fuel use
027 Electricity												
11 Electricity	\$ 4,198	\$ 5,040	\$ 3,641	\$ 5,342	\$ 2,939	55%	\$ 4,387	82%	\$ 5,342	\$ 4,500	-15.8%	Historicly trended+new pumps in children's room + increase to commercial users
028 Water												
05 Water	\$ 244	\$ 255	\$ 250	\$ 275	\$ 320	116%	\$ 362	132%	\$ 275	\$ 333	21.2%	CUD 10% increase. Increased programming and use
029 Sewer												
01 Sewer	\$ 202	\$ 225	\$ 200	\$ 250	\$ 222	89%	\$ 251	100%	\$ 250	\$ 363	45.0%	CUD 50% increase + increased programming and use
031 Building Maintenance												
01 Building Maintenance	\$ 6,943	\$ 6,000	\$ 8,511	\$ 6,000	\$ 4,513	75%	\$ 5,102	85%	\$ 8,500			Rely upon building maintenance reserve account already built up
032 Property Insurance												
01 Property Insurance	\$ 1,757	\$ 1,736	\$ 1,690	\$ 1,757	\$ 1,395	79%	\$ 1,576	90%	\$ 1,792	\$ 1,792	2.0%	Assumes 2% increase until number provided by agency
034 Worker's Compensation												
01 Worker's Compensation	\$ 668	\$ 664	\$ 668	\$ 283	\$ 283	100%	\$ 320	113%	\$ 304	\$ 304	7.3%	assumes 2018 YTD until number provided by agency
038 Social Security												
01 Social Security	\$ 7,451	\$ 7,929	\$ 8,044	\$ 8,905	\$ 7,734	87%	\$ 8,743	98%	\$ 9,457	\$ 9,457	6.2%	Tied to wages and personnel
040 City & State Retirement												
01 City & State Retirement	\$ 843	\$ 1,687	\$ -	\$ 2,009	\$ -	0%	\$ -	0%	\$ 1,680	\$ 1,680	-16.4%	Tied to wages and personnel



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			Comments	
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018		
055 Books & Periodicals													
01 Mars and Swift	\$ -	\$ 0	\$ -	\$ -	\$ -	#DIV/0!		#VALUE!	\$ -	\$ -	#DIV/0!		
03 Books & Periodicals	\$ 20,004	\$ 19,000	\$ 18,709	\$ 18,000	\$ 11,746	65%	\$ 16,500	92%	\$ 18,000	\$ 18,000	0.0%		
									\$ -				
271 Contracted Services									\$ -				
01 Janitorial & Supplies	\$ 12,444	\$ 13,880	\$ 12,454	\$ 13,000	\$ 10,369	80%	\$ 11,722	90%	\$ 13,000	\$ 13,000	0.0%	Contract for services	
									\$ -				
406 Programming									\$ -				
01 Library Programs	\$ 625	\$ 600	\$ 547	\$ 700	\$ 486	69%	\$ 550	79%	\$ 1,700	\$ 700	0.0%	Requesting additional \$1,000 for archival program	
xx Archives	\$ -	\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -	\$ 500	#DIV/0!	Additional \$500 for archives provided	
									\$ -				
291 Computer Reserve									\$ -				
01 Computer Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -			See Capital Requests under fund 85	
000 Roof Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -				
01 Roofing Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	0%		0%	\$ -			See Capital Requests under fund 85	
Totals	\$ 203,434	\$ 215,600	\$ 204,539	\$ 223,304	\$ 177,453	79%	\$ 210,237	94%	\$ 231,705	\$ 214,984	-3.7%		
31 Fire and Ambulance													
001 Salaries													
01 Regular Pay	\$ 759,673	\$ 828,992	\$ 806,902	\$ 853,974	\$ 691,055	81%	\$ 781,193	91%	\$ 879,593	\$ 874,839	2.4%	TBD No additional help. assumes 2% COLA. Union negotiations still needed.	
02 Overtime	\$ 311,965	\$ 300,000	\$ 297,521	\$ 290,000	\$ 284,747	98%	\$ 321,887	111%	\$ 290,000	\$ 290,000	0.0%	TBD No additional help. assumes 2% COLA. Union negotiations still needed.	
05 Stand By Pay	\$ 45,396	\$ 39,140	\$ 50,068	\$ 52,000	\$ 43,798	84%	\$ 49,511	95%	\$ 52,560	\$ 52,560	1.1%	TBD Union negotiations still needed.	
07 Amb. Billing Salaries	\$ 83,335	\$ 82,423	\$ 86,068	\$ -	\$ 79,520	86%	\$ 89,892	97%		\$ 95,479	#DIV/0!	Rolling ambulance billing back into Fire/EMS. Assumes 2% COLA	
08 Special Transports	\$ -	\$ 400	\$ -	\$ 400	\$ 77	19%	\$ 154	39%				Unlikely to use funds	
003 Office Supplies													
01 Postage	\$ 2,294	\$ 1,400	\$ 2,447	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ 300	\$ 300	#DIV/0!	No Ambulance billing costs	
03 Copier Rent		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ 960	\$ 960	#DIV/0!	Previously not coded to this line	
04 Equipment Repair	\$ 188	\$ -	\$ 188	\$ -	\$ -		\$ -	0%		\$ -	#DIV/0!		
05 Printer Ink		\$ 700	\$ -	\$ -	\$ 65	#DIV/0!	\$ 65	#DIV/0!	\$ 700	\$ 200	#DIV/0!	No Ambulance billing costs	
07 Paper		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ 100	\$ -	#DIV/0!		
08 Office Supplies	\$ 6,345	\$ 5,400	\$ 6,672	\$ 500	\$ 171	34%	\$ 400	80%	\$ 500	\$ 3,500	600.0%	Rolling ambulance billing back into Fire/EMS	
09 Amb. Billing Supplies	\$ 63	\$ 500	\$ -	\$ -	\$ -		\$ -	0%	\$ 7,000	\$ 8,000	#DIV/0!	Ambulance costs billed to clients. Rolling ambulance billing back into Fire/EMS	
13 Houlton Supplies	\$ 2,559	\$ 3,500	\$ 2,663	\$ -	\$ -		\$ -	0%	\$ 2,500	\$ 2,100	#DIV/0!	Ambulance costs billed to clients. Rolling ambulance billing back into Fire/EMS	
14 Calais Supplies	\$ 2,050	\$ 3,000	\$ 2,118	\$ -	\$ -		\$ -	0%	\$ 2,000	\$ 1,800	#DIV/0!	Ambulance costs billed to clients. Rolling ambulance billing back into Fire/EMS	
15 Van Buren Supplies		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!		
16 Island Falls Supplies	\$ 983	\$ 500	\$ 1,068	\$ -	\$ -		\$ -	0%	\$ 1,200	\$ 1,000	#DIV/0!	Ambulance costs billed to clients. Rolling ambulance billing back into Fire/EMS	
17 Patten Supplies	\$ 1,015	\$ 1,000	\$ 1,364	\$ -	\$ -		\$ -	0%	\$ 1,300	\$ 1,300	#DIV/0!	Ambulance costs billed to clients. Rolling ambulance billing back into Fire/EMS	
005 Legal Fees													
04 Legal Fees		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!		
009 Professional Dues													
01 Subscriptions	\$ 61	\$ 200	\$ -	\$ 200	\$ 154	77%	\$ 154	77%	\$ 200	\$ 200	0.0%		
04 Professional Dues	\$ 3,018	\$ 3,000	\$ 2,646	\$ 3,000	\$ 3,000	100%	\$ 3,000	100%	\$ 3,000	\$ 3,000	0.0%		
010 Travel Expenses													
01 Mileage	\$ 285	\$ 600	\$ 246	\$ 500	\$ -	0%	\$ -	0%	\$ 500	\$ 500	0.0%		
02 Meals & Lodging		\$ -	\$ -	\$ -	\$ -		\$ -	0%		\$ -	#DIV/0!		
05 Travel Expenses	\$ 1,936	\$ 2,500	\$ 2,869	\$ 2,250	\$ 93	4%	\$ 2,000	89%	\$ 2,500	\$ 2,250	0.0%		
011 Training & Education													
02 Training & Education	\$ 9,378	\$ 10,000	\$ 9,163	\$ 10,000	\$ 7,617	76%	\$ 9,338	93%	\$ 10,000	\$ 9,500	-5.0%		
014 New Equipment													
01 New Equipment	\$ 11,810	\$ 13,500	\$ 10,159	\$ 13,000	\$ 7,418	57%	\$ 13,000	100%	\$ 14,000	\$ 13,500	3.8%		
015 Telephone													
01 Cell Phone	\$ 3,134	\$ 3,200	\$ 3,160	\$ 3,000	\$ 3,332	111%	\$ 3,766	126%	\$ 4,000	\$ 4,000	33.3%		
04 Telephone	\$ 5,311	\$ 5,600	\$ 5,471	\$ 5,400	\$ 4,624	86%	\$ 5,227	97%	\$ 5,500	\$ 5,500	1.9%	Data device costs. Transmitting data to hospitals	
016 Misc Income													
01 Insurance Reports		\$ -	\$ -	\$ -	\$ -		\$ -	0%					
017 Communications													
01 Website		\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 150				
03 Internet	\$ 1,048	\$ 1,080	\$ 1,074	\$ 1,080	\$ 896	83%	\$ 1,012	94%	\$ 1,080	\$ 1,100	1.9%		
018 Health Insurance													
01 Health Insurance	\$ 268,788	\$ 286,753	\$ 268,585	\$ 263,263	\$ 244,171	93%	\$ 276,019	105%	\$ 265,000	\$ 289,095	9.8%	HRA costs not included last year. HRA obligation funded at 60% based on HRA amounts remaining	
												Rolled Amb Billing into Fire. HRA costs not included last year. HRA obligation funded at 60% based on HRA amounts remaining	
02 Ambulance Health Insurance									\$ 27,140	\$ 26,660	#DIV/0!		
019 Miscellaneous Exp.													
01 Misc. Expense	\$ 847	\$ 1,500	\$ 964	\$ 1,000	\$ 870	87%	\$ 870	87%	\$ 1,500	\$ 1,000	0.0%		
026 Heating Fuel													
03 Heating Fuel	\$ 19,641	\$ 23,000	\$ 17,304	\$ 20,150	\$ 18,436	91%	\$ 21,000	104%	\$ 20,150	\$ 19,150	-5.0%		
027 Electricity													
11 Electricity	\$ 8,830	\$ 10,400	\$ 7,075	\$ 10,000	\$ 5,472	55%	\$ 5,490	55%	\$ 9,000	\$ 9,000	-10.0%	6% increase requested by EMERA. Equates to a 4% power increase overall. Effincies in equipment allows slight reduction	
028 Water													
05 Water	\$ 715	\$ 675	\$ 766	\$ 675	\$ 667	99%	\$ 754	112%	\$ 880	\$ 695	3.0%	CUD 10% rate increase	
029 Sewer													
01 Sewer	\$ 449	\$ 430	\$ 470	\$ 430	\$ 403	94%	\$ 456	106%	\$ 700	\$ 538	25.0%	CUD 25% rate increase	
030 Building Supplies													
01 Building Supplies	\$ 3,830	\$ 4,000	\$ 3,982	\$ 4,000	\$ 3,111	78%	\$ 4,000	100%	\$ 4,000	\$ 4,000	0.0%		
031 Building Maintenance													
01 Building Maintenance	\$ 10,355	\$ 15,000	\$ 9,197	\$ 14,000	\$ 10,051	72%	\$ 13,379	96%	\$ 20,000	\$ 14,000	0.0%		
032 Property Insurance													
01 Property Insurance	\$ 2,049	\$ 1,980	\$ 1,955	\$ 2,087	\$ 1,660	80%	\$ 1,742	83%	\$ 2,100	\$ 2,191	5.0%	TBD Insurer provided number	
034 Workers Comp.													
01 Workers Comp.	\$ 45,079	\$ 51,626	\$ 54,175	\$ 77,840	\$ 77,840	100%	\$ 99,246	128%	\$ 80,000	\$ 83,561	7.3%	Provider quote of 7% increase over last year actual	
035 Unemployment Comp													
01 Unemployment Comp.	\$ 7,219	\$ 8,300	\$ 6,625	\$ 8,500	\$ 4,531	53%	\$ 6,800	80%	\$ 6,500	\$ 7,000	-17.6%	TBD Insurer provided number	
036 Vehicle Insurance													
01 Vehicle Insurance	\$ 13,708	\$ 13,771	\$ 16,036	\$ 16,800	\$ 12,147	72%	\$ 16,600	99%	\$ 16,800	\$ 17,136	2.0%	TBD Insurer provided number	
037 Liability Insurance													
01 Liability Insurance	\$ 3,251	\$ 3,252	\$ 3,251	\$ 3,414	\$ 3,270	96%	\$ 3,687	108%	\$ 3,400	\$ 3,482	2.0%	TBD Insurer provided number	
038 Social Security													
01 Social Security	\$ 93,303	\$ 96,262	\$ 96,480	\$ 94,475	\$ 75,107	79%	\$ 87,665	93%	\$ 97,309	\$ 103,376	9.4%	TBD Assumes 2% COLA, Added backin Amb. Billing. Union Negotiation to still take place.	
040 City & State Retirement													
01 City & State Retirement	\$ 51,380	\$ 72,889	\$ 62,471	\$ 60,007	\$ 57,714	96%	\$ 66,696	111%	\$ 61,807	\$ 64,409	7.3%	TBD Assumes 2% COLA, Added backin Amb. Billing. Union Negotiation to still take place.	
046 Recognitions													
01 Recognitions		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -				
051 Equipment Maint.													



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			Comments
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %				
31 Fire and Ambulance Cont'd												
068 Janitorial Services												
01 Janitorial Services		\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!	
069 Paid Call Insurance												
01 Paid Call Insurance	\$ 603	\$ 700	\$ 563	\$ 600	\$ -	0%	\$ 600	100%	\$ 600	\$ 600	0.0%	
070 Clothing Allowance												
01 Uniforms	\$ 7,585	\$ 9,000	\$ 7,538	\$ 8,000	\$ 6,740	84%	\$ 8,000	100%	\$ 9,500	\$ 8,000	0.0%	
02 Turnout Gear	\$ 4,354	\$ 7,000	\$ 1,712	\$ 2,500	\$ 598	24%	\$ 2,000	80%	\$ 3,000	\$ 2,500	0.0%	
03 Clothing	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!	
04 Boots	\$ 862	\$ 700	\$ 483	\$ 800	\$ 716	89%	\$ 800	100%	\$ 1,000	\$ 800	0.0%	
06 Clothing Allowance	\$ 624	\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!	
071 Radio Maintenance												
01 Vehicle	\$ 1,944	\$ 2,000	\$ 1,890	\$ 2,000	\$ 95	5%	\$ 1,000	50%	\$ 2,000	\$ 2,000	0.0%	
02 Building	\$ 379	\$ 1,000	\$ 137	\$ 1,000	\$ 75	8%	\$ 1,000	100%	\$ 1,000	\$ 1,000	0.0%	
03 Radio Maintenance	\$ 5,285	\$ 6,000	\$ 5,739	\$ 6,000	\$ 841	14%	\$ 6,000	100%	\$ 6,000	\$ 6,000	0.0%	
072 Ladder Testing												
01 Ladder Testing	\$ 1,401	\$ 1,500	\$ 1,500	\$ 3,500	\$ -	0%	\$ 3,500	100%	\$ 3,500	\$ 3,500	0.0%	
073 Vehicle Repair												
01 Vehicle Repair	\$ 14,517	\$ 15,000	\$ 11,890	\$ 12,000	\$ 16,838	140%	\$ 16,839	140%	\$ 15,000	\$ 14,000	16.7%	
074 Tires												
01 Tires	\$ 5,606	\$ 7,000	\$ 6,482	\$ 7,000	\$ 2,222	32%	\$ 6,500	93%	\$ 7,000	\$ 6,500	-7.1%	Historic trend
02 Tire Replacement	\$ 767	\$ -	\$ -	\$ -	\$ -		\$ -	0%				
075 Gas/Oil/Filters									\$ -			
01 Gas/Oil/Filters	\$ 3,506	\$ 5,000	\$ 3,788	\$ 4,500	\$ 2,272	50%	\$ 4,500	100%	\$ 5,000	\$ 4,000	-11.1%	
076 Diesel Fuel									\$ -			
01 Diesel Fuel	\$ 26,795	\$ 25,000	\$ 31,095	\$ 25,000	\$ 30,205	121%	\$ 34,145	137%	\$ 25,000	\$ 25,000	0.0%	Industry projection for fuel increase
077 Batteries									\$ -			
01 Vehicle	\$ 608	\$ 1,000	\$ -	\$ 1,000	\$ -	0%	\$ -	0%	\$ -	\$ -	-100.0%	
02 Equipment	\$ 359	\$ 500	\$ 187	\$ 400	\$ 173	43%	\$ 212	53%	\$ 500	\$ 500	25.0%	typical expenditure
03 Batteries	\$ 46	\$ 100	\$ -	\$ 240	\$ 77	32%	\$ 150	63%	\$ -	\$ -	-100.0%	
078 Field Expenses									\$ -			
01 Field Expenses	\$ 972	\$ 1,200	\$ 1,131	\$ 1,200	\$ 669	56%	\$ 998	83%	\$ 1,200	\$ 1,200	0.0%	
079 Employee Physicals									\$ -			
01 Employee Physicals	\$ 529	\$ 2,500	\$ 171	\$ 1,250	\$ 496	40%	\$ 1,000	80%	\$ 2,500	\$ 1,250	0.0%	Historic trend
080 Paid Call Volunteers									\$ -			
01 Paid Call Volunteers	\$ 2,323	\$ 3,000	\$ 1,189	\$ 3,000	\$ 2,434	81%	\$ 1,800	60%	\$ 3,000	\$ 3,000	0.0%	
082 Bad Debt Allowance									\$ -			
01 Bad Debt Allowance	\$ 94,379	\$ 100,000	\$ 99,836	\$ 100,000	\$ -	0%	\$ -	0%	\$ 100,000	\$ 100,000	0.0%	
02 Collection Fee	\$ 1,131	\$ 1,200	\$ 1,772	\$ 1,000	\$ 2	0%	\$ 2	0%	\$ 1,200	\$ 1,200	20.0%	
083 Contractual Allowance									\$ -	\$ -	#DIV/0!	
01 Contractual Allowance	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	0%	\$ -	\$ -	#DIV/0!	
085 Transport Meals									\$ -			
01 Transport Meals	\$ 9,691	\$ 9,000	\$ 10,004	\$ 8,500	\$ 7,799	92%	\$ 8,817	104%	\$ 9,000	\$ 8,500	0.0%	
086 Air Transports									\$ -	\$ -	#DIV/0!	
01 Air Transports	\$ 239,224	\$ 240,000	\$ 195,670	\$ -	\$ -		\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	
087 Medical Supplies									\$ -			
01 Ambulance Supplies	\$ 6,706	\$ 7,000	\$ 6,410	\$ 7,000	\$ 5,240	75%	\$ 7,000	100%	\$ 7,000	\$ 7,000	0.0%	
02 Oxygen	\$ 3,904	\$ 4,000	\$ 4,516	\$ 4,000	\$ 3,047	76%	\$ 3,800	95%	\$ 4,000	\$ 4,000	0.0%	
03 Medical Supplies	\$ 6,771	\$ 7,000	\$ 6,484	\$ 7,000	\$ 3,466	50%	\$ 6,500	93%	\$ 7,000	\$ 7,000	0.0%	
292 EMS Licenses									\$ -			
01 EMS License	\$ 1,436	\$ 1,600	\$ 1,484	\$ 1,550	\$ 1,001	65%	\$ 1,520	98%	\$ 1,500	\$ 1,550	0.0%	
Totals	\$ 2,267,676	\$ 2,398,973	\$ 2,286,801	\$ 1,964,485	\$ 1,740,088	89%	\$ 2,046,187	104%	\$ 2,156,430	\$ 2,270,482	15.6%	Primarily due to rolling ambulance billing back into Fire/EMS departments

