

## CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on **Monday, January 28, 2019** in the Council Chambers located at 25 High Street, **6:00 pm**.



1. **Roll Call**
2. **Pledge of Allegiance**
3. **Public Forum**
4. **Declaration of Potential Conflicts of Interest**
5. **Consent Agenda**
  - a. Minutes from Regular Council Meeting held January 2, 2019 Pgs 2-6
  - b. Minutes from Regular Council Meeting held January 14, 2019 Pgs 7-12
  - c. Liquor License Renewal for Paul Morgan DBA Access 89 Bar and Grill Pgs 13-18
6. **Bid Openings, Awards, and Appointments**
  - a. City Council Airport Committee Pg 19-20
  - b. Citizens Airport Advisory Committee Pg 19-20
7. **Financial Report – 2018 Year End** Pgs 21-38
8. **Formal Public Hearings, Discussion and Possible Action Items**
  - a. Liquor License for Becharads Grill at 30 Skyway Dr. Pgs 39-47
9. **New Business & Adoption of Ordinances and Resolutions**
  - a. Discussion and Possible Action Regarding Resolution 01-04-2019 Recognizing Cary Medical Center 95<sup>th</sup> Anniversary Pg 48
  - b. Discussion and Possible Action Regarding Agreement with MDOT for High Street Reconstruction. Pgs 49-59
10. **Reports and Discussion by Mayor and Council Members**
  - a. Council Priorities and Goals for 2019 Pgs 60-65
11. **Reports of Officers, Staff, Boards and Committees** Pgs 66-92
  - a. Union Contract Renewal Status
12. **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
13. **Next Meeting(s):** February 11 & 25
14. **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

19-01

Council Agenda Item #1: Roll Call

The Caribou City Council held an organizational meeting Tuesday, January 2, 2019 at 6:00 p.m. in Council Chambers with the following members present: David Martin, Nicole L. Cote, Joan L. Theriault, R. Mark Goughan, Hugh A. Kirkpatrick, Thomas Ayer, and Jody R. Smith.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor; Gary Marquis, Supt. of Parks & Recreation; and Denise Lausier, City Manager's Office.

Christopher Bouchard of the Aroostook Republican, Spectrum, and YouTube covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

The Council led the Pledge of Allegiance.

Council Agenda Item #3: Swearing in of Elected Officials

The City Clerk administered the oath of office to Jody R. Smith and Thomas Ayer for three years.

Council Agenda Item #4: Election of Council Chairperson/Mayor for 2019.

Motion made by J Theriault, seconded by N. Cote, to nominate David Martin for Council Chairperson/Mayor for 2019.

Motion made by H. Kirkpatrick, seconded by J. Smith, to nominate R. Mark Goughan for Council Chairperson/Mayor for 2019.

R. Mark Goughan was elected Council Chairperson/Mayor for 2019 by secret ballot. (4 R. Mark Goughan, 3 David Martin). So voted.

Council Agenda Item #5: Election of Council Deputy Chairperson/Deputy Mayor for 2019

Motion made by J. Theriault, seconded by D Martin, to nominate Nicole L. Cote for Council Deputy Chairperson/Deputy Mayor for 2019.

Motion made by H. Kirkpatrick, seconded by T. Ayer, to nominate Jody R. Smith for Council Deputy Chairperson/Deputy Mayor for 2019.

Jody R. Smith was elected Council Deputy Chairperson/Deputy Mayor for 2019 by secret ballot. (4 Jody R. Smith, 3 Nicole Cote) So voted.

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

a. Appointment of the City Administrative Officers

i. Treasurer and Deputy Treasurer

Motion made by H. Kirkpatrick, seconded by N. Cote, to appoint Carl Grant City Treasurer for 2019. (7 yes) So voted.

ii. Tax Collector

Motion made by H. Kirkpatrick, seconded by T. Ayer, to appoint Carl Grant Tax Collector for 2019. (7 yes) So voted.

iii. Clerk and Deputy Clerk

Motion made by H. Kirkpatrick, seconded by T. Ayer, to appoint Jayne R. Farrin City Clerk for 2019. (7 yes) So voted.

Motion made by T. Ayer, seconded by N. Cote, to approve the City Clerk's appointment of Kalen Hill Deputy City Clerk for 2019. (7 yes) So voted.

iv. Registrar of Voters

Motion made by J. Smith, seconded by T. Ayer, to appoint Jayne R. Farrin Registrar of Voters for the next two years. (7 yes) So voted.

v. Auditor

Motion made by D. Martin, seconded by J. Theriault, to appoint Felch & Company LLC Auditor for 2019. (7 yes) So voted.

vi. Overseer of the General Assistance Program

Motion made by T. Ayer, seconded by N. Cote, to appoint Jayne R. Farrin Overseer of the General Assistance Program for 2019. (7 yes) So voted.

vii. Public Health Officer

Motion made by J. Smith, seconded by J. Theriault, to appoint Scott Susi Public Health Officer for 2019. (7 yes) So voted.

viii. Legal Officer(s)

Motion made by N. Cote, seconded by J. Smith, to confirm the City Manager's appointment of Rick Solman City Legal Officer (General) for 2019. (7 yes) So voted.