35 Police												
001 Salaries												
01 Regular Pay	\$ 774,697	\$ 809,742	\$ 846,550	\$ 843,426	\$ 768,908	91%	\$ 873,759	104%	\$ 951,808	\$ 951,808	12.9%	TBD based on Union negotiations. Approximate 2% COLA for non-union, 3.0% for sergeants, wage adjustment to officers. 2 new sergeants positions to replace 2 officers. Backfill SRO position
02 Overtime	\$ 60,518	\$ 90,000	\$ 51,214	\$ 70,000	\$ 52,716	75%	\$ 59,905	86%	\$ 70,000	\$ 70,000	0.0%	TBD based on Union negotiations. Approximate 2% COLA for non-union and 3.0% for union
06 Police Reserves Salary	\$ 21,204	\$ 25,000	\$ 23,678	\$ 22,000	\$ 16,050	73%	\$ 18,239	83%	\$ 22,440	\$ 22,440	2.0%	Approximate 2% COLA for non-union
003 Office Supplies									\$ -			
01 Postage	\$ 528	\$ 400	\$ 644	\$ 450	\$ 442	98%	\$ 442	98%	\$ 500	\$ 500	11.1%	
02 Advertising	\$ 261	\$ 200	\$ 216	\$ 200	\$ 449	225%	\$ 449	225%	\$ 200	\$ 200	0.0%	
03 Copier Rental	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,350	75%	\$ 1,800	100%	\$ 1,800	\$ 1,800	0.0%	
05 Printer Ink	\$ 643	\$ 450	\$ 803	\$ 500	\$ 605	121%	\$ 605	121%	\$ 600	\$ 550	10.0%	
07 Paper	\$ 268	\$ 300	\$ 295	\$ 300	\$ 339	113%	\$ 339	113%	\$ 300	\$ 300	0.0%	
08 Office Supplies	\$ 1,248	\$ 1,400	\$ 1,034	\$ 1,400	\$ 1,424	102%	\$ 1,424	102%	\$ 1,400	\$ 1,400	0.0%	
006 Legal Fees									\$ -			
01 Legal Fees	\$ 225	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
009 Professional Dues									\$ -			
01 Subscriptions	\$ 563	\$ 740	\$ 480	\$ 600	\$ 519	86%	\$ 554	92%	\$ 600	\$ 600	0.0%	Law enforcement books, motor vehicle and criminal reference books
04 Professional Dues	\$ 490	\$ 400	\$ 340	\$ 400	\$ 130	33%	\$ 350	88%	\$ 400	\$ 400	0.0%	Maine Chief's Assoc., New England Chiefs
010 Travel Expenses									\$ -			
01 Mileage	\$ 204	\$ 1,000	\$ 374	\$ 600	\$ -	0%	\$ 350	58%	\$ 600	\$ 600	0.0%	Historic actual trend
02 Meals & Lodging	\$ 2,436	\$ 2,200	\$ 2,198	\$ 2,200	\$ 1,927	88%	\$ 2,200	100%	\$ 2,500	\$ 2,500	13.6%	
05 Travel Expenses	\$ 722	\$ 1,000	\$ 1,000	\$ 750	\$ -	0%	\$ 800	107%	\$ 1,000	\$ 1,000	33.3%	
011 Training & Education									\$ -			
02 Training & Education	\$ 18,922	\$ 22,000	\$ 21,083	\$ 20,000	\$ 7,278	36%	\$ 21,000	105%	\$ 25,000	\$ 23,000	15.0%	Supervisor classes, firearms trainings, Methods of Instruction, CTO school, DRE School, NIBRS
013 Car Allowance									\$ -			
01 Car Allowance	\$ 3,401	\$ 3,200	\$ 3,247	\$ 3,200	\$ 3,253	102%	\$ 3,200	100%	\$ 3,200	\$ 3,200	0.0%	
014 New Equipment									\$ -			
01 New Equipment	\$ 2,369	\$ 2,500	\$ 2,490	\$ 2,500	\$ 2,015	81%	\$ 2,822	113%	\$ 2,500	\$ 2,500	0.0%	Anticipate outfitting and equipping new officer
015 Telephone									\$ -			
01 Cell Phone	\$ 2,195	\$ 2,200	\$ 2,065	\$ 2,200	\$ 1,808	82%	\$ 2,031	92%	\$ 2,200	\$ 3,000	36.4%	4 new cell phones for crewers
04 Telephone	\$ 3,909	\$ 4,300	\$ 4,144	\$ 4,200	\$ 3,506	83%	\$ 4,187	100%	\$ 4,200	\$ 5,000	19.0%	Additional data service for crewser phones
017 Communication Fees									\$ -			
01 Web Site	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
03 Internet	\$ 2,016	\$ 2,900	\$ 1,882	\$ 2,900	\$ 1,720	59%	\$ 2,567	89%	\$ 2,900	\$ 2,900	0.0%	Now have to pay more for METRO
018 Health Insurance									\$ -			
01 Health Insurance	\$ 232,132	\$ 258,725	\$ 248,660	\$ 267,098	\$ 257,070	96%	\$ 292,125	109%	\$ 329,407	\$ 329,407	23.3%	3.64% increase with changes in plans. HRA contributions not included in budget last year. HRA obligation funded at 60% based on HRA amounts remaining.
019 Miscellaneous Expenses									\$ -			
01 Misc. Expense	\$ 1,423	\$ 1,500	\$ 1,370	\$ 1,500	\$ 967	64%	\$ 1,098	73%	\$ 1,500	\$ 1,500	0.0%	
027 Electricity									\$ -			
13 Radio Tower	\$ 155	\$ 200	\$ 147	\$ 212	\$ 118	56%	\$ 147	69%	\$ 215	\$ 215	1.4%	
028 Water									\$ -			
05 Water	\$ 470	\$ 500	\$ 510	\$ 500	\$ 480	96%	\$ 545	109%	\$ 500	\$ 500	0.0%	
030 Building Supplies									\$ -			
01 Building Supplies	\$ 1,456	\$ 1,500	\$ 1,677	\$ 1,600	\$ 1,046	65%	\$ 1,188	74%	\$ 1,600	\$ 1,600	0.0%	
031 Building Maintenance									\$ -			
01 Building Maintenance	\$ 2,062	\$ 2,500	\$ 3,119	\$ 3,000	\$ 2,154	72%	\$ 2,963	99%	\$ 3,000	\$ 3,000	0.0%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
35 Police Cont'd												
032 Property Insurance									\$ -			
01 Property Insurance	\$ 583	\$ 570	\$ 548	\$ 570	\$ 455	80%	\$ 517	91%	\$ 581	\$ 581	2.0%	TBD. Rates to be given by provider
									\$ -			
034 Worker's Compensation									\$ -			
01 Worker's Compensation	\$ 15,873	\$ 18,113	\$ 15,873	\$ 21,310	\$ 21,310	100%	\$ 24,216	114%	\$ 20,000	\$ 22,876	7.3%	Provider quote is 7% increase over last year
									\$ -			
036 Vehicle Insurance									\$ -			
01 Vehicle Insurance	\$ 8,202	\$ 8,100	\$ 6,588	\$ 7,019	\$ 5,738	82%	\$ 6,520	93%	\$ 7,019	\$ 7,019	0.0%	TBD. Rates to be given by provider
									\$ -			
037 Liability Insurance									\$ -			
01 Liability Insurance	\$ 9,984	\$ 9,760	\$ 10,143	\$ 11,428	\$ 8,995	79%	\$ 10,221	89%	\$ 10,500	\$ 10,500	-8.1%	TBD. Rates to be given by provider
									\$ -			
038 Social Security									\$ -			
01 Social Security	\$ 63,159	\$ 71,235	\$ 67,565	\$ 72,077	\$ 60,364	84%	\$ 68,596	95%	\$ 75,731	\$ 80,840	12.2%	TBD Tied to wages based on union negotiations. 2 new sergeants to replace two officers
									\$ -			
040 City & State Retirement									\$ -			
01 City & State Retirement	\$ 31,850	\$ 48,854	\$ 39,903	\$ 47,552	\$ 35,362	74%	\$ 40,184	85%	\$ 50,145	\$ 53,794	13.1%	TBD Tied to wages based on union negotiations. 2 new sergeants to replace two officers
									\$ -			
044 Reimbursement									\$ -			
01 Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
									\$ -			
051 Equipment Maintenance									\$ -			
01 Equipment Maintenance	\$ -	\$ -	\$ -	\$ 1,000	\$ -	0%	\$ 850	85%	\$ 1,000	\$ 1,000	0.0%	
									\$ -			
068 Janitorial Services									\$ -			
01 Janitorial Services	\$ 6,826	\$ 11,440	\$ 10,608	\$ 11,440	\$ 12,009	105%	\$ 15,011	131%	\$ 15,500	\$ 14,720	28.7%	Contract with BP cleaners for 9,000 + 10 hr/week general janitorial work.
									\$ -			
070 Clothing Allowance									\$ -			
01 Uniforms	\$ 5,153	\$ 5,600	\$ 4,934	\$ 5,600	\$ 2,727	49%	\$ 3,186	57%	\$ 5,600	\$ 5,600	0.0%	
									\$ -			
071 Radio Maintenance									\$ -			
01 Vehicle	\$ 875	\$ 500	\$ 2,124	\$ 250	\$ -	0%	\$ -	0%	\$ 250	\$ 250	0.0%	
03 Radio Maintenance	\$ 1,842	\$ 1,500	\$ 3,775	\$ 1,500	\$ 1,020	68%	\$ 1,334	89%	\$ 1,500	\$ 1,500	0.0%	
									\$ -			
073 Vehicle Repair									\$ -			
01 Vehicle Repair	\$ 6,093	\$ 6,000	\$ 6,333	\$ 6,000	\$ 7,240	121%	\$ 7,621	127%	\$ 6,500	\$ 6,300	5.0%	
									\$ -			
074 Tires									\$ -			
01 Tires	\$ 3,742	\$ 3,680	\$ 3,809	\$ 3,680	\$ 2,843	77%	\$ 3,480	95%	\$ 3,680	\$ 3,680	0.0%	
									\$ -			
075 Gas/Oil/Filters									\$ -			
01 Gas/Oil/Filters	\$ 24,148	\$ 27,000	\$ 25,808	\$ 26,000	\$ 24,821	95%	\$ 37,046	142%	\$ 26,000	\$ 26,000	0.0%	
									\$ -			
077 Batteries									\$ -			
01 Vehicle	\$ 80	\$ -	\$ 80	\$ 200	\$ -	0%	\$ 160	80%	\$ -	\$ -	-100.0%	
									\$ -			
079 Employee Physicals									\$ -			
01 Employee Physicals	\$ 42	\$ 200	\$ 78	\$ 500	\$ -	0%	\$ 100	20%	\$ 500	\$ 500	0.0%	Contractual
02 Psychological Evaluations	\$ 1,083	\$ 1,000	\$ 650	\$ 1,000	\$ -	0%	\$ 450	45%	\$ 1,000	\$ 1,000	0.0%	Contractual
03 Poly Graph Testing	\$ 250	\$ 1,000	\$ 250	\$ 500	\$ -	0%	\$ 300	60%	\$ 500	\$ 500	0.0%	Contractual
									\$ -			
089 Equipment Reserves									\$ -			
01 Equipment Reserves	\$ 605	\$ 500	\$ 471	\$ 4,500	\$ 2,621	58%	\$ 3,900	87%	\$ 4,500	\$ 1,500	-66.7%	Used for Reserve Officer equipment
									\$ -			
090 Dog Constable									\$ -			
01 Dog Constable	\$ 33	\$ 6,760	\$ 50	\$ 6,760	\$ 50	1%	\$ 50	1%	\$ 6,760	\$ 6,760	0.0%	Need on the books in case our dog Constable gets done.
									\$ -			
093 Meals for Prisoners									\$ -			
01 Meals for Prisoners	\$ 4,751	\$ 3,500	\$ 4,365	\$ 4,500	\$ 3,168	70%	\$ 3,548	79%	\$ 4,700	\$ 4,500	0.0%	Meal prices have increased along with the number of meals given
									\$ -			
094 Video Equipment									\$ -			
01 Video Equipment	\$ 317	\$ 500	\$ 443	\$ 400	\$ 609	152%	\$ 585	146%	\$ 600	\$ 600	50.0%	Recording from body cameras new in 2018
									\$ -			
097 Uniform Maintenance									\$ -			
01 Uniform Mainenance	\$ 38	\$ 500	\$ 14	\$ 500	\$ -	0%	\$ 50	10%	\$ 500	\$ 200	-60.0%	Historic actuals trend
									\$ -			
098 Medical Tests/Supplies									\$ -			
01 Medical Tests/Supplies	\$ 505	\$ 1,830	\$ 864	\$ 1,830	\$ 1,068	58%	\$ 1,068	58%	\$ 1,830	\$ 1,330	-27.3%	
02 Laundry	\$ 746	\$ 720	\$ 592	\$ 1,000	\$ 651	65%	\$ 731	73%	\$ 1,000	\$ 1,000	0.0%	Historic actuals trend
									\$ -			
102 Computer Tech Support									\$ -			
01 Computer Tech Support	\$ 2,375	\$ 3,000	\$ 2,400	\$ 2,500	\$ 2,515	101%	\$ 2,515	101%	\$ 2,500	\$ 2,500	0.0%	Historic actuals trend
02 Recorder Maint	\$ 1,631	\$ 2,000	\$ 1,665	\$ 2,000	\$ -	0%	\$ 1,700	85%	\$ 2,000	\$ 2,000	0.0%	contract amount
									\$ -			
179 Animal Shelter Services									\$ -			
01 Animal Shelter Services	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740	100%	\$ 14,740	100%	\$ 14,740	\$ 14,740	0.0%	Contract amount
									\$ -			
229 Small Equipment Reserve									\$ -			
01 Small Equipment Reserve	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
									\$ -			
230 Police Car Reserve									\$ -			
01 Police Car Reserve	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
Totals	\$ 1,331,049	\$ 1,485,259	\$ 1,445,691	\$ 1,509,892	\$ 1,334,578	88%	\$ 1,543,769	102%	\$ 1,695,506	\$ 1,701,710	12.7%	
38 Protection												
105 Street Lights												
01 Street Lights	\$ 109,657	\$ 116,857	\$ 111,063	\$ 123,868	\$ 93,209	75%	\$ 124,278	100%		\$ 76,550	-38.2%	Assumes the city acquires the streetlights
XX Maintenance												
106 Hydrant Fees												
01 Hydrant Fees	\$ 308,975	\$ 322,920	\$ 321,433	\$ 332,608	\$ 257,146	77%	\$ 333,956	100%		\$ 337,470	1.5%	
107 Ambulance Service												
01 Ambulance Service	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%				
Totals	\$ 418,632	\$ 439,777	\$ 432,496	\$ 456,476	\$ 350,355	76%	\$ 458,235	100%		\$ 414,020	-9.3%	0.8% increase
39 Emergency Management												
001 Salaries												
07 Salaries	\$ 6,858	\$ 6,858	\$ 6,858	\$ 6,858	\$ 5,144	75%	\$ 6,858	100%	\$ -	\$ 6,995	2.0%	Assumes 2% COLA
003 Office Supplies												
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
08 Office Supplies	\$ -	\$ 50	\$ -	\$ 50	\$ -	0%	\$ -	0%	\$ -	\$ 40	-20.0%	
010 Travel Expenses												
05 Travel Expenses	\$ 33	\$ 100	\$ -	\$ 50	\$ -	0%	\$ -	0%	\$ -	\$ -	-100.0%	
011 Training & Education												
02 Training & Education	\$ 48	\$ 250	\$ -	\$ 125	\$ 300	240%	\$ 300	240%	\$ -	\$ 150	20.0%	
014 New Equipment												
01 New Equipment	\$ 926	\$ 1,500	\$ 1,278	\$ 1,250	\$ -	0%	\$ 1,250	100%	\$ -	\$ 1,000	-20.0%	
015 Telephone												
04 Telephone	\$ 685	\$ 730	\$ 705	\$ 730	\$ 593	81%	\$ 715	98%	\$ -	\$ 730	0.0%	
017 Communications												
03 Communications (Internet)	\$ 188	\$ 564	\$ -	\$ 564	\$ -	0%	\$ -	0%	\$ -	\$ 564	0.0%	
019 Miscellaneous Expenses												
01 Misc. Expenses	\$ 104	\$ 200	\$ 81	\$ 200	\$ 68	34%	\$ 120	60%	\$ -	\$ 150	-25.0%	
024-02 Water & Sewer												
027 Electricity												
11 Electricity	\$ 211	\$ 175	\$ 233	\$ 250	\$ 113	45%	\$ 153	61%	\$ -	\$ 250	0.0%	
12 PWPUMP HOUSE	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
030 Building Supplies												
01 Building Supplies	\$ 206	\$ 500	\$ 248	\$ 250	\$ -	0%	\$ -	0%	\$ -	\$ 250	0.0%	
031 Building Maintenance												
01 Building Maintenance	\$ 610	\$ 1,500	\$ 164	\$ 1,500	\$ -	0%	\$ -	0%	\$ -	\$ 1,500	0.0%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
39 Emergency Management Cont'd									\$ -			
032 Property Insurance												
01 Property Insurance	\$ 419	\$ 424	\$ 369	\$ 383	\$ 312	81%	\$ 320	84%	\$ -	\$ 399	1.8%	TBD by provider
036 Vehicle Insurance												
01 Vehicle Insurance	\$ 875	\$ 886	\$ 846	\$ 887	\$ 1,082	122%	\$ 741	84%	\$ -	\$ 2,400	170.6%	TBD by provider
038 Social Security												
01 Social Security	\$ 538	\$ 525	\$ 498	\$ 525	\$ 372	71%	\$ 525	100%	\$ -	\$ 535	1.9%	
040 City & State Retirement												
01 City & State Retirement	\$ -	\$ -	\$ -	\$ 240	\$ -	#DIV/0!	\$ 240	100%	\$ -	\$ 245	2.0%	
051 Equipment Maintenance												
01 Software	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
05 Equipment Maintenance	\$ 143	\$ 400	\$ -	\$ 400	\$ -	0%	\$ 300	75%	\$ -	\$ -	-100.0%	
068 Janitorial Services												
01 Janitorial Services	\$ 1,908	\$ 1,800	\$ 2,025	\$ 500	\$ -	0%	\$ -	0%	\$ -	\$ 400	-20.0%	
071 Radio Maintenance												
03 Radio Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	Handled by PW employee
073 Vehicle Repair												
01 Vehicle Repair	\$ 35	\$ 200	\$ 7	\$ 200	\$ -	0%	\$ 50	25%	\$ -	\$ -	-100.0%	
074 Tires												
01 Tires	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ 200	#DIV/0!	
075 Gas/Oil/Filters												
01 Gas/Oil/Filters	\$ 45	\$ 200	\$ 125	\$ 200	\$ -	0%	\$ 150	75%	\$ -	\$ -	-100.0%	
078 Field Expenses												
01 Field Expenses	\$ -	\$ 75	\$ -	\$ 75	\$ -	0%	\$ -	0%	\$ -	\$ 200	166.7%	
108 CEM Rent												
01 CEM Rent	\$ 4,167	\$ 6,250	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ 75	#DIV/0!	
Totals	\$ 16,037	\$ 23,187	\$ 13,435	\$ 15,237	\$ 7,984	52%	\$ 11,722	77%	\$ -	\$ 16,074	5.5%	Down 4.5% from 2018
40 Public Works												
001 Salaries												TBD 3.0% union, summer hires no increase, non-union 2% COLA. Additional PT hours for janitorial services to Nylander and EOC.
01 Regular Pay	\$ 572,588	\$ 615,878	\$ 585,458	\$ 636,724	\$ 517,544	81%	\$ 585,050	92%	\$ 631,011	\$ 631,011	-0.9%	
02 Overtime	\$ 89,968	\$ 105,000	\$ 92,945	\$ 105,000	\$ 79,051	75%	\$ 98,000	93%	\$ 108,150	\$ 100,000	-4.8%	0
07 Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
003 Office Supplies												
01 Postage	\$ 27	\$ 75	\$ 7	\$ 40	\$ 2	5%	\$ 25	63%	\$ 40	\$ 40	0.0%	0
02 Advertising	\$ 602	\$ 250	\$ 962	\$ 500	\$ 171	34%	\$ 750	150%	\$ 500	\$ 500	0.0%	Historic actual trend
05 Printer Ink	\$ 45	\$ 50	\$ 38	\$ 50	\$ -	0%	\$ 50	100%	\$ -	\$ 40	-20.0%	
07 Paper	\$ 32	\$ 50	\$ 40	\$ 50	\$ -	0%	\$ 50	100%	\$ 50	\$ 50	0.0%	
08 Office Supplies	\$ 320	\$ 350	\$ 329	\$ 300	\$ 174	58%	\$ 260	87%	\$ 300	\$ 300	0.0%	
11 Equipment Rental	\$ 1,366	\$ 1,500	\$ 1,098	\$ 850	\$ 712	84%	\$ 1,063	125%	\$ 875	\$ 875	2.9%	Swapped out machines
12 Software	\$ 515	\$ 400	\$ 295	\$ 400	\$ -	0%	\$ 300	75%	\$ 400	\$ 400	0.0%	
010 Travel Expenses												
02 Meal & Lodging	\$ 207	\$ 250	\$ 270	\$ 250	\$ 137	55%	\$ 260	104%	\$ 250	\$ 250	0.0%	
05 Travel Expenses	\$ 175	\$ 200	\$ 97	\$ 200	\$ 126	63%	\$ 188	94%	\$ 200	\$ 200	0.0%	
011 Training & Education												
02 Training & Education	\$ 228	\$ 500	\$ 150	\$ 400	\$ 290	73%	\$ 350	88%	\$ 400	\$ 400	0.0%	
014 New Equipment												
01 New Equipment	\$ 4,190	\$ 4,000	\$ 3,613	\$ 4,000	\$ 4,090	102%	\$ 3,750	94%	\$ 4,000	\$ 4,000	0.0%	
02 Office	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
03 Shop	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
015 Telephone												
01 Cell Phone	\$ 720	\$ 720	\$ 720	\$ 720	\$ -	0%	\$ 720	100%	\$ 720	\$ 720	0.0%	2 phone stipends
04 Telephone	\$ 2,264	\$ 2,800	\$ 1,158	\$ 1,500	\$ 921	61%	\$ 1,374	92%	\$ 1,300	\$ 1,300	-13.3%	
017 Communications												
03 Internet	\$ 524	\$ 540	\$ 539	\$ 540	\$ 494	92%	\$ 540	100%	\$ 600	\$ 550	1.9%	
018 Health Insurance												
01 Health Insurance	\$ 224,329	\$ 252,518	\$ 238,163	\$ 283,424	\$ 246,572	87%	\$ 280,196	99%	\$ 305,452	\$ 305,452	7.8%	3.64% increase. Change in plan selections. HRA obligation funded at 60% based on HRA amounts remaining.
019 Misc. Expense												
01 Misc. Expense	\$ 1,528	\$ 1,500	\$ 1,555	\$ 1,500	\$ 948	63%	\$ 1,040	69%	\$ 1,500	\$ 1,250	-16.7%	
026 Heating Fuel												
03 Heating Fuel	\$ 11,136	\$ 13,500	\$ 11,052	\$ 13,500	\$ 10,819	80%	\$ 14,425	107%	\$ 14,790	\$ 14,790	9.6%	Propane Boiler
027 Electricity												
01 P.W. Main Garage	\$ 9,026	\$ 11,330	\$ 8,356	\$ 12,010	\$ 7,377	61%	\$ 8,339	69%	\$ 10,500	\$ 10,500	-12.6%	
02 P.W. Cold Storage	\$ 435	\$ 489	\$ 410	\$ 519	\$ 388	75%	\$ 439	84%	\$ 500	\$ 450	-13.3%	
03 P.W. Sand Dome	\$ 263	\$ 206	\$ 358	\$ 218	\$ 180	83%	\$ 203	93%	\$ 200	\$ 250	14.7%	
04 P.W. Outside Lights	\$ 207	\$ 206	\$ 201	\$ 218	\$ 170	78%	\$ 192	88%	\$ 200	\$ 210	-3.7%	
11 Electricity	\$ 384	\$ 361	\$ 422	\$ 382	\$ 309	81%	\$ 350	92%	\$ 400	\$ 400	4.7%	
12 P.W. Pump House	\$ 391	\$ 412	\$ 391	\$ 437	\$ 327	75%	\$ 369	85%	\$ 400	\$ 400	-8.5%	
028 Water												
05 Water	\$ 1,488	\$ 1,510	\$ 1,488	\$ 1,500	\$ 1,240	83%	\$ 1,402	93%	\$ 1,500	\$ 1,545	3.0%	CUD 10% rate increase
029 Sewer												
01 Sewer	\$ 314	\$ 500	\$ 356	\$ 400	\$ 321	80%	\$ 363	91%	\$ 425	\$ 500	25.0%	CUD 25% rate increase
030 Building Supplies												
01 Building Supplies	\$ 945	\$ 1,000	\$ 1,078	\$ 1,200	\$ 608	51%	\$ 907	76%	\$ 1,200	\$ 1,200	0.0%	
031 Building Maintenance												
01 Building Maintenance	\$ 4,770	\$ 4,000	\$ 4,972	\$ 5,000	\$ 2,930	59%	\$ 2,894	58%	\$ 5,000	\$ 5,000	0.0%	
032 Property Insurance												
01 Property Insurance	\$ 2,959	\$ 2,945	\$ 2,838	\$ 2,945	\$ 2,372	81%	\$ 2,682	91%	\$ 3,000	\$ 3,092	5.0%	TBD Insurer provided number
034 Worker's Compensation												
01 Worker's Compensation	\$ 26,741	\$ 24,248	\$ 26,741	\$ 39,358	\$ 39,358	100%	\$ 44,491	113%	\$ 50,000	\$ 42,251	7.3%	Increase amount provided by provider
036 Vehicle Insurance												
01 Vehicle Insurance	\$ 26,728	\$ 26,200	\$ 25,927	\$ 28,218	\$ 22,171	79%	\$ 25,062	89%	\$ 28,782	\$ 28,782	2.0%	TBD Insurer provided number
038 Social Security												
01 Social Security	\$ 48,789	\$ 55,147	\$ 49,852	\$ 56,742	\$ 42,401	75%	\$ 47,932	84%	\$ 56,435	\$ 55,922	-1.4%	Tied to wages and Overtime
040 City & State Retirement												
01 City & State Retirement	\$ 13,886	\$ 23,653	\$ 12,278	\$ 25,095	\$ 11,588	46%	\$ 13,099	52%	\$ 23,333	\$ 24,467	-2.5%	Tied to wages
051 Equipment Maintenance												
01 Software	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
05 Equipment Maintenance	\$ 139,578	\$ 132,000	\$ 135,944	\$ 135,000	\$ 102,809	76%	\$ 116,828	87%	\$ 135,000	\$ 135,000	0.0%	Parts and materials
06 Air Compressor	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
08 Snow Plow repairs	\$ 9,008	\$ 10,000	\$ 6,121	\$ 10,500	\$ 10,901	104%	\$ 16,270	155%	\$ 13,500	\$ 12,500	19.0%	
070 Clothing Allowance												
03 Clothing	\$ 4,400	\$ 5,600	\$ 5,859	\$ 5,600	\$ 1,338	24%	\$ 5,500	98%	\$ 5,600	\$ 5,600	0.0%	
04 Boots	\$ 1,894	\$ 2,200	\$ 2,301	\$ 2,000	\$ 695	35%	\$ 2,200	110%	\$ 2,000	\$ 2,000	0.0%	
06 Clothing Allowance	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
071 Radio Maintenance												
01 Vehicle	\$ 745	\$ 1,000	\$ 980	\$ 700	\$ 799	114%	\$ 799	114%	\$ 700	\$ 700	0.0%	
03 Radio Maintenance	\$ -	\$ -	\$ -	\$ 300	\$ 91	30%	\$ 300	100%	\$ 300	\$ 300	0.0%	Vehicle and radio funds were lumped previously.
074 Tires												
01 Tires others	\$ 1,452	\$ 1,500	\$ 1,698	\$ 1,500	\$ 300	20%	\$ 1,350	90%	\$ 1,500	\$ 1,500	0.0%	
03 Heavy Equipment	\$ 6,994	\$ 3,000	\$ 3,000	\$ 5,000	\$ 1,582	32%	\$ 4,800	96%	\$ 5,000	\$ 5,000	0.0%	
04 Trucks	\$ 6,283	\$ 9,000	\$ 9,000	\$ 7,000	\$ 2,894	41%	\$ 6,850	98%	\$ 7,000	\$ 7,000	0.0%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
49 Public Works Cont'd												
075 Gas/Oil/Filters												
01 Gas/Oil/Filters	\$ 7,010	\$ 7,000	\$ 7,380	\$ 6,500	\$ 6,391	98%	\$ 7,262	112%	\$ 6,500	\$ 6,500	0.0%	
076 Diesel Fuel												
01 Diesel	\$ 80,564	\$ 96,750	\$ 78,999	\$ 95,000	\$ 81,108	85%	\$ 101,385	107%	\$ 102,900	\$ 98,000	3.2%	
109 Safety Material												
01 Safety Material	\$ 2,503	\$ 2,500	\$ 2,604	\$ 2,500	\$ 829	33%	\$ 2,500	100%	\$ 2,500	\$ 2,500	0.0%	
110 Equipment Rental												
01 Equipment Rental		\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
111 Tools - Shop												
01 Tools - Shop	\$ 1,833	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,001	57%	\$ 1,750	100%	\$ 1,750	\$ 1,750	0.0%	
112 Tools-Road/Ground												
01 Tools - Road/Ground	\$ 995	\$ 1,000	\$ 1,048	\$ 1,000	\$ 98	10%	\$ 1,000	100%	\$ 1,000	\$ 1,000	0.0%	
113 Propane												
01 Propane	\$ 91	\$ 150	\$ 104	\$ 75	\$ -	0%	\$ 50	67%	\$ -	\$ -	-100.0%	
114 Industrial Gas/Solvent												
01 Ind. Gas	\$ 1,633	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,527	90%	\$ 2,013	118%	\$ 1,700	\$ 1,700	0.0%	
02 Solvents/Cleaners		\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	#DIV/0!	
115 Lubricants												
01 Lubricants	\$ 10,142	\$ 10,000	\$ 9,951	\$ 11,000	\$ 2,468	22%	\$ 10,000	91%	\$ 13,000	\$ 13,000	18.2%	
116 Salt & Calcium												
01 Rock Salt	\$ 130,001	\$ 144,090	\$ 142,282	\$ 145,800	\$ 95,119	65%	\$ 142,679	98%	\$ 145,800	\$ 145,800	0.0%	
02 Liquid Deicer	\$ 26,644	\$ 27,125	\$ 26,267	\$ 30,000	\$ 19,406	65%	\$ 28,965	97%	\$ 28,000	\$ 28,000	-6.7%	
117 Gravel												
01 Gravel	\$ 2,440	\$ 4,000	\$ 2,459	\$ 4,000	\$ -	0%	\$ 2,500	63%	\$ 4,000	\$ 4,000	0.0%	
118 Crushed Stone												
01 Crushed Stone	\$ 29,919	\$ 28,284	\$ 32,303	\$ 30,000	\$ 30,000	100%	\$ 30,000	100%	\$ 30,000	\$ 30,000	0.0%	
119 Liquid Asphalt												
01 Liquid Asphalt	\$ 170,832	\$ 163,020	\$ 161,664	\$ 163,020	\$ 163,020	100%	\$ 163,020	100%	\$ 193,200	\$ 193,200	18.5%	
120 Shim and Patch												
01 Shim/Paver	\$ 43,895	\$ 50,000	\$ 50,841	\$ 50,000	\$ 49,227	98%	\$ 49,227	98%	\$ 50,000	\$ 50,000	0.0%	
02 Patch	\$ 16,355	\$ 16,000	\$ 16,343	\$ 16,000	\$ 16,760	105%	\$ 16,760	105%	\$ 16,000	\$ 16,000	0.0%	
121 Asphalt												
01 Asphalt	\$ 231,350	\$ 208,700	\$ 208,700	\$ 224,000	\$ 225,355	101%	\$ 225,355	101%	\$ 221,760	\$ 221,760	-1.0%	
122 Culverts & Guard Rails												
01 Culverts & Guard Rails	\$ 7,199	\$ 9,000	\$ 8,573	\$ 9,000	\$ 6,370	71%	\$ 6,370	71%	\$ 9,000	\$ 9,000	0.0%	
123 Signs												
01 Signs	\$ 1,755	\$ 2,400	\$ 1,565	\$ 2,000	\$ 325	16%	\$ 488	24%	\$ 2,000	\$ 2,000	0.0%	
124 Sidewalks												
01 Sidewalks	\$ 1,333	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	100%	\$ 2,000	100%	\$ 2,000	\$ 2,000	0.0%	
126 Traffic Paint												
01 Traffic Paint	\$ 11,961	\$ 12,000	\$ 12,000	\$ 11,000	\$ 6,911	63%	\$ 9,947	90%	\$ 11,000	\$ 11,000	0.0%	
127 Vehicle Paint												
01 Vehicle Paint	\$ 3,720	\$ 3,500	\$ 3,500	\$ 3,500	\$ 2,480	71%	\$ 2,575	74%	\$ 3,500	\$ 3,500	0.0%	
130 Construction Material												
01 Construction Material	\$ 4,383	\$ 4,500	\$ 4,500	\$ 4,500	\$ 378	8%	\$ 4,500	100%	\$ 4,500	\$ 4,500	0.0%	
131 Sand Account												
01 Sand Account	\$ 43,337	\$ 42,000	\$ 38,300	\$ 42,000	\$ 39,732	95%	\$ 39,732	95%	\$ 42,000	\$ 42,000	0.0%	
132 Municipal Maintenance												
01 Municipal Maintenance	\$ 8,159	\$ 7,800	\$ 8,306	\$ 8,000	\$ 6,982	87%	\$ 8,100	101%	\$ 8,000	\$ 8,000	0.0%	
133 Tools Insurance												
01 Tools Insurance		\$ -	\$ -	\$ -	\$ -		\$ -					
134 Drug/Alcohol Testing												
01 Drug/Alcohol Testing	\$ 723	\$ 750	\$ 447	\$ 750	\$ 267	36%	\$ 550	73%	\$ 750	\$ 750	0.0%	
271 Contracted Services												
01 Janitorial & Supplies	\$ 5,837	\$ -	\$ 1,560	\$ -	\$ -	0%	\$ -					
Totals	\$ 1,903,768	\$ 2,162,607	\$ 2,064,209	\$ 2,256,885	\$ 1,872,949	83%	\$ 2,150,740	95%	\$ 2,323,873	\$ 2,302,658	2.0%	Primary changes are street materials, lubricants, and wages
50 Recreation												
001 Salaries												
01 Regular Pay	\$ 174,781	\$ 186,095	\$ 192,722	\$ 192,569	\$ 169,498	88%	\$ 192,611	100%	\$ 196,420	\$ 196,420	2.0%	2% COLA
02 Overtime	\$ 86	\$ -	\$ -	\$ -	\$ -	0%	\$ -		\$ -	\$ -	#DIV/0!	
07 Salaries	\$ 60,870	\$ 94,832	\$ 75,583	\$ 101,868	\$ 71,706	70%	\$ 81,484	80%	\$ 109,842	\$ 109,842	7.8%	Minimum wage for seasonal employees increased to \$11 per statute, PT Non-Union 2% COLA
003 Office Supplies												
01 Postage	\$ 274	\$ 250	\$ 197	\$ 250	\$ 198	79%	\$ 297	119%	\$ 250	\$ 250	0.0%	
02 Advertising	\$ 1,507	\$ 1,300	\$ 1,298	\$ 1,300	\$ 2,221	171%	\$ 2,221	171%	\$ 1,935	\$ 1,950	50.0%	Adobe Creator software added maintenance of \$635. Software used to prepare advertising and program booklets.
03 Copier Rental	\$ 1,002	\$ 1,800	\$ 1,690	\$ 1,800	\$ 1,170	65%	\$ 1,720	96%	\$ 1,560	\$ 1,560	-13.3%	
04 Equipment Repair	\$ 230	\$ 250	\$ -	\$ 250	\$ -	0%	\$ 185	74%	\$ -	\$ 250	0.0%	
05 Printer Ink	\$ 62	\$ 70	\$ 120	\$ 50	\$ 80	160%	\$ 75	150%	\$ 50	\$ 50	0.0%	
07 Paper	\$ 299	\$ 350	\$ 277	\$ 350	\$ 317	91%	\$ 305	87%	\$ 350	\$ 300	-14.3%	
08 Office Supplies	\$ 866	\$ 800	\$ 866	\$ 1,000	\$ 465	47%	\$ 925	93%	\$ 1,000	\$ 900	-10.0%	this line has usually gone over as there are always an issue that comes up that is beyond our control
008 Computer Maintenance												
01 Computer Maintenance	\$ 384	\$ 300	\$ 318	\$ 250	\$ 45	18%	\$ 100	40%	\$ -	\$ 600	140.0%	one computer scheduled on replacement program
009 Professional Dues												
04 Professional Dues	\$ 112	\$ 150	\$ 175	\$ 200	\$ 225	113%	\$ 225	113%	\$ 225	\$ 225	12.5%	Two staff members that are certified as youth sports certified. We have also added an employee to the Maine Parks And Recreation Association.
010 Travel Expenses												
01 Mileage	\$ -	\$ -	\$ -	\$ 500	\$ -	0%	\$ -		\$ 500	\$ 500	0.0%	
02 Meals & Lodging	\$ -	\$ -	\$ -	\$ 500	\$ -	0%	\$ 450	90%	\$ 500	\$ 450	-10.0%	
04 Conference Fee	\$ 71	\$ 200	\$ -	\$ 200	\$ -	0%	\$ 200	100%	\$ 200	\$ 200	0.0%	
05 Travel Expenses	\$ 459	\$ 300	\$ 728	\$ 500	\$ -	0%	\$ 250	50%	\$ 600	\$ 500	0.0%	
011 Training & Education												
02 Training & Education	\$ 737	\$ 850	\$ 450	\$ 800	\$ -	0%	\$ 500	63%	\$ 700	\$ 500	-37.5%	
013 Car Allowance												
01 Car Allowance		\$ -	\$ -	\$ -	\$ 2,769	0%	\$ 3,231	0%	\$ 3,200	\$ 3,200	#DIV/0!	
015 Telephone												
01 Cell Phone	\$ 51	\$ 100	\$ -	\$ 100	\$ 100	100%	\$ 114	114%	\$ 100	\$ 125	25.0%	
02 Rec Center	\$ 2,526	\$ 2,780	\$ 2,091	\$ 2,800	\$ 1,676	60%	\$ 2,502	89%	\$ -	\$ 2,100	25.0%	
04 Telephone	\$ 914	\$ 1,000	\$ 757	\$ 400	\$ 607	152%	\$ 690	172%	\$ -	\$ 750	87.5%	
017 Internet												
03 Internet	\$ 946	\$ 970	\$ 1,010	\$ 970	\$ 800	82%	\$ 909	94%	\$ 970	\$ 970	0.0%	
018 Health Insurance												
01 Health Insurance	\$ 49,943	\$ 55,466	\$ 55,466	\$ 58,972	\$ 54,907	93%	\$ 62,395	106%	\$ 62,717	\$ 62,717	6.4%	3.64% increase plus HRA was not included in last budget. HRA obligation funded at 60% based on HRA amounts remaining.
026 Heating Fuel												
01 Recreation Center	\$ 15,502	\$ 15,000	\$ 15,008	\$ 15,000	\$ 9,864	66%	\$ 14,796	99%	\$ 15,000	\$ 15,000	0.0%	What I have been doing is making sure that I fill the tanks before year end
02 Teague Park	\$ 922	\$ 1,000	\$ 823	\$ 500	\$ 587	117%	\$ 587	117%	\$ -	\$ -	-100.0%	New public restroom building will be electric
03 Heating Fuel	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%				



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
50 Recreation Cont'd												
027 Electricity												
01 PW MAIN GAR		\$ -	\$ -	\$ -	\$ -	0%	\$ -					
05 Recreation Center	\$ 19,113	\$ 12,910	\$ 17,208	\$ 26,000	\$ 13,999	54%	\$ 17,085	66%	\$ 20,000	\$ 18,000	-30.8%	Changed out Gym lights for LED
06 Teague Park	\$ 1,945	\$ 1,915	\$ 2,053	\$ 600	\$ 889	148%	\$ 889	148%	\$ 1,000	\$ 750	-25.0%	New Teague Park power for lights and heat in restroom
07 Soucy Sports Complex	\$ 710	\$ 758	\$ 693	\$ 1,500	\$ 603	40%	\$ 901	60%	\$ 1,500	\$ 1,000	-33.3%	Programs moved to soucy due to Teague Park loss
08 Pool	\$ 121	\$ -	\$ 18	\$ -	\$ -	0%	\$ -	0%				
028 Water												
01 Recreation Center	\$ 1,001	\$ 1,050	\$ 938	\$ 1,000	\$ 768	77%	\$ 950	95%	\$ 1,000	\$ 1,030	3.0%	CUD 10% rate increase anticipated
02 Teague Park	\$ 281	\$ 315	\$ 350	\$ 100	\$ 125	125%	\$ 125	125%	\$ 300	\$ 300	200.0%	New Teague Park construction and operations of splash pad
03 Pool	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
04 Soucy Complex	\$ 87	\$ 110	\$ 131	\$ 300	\$ 113	38%	\$ 129	43%	\$ 200	\$ 200	-33.3%	
029 Sewer									\$ -	\$ -	#DIV/0!	
01 Sewer	\$ 585	\$ 600	\$ 605	\$ 600	\$ 468	78%	\$ 605	101%	\$ 600	\$ 750	25.0%	CUD 25% rate increase in 2018
030 Building Supplies												
01 Building Supplies	\$ 3,007	\$ 2,800	\$ 3,857	\$ 3,200	\$ 2,110	66%	\$ 2,398	75%	\$ 3,700	\$ 3,700	15.6%	Additional paint and door maintenance
031 Building Maintenance												
01 Building Maintenance	\$ 23,518	\$ 22,000	\$ 25,061	\$ 24,000	\$ 24,898	104%	\$ 28,294	118%	\$ 27,000	\$ 27,000	12.5%	Hire out painting of the gym
032 Property Insurance												
01 Property Insurance	\$ 6,731	\$ 6,484	\$ 6,328	\$ 6,567	\$ 5,263	80%	\$ 5,980	91%	\$ 6,698	\$ 6,700	2.0%	Assumes 2% increase until Insurer provided number received.
034 Worker's Compensation												
01 Worker's Compensation	\$ 5,845	\$ 7,114	\$ 5,845	\$ 9,606	\$ 9,606	100%	\$ 9,606	100%	\$ 8,165	\$ 10,312	7.3%	Assumes 2018 YTD until Insurer provided number received.
038 Social Security												
01 Social Security	\$ 17,722	\$ 22,959	\$ 19,375	\$ 22,524	\$ 18,238	81%	\$ 20,725	92%	\$ 23,429	\$ 23,429	4.0%	Tied to fulltime and seasonal wages
040 City & State Retirement												
01 City & State Retirement	\$ 6,043	\$ 7,709	\$ 6,511	\$ 6,740	\$ 6,008	89%	\$ 6,827	101%	\$ 6,875	\$ 6,875	2.0%	
051 Equipment Maintenance												
01 Equip Maint	\$ 204	\$ -	\$ 204	\$ -	\$ -		\$ -	0%				
073 Vehicle Repair												
01 Vehicle Repair	\$ 224	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
135 Water Tests												
01 Water Tests	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 150	\$ 150	#DIV/0!	New splash pad
136 Youth Center Equipment												
01 Youth Center Equipment	\$ 308	\$ 900	\$ 333	\$ 800	\$ 286	36%	\$ 750	94%	\$ 800	\$ 800	0.0%	
137 Rink Equipment												
01 Rink Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 300	\$ 300	#DIV/0!	New ice rink at Teague Park
138 Program Equipment												
01 Baseball/Softball	\$ 772	\$ 1,000	\$ 472	\$ 800	\$ 1,250	156%	\$ 1,250	156%	\$ 800	\$ 800	0.0%	
02 Tennis	\$ 63	\$ 100	\$ 60	\$ 100	\$ 88	88%	\$ 88	88%	\$ 100	\$ 75	-25.0%	
03 Soccer	\$ 681	\$ 600	\$ 630	\$ 636	\$ 242	38%	\$ 720	113%	\$ 2,400	\$ 2,400	277.5%	We need to purchase new goals as we have not purchased goals in over 20 years
04 Basketball	\$ 477	\$ 500	\$ 445	\$ 450	\$ 137	30%	\$ 450	100%	\$ 450	\$ 450	0.0%	
05 Arts & Crafts	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ -	#DIV/0!	
06 Program Equipment	\$ 1,751	\$ 2,000	\$ 1,419	\$ 1,800	\$ 3,882	216%	\$ 3,882	216%	\$ 1,900	\$ 1,900	5.6%	Program shirts and summer staff shirts included now
139 Rink Maintenance												
01 Rink Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ 300	#DIV/0!	New ice rink at Teague Park
140 Pool Supplies												
01 Pool Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ 300	#DIV/0!	New Splash Pad Supplies
141 Trophies & Awards												
01 Trophies & Awards	\$ 455	\$ 600	\$ 457	\$ 500	\$ 529	106%	\$ 550	110%	\$ 600	\$ 500	0.0%	
142 Pool Maintenance												
01 Pool Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ -	\$ 500	#DIV/0!	New Splash Pad Maintenance
145 Special Events												
01 Special Events	\$ 2,513	\$ 2,500	\$ 2,695	\$ 2,400	\$ 2,588	108%	\$ 2,941	123%	\$ 2,400	\$ 2,400	0.0%	
243 Rec Center Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
Totals	\$ 402,571	\$ 458,787	\$ 445,278	\$ 491,316	\$ 409,328	83%	\$ 471,917	96%	\$ 506,486	\$ 510,280	3.9%	

51 Parks												
001 Salaries												
01 Regular Pay	\$ 42,540	\$ 45,147	\$ 41,519	\$ 48,432	\$ 36,129	75%	\$ 41,055	85%	\$ 44,042	\$ 44,042	-9.1%	Change in personnel
02 Overtime	\$ 1,727	\$ 2,605	\$ 2,530	\$ 2,605	\$ 3,609	139%	\$ 3,683	141%	\$ 4,000	\$ 3,000	-15.2%	
07 Salaries	\$ 40,470	\$ 33,959	\$ 37,918	\$ 37,559	\$ 31,806	85%	\$ 36,143	96%	\$ 37,559	\$ 37,559	0.0%	
014 New Equipment												
01 New Equipment	\$ 1,119	\$ 1,200	\$ 963	\$ 1,200	\$ 1,272	106%	\$ 1,257	105%	\$ 1,200	\$ 1,200	0.0%	
015 Telephone												
01 Cell Phone	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
04 Telephone	\$ 976	\$ 1,000	\$ 942	\$ 1,000	\$ 607	61%	\$ 744	74%	\$ 1,000	\$ 1,000	0.0%	
018 Health Insurance												
01 Health Insurance	\$ 8,884	\$ 9,434	\$ 9,074	\$ 10,127	\$ 8,196	81%	\$ 8,721	86%	\$ 10,474	\$ 10,834	7.0%	Corrected Health Insurance Selection
019 Misc. Expense												
01 Misc. Expense	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
026 Heating Fuel												
03 Heating Fuel	\$ 4,268	\$ 4,000	\$ 3,990	\$ 5,000	\$ 4,253	85%	\$ 6,380	128%	\$ 5,500	\$ 5,500	10.0%	
027 Electricity												
01 PW MAIN GAR	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
09 Park Shop	\$ 1,458	\$ 1,800	\$ 1,243	\$ 1,908	\$ 1,321	69%	\$ 1,538	81%	\$ 1,900	\$ 1,965	3.0%	6% increase requested by EMERA. equates to a 3% power increase overall.
10 Park Security Lighting	\$ 862	\$ 900	\$ 871	\$ 954	\$ 498	52%	\$ 617	65%	\$ 700	\$ 983	3.0%	
11 Electricity	\$ 204	\$ 200	\$ 244	\$ 212	\$ 212	100%	\$ 240	113%	\$ 220	\$ 218	3.0%	
029 Sewer												
01 Sewer	\$ 238	\$ 250	\$ 213	\$ 250	\$ 150	60%	\$ 224	90%	\$ 250	\$ 313	25.0%	
030 Building Supplies												
01 Building Supplies	\$ 1,204	\$ 1,000	\$ 1,097	\$ 1,300	\$ 1,602	123%	\$ 2,318	178%	\$ 1,800	\$ 1,500	-15.4%	
031 Building Maintenance												
01 Building Maintenance	\$ 1,132	\$ 1,000	\$ 997	\$ 1,200	\$ 3,589	299%	\$ 3,885	324%	\$ 1,500	\$ 1,500	25.0%	with a 20 year old building we will need to be doing a few maint. Repairs to the building
032 Property Insurance												
01 Property Insurance	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					0
036 Vehicle Insurance												
01 Vehicle Insurance	\$ 6,181	\$ 5,846	\$ 5,528	\$ 5,719	\$ 4,420	77%	\$ 5,023	88%	\$ 5,800	\$ 5,800	1.4%	TBD by provider
038 Social Security												
01 Social Security	\$ 6,665	\$ 6,251	\$ 6,842	\$ 6,778	\$ 5,337	79%	\$ 6,065	89%	\$ 6,472	\$ 6,472	-4.5%	Tied to wages
040 City & State Retirement												
01 City & State Retirement	\$ 1,491	\$ 1,799	\$ 1,704	\$ 1,916	\$ 347	18%	\$ 521	27%	\$ 1,659	\$ 1,659	-13.4%	Tied to full-time wages
051 Equipment Maintenance												
04 Repairs	\$ 992	\$ 800	\$ 1,417	\$ 900	\$ 465	52%	\$ 529	59%	\$ 1,000	\$ 1,000	11.1%	
05 Equipment Maintenance	\$ 4,800	\$ 3,500	\$ 4,783	\$ 4,000	\$ 5,821	146%	\$ 6,615	165%	\$ 5,500	\$ 4,500	-12.5%	making sure everything is in great working order and safe
070 Clothing Allowance												
03 Clothing	\$ 334	\$ 400	\$ 300	\$ 400	\$ 473	118%	\$ 473	118%	\$ 500	\$ 400	0.0%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
E1 Parks Cont'd												
073 Vehicle Repairs												
01 Vehicle Repairs	\$ 3,145	\$ 2,600	\$ 2,667	\$ 3,000	\$ 5,908	197%	\$ 6,250	208%	\$ 5,000	\$ 4,000	33.3%	We are doing a lot more of our own maint. Plus fleet is getting older
074 Tires												
01 Tires	\$ 1,069	\$ 1,500	\$ 1,357	\$ 1,200	\$ 1,149	96%	\$ 1,724	144%	\$ 1,500	\$ 1,500	25.0%	trailer tires and will need tires for two trucks
075 Gas/Oil/Filters												
01 Gas/Oil/Filters	\$ 7,524	\$ 8,200	\$ 7,295	\$ 8,000	\$ 5,716	71%	\$ 6,496	81%	\$ 6,800	\$ 7,500	-6.3%	
076 Diesel												
01 Diesel	\$ 1,273	\$ 900	\$ 904	\$ 900	\$ 1,370	152%	\$ 1,209	134%	\$ 1,000	\$ 1,000	11.1%	
111 Tools - Shop												
01 Tools - Shop	\$ 708	\$ 600	\$ 704	\$ 800	\$ 1,236	154%	\$ 1,545	193%	\$ 1,000	\$ 1,000	25.0%	
147 Parks Maintenance												
01 Parks Maintenance	\$ 7,826	\$ 8,000	\$ 7,357	\$ 8,000	\$ 7,040	88%	\$ 7,040	88%	\$ 8,000	\$ 8,000	0.0%	
02 Civic Beautification		\$ -	\$ -	\$ -	\$ -		\$ -					
237 Civic Beaut												
01 Civic Beaut	\$ 265	\$ 500	\$ 530	\$ 2,000	\$ 2,045	102%	\$ 732	37%	\$ 2,400	\$ 2,000	0.0%	
Totals	\$ 146,744	\$ 143,391	\$ 142,986	\$ 155,360	\$ 134,570	87%	\$ 151,027	97%	\$ 156,776	\$ 154,445	-0.6%	

60 Airport												
001 Salaries												
01 Regular Pay										\$ 1,500	#DIV/0!	Stipend for Dave O. Assumes 10 months to get new FBO
008 Computer Maintenance												
04 Computer Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 468	0%	\$ 468	468%	\$ -	\$ -	#DIV/0!	
015 Telephone												
04 Telephone	\$ 300	\$ 300	\$ 264	\$ 300	\$ 220	73%	\$ 264	88%	\$ 300	\$ 300	0.0%	
017 Communications												
03 Internet	\$ -	\$ -	\$ -	\$ -	\$ 489	0%	\$ 636	0%	\$ 700	\$ 700	#DIV/0!	
019 Miscellaneous Expense												
01 Misc. Expense	\$ 374	\$ 500	\$ 505	\$ 450	\$ 513	114%	\$ 513	114%	\$ 450	\$ 450	0.0%	
026 Heating Fuel												
03 Heating Fuel	\$ -	\$ -	\$ -	\$ -	\$ 2,948	0%	\$ 4,422	0%	\$ 3,500	\$ 3,500	#DIV/0!	
027 Electricity												
11 Electricity	\$ 1,367	\$ 1,782	\$ 1,590	\$ 1,889	\$ 819	43%	\$ 1,222	65%	\$ 1,946	\$ 1,946	3.0%	
14 Airport Hangar	\$ -	\$ -	\$ -	\$ -	\$ 401	0%	\$ 500	0%	\$ 1,000	\$ 1,000	#DIV/0!	
028 Water												
05 Water	\$ 752	\$ 520	\$ 506	\$ 900	\$ 438	49%	\$ 498	55%	\$ 927	\$ 927	3.0%	CUD 10% rate increase
029 Sewer												
01 Sewer	\$ 350	\$ 300	\$ 200	\$ 500	\$ 167	33%	\$ 190	38%	\$ 625	\$ 625	25.0%	CUD 25% rate increase
030 Building Supplies												
01 Building Supplies	\$ 6,350	\$ 4,000	\$ 9,379	\$ 4,000	\$ 2,880	72%	\$ 3,272	82%	\$ 100	\$ 100	-97.5%	
031 Building Maintenance												
01 Building Maintenance									\$ 3,000	\$ 3,000	#DIV/0!	
032 Property Insurance												
01 Property Insurance	\$ 1,058	\$ 1,235	\$ 1,223	\$ 1,236	\$ 991	80%	\$ 1,127	91%	\$ 1,400	\$ 1,400	13.3%	Additional hangars
037 Liability Insurance												
01 Airport Liability	\$ 1,879	\$ 1,829	\$ 1,829	\$ 1,829	\$ 1,672	91%	\$ 2,508	137%	\$ 2,500	\$ 2,500	36.7%	Additional hangars & hangar leases
038 Social Security												
01 Social Security	\$ 248	\$ 459	\$ 433	\$ 459	\$ 902	196%	\$ 1,101	240%	\$ 727	\$ 727	58.3%	SS for Dave O stipend and PT snow plow
040 City & State Retirement												
01 City & State Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 53	\$ 53	#DIV/0!	Retirement on Dave O stipend
051 Equipment Maintenance												
05 Equipment Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 2,194	0%	\$ 2,886	0%	\$ 1,250	\$ 1,250	#DIV/0!	
076 Diesel												
01 Diesel	\$ 3,764	\$ 3,500	\$ 2,700	\$ 3,500	\$ 3,802	109%	\$ 5,510	157%	\$ 3,700	\$ 3,700	5.7%	0
153 Air Consultant Contract												
01 Air Consultant Contract	\$ 12,000	\$ 12,000	\$ 12,000	\$ 14,500	\$ 9,125	63%	\$ 13,619	94%	\$ -	\$ -	-100.0%	TBD with new FBO contract
155 Snow Plowing												
01 Snow Plowing	\$ 7,188	\$ 6,000	\$ 6,371	\$ 6,000	\$ 6,523	109%	\$ 8,955	149%	\$ 8,000	\$ 8,000	33.3%	PT worker + equipment
156 Runway Lights												
01 Runway Lights	\$ 1,060	\$ 1,000	\$ 1,579	\$ 900	\$ 253	28%	\$ 380	42%	\$ 1,200	\$ 1,200	33.3%	replace multi-color bulbs
157 Runway Maintenance												
01 Runway Maintenance	\$ 500	\$ 1,000	\$ 500	\$ 1,000	\$ 1,315	132%	\$ 1,973	197%	\$ 2,000	\$ 2,000	100.0%	
161 Garbage Coll												
01 Garbage Collection				\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ 150	#DIV/0!	
420 AVGas												
01 AVGas	\$ -	\$ -	\$ -	\$ -	\$ 40,945	0%	\$ 40,945	0%	\$ 4,800	\$ 4,800	#DIV/0!	One 1,000 gallon fueling @ \$4.80/gallon
Totals	\$ 36,772	\$ 34,425	\$ 39,122	\$ 37,463	\$ 77,199	206%	\$ 91,274	244%	\$ 39,927	\$ 39,927	6.6%	6.6%

61 Caribou Trailer Park												
006 Legal Fees												
01 Legal Fees		\$ -	\$ -	\$ -	\$ -		\$ -	0%				
027 Electricity												
11 Electricity	\$ 1,359	\$ 1,600	\$ 1,215	\$ 1,600	\$ 1,018	64%	\$ 1,157	72%	\$ 1,600	\$ 1,600	0.0%	
028 Water												
05 Water	\$ 4,799	\$ 6,500	\$ 4,521	\$ 5,000	\$ 3,236	65%	\$ 3,677	74%	\$ 4,800	\$ 4,800	-4.0%	Historic trend + CUD 10% rate increase
029 Sewer												
01 Sewer	\$ 2,317	\$ 3,000	\$ 2,600	\$ 3,000	\$ 1,900	63%	\$ 2,159	72%	\$ 3,750	\$ 3,750	25.0%	CUD 50% rate increase
032 Property Insurance												
01 Property Insurance	\$ 43	\$ 42	\$ 42	\$ 44	\$ 37	84%	\$ 42	96%	\$ 50	\$ 50	13.6%	Insurer provided number
105 Street Lights												
01 Street Lights	\$ 1,456	\$ 1,800	\$ 1,556	\$ 1,908	\$ 1,317	69%	\$ 1,497	78%	\$ 1,648	\$ 1,648	-13.6%	
147 Park Maintenance												
01 Park Maintenance	\$ -	\$ 200	\$ -	\$ 200	\$ -	0%	\$ 200	100%	\$ -	\$ -	-100.0%	
158 CTP License Fee												
01 CTP License Fee	\$ 299	\$ 265	\$ 265	\$ 265	\$ 265	100%	\$ 265	100%	\$ 265	\$ 265	0.0%	
160 CTP Park Maintenance												
01 CTP Park Maintenance	\$ 531	\$ 2,000	\$ 1,034	\$ 1,750	\$ 29	2%	\$ 44	3%	\$ 1,700	\$ 1,700	-2.9%	
161 Garbage Collection												
01 Garbage Collection	\$ 1,620	\$ 1,620	\$ 1,620	\$ 1,620	\$ 1,215	75%	\$ 1,381	85%	\$ 1,620	\$ 1,620	0.0%	
385 Year End CTP												
01 Year End CTP	\$ 3,626	\$ -	\$ 4,174	\$ -	\$ -	0%	\$ 7,414	0%				
Totals	\$ 16,049	\$ 17,027	\$ 17,027	\$ 15,387	\$ 9,017	59%	\$ 17,835	116%	\$ 15,433	\$ 15,433	0.3%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			Comments
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	
65 Cemeteries												
165 Evergreen Cemetery												
01 Evergreen Cemetery	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	100%	\$ 3,000	100%		\$ 3,000	0.0%	
166 Grimes Cemetery												
01 Grimes Cemetery	\$ 1,700	\$ 2,000	\$ 1,800	\$ 2,000	\$ 1,172	59%	\$ 2,000	100%		\$ 2,000	0.0%	
167 Sacred Heart Cemetery												
01 Sacred Heart Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	100%	\$ 350	100%		\$ 350	0.0%	
168 Holy Rosary Cemetery												
01 Holy Rosary Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	100%	\$ 350	100%		\$ 350	0.0%	
169 Green Ridge Cemetery												
01 Green Ridge Cemetery	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	100%	\$ 150	100%		\$ 150	0.0%	
170 Lyndon Cemetery												
01 Lyndon Cemetery	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	100%	\$ 300	100%		\$ 300	0.0%	
171 Bubar Cemetery												
01 Bubar Cemetery	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	100%	\$ 100	100%		\$ 100	0.0%	
172 Memorial Day Flags												
01 Memorial Day Flags	\$ 1,449	\$ 600	\$ 1,075	\$ 600	\$ 480	80%	\$ 600	100%		\$ 600	0.0%	
190 Veterans Cemetery Fund												
01 Veterans Cemetery Fund		\$ -	\$ -	\$ -	\$ -		\$ -	0%				
Totals	\$ 7,399	\$ 6,850	\$ 7,125	\$ 6,850	\$ 5,902	86%	\$ 6,850	100%		\$ 6,850	0.0%	
70 Insurance and Retirements												
007 Audit												
02 GASB 45	\$ 3,200	\$ 2,000	\$ 3,200	\$ 3,200	\$ -	0%	\$ 3,200	100%		\$ 3,200	0.0%	
018 Health Insurance												
01 Employee Assistance Prog		\$ -	\$ -	\$ -	\$ 500	0%	\$ 500	#DIV/0!				
034 Worker's Compensation												
01 Worker's Compensation	\$ 28,656	\$ -	\$ 7,734	\$ -	\$ 5,182		\$ 5,182	0%		\$ 5,200	#DIV/0!	Worker's Comp Audit Payment
035 Unemployment Comp.												
01 Unemployment Comp.	\$ 19,173	\$ 22,500	\$ 20,034	\$ 19,659	\$ 14,894	76%	\$ 17,944	91%		\$ 22,000	11.9%	TBD by provider
037 Liability Insurance												
01 Liability Insurance	\$ 29,738	\$ 28,800	\$ 28,156	\$ 29,400	\$ 23,250	79%	\$ 28,012	95%		\$ 29,400	0.0%	TBD by provider
038 Social Security												
01 Social Security	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
039 Bonds												
01 Bonds	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
040 City & State Retirement												
01 City & State Retirement	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
041 \$1000 Ded. Payments												
01 \$1000 Ded. Payments	\$ 2,333	\$ 2,000	\$ 3,500	\$ 3,000	\$ -	0%	\$ 3,000	100%		\$ 3,000	0.0%	
043 Compensated Absences												
01 Compensated Absences	\$ 35,000	\$ 45,000	\$ 90,000	\$ 45,000	\$ 45,000	100%	\$ 45,000	100%		\$ 23,000	-48.9%	
044 - Reimbursements												
01 Reimbursements		\$ -	\$ -	\$ -	\$ -		\$ -					
046 Recognitions & Awards												
01 Recognitions & Awards	\$ 444	\$ 2,500	\$ 444	\$ 2,500	\$ 582	23%	\$ 2,500	100%		\$ 2,250	-10.0%	
311 Section 125 Expense												
01 Section 125 Expense	\$ 5,939	\$ 7,000	\$ 6,986	\$ 7,000	\$ 6,464	92%	\$ 7,000	100%		\$ 7,000	0.0%	Retirement account management fee to GDI
Totals	\$ 110,445	\$ 109,800	\$ 160,054	\$ 109,759	\$ 95,872	87%	\$ 112,339	102%		\$ 95,050	-13.4%	\$ -
75 Contributions												
177 Aroost. Agency on Aging												
01 Aroost. Agency on Aging										\$ 4,600		
Totals	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -			\$ 4,600	#DIV/0!	\$ -
80 Unclassified												
045 Refunds/Reimbursements												
01 Refunds/Reimbursements	\$ 375	\$ -	\$ 1,025	\$ 250	\$ 52	21%	\$ 200	80%		\$ 250	0.0%	
200 Tax Lien Costs												
01 Tax Lien Costs	\$ 19,161	\$ 15,800	\$ 18,548	\$ 20,000	\$ 16,893	84%	\$ 22,148	111%		\$ 20,000	0.0%	
201 Abatements												
01 Abatements	\$ 20,795	\$ 20,000	\$ 20,000	\$ 30,000	\$ 6,853	23%	\$ 30,000	100%		\$ 19,000	-36.7%	Partial Nasiff (Birdseye property)
202 Bad Debt Write-Off												
01 Bad Debt Write-Off	\$ 13,333	\$ 20,000	\$ -	\$ -	\$ -	0%	\$ -					
Totals	\$ 53,665	\$ 55,800	\$ 39,573	\$ 50,250	\$ 23,798	47%	\$ 52,348	104%		\$ 39,250	-21.9%	
85 Capital Improvements (see Separate Capital Plan Sheets In Exhibit B)												
Total Expense Budgets												
	\$ 8,676,347	\$ 9,514,493	\$ 9,168,154	\$ 9,492,545	#####	84%	#####	100%		#####	2.9%	



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
11 Economic Development												
001 Salaries												
01 Regular Pay	\$ 77,398	\$ 77,520	\$ 77,520	\$ 99,984	\$ 86,945	68%	\$ 98,801	99%		\$ 104,315	4.3%	TBD 2% COLA, Added 2700K toward Events Supervision by Gary Marquis. Added funding for intern (Max 300 hrs).
03 Overtime	\$ 194	\$ 2,500	\$ 194	\$ -	\$ -	0%	\$ -			\$ -	#DIV/0!	
003 Office Supplies		\$ -	\$ -	\$ -	\$ -							
01 Postage	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
02 Advertising	\$ 10,735	\$ 9,000	\$ 9,962	\$ 9,000	\$ 8,419	90%	\$ 9,567	106%		\$ 10,000	11.1%	Increase to keep pace with risign advertisign costs
04 Equipment Repair	\$ 45	\$ 100	\$ -	\$ -	\$ -	0%	\$ -					
08 Office Supplies	\$ 37	\$ 100	\$ -	\$ 100	\$ 326	326%	\$ 375	375%				
005 General Govt. Legal Fees		\$ -	\$ -	\$ -	\$ -							
04 Legal Fees	\$ 610	\$ 500	\$ -	\$ -	\$ 1,085	#DIV/0!	\$ 1,085	#DIV/0!		\$ -	#DIV/0!	
008 Computer Maintenance		\$ -	\$ -	\$ -	\$ -							
01 Computer Maintenance										\$ 2,000	#DIV/0!	Computer replacement with advertising quality graphic capabilities
02 Hosted Services	\$ 175	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
03 GIS License		\$ -	\$ 1,500	\$ 1,000	\$ 576	58%	\$ 576	58%		\$ 1,152	15.2%	GIS License maintenance. Added license for ZA
009 Professional Dues		\$ -	\$ -	\$ -	\$ -							
01 Subscriptions	\$ 4,186	\$ 4,100	\$ 4,459	\$ 4,500	\$ 5,355	119%	\$ 5,355	119%		\$ 4,500	0.0%	Includes 1/2 ICMA, APA(2), IEDC, Main Street
010 Travel Expenses		\$ -	\$ -	\$ -	\$ -							
01 Mileage	\$ 230	\$ 800	\$ -	\$ 1,200	\$ 418	35%	\$ 418	35%		\$ 1,000	-16.7%	
02 Meals & Lodging	\$ 644	\$ 1,500	\$ -	\$ 1,200	\$ 495	41%	\$ 495	41%		\$ 1,200	0.0%	In state econ meetings
04 Conference Fees	\$ 601	\$ 1,700	\$ -	\$ 1,500	\$ 380	25%	\$ 380	25%		\$ 1,500	0.0%	IEDC, MMA, Main Street
018 Health Insurance		\$ -	\$ -	\$ -	\$ -							
01 Health Insurance	\$ 13,638	\$ 22,669	\$ 22,669	\$ 33,857	\$ 15,566	46%	\$ 17,689	52%		\$ 14,625	-56.8%	3.64% plan increases. Changes in plan selection. HRA obligation funded at 60% based on HRA amounts remaining
019 Miscellaneous Expenses		\$ -	\$ -	\$ -	\$ -							
01 Misc Expenses	\$ 11,000	\$ -	\$ 11,000	\$ 1,000	\$ 9	1%	\$ 500	50%		\$ 750	-25.0%	
031 Building Maintenance		\$ -	\$ -	\$ -	\$ -							
01 Building Maintenance	\$ 17,697	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
038 Social Security		\$ -	\$ -	\$ -	\$ -							
01 Social Security	\$ 5,555	\$ 5,681	\$ 5,681	\$ 7,649	\$ 6,536	85%	\$ 7,427	97%		\$ 7,980	4.3%	Connected to Wage increases
040 City & State Retirement		\$ -	\$ -	\$ -	\$ -							
01 City & State Retirement	\$ 2,237	\$ 584	\$ 584	\$ 4,143	\$ -	0%	\$ 4,143	100%		\$ 4,192	1.2%	Connected to Wage increases
238 Trail Groomer Reserve		\$ -	\$ -	\$ -	\$ -							
01 Trail Groomer Reserve	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	100%	\$ 10,000	100%		\$ 10,000	0.0%	
280 Revolving Loan Fund		\$ -	\$ -	\$ -	\$ -							
01 Revolving Loan Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	0%	\$ -					This account has accumulated \$200,000 over the years. An additional revolving loan fund has \$274,000 in it. Economic funds may be better utilized elsewhere now.
		\$ -	\$ -	\$ -	\$ -							
281 Contracted Services		\$ -	\$ -	\$ -	\$ -							
01 Buxton Contract	\$ 50,000	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
03 NMDC	\$ 13,808	\$ 13,730	\$ 13,730	\$ 13,730	\$ 21,640	158%	\$ 21,640	158%		\$ 13,602	-0.9%	Received Statement from NMDC on 10-29 for \$13,601.75
04 Broadband Study	\$ 1,000	\$ 50,000	\$ 1,000	\$ 10,000	\$ 4,000	40%	\$ 10,000	100%				
385 - Downtown Infrastructure		\$ -	\$ -	\$ -	\$ -							
01 Downtown Infrastructure	\$ 125,000	\$ -	\$ -	\$ 5,000	\$ 25	0%	\$ 3,200	64%		\$ 2,000	-60.0%	Physical Infrastructure enhancements. Materials.
392 Ads & Marketing		\$ -	\$ -	\$ -	\$ -							
01 Video Ads & Marketing	\$ 1,269	\$ 20,000	\$ 1,269	\$ -	\$ 176	#DIV/0!	\$ 176	#DIV/0!				
394 Community Projects		\$ -	\$ -	\$ -	\$ -							
01 Project Exp	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -			\$ 1,000	#DIV/0!	
08 Winter Carnival	\$ 1,197	\$ -	\$ -	\$ -	\$ 424	#DIV/0!	\$ 424	#DIV/0!		\$ 3,500	#DIV/0!	
14 Thursday's On Sweden	\$ 3,408	\$ 3,000	\$ 900	\$ 3,000	\$ 3,872	129%	\$ 3,872	129%		\$ 9,000	200.0%	Additional kid friendly elements, music improvements
15 Heritage Days	\$ 3,000	\$ 7,000	\$ 8,543	\$ 8,000	\$ 12,831	160%	\$ 12,831	160%		\$ 1,500	-81.3%	Combined with Caribou Days but some minor heritage events
16 Caribou Days	\$ 1,191	\$ 7,000	\$ -	\$ 1,500	\$ 1,204	80%	\$ 1,204	80%		\$ 7,500	400.0%	and programs coordinated with library/museums
17 Moose Lottery	\$ 4,999	\$ 2,000	\$ 2,583	\$ 9,000	\$ 4,511	50%	\$ 4,511	50%				add fireworks, events to annual celebration
18 New Years Eve	\$ 536	\$ 5,000	\$ 4,999	\$ -	\$ -	0%	\$ -					
20 Miscellaneous	\$ 946	\$ 2,000	\$ 2,874	\$ 2,000	\$ 1,156	58%	\$ 1,314	66%		\$ 1,500	-25.0%	
21 New Events	\$ -	\$ 2,000	\$ 536	\$ -	\$ -	0%	\$ -			\$ 2,500	#DIV/0!	Possible Wine and Dine activity. Halloween activities
405 Slum/Blight Removal		\$ -	\$ -	\$ -	\$ -	0%	\$ -					
01 Slum/Blight Removal	\$ 1,269	\$ 20,000	\$ 118,662	\$ 75,000	\$ 254	0%	\$ 75,000	100%		\$ 80,000	6.7%	Birdseye site clean up, Patten street improvements
411 Façade Improvement		\$ -	\$ -	\$ -	\$ -	0%	\$ -					
01 Façade Improvement	\$ 42,887	\$ 22,500	\$ -	\$ 15,000	\$ -	0%	\$ 8,000	53%		\$ 12,000	-20.0%	
413 New Fire Station		\$ -	\$ -	\$ -	\$ -	0%	\$ -					
01 New Fire Station	\$ 8,189	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,021	100%	\$ 25,021	100%		\$ 60,000	140.0%	Downtown TIF Plan allows for \$1.1M in expenditure for a new fire station. Design and Engineering expected to be about \$85k, which can be covered between the budget and previous reserves.
Totals	\$ 346,976	\$ 399,171	\$ 399,171	\$ 344,863	\$ 211,222	61%	\$ 324,547	94%		\$ 357,315	3.6%	

<b>24 Housing</b>												
001 Salaries												
01 Regular Pay	\$ 49,004	\$ 51,447	\$ 51,447	\$ 52,476	\$ 45,412	87%	\$ 51,335	98%	\$ 53,525	\$ 53,525	2%	
03-FSS Grant		\$ -	\$ -	\$ -	\$ -	0%		0%				
003 Office Supplies												
01 Postage	\$ 1,083	\$ 800	\$ 1,159	\$ 1,000	\$ 971	97%	\$ 1,092	109%	\$ 1,000	\$ 1,100	10%	
02 Advertising	\$ 292	\$ 150	\$ 162	\$ 300	\$ 159	53%	\$ 239	80%	\$ 300	\$ 200	-33%	
03 Copier Rental	\$ 1,944	\$ 1,850	\$ 1,974	\$ 1,900	\$ 1,655	87%	\$ 1,870	98%	\$ 1,900	\$ 1,975	4%	
05 Printer Ink	\$ 113	\$ -	\$ 110	\$ 100	\$ 122	122%	\$ 138	138%	\$ 150	\$ 150	50%	
07 Paper	\$ 104	\$ -	\$ 104	\$ 100	\$ 269	269%	\$ 304	304%	\$ 300	\$ 200	100%	
08 Office Supplies	\$ 1,881	\$ 1,500	\$ 1,369	\$ 750	\$ 791	105%	\$ 929	124%	\$ 750	\$ 750	0%	
12 Software	\$ 9,158	\$ 15,000	\$ 11,426	\$ 15,000	\$ 9,509	63%	\$ 14,264	95%	\$ 15,000	\$ 14,000	-7%	
007 Audit												
01 Audit		\$ 2,000	\$ -	\$ -	\$ -	0%	\$ -	0%	\$ 1,500	\$ 1,500	#DIV/0!	
009 Professional Dues												
01 Subscriptions	\$ 224	\$ 225	\$ 224	\$ 225	\$ 494	220%	\$ 500	222%	\$ 500	\$ 500	122%	
04 Professional Dues	\$ 750	\$ 500	\$ 500	\$ 750	\$ 500	67%	\$ 750	100%	\$ 500	\$ 500	-33%	
010 Travel Expenses												
01 Mileage	\$ 1,023	\$ 0	\$ 1,023	\$ -	\$ -	0%	\$ -		\$ 200	\$ 200		
02 Meals & Lodging	\$ 414	\$ 1,000	\$ 776	\$ 500	\$ 987	197%	\$ 987	197%	\$ 750	\$ 750	50%	
05 Travel Expenses		\$ -	\$ -	\$ 500	\$ 451	90%	\$ 451	90%	\$ 750	\$ 600	20%	
011 Training and Education												
02 Training and Education	\$ 1,534	\$ 1,500	\$ 1,750	\$ 1,500	\$ 1,836	122%	\$ 1,892	126%	\$ 1,500	\$ 1,500	0%	
015 Telephone												
04 Telephone	\$ 495	\$ 500	\$ 510	\$ 500	\$ 431	86%	\$ 487	97%	\$ 500	\$ 500	0%	
017 Communications												
03 Communications		\$ -	\$ -	\$ -	\$ -	0%		0%				
018 Health Insurance												
01 Health Insurance Housing	\$ 6,432	\$ 8,000	\$ 2,778	\$ 2,591	\$ 2,417	93%	\$ 2,732	105%	\$ 2,591	\$ 2,591	0%	
02 Health Ins. Stipend FSS	\$ -	\$ -	\$ -	\$ -	\$ -	0%		0%				
034-Workers Comp												
01-Workers Comp Housing	\$ 221	\$ 460	\$ 134	\$ 167	\$ -	0%	\$ 150	90%	\$ 167	\$ 179	7%	
01-Workers Comp FSS		\$ -	\$ -	\$ -	\$ -	0%		0%				
035-Unemployment												
01-Unemployment Housing	\$ 296	\$ 350	\$ 258	\$ 296	\$ 254	86%	\$ 275	93%	\$ 296	\$ 296	0%	
01-Unemployment FSS		\$ -	\$ -	\$ -	\$ -	0%		0%				



DRAFT 2019 Expense Budget - Department Detail

Department	3 Year Average Actual Expenses (15-17)	2017		2018					2019			
		Approved Budget	Year End Actual	Approved Budget	YTD Actuals (Nov 14)	% Spent	Projected Year End	Project %	Requested	Manager Adjusted	% Diff from 2018	Comments
24 Housing Cont'd												
038-Social Security												
01-Social Security Housing	\$ 4,368	\$ 4,279	\$ 4,279	\$ 4,014	\$ 3,773	94%	\$ 4,265	106%	\$ 4,014	\$ 4,095	2%	
01-Social Security FSS		\$ -	\$ -	\$ -	\$ -	0%		0%				
040 City & State Retirement												
01-Retirement Housing	\$ 1,934	\$ 1,891	\$ 1,891	\$ 1,837	\$ 1,668	91%	\$ 1,885	103%	\$ 1,837	\$ 1,837	0%	
285 Year End Closing												
01-Year End Closing		\$ -	\$ -	\$ -	\$ -	0%		0%				
412 - Fee Accountant												
01 - Fee Accountant	\$ 5,077	\$ 5,000	\$ 5,017	\$ 4,500	\$ 5,179	115%	\$ 5,179	115%	\$ 4,500	\$ 5,200	16%	
Totals	\$ 78,044	\$ 96,452	\$ 86,891	\$ 89,006	\$ 76,876	86%	\$ 89,724	101%	\$ 92,735	\$ 92,353	4%	

52 Snow Trail Maintenance												
001 Salaries												
01 Regular Pay	\$ 11,342	\$ 12,000	\$ 11,200	\$ 13,320	\$ 15,060	113%	\$ 17,114	128%	\$ 16,000	\$ 16,000	20.1%	this line will need to be increased as the minimum wage increased
02 Overtime	\$ 598	\$ 850	\$ 655	\$ -	\$ -		\$ -	0%				
07 Salaries	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
015 Telephone												
01 Cell Phone	\$ 395	\$ 466	\$ 299	\$ 200	\$ 584	292%	\$ 664	332%	\$ 400	\$ 400	100.0%	
04 Telephone	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
019 Misc. Expense												
01 Misc. Expense	\$ 3,518	\$ 4,000	\$ 3,979	\$ 3,500	\$ 3,719	106%	\$ 3,969	113%	\$ 4,000	\$ 3,500	0.0%	
034 Work Comp												
01 Work Comp	\$ 140	\$ 500	\$ 160	\$ 500	\$ -	0%	\$ 200	40%	\$ 500	\$ 500	0.0%	
035 Unemployment												
01 Unemployment	\$ 224	\$ 350	\$ 159	\$ 350	\$ 262	75%	\$ 262	75%	\$ 350	\$ 350	0.0%	
036 Vehicle Insurance												
01 Vehicle Insurance	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
038 Social Security												
01 Social Security	\$ 820	\$ 983	\$ 907	\$ 1,019	\$ 1,152	113%	\$ 1,309	128%	\$ 1,224	\$ 1,224	20.1%	
051 Equipment Maintenance												
04 Repairs	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -					
05 Equipment Maintenance	\$ 7,759	\$ 7,000	\$ 7,906	\$ 7,500	\$ 11,795	157%	\$ 13,404	179%	\$ 9,500	\$ 8,000	6.7%	there were unexpected issues last season, hoping that they were a one time event
075 Gas/Oil/Filters												
01 Gas/Oil/Filters	\$ 310	\$ 300	\$ 536	\$ 500	\$ 1,217	243%	\$ 1,826	365%	\$ 1,000	\$ 750	50.0%	with someone paying attention to units this line will need to be increased
076 Diesel												
01 Diesel	\$ 13,144	\$ 13,000	\$ 14,501	\$ 14,000	\$ 17,908	128%	\$ 20,350	145%	\$ 18,000	\$ 18,000	28.6%	
148 Trail Maint												
01 Trail Maint	\$ 1,865	\$ 2,000	\$ 1,563	\$ 2,250	\$ 1,810	80%	\$ 2,057	91%	\$ 2,300	\$ 2,300	2.2%	
286 Rent Exp												
01 Rent Exp	\$ 1,500	\$ 1,500	\$ 1,500	\$ 2,000	\$ 2,000	100%	\$ 2,500	125%	\$ 2,000	\$ 2,000	0.0%	
Totals	\$ 41,859	\$ 42,949	\$ 43,364	\$ 45,139	\$ 55,507	123%	\$ 63,654	141%	\$ 55,274	\$ 53,024	17.5%	\$ -

96 Section 8 FSS												
001-Salaries												
01-Regular Pay	\$ 31,528	\$ 34,839	\$ 34,839	\$ 36,216	\$ 31,338	87%	\$ 36,561	101%	\$ 36,940	\$ 36,940	2.0%	
003-Office Supplies												
01-Postage	\$ -	\$ -	\$ -	\$ 400	\$ 64	16%	\$ 62	16%	\$ 200	\$ 200	-50.0%	
05-Printer Ink	\$ -	\$ -	\$ -	\$ 50	\$ 112	224%	\$ 168	336%	\$ 175	\$ 175	250.0%	
08-Office Supplies	\$ -	\$ -	\$ -	\$ 75	\$ -	0%	\$ 60	80%	\$ 75	\$ 75	0.0%	
010- Travel Expenses												
01-Mileage	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -			
02 Meals & Lodging	\$ -	\$ -	\$ -	\$ -	\$ 265	#DIV/0!	\$ 265	#DIV/0!	\$ 500	\$ 500	#DIV/0!	
05 Travel Exp									\$ 500	\$ 500	#DIV/0!	
011 - Training and Education												
02 - Training and Education	\$ -	\$ -	\$ -	\$ -	\$ 1,235	#DIV/0!	\$ 295	#DIV/0!	\$ 1,000	\$ 1,000	#DIV/0!	Was never put in before
018- Health Insurance												
01-Health Insurance	\$ 14,034	\$ 2,591	\$ 2,716	\$ 2,591	\$ 2,364	91%	\$ 2,686	104%	\$ 2,591	\$ 2,591	0.0%	Receives buy-out
034-Workers Comp												
01-Workers Comp	\$ 130	\$ 200	\$ 93	\$ 113	\$ -	0%	\$ 136	120%	\$ 113	\$ 113	0.0%	Calculated based on numbers provided for other departments
035-Unemployment												
01-Unemployment	\$ 296	\$ 467	\$ 258	\$ 296	\$ 254	86%	\$ 254	86%	\$ 296	\$ 296	0.0%	
038 Social Security												
01-Social Security	\$ 2,352	\$ 2,665	\$ 2,964	\$ 2,591	\$ 2,659	103%	\$ 2,797	108%	\$ 2,826	\$ 2,826	9.1%	Incorrect calculation in last budget
040 City & State Retirement												
01-Retirement Housing	\$ 1,137	\$ 1,313	\$ 1,310	\$ 1,268	\$ 1,175	93%	\$ 1,371	108%	\$ 1,293	\$ 1,293	2.0%	Tied to wages
Totals	\$ 49,477	\$ 42,075	\$ 42,473	\$ 43,600	\$ 40,116	92%	\$ 44,655	102%	\$ 46,509	\$ 46,509	6.7%	



Dept	Type	2019		2020		2021		2022		2023	
		Allocation	Note	Allocation	Note	Allocation	Note	Allocation	Note	Allocation	Note
		\$779,806		\$1,400,554		\$1,581,601		\$1,484,237		\$1,229,414	
Capital	Program			\$ 50,000	CUD Consolidation study						
Debt	Facilities	\$ 102,378	Biomass Boiler	\$ 105,843	Biomass Boiler	\$ 109,440	Biomass Boiler	\$ 230,175	Biomass Boiler (Roll in Engine Pmt)	\$ 234,053	Biomass Boiler Final Payment
Debt	Facilities	\$ 116,900	Engine Payment	\$ 116,900	Engine Payment	\$ 116,900	Engine Payment				
							Public Safety Facility (paid off in 2031) (30yr, 3%, on				
Debt	Facilities					\$ 360,000	\$7M)	\$ 360,000	Public Safety Facility	\$ 360,000	Public Safety Facility
Debt	Facilities			\$ 110,000	Finance payments on streelight conversion	\$ 110,000	Finance payments on streelight conversion	\$ 106,000	Finance payments on streelight conversion		
Debt	Maintenance	\$ 150,000	River Road Repair (10yr, 3.5% on \$1.4M)	\$ 150,000	River Road Repair	\$ 150,000	River Road Repair	\$ 150,000	River Road Repair	\$ 150,000	River Road Repair (Roll in LED payment)
Fire/EMS	Equipment	\$ 5,000	Fire Hose replacement (\$5000)								
Fire/EMS	Equipment	\$ (1,700)	Use of Current Reserve - Fire Hose								
Fire/EMS	Equipment		1/6 Replace ambulance monitors and stretchers in 2027 (\$265,000) (Deferred to future)	\$ 25,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 25,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 25,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 25,000	1/6 Replace ambulance monitors in 2024 (\$150,000)
Fire/EMS	Maintenance	\$ -	1/2 roof repair in 2020	\$ 58,100	Roof repair in 2020 estimated \$70K.						
Fire/EMS	Vehicle		1/9 allocation toward replacement ladder truck in 2027 (Deferred to future)	\$ 50,000	1/9 allocation toward replacement ladder truck in 2027	\$ 50,000	1/9 allocation toward replacement ladder truck in 2027	\$ 50,000	1/9 allocation toward replacement ladder truck in 2027	\$ 50,000	1/9 allocation toward replacement ladder truck in 2027
Fire/EMS	Vehicle	\$ 75,000	1/2 ambulance remount in 2020	\$ 76,000	1/2 ambulance remount in 2020						
Fire/EMS	Equipment	\$ 1,000	Foam Equipment/supplies								
Fire/EMS		\$ (1,000)	Use of Current Reserves - Foam								
Fire/EMS	IT	\$ 1,000	Computer								
Fire/EMS		\$ (1,000)	Use of Current Reserves - Computers								
Fire/EMS	Equipment	\$ 1,000	Stair Chairs								
Fire/EMS		\$ (1,000)	Use of Current Reserves - Stair Chairs								
Fire/EMS	IT					\$ 2,100	Dispatch Computer, office computer				
Fire/EMS	Vehicle					\$ 75,000	1/2 ambulance #23 remount in 2022	\$ 75,000	1/2 ambulance #23 remount in 2022		
Fire/EMS	IT							\$ 600	Office computer		
Fire/EMS	Vehicle									\$ 75,000	1/2 ambulance #22 remount in 2024
Gen Gov	IT	\$ 1,200	2 Finance computers								
			Deferred allocation for 2022 purchase of new server								
Gen Gov	IT	\$ -		\$ 2,000	allocation for 2022 server purchase	\$ 2,000	allocation for 2022 server purchase	\$ 3,101	allocation for 2022 server purchase		
Gen Gov	Account		Purchased retired cruiser in 2018. Additional expense to ready for use.								
Gen Gov	Vehicle	\$ 7,000	1/3 allocation for 2021 vehicle replacement	\$ 14,000	1/3 allocation for 2021 vehicle replacement	\$ 14,000	1/3 allocation for 2021 vehicle replacement (\$30,000)				
Gen Gov	Program	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration
Gen Gov		\$ (1,200)	Use Existing Reserves - Computers								
Gen Gov	IT			\$ 3,000	6 office computers						
Gen Gov	Program			\$ 9,000	Codificaton of Clerk documents						
Gen Gov	Program			\$ 66,200	Senior Homestead Credit Program	\$ 60,000	Senior Homestead Credit Program	\$ 60,000	Senior Homestead Credit Program	\$ 60,000	Senior Homestead Credit Program
Gen Gov	IT					\$ 1,200	1 CAD computer				
Gen Gov	Vehicle							\$ 12,000	1/3 allocation for 2024 vehicle replacement	\$ 12,000	1/3 allocation for 2024 vehicle replacement
Library	Maintenance	\$ 8,500	Carnegie Side Exterior Maintenance								
Library		\$ (8,500)	Use of Current Reserves - Bldg Maint								
Library	IT			\$ 600	Computer						
Library	IT					\$ 600	Computer				
Library	IT							\$ 600	Computer		
Library	IT									\$ 600	Computer



Mun Bldg	Maintenance	\$ 60,000	City Hall and Mall Parking Lot resurface (\$60,000)	\$ 40,000	City Hall and Mall Parking Lot resurface (\$60,000)	\$ 40,000	City Hall and Mall Parking Lot resurface (\$60,000)	\$ 40,000	City Hall and Mall Parking Lot resurface (\$60,000)		
Mun Bldg		\$ (45,000)	Use of Current Reserves - Parking Lots								
Mun Bldg		\$ 12,000	Hose tower reface								
Mun Bldg		\$ (12,000)	Use of Current Reserves - Mun Bldg								
Mun Bldg	Maintenance			\$ 45,000	60 Access Roof Repair						
Mun Bldg	Maintenance					\$ 65,000	60 Access Heat Replacement				
Mun Bldg	Maintenance							\$ 60,000	City Hall roof repair		
Parks	Facilities	\$ 35,000	Teague Park Reconstruct	\$ 25,000	Teague Park Reconstruct						
Parks		\$ (35,000)	Use of Current Reserves - Parks Improv	\$ (25,000)	Use of Current Reserves - Parks Improv						
Parks	Equipment	\$ 7,500	Mower Trailer								
Parks		\$ (7,500)	Use of Current Reserves - Parks Vehicle								
Parks	Facilities			\$ 35,000	Sincock Park Construct						
Parks	Facilities			\$ 50,000	Collins Pond Improvements						
Police	Equipment	\$ 4,800	Protective Vests								
Police	IT	\$ 6,000	Vehicle computer replacements								
Police	Equipment	\$ 6,640	Body Cameras								
Police	Vehicle	\$ 33,000	Replace Cruiser								
Police	Equipment	\$ -	CAD software purchase in 2021	\$ 50,000	CAD software purchase in 2021	\$ 50,000	CAD software purchase in 2021				
Police	Equipment			\$ 4,000	1/5 gun replacement in 2024	\$ 2,250	1/5 gun replacement in 2024	\$ 2,250	1/5 gun replacement in 2024	\$ 2,250	1/5 gun replacement in 2024
Police	Vehicle			\$ 33,000	Replace Cruiser						
Police	IT					\$ 600	Computer				
Police	Vehicle					\$ 33,000	Replace Cruiser				
Police	Vehicle							\$ 33,000	Replace Cruiser		
Police	Vehicle								\$ 33,000	Replace Cruiser	
Protection	Equipment	\$ 20,000	Purchase of streetlights and replace with LED fixtures. (Financed)								
Protection	Equipment				Streetlight Maintenance Reserve - Covered under LED finance contracts	\$ -	Streetlight Maintenance Reserve - Covered under LED finance contracts	\$ -	Streetlight Maintenance Reserve - Covered under LED finance contracts	\$ 21,000	Streetlight Maintenance Reserve
PW	Vehicle	\$ 5,000	Replace pickup truck								
PW	Equipment			\$ 24,000	15 Bat wing mower: 24K						
PW	Maintenance	\$ 75,000	Main Building Roof								
PW	Equipment	\$ 210,000	New 3.5Yd loader: \$210K								
PW	Maintenance	\$ 95,000	High Street repair								
PW		\$ (15,000)	Vehicle Trade-in								
PW		\$ (74,000)	Use of current reserves - Equipment	\$ (19,000)	Use of current reserves - Equipment						
PW		\$ (28,712)	Use of current reserves - Main Bldg								
PW		\$ (35,000)	Use of current reserves - Street Reconstruct								
PW	Vehicle			\$ 5,000	Replace pickup truck						
PW	Maintenance			\$ 25,000	Salt Shed roof repair in 2021	\$ 25,000	Salt Shed roof repair in 2021				
PW	Maintenance			\$ 80,000	North Main Street reconstruct in 2021	\$ 80,000	North Main Street reconstruct in 2021				
PW	Equipment			\$ 145,000	Replace Plow Truck with force hyd.						
PW	Vehicle					\$ 5,000	Replace pickup truck				
PW	Equipment					\$ 25,000	Small equipment				
PW	Equipment					\$ 50,000	8' paving machine				
PW	Equipment					\$ 83,000	Walker sidewalk machine with blower				
PW	Vehicle							\$ 5,000	Replace pickup truck		
PW	Equipment							\$ 225,000	Blanchett Blower		
PW	Vehicle								\$ 5,000	Replace pickup truck	
PW	Equipment								\$ 155,000	Replace T-6 plow	
Rec	Maintenance	\$ 25,000	Rec Center maintenance								
Rec		\$ (20,000)	Use of Current Reserves - Bldg Maint								
Rec	IT			\$ 1,200	2 computers						
Tax A.	Program	\$ -	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work (Deferred program to future years)	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work
Tax A.	IT			\$ 1,200	1 CAD computer						
Tax A.	IT			\$ (1,200)	Use of Current Reserves - Tax A. Computers	\$ 800	1/2 CAD computer in 2022	\$ 800	1/2 CAD computer in 2022 (\$1600)		
Tax A.	IT								\$ 800	1/2 CAD computer in 2024	



Exhibibt C - Preliminary Revenue Estimates for 2019

Department	Fund	3 yr Avg (2015-17)	2017		2018			2019	
			Budget	Year End	Budget Estimate	Projected Year End (as of 11-15)	% of Budget	Estimate	% Diff from 2018
GENERAL FUNDS									
10 General Government	Totals	\$ 6,402,258	\$ 6,458,163	\$ 6,556,664	\$ 6,730,161	\$ 6,793,368	0.9%	\$ 6,686,236	-0.7%
17 Health & Sanitation	Totals	\$ -	\$ -	\$ -	\$ 260,848	\$ 260,848	0.0%	\$ 615,000	135.8%
18 Municipal Buildings	Totals	\$ 3,892	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	0.0%	\$ 4,000	0.0%
20 General Assistance	Totals	\$ 27,687	\$ 34,425	\$ 25,720	\$ 25,700	\$ 25,700	0.0%	\$ 25,300	-1.6%
22 Tax Assesment	Totals	\$ 461,236	\$ 597,212	\$ 598,199	\$ 728,737	\$ 672,129	-7.8%	\$ 724,700	-0.6%
23 Code Enforcement	Totals	\$ 16,851	\$ 9,150	\$ 8,533	\$ 6,550	\$ 8,430	28.7%	\$ 6,100	-6.9%
25 Library	Totals	\$ 6,288	\$ 6,200	\$ 6,824	\$ 6,000	\$ 6,996	16.6%	\$ 6,600	10.0%
31 Fire & Ambulance	Totals	\$ 1,907,658	\$ 1,887,940	\$ 1,859,576	\$ 1,721,313	\$ 1,466,753	-14.8%	\$ 1,911,389	11.0%
35 Police	Totals	\$ 51,971	\$ 49,375	\$ 61,184	\$ 46,775	\$ 58,906	25.9%	\$ 112,910	141.4%
39 Emergency Management	Totals	\$ 7,828	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	0.0%	\$ 2,600	0.0%
40 Public Works	Totals	\$ 196,864	\$ 192,742	\$ 200,546	\$ 201,230	\$ 202,027	0.4%	\$ 202,415	0.6%
50 Recreation	Totals	\$ 22,645	\$ 20,500	\$ 24,101	\$ 23,000	\$ 22,197	-3.5%	\$ 23,500	2.2%
51 Parks	Totals	\$ 3,256	\$ 2,600	\$ 3,058	\$ 3,000	\$ 2,100	-30.0%	\$ 2,250	-25.0%
60 Airport	Totals	\$ 138	\$ 138	\$ 138	\$ 12,000	\$ 23,528	96.1%	\$ 17,000	41.7%
61 Trailer Park	Totals	\$ 15,616	\$ 15,727	\$ 15,727	\$ 17,000	\$ 17,835	4.9%	\$ 17,350	2.1%
70 Insurance & Retirement	Totals	\$ 1,755	\$ 5,000	\$ -	\$ -	\$ 6,127	#DIV/0!	\$ -	#DIV/0!
Sub-Total		\$ 9,123,638	\$ 9,285,773	\$ 9,366,869	\$ 9,788,914	\$ 9,573,545	-2.2%	\$ 10,357,350	5.8%
ENTERPRISE FUNDS									
11 Economic Development	Totals	\$ 372,725	\$ 414,998	\$ 374,821	\$ 368,337	\$ 368,337	100.0%	\$ 361,391	-1.9%
24 Housing	Totals	\$ 68,276	\$ 100,000	\$ 113,570	\$ 89,411	\$ 84,842	94.9%	\$ 90,000	0.7%
52 Snowmobile Trails	Totals	\$ 44,072	\$ 45,883	\$ 43,413	\$ 45,000	\$ 41,550	92.3%	\$ 43,750	-2.8%
96 FSS Revenues	Totals	\$ 48,616	\$ 48,729	\$ 48,729	\$ 50,787	\$ 50,787	100.0%	\$ 49,250	-3.0%
Sub-Total		\$ 694,654	\$ 609,610	\$ 580,533	\$ 553,535	\$ 545,516	98.6%	\$ 544,391	\$ (0)
TOTAL ALL FUNDS									
		\$ 9,818,293	\$ 9,895,383	\$ 9,947,402	\$ 10,342,449	\$ 10,119,061	97.8%	\$ 10,901,741	5.4%

# CFAD MONTHLY REPORT

November 2018

Total Calls – 190

See attached Breakdown

-Alarms for Fires (33) 1  
-Alarms for Rescues (66)  
-Silent Alarms 16  
Total Hours Pumped .25  
Gallons of Water Used 500  
Amt. of Hose used: 50'  
Ladders Used (in Feet):  
(75' Ariel) 1  
Thermal Imaging Camera Used: 3  
Gas Meter Used: 1  
Rescue Sled & Snowmobile:  
Rescue Boat:  
Jaws Used:

Fire Permits Issued 3  
Miles Traveled by all Units 9,931

## MUTUAL AID TO:

P.I.F.D.  
F.F.F.D.  
L.F.D.  
W.F.D.  
Stockholm F.D.  
North Lakes FD  
Crown Amb 1  
Van Buren Amb.  
Life Flight

- ALS Calls 98  
- BLS Calls 75  
- Amb Calls cancelled: 4  
- No Transport 16  
- Long Distance Transfers 21  
- Calls Turned Over: 8 = \$17,136

Total Out of Town Amb. Calls 20  
Total Out of Town Fire Calls 2  
Est. Fire Loss, Caribou \$100  
Est. Fire Loss, out of City \$  
Total Est. Fire Loss \$100

Total Maint. Hours 12  
Total Training Hours 39 mhrs.  
\*Color Guard Trng./Ceremonies 4.5 mhrs.  
Christmas Lights 75.75 mhrs.

## MUTUAL AID FROM:

P.I.F.D.  
F.F.F.D.  
L.F.D.  
W.F.D.  
Stockholm F.D.  
North Lakes FD  
Crown Amb

## Out of City Fire and/or Ambulance Responses

LOCATION	# Of Fires Responses	Man Hrs.	#of Amb. Responses
Woodland	1	2	7
New Sweden			6
Connor	1	3	1
Perham			1
Stockholm			2
Westmanland			1

Limestone = 1 Ambulance Run  
Presque Isle = 1 Ambulance Run

Fire Extinguisher Class = 17 participants

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Scott Susi, Chief  
Caribou Fire and Ambulance

**BREAKDOWN OF FIRES**  
**For November 2018**

<b>Situation Found</b>	<b># Of Incidents</b>	<b>Fire Casualties</b>	<b>Est. Property Damage</b>
1. Private Dwellings (111) Mobile Homes (121)	2		
2. Apartments (3 or more) (111)	1		\$100
3. Hotels & Motels (111)			
4. Dormitories & Boarding Homes (111)			
5. Public Assembly (Church, Restaurant) (111)	1		
6. Schools (111)			
7. Institutions (Hospitals, Jails, Nursing Homes) (111)			
8. Stores, Offices (111)			
9. Industry, Utility, Defense (111)	1		
10. Storage (111)			
11. Vacant Buildings or being Built (111)			
12. Fires outside structure w/value (crops, timber, etc.) (171)			
13. Fires Highway Vehicles (131)			
14. Other Vehicles (planes, trains, etc.) (132)			
15. Fires in brush, grass w/no value (140)			

**Other Incidents**

16. Haz-Mat (400)	2
17. False Calls (740)	
18. Mutual Aid Calls (571)	
19. Aid to Ambulance (10-55's) (322)	2
20. Aid to Police (551)	1
21. Investigation (Smoke, CO <sub>2</sub> or Alarm) (730)	4 (2 – Smoke; 1 – Propane Odor; 1 – Alarm)
22. Service Calls (500)	3 (1 – Job Corp; 2 – LNTB)
23. Ambulance Calls (300)	173

**Total Calls for the Month:** 190

CITY CLERK'S OFFICE REPORT				
DESCRIPTION	# of	amount	# of	amount
	transactions	collected	transactions	collected
	Oct-18	Oct-18	Nov-18	Nov-18
ATV REGISTRATION	7	\$ 314.00	0	\$0.00
BIRTH RECORDS	54	\$ 867.00	43	\$729.00
BUILDING PERMITS	7	\$ 350.00	2	\$100.00
CITY OWN PROPERTY	2	\$ 1,000.00	0	\$0.00
DEATH RECORDS	31	\$ 584.00	9	\$284.00
DOG REGISTRATION	45	\$ 339.00	76	\$589.00
FAX FEE & PHOTO COPY	8	\$ 17.00	7	\$31.25
HUNTING LICENSE	91	\$ 1,962.50	18	\$340.00
IN TOWN REG	3	\$ 896.44	2	-\$584.00
MARRIAGE RECORDS	11	\$ 245.00	6	\$114.00
MISC. INCOME	1	\$ 22.00	1	\$26.88
MISC. LICENSES	4	\$ 40.00	1	\$10.00
MISC. RECEIPTS	5	\$ 1,679.26	6	\$1,280.00
MOTOR VEHICLE	573	\$ 148,282.82	463	\$104,019.44
NOTARY FEES	12	\$ 130.00	10	\$55.00
PERSONAL PROPERTY PAYMENT	30	\$ 32,471.57	12	\$5,621.47
PLUMBING PERMITS	2	\$ 415.00	2	\$405.00
PYMTS. IN LIEU OF TAX	0	\$ -	2	\$6,961.96
REAL ESTATE PAYMENT	557	\$ 559,907.12	337	\$129,142.77
SIGN PERMITS	1	\$ 200.00	1	\$100.00
SITE DESIGN REVIEW	0	\$ -	1	\$90.00
SNOWMOBILE REGISTRATION	10	\$ 462.00	134	\$6,193.00
TAX LIEN PAYMENT	102	\$ 53,854.39	94	\$68,630.71
TRAILER PARK LOT RENT	11	\$ 2,560.00	12	\$1,450.00
<b>TOTAL</b>	<b>1567</b>	<b>\$ 806,599.10</b>	<b>1239</b>	<b>\$325,589.48</b>
Percentage	86.00%	77.00%	86.00%	48.00%

**Mailing Address:**  
P.O. Box 605  
Caribou, Maine 04736-0605  
**Physical Address:**  
303 Murphy Road  
Fort Fairfield, Maine 04742



[www.tricommunityrecycling.com](http://www.tricommunityrecycling.com)

**Phone: 207-473-7840**

**FAX: 207-472-1619**

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**AROOSTOOK WASTE SOLUTIONS**  
**Board of Director's Meeting**  
**October 26, 2018**

**MINUTES**

**CALL TO ORDER:** The meeting was called to order by the Chairman at 7:36 am.

**MEMBERS PRESENT:** Stev Rogeski, Walt Elliott, Jim Risner, Ken Murchison, Mark Goughan, Dennis Marker

**MEMBERS ABSENT:** Limestone has not appointed an Alternate member

**OTHERS PRESENT:** Dana Fowler, Sharon Raymond, Mark Draper

1. Review and approve the minutes of the September 28, 2018 meeting

**A motion was made by Ken Murchison; and was seconded by Walt Elliott; to approve the minutes as presented. The motion carried unanimously.**

2. Review and approve the financial statements for the period ending September 30, 2018

Mark reviewed the financial notes provided in the Board packet. **A motion was made by Stev Rogeski; and was seconded by Walt Elliott; to approve the financial statements as presented. The motion carried unanimously.**

3. Review and approve the warrant for checks numbered 22477 through 22543

**A motion was made by Stev Rogeski; and was seconded by Walt Elliott; to approve the warrant as presented. The motion carried unanimously.**

4. Solid Waste Director's report

Mark reported on the following:

- a. Septage feasibility study with CUD – Mark reminded the Board that they approved their share of the cost to conduct this study at the previous Board meeting. Mark (and Ken) attended the most recent CUD Board meeting, and they table action until their meeting in November. Mark plans to attend that meeting as well.
- b. Employee training – Mark reported that the TCL crew recently received training on potential workplace violence and dealing with difficult people. The training included very good interactive discussions and was well-received by the crew. Also, Danny Adams will be attending upcoming DEP training in Caribou on December 5<sup>th</sup>.

***We are an equal opportunity employer and provider.***

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5. Discussion of proposed sludge disposal from Caribou Utilities District ("CUD")

Mark reminded the Board of a project being developed by CUD to remove accumulated sludge from their aerated lagoons. He reported that an estimated 3,200 dry tons (10,000 – 13,000 wet tons) of sludge is anticipated being removed from the lagoons, partially dewatered, and requiring disposal. Mark also referenced a technical memorandum from Paul Porada, P.E., of Woodard & Curran, regarding the potential concerns and problems associated with disposal of this material, particularly at the amount being considered. Mark also noted that TCL is not currently licensed to receive this material, so a license amendment would be required. After significant discussion and consideration, **it was the consensus of the Board that Mark contact CUD to express a reluctance to accept this material unless a more detailed technical analysis is completed by Woodard & Curran, and that since a positive outcome is unlikely, that CUD be asked to fund such an analysis.**

6. Discussion of request from Presque Isle Utilities District for sludge disposal at the Presque Isle landfill

Mark referred to a letter provided in the Board packet from Frank Kearney, Superintendent of the Presque Isle Utilities District, regarding disposal of thickened sludge from their wastewater treatment plant at the Presque Isle landfill. Mark noted that the Presque Isle landfill is also not currently licensed to accept this material, so again a license amendment would be required. The volume of material is much less than being contemplated by the CUD project. It was noted that the AWS Board has no authority to decide this issue until after January 1, 2019, and until that time, it is entirely a City of Presque Isle matter. **It was the consensus of the Board that no further action be taken regarding this matter until after January 1, 2019.**

7. Discussion of draft 2019 budget

Mark reviewed the changes made to the budget since the previous meeting. The focus for the next draft will be to refine the CIP (and the subsequent annual capital expense for 2019); and the closure/post-closure care cost after Paul Porada provides the updated cost estimates and capacity calculations. He and Sharon will bring back a (hopefully) final draft for approval at the November meeting.

7 a. Bond Debt Reserve resolution

Following up on the budget discussion at the previous meeting, Mark presented a resolution to the Board regarding the funding and management of a reserve account for paying down the debt on the Presque Isle Landfill. It was noted that an approval/signature line should be added to the resolution wording. **A motion was made by Stev Rogeski; and was seconded by Walt Elliott; to approve the Bond Debt Resolution as amended. The motion carried unanimously.**

8. Presque Isle merger

- a. Recycling center grant project/baler options: Mark referenced a memo in the Board packet that outlines two (2) options for purchase of a new baler for the recycling center. He explained that one option is for a standard, manual-tie baler (International Titan) similar in operation to the ones that TCL currently has. He explained that this baler is rated for up to 4 tons per hour. The other option is for a state-of-the-art, high-efficiency, auto-tie baler that is rated for up to 8 tons per hour (International TR9-50). Given the increased efficiency, the ability to handle the larger volumes and multiple materials, and the potential for reduced labor costs, Mark recommended to the Board that they consider the TR9-50 baler. Depending on how some of the other costs in the recycling center project come in, 90% of the cost of the new baler would be covered by grant funds, and any future labor cost reduction would more than make up for the difference. After additional discussion regarding delivery time and schedules, **a motion was made by Stev Rogeski; and was seconded by Walt Elliott; to authorize the Solid Waste Director to purchase an International TR9-50 baler from Atlantic Recycling Equipment as quoted. The motion carried unanimously.**
- b. Communications: Mark reported to the Board that he has purchased some inexpensive spots on Channel X radio regarding the name change; and that tri-fold brochures are being printed to hand-out at the PILF to explain planned changes at that facility. He and Dana Fowler have met with one of the two haulers (both were invited) in Presque Isle to review changes with him as well. More specific information regarding the recycling changes in PI will be communicated upon receipt and delivery of the new igloos for those communities. Other than the name change, nothing is really changing for the old "Tri-Community" operation.
- c. Review and approve a Contract for Solid Waste Administrative Services with the City of Presque Isle: Mark referenced the draft contract in the Board packet which defines how an Administrative Assistant with the City of Presque Isle would provide certain limited services to Aroostook Waste Systems with regard to billing, cash and scale ticket reconciliation, etc. for the PILF operation. The draft 2019 budget includes this cost. Jim Risner suggested a few grammatical and format changes to the draft contract. **A motion was made by Stev Rogeski; and was seconded by Ken Murchison; to approve the draft contract as amended, and authorized the Solid Waste Director to sign the contract. The motion carried unanimously.**
- d. Presque Isle employees: As previously authorized by the Board, Mark reported that the three current employees at the PILF have agreed to become employees of AWS as of January 1, 2019. He has made an offer to the single PI employee at the PI recycling center, but an agreement for employment has not yet been reached.
- e. Name change: Mark reported on the status of the name change process.

9. Schedule the next meeting.

The next meeting was scheduled for November 16, 2018.

10. Other business

None

With no further business to discuss, the meeting was adjourned at 9:48 am.

Respectfully submitted,

Jim Risner, Secretary

## Aroostook Waste Solutions

### BOND DEBT RESERVE RESOLUTION

October 26, 2018

**BACKGROUND:** As a result of the merger with the City of Presque Isle on January 1, 2019, the debt for the Presque Isle Landfill ("PILF") will be transferred to Aroostook Waste Solutions ("AWS"). If AWS follows the current amortization schedule for this debt, it will be retired in 2033. Since the constructed capacity in Phase II of the PILF (for which the debt was incurred) will likely be consumed by approximately 2023, it is the goal of the Board of Directors to retire this debt at that time. In order to facilitate doing so, the Board has established a Bond Debt Reserve.

**BE IT RESOLVED,** that the Board of Directors for Aroostook Waste Solutions has established a Bond Debt Reserve ("Reserve"), to be funded and managed as follows:

1. That \$145,000 received annually from 2019 through 2026 from the City of Presque Isle will be added to the Reserve;
2. That beginning in July of 2021, the \$505,000 annual debt service payment to Key Bank for TCL's Cell 9 & 10 liner loan, will be added to the Reserve; and
3. That any surplus cash in excess of what is required for other established reserve and liability accounts will be added to the Reserve annually.

AWS will continue to make the minimum required payments on this loan as per the amortization schedule, while simultaneously adding the additional funds to the reserve as specified above. In 2023, or at such time as the Reserve balance is equal to the Loan balance, the funds in the Reserve will be used to pay off the debt. In the meantime, the funds in the Reserve may be invested to maximize revenue generation.

I certify that the Board of Directors for Aroostook Waste Solutions approved this resolution by a vote of 4 in favor with 0 opposed, at its' regularly-scheduled meeting on October 26, 2018:

\_\_\_\_\_  
James Risner, Secretary

\_\_\_\_\_  
Date

## Police Department Monthly Report

YTD

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2018
Complaints	874	591	2820	2555	2589	2390	2390	3113	2392	2068	2133		23915
M/V ACCIDENTS	57		24	24	12	22	22	28	15	28	31		257
ESCORTS	12		3	2	3	7	7	2	5	2	1		43
THEFT COMPLAINTS	12		4	4	6	14	14	7	8	9	9		82
ANIMAL COMPLAINTS	13		6	8	15	22	22	3	2	5	9		91
DOMESTIC COMPLAINTS	5	3	15	11	8	5	5	11	0	20	8		91
BURGLARY COMPLAINTS	0	3	2	3	1	1	1	2	2	3	1		19
O.U.I	3		4	4	1	4	4	3	4	6	2		33
M/V THEFTS	1	2	2	1	2	0	0	2	3	1	0		14
MISSING PERSONS	1	2	2	1	1	1	1	1	2	1	1		14
JUVENILE COMPLAINTS	1	1	1	1	5	2	2	8	6	2	5		34
CIVIL COMPLAINTS	6	0	5	5	8	0	0	0	0	138	123		285
PROWLER COMPLAINTS	6	0	0	0	0	0	0	0	0	0	0		6
ASSIST OTHER AGENCY	25	1	17	18	22	16	16	19	16	19	20		189
ASSULT ARREST	2	1	1	1	0	0	0	0	0	2	0		7
THEFT ARRESTS	3		1	2	4	3	3	2	4	8	2		30
SPEEDING	12	33	25	26	24	25	25	26	25	31	15		267
STOPS/CHECKS M/V	2319	589	2365	2110	2051	1918	1918	2625	1948	1573	1736		21152
PARKING TICKETS	0	0	0	0	0	0	0	0	0	0	0		0
HANDLING PERISONERS	30		48	38	46	45	45	27	45	41	36		391
WARRANT ARRESTS	15	0	18	10	21	9	9	14	8	17	7		128
UNLAWFUL SEX. CONTACT	3	0	0	0	0	1	1	1	2	2	0		10
GROSS SEX. ASSAULT	3	0	0	0	0	0	0	0	0	0	1		4
BUSINESS ALARMS	19	0	14	30	26	20	20	18	17	17	21		202
BURGLARY ARRESTS	0	0	0	0	1	0	0	0	1	0	0		2



Board of Directors  
November 5, 2018  
5:30 p.m.

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Present: Doug Plourde, Chairman; Carl Soderberg, Kevin Barnes, Mike Quinlan, Dennis Marker, Chris Bell, Dr. Carl Flynn, Dr. Shawn Laferriere, Kris Doody, RN, CEO, Dr. Irene Djuanda, COS; Paula Parent, RN, CNO; Will Grant, Interim CFO, Chip Holmes, QHR; Dana Rattray, PHS Board Member and Peg McAfee

Welcome: Doug Plourde welcomed Dana Rattray, PHS Board Member and Chip Holmes, QHR.

Education: Dennis Marker and Jayne Farrin provided information on the history of Cary Medical Center beginning with Dr. Jefferson Cary's gift to the City and training on the FOAA (Freedom of Access Act).

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
REGULAR MEETING			
1. Call to Order	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 6:10 p.m.		
2. Approval of Minutes	Upon motion duly made and seconded, it was so VOTED to approve the minutes of the October 1, 2018 Board of Directors meeting.	Informational.	
3. Report of Chief of Staff	<p>Dr. Carl Flynn provided the following updates from the October 16, 2018 Medical Staff Executive Committee Meeting:</p> <p><b>Appointment Active Medical Staff – Maranda Record, MD (Family Medicine);</b> The complete appointment application and provider profile of Maranda Record, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. At this time Dr. Record was presented for appointment in family medicine only, not Obstetrics. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Maranda Record, MD to the Active Medical Staff with Family Medicine privileges as requested through December 31, 2019. Dr. Flynn was appointed as proctor for Dr. Record during her provisional appointment. This recommendation was forwarded to the Board of Directors for review and approval.</p> <p><b>Appointment Courtesy Medical Staff – Vivek Bhatt, MD (Internal Medicine);</b> The complete appointment application and provider profile of Vivek Bhatt, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Vivek Bhatt, MD to the Courtesy Medical Staff with privileges as requested through</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Chief of Staff as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Maranda Record, MD to the Active Medical Staff in Family Medicine only, not Obstetrics.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Vivek Bhatt, MD to the</p>	



**Board of Directors**  
**November 5, 2018**  
**5:30 p.m.**

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>December 31, 2019. Dr. Flynn was appointed as proctor for Dr. Bhatt during his provisional appointment. This recommendation was forwarded to the Board of Directors for review and approval.</p> <p><b>Resignation – Carrie Gordon, MD</b> - Dr. Flynn reported Carrie Gordon, MD submitted her letter of resignation. Upon motion duly made and seconded it was so VOTED to recommend approving the resignation of Carrie Gordon, MD. This was forwarded to the Board of Directors for action.</p> <p><b>Dashboard</b> – As a result of the Strategic Planning Retreat, the dashboard will experience a content redesign. Side-by-side comparisons of Cary and other hospitals will include quality, value and satisfaction. The data is unable to be shown in real time, however patient satisfaction will be reported in real time.</p> <p><b>Physician Capital Equipment</b> – After review of the updated 2018 Physician Capital Equipment Requests, the committee voted to prioritize purchase of 3 McGrath MAC Handles.</p> <p><b>Nominating Committee</b> – Dr. Flynn provided an overview of the update from the Nominating Committee. The information will be provided to the General Medical Staff for review and approval in December and to the Board of Directors for review and approval in January.</p> <p><b>Utilization Management Plan</b> – The Medical Staff Executive Committee approved the Utilization Management Plan as presented. The plan will be forwarded to the General Medical Staff for review approval December and the Board of Directors for review and approval in January.</p> <p><b>Reports from Departments &amp; Committees</b> - Dr. Flynn noted that the following departments provided reports at the meeting: Departments of Emergency Medicine, Medicine, Radiology/Pathology, Medical Review; the Committees of Quality Management, Patient Safety and Safety.</p> <p><b>Medical Staff Bylaws Clarification on Administrative Suspension</b> – Kris Doody provided a review of the administrative suspension clarification for the Medical Staff Bylaws. It was noted at the October 1<sup>st</sup> Board Meeting the Board voted to approve the Medical Staff Bylaw Changes with the clarification on administrative suspension.</p>	<p>Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the resignation of Carrie Gordon, MD.</p> <p>Informational.</p>	



**Board of Directors**  
**November 5, 2018**  
**5:30 p.m.**

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<b>4. Quality Management Committee</b>   <b>Patient Safety Committee</b>   <b>Dashboard</b>	<p>Paula Parent provided the following updates from the October 17<sup>th</sup> QM Committee Meeting:</p> <p><b>Old Business</b> – Some topics reviewed under old business were: Readmission Rates and Delays in Stay.</p> <p><b>Joint Commission Follow-Up</b> – Quarterly tracer updates and Joint Commission preparation updates were provided to the committee.</p> <p><b>Quality Management Compliance Indicators</b> – Departments submitting indicators for review were: EOC and PACU.</p> <p><b>QM Plans</b> – There were no plans to review.</p> <p><b>Patient Safety Committee</b> – The minutes of the October 17, 2018 meeting were included in the packet for review. Items noted were: Patient Falls Matrix, Hand Hygiene Observation Opportunities for Improvement, Patient Transfers, Patient Restraint Compliance, Medication Verification Compliance and Smart Pump Compliance.</p> <p><b>Dashboard</b> – Paula Parent provided an overview of the following sections of the dashboard:</p> <p><b>Inpatient Core Measures</b> – These are physician core measures.</p> <p><b>Patient Safety</b> – Information includes medication verification, Omnicell safety scan and SmartPump drug library use. The departmental quality indicators are mostly complete for the 3<sup>rd</sup> quarter.</p> <p><b>HCAHPS</b> – Information will be expanded for the 2019 dashboard.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee report as presented.</p>	
<b>5. Report of Chairman, Board of Directors – Doug Plourde – Chairman</b>  <b>a. Report from Board Members – PHS, Departmental Leadership</b>	<p><b>Doug Plourde provided the following updates:</b></p> <p><b>Pines Health Services</b> – Chris Bell reported that the Nominating Committee is in search of new Board members to fill vacancies. Kris Doody was voted in as the full-time CEO of Pines. Issues with the EMR are being reviewed.</p> <p><b>Departmental Leadership</b> – Dennis Marker reported the budget process is currently in progress. A</p>	<p>Informational.</p>	



**Board of Directors  
November 5, 2018  
5:30 p.m.**

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p><b>b. QHR Contract Renewal</b></p> <p><b>c. Nominating Committee Report</b></p>	<p>spreadsheet of forms required of managers was highlighted at the meeting. Each manager is required to provide each their own data on the forms. It was an informative meeting.</p> <p><b>QHR Contract Renewal</b> – Chip Holmes, Kris Doody and the Executive Committee met earlier today to review and discuss the current QHR Contract which is due for renewal this month. The Executive Committee requested an extension of the current contract through December 31, 2018.</p> <p><b>Nominating Committee Report</b> – The Nominating Committee Reported Neil Griffeth has accepted nomination to the Board of Directors.</p>	<p>Upon motion duly made and seconded, it was so VOTED to recommend Neil Griffeth as a nominee to the Cary Medical Center Board of Directors. This nomination will be sent to the City Council for review and action.</p>	
<p><b>6. Report of CEO – Kris Doody</b></p> <p><b>a. Physician Recruitment</b></p>	<p>Kris Doody reported the following, noting more information is available in the CEO and Provider Activity Reports:</p> <p><u><b>Physician Recruitment</b></u> –</p> <p><u><b>Arrivals:</b></u></p> <ul style="list-style-type: none"> <li><b>OB/GYN</b> – Ongoing dialogue continues with Drs. Faye Jensen and Charles Whiting. Dr. Jensen is available in Summer 2019 and Dr. Whiting in Spring 2019.</li> </ul> <p><u><b>Site Visits:</b></u></p> <ul style="list-style-type: none"> <li><b>OB/GYN</b> – Dr. Renee Thibodeau, OB/GYN, completed a site visit in October. Dr. Thibodeau is originally from Fort Kent and is currently completing a breast fellowship.</li> <li><b>General Surgery</b> – Dr. Robert McKay, General Surgeon, PEI, will be here November 11<sup>th</sup> – 13<sup>th</sup> for a site visit. Plans are for Dr. Sidney Barnes, General Surgeon, to be here November 22<sup>nd</sup> – 24<sup>th</sup> for a site visit.</li> <li><b>Pediatrics</b> – Dr. Gigi Smith, Pediatrician, will complete a site visit November 27<sup>th</sup>.</li> </ul>	<p>Informational.</p>	



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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p>b. CFO/COO Appointments and Organizational Chart</p> <p>c. QHR Joint Commission Mock Survey</p> <p>d. TJC Triennial Survey</p>	<p><b>Locum Coverage:</b></p> <ul style="list-style-type: none"> <li>• <b>OB/GYN &amp; Pediatrics</b> - The locum calendars for OB/GYN and Pediatrics have been completed through July 2019.</li> <li>• <b>General Surgery</b> – The locum calendar for General Surgery is currently being completed. Dr. Arebalo has provided his availability through December 2019.</li> </ul> <p><b>CFO/COO Appointments and Organizational Chart</b> – Kris Doody reported the newly updated organizational chart was included in the Board Packet. Dr. Regen Gallagher, CMO, has now been assigned second in command. Most hospitals have moved to the format of the Chief Medical Officer being in command in the absence of the CEO. The hospital bylaws will be updated to reflect the change.</p> <p><b>QHR Joint Commission Mock Survey</b> – Three consultants from Quorum Health Resources will be on site November 13-16 to conduct a Joint Commission Mock Survey.</p> <p><b>TJC Triennial Survey</b> – Cary Medical Center is anticipating the Joint Commission Survey in the Spring of 2019 for renewal of the Joint Commission Accreditation. Darlene Higgins, former COO, is working with leadership in preparing Cary Medical Center for the Mock Survey and the Joint Commission Survey.</p>		
<p>7. Report of Finance &amp; Personnel Committee</p> <p>a. September Financials</p>	<p>Will Grant provided the following updates:</p> <p><b>CMC Financials</b> – An overview was provided of the September financials for Cary Medical Center, including review of: gross patient revenue, discharges, length of stay, bad debt, net income, inpatient and outpatient ancillary, the balance sheet, expenses, patient days, AR and cash flow.</p> <p><b>Revenue Cycle Team</b> – Dan Hobbs, QHR Consultant, assisted in rejuvenating the Revenue Cycle Team at Cary Medical Center.</p> <p><b>Phone System</b> – Will Grant reported changes have been made for the phone system answering methodology in the Business Office. This was completed for better customer service. It is important for customers to be able to talk with a live person about their concerns.</p> <p><b>PHS Financials</b> – Will Grant provided an overview of the September financials for Pines Health Services.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance &amp; Personnel Committee as reported.</p>	



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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
8. Pines Health Services Quarterly Report	Kris Doody provided a review of the following: physician recruitment, financials, Maine Community Health Options, 340B with four new pharmacies added and two pending for an April 1 <sup>st</sup> start – ICare and Frontier; Patient Centered Medical Home, Meaningful Use with five providers currently qualifying and 15 more providers to qualify. A successful flu shot clinic was held at RSU39 with 204 vaccines administered. Anthem provided a check for \$170,000 based upon Anthem quality measures and the progress made by Pines.	Informational.	
9. Safety Quarterly Report	Paula Parent provided an overview of the Safety Quarterly Report in the packet including the EOC Management Plans Goals Tracking Sheet, 2018 Safety Dashboard, MEMIC Executive Summary as of September 30, 2018, annual review of the EOP/MCI Plan is in progress and completion of fire drills at L'Acadie and CMC with favorable results. The most recent MCI drill showed areas for improvement.	Upon motion duly made and seconded, it was so VOTED to approve the Safety Quarterly Report as presented.	
10. Quorum Health Resources Updates	<p>Chip Holmes provided the following updates:</p> <p><b>Contract Renewal</b> – Chip has met a couple of times with the Executive Committee regarding the upcoming QHR contract renewal.</p> <p><b>Revenue Cycle Team</b> – Dan Hobbs, QHR Consultant, spoke with Chip and shared his gratitude and thanks for cooperation of all the staff at Cary Medical Center involved in the Revenue Cycle Team. He noted that Cary has a fully functioning, multi-disciplinary team participating in the revenue cycle process.</p> <p><b>QPA Disclosure</b> – The Quorum Purchasing Advantage Annual Disclosure regarding Group Purchasing Organization for CMC was included in the packet for review.</p> <p><b>Strategic Plan</b> – Chip will follow-up with Ryan Duke regarding the summary of the Strategic Plan.</p> <p><b>Consulting &amp; Support Deployment Plan</b> – The latest plan was included in the packet for review.</p> <p><b>Strategic Planning</b> – The retreat was attended by John Maher, Facilitator, Ryan Duke, Scott Towle, Sam Brown and Chip Holmes.</p> <p><b>Mock Survey</b> – Sandy Garcia, QHR Senior Consultant for Accreditation will lead the Survey Readiness Team November 13-16, preparing Cary Medical Center for the Joint Commission Survey Spring 2019.</p>		



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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<b>Compliance Program Review</b> – Tomi Hagan, QHR Manager of Compliance and Compliance Team will be at Cary Medical Center December 3-5 to conduct a full review of Cary's Compliance Program.		
<b>11. Other, Adjournment, &amp; Next Meeting</b>	<b>Executive Session</b> – Upon motion duly made and seconded, it was so VOTED to go into Executive Session at approximately 6:56 p.m. The Board of Directors came out of Executive Session at approximately 7:20 p.m.  <b>Adjournment</b> - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 7:21 p.m.  <b>Next Meeting</b> –The next meeting of the Board of Directors is scheduled for December 3, 2018.	Informational.	

Prepared by: Marguerite E. (Peg) McAfee, Executive Assistant to the CEO and COO

Respectfully submitted,

Kris Doody, RN, MSB  
Chief Executive Officer