Motion made by N. Cote, seconded by H. Kirkpatrick, to confirm the City Manager's appointment of Bernstein Shur City Legal Officer (Personnel and Collective Bargaining) for 2019. (7 yes) So voted.

b. Appointment of Members to Community and Advisory Boards

The Mayor stated that he wanted to table appointments to boards where the City has received more applications than there are openings, to the end of the meeting. Following an executive session, appointments will be made to those boards.

i. Library Board (1)

Motion made by H. Kirkpatrick, seconded by T. Ayer, to table 6.b.i. (7 yes) So voted.

ii. Cary Medical Center Board (4)

Motion made by H. Kirkpatrick, seconded by N. Cote, to table 6.b.ii. (7 yes) So voted.

iv. Nylander Museum Board (3)

Motion made by T. Ayer, seconded by N. Cote, to table 6.b.iv. (7 yes) So voted.

iii. Caribou Hospital District (1)

Motion made by N. Cote, seconded by H. Kirkpatrick, to table 6.b.iii. (7 yes) So voted.

v. Planning Board (2)

Motion made by D. Martin, seconded by N. Cote, to appoint Daniel Bagley and Evan Graves to the Planning Board for three years. (7 yes) So voted.

vi. Recreation Board (2)

Motion made by H. Kirkpatrick, seconded by N. Cote, to table 6.b.vi. (7 yes) So voted.

vii. Board of Assessors (1)

Motion made by H. Kirkpatrick, seconded by N. Cote, to appoint John Weeks to the Board of Assessors for three years. (7 yes) So voted.

viii. Aroostook Waste Solutions (Formerly Tri-Community Landfill) Board (2)

Motion made by N. Cote, seconded by T. Ayer, to table 6.b.viii. (7 yes) So voted.

ix. Housing Authority Board of Commissioners (1)

Motion made by N. Cote, seconded by H. Kirkpatrick, to table 6.b.ix. (7 yes) So voted.

x. Registration Board of Appeals (2)

Motion made by J. Smith, seconded by N. Cote, to appoint Gary M. Sanfacon and John Shaw to the Registration Board of Appeals for three years. (7 yes) So voted.

xi. Caribou Utilities District (1)

Motion made by D. Martin, seconded by N. Cote, to table 6.b.xi. (7 yes) So voted.

Council Agenda Item #7: New Business & Adoption of Ordinances and Resolutions

a. Discussion and Possible Action Regarding 2019 Council Meeting Calendar

Motion made by H. Kirkpatrick, seconded by T. Ayer, to meet twice a month for the full year on the second and fourth Monday of each month and to meet on Tuesday if Monday is a holiday. (7 yes) So voted.

b. Discussion and Possible Action Regarding Collection of Property Tax Prior to 2019 Commitment Date

Motion made by J. Smith, seconded by N. Cote, to authorize the Tax Collector to accept early payments of 2019 property taxes with a zero percent (0%) interest rate applied to any prepayment amounts. (7 yes) So voted.

c. Discussion and Possible Action Regarding City Manager Authorization to Approve Treasurer Warrants

Motion made by J. Theriault, seconded by T. Ayer, to authorize City Manager Dennis Marker to review and approved all Treasurer Warrants for 2019. (7 yes) So voted.

d. Discussion and Possible Action Regarding Authorization to Provide a Tax Club for 2019

Motion made by J. Smith, seconded by N. Cote, to authorize a Tax Club for 2019 as previously established providing for 12 equal payments of an accounts tax liability with no applied interest in October, November, and December for club participants. (7 yes) So voted.

Council Agenda Item #8: Reports and Discussion by Mayor and Council Members

- Councilor Kirkpatrick commented that he has received a couple of texts that the audio isn't working. Before the January 14<sup>th</sup> meeting, he suggested that Bob Sowers come in and see that the issue is fixed. The Manager stated that Bob Sowers had been in at 4:30 p.m. today and it was working then. There is an issue with YouTube that hasn't been resolved where the setting goes from public to private and that continues to be addressed.

Councilor Kirkpatrick noted that last fall Council completed 90% of the Manager's review. He inquired about scheduling, within the next two meetings, its completion. The Manager's contract comes up in July and Manager Marker offered that there had been discussion by Council of changing that to a calendar basis. The Councilor asked that this be added to the agenda for the next meeting.

Mayor Goughan recalls Council wanted to set the goals at the beginning of the year and then review the accomplishments of those goals at the end of the year before any change of Council members. The Mayor asked to have "goal setting" added to the next meeting's agenda.

- Councilor Ayer asked to have the packet out to the Council the Wednesday before the meeting. Anything after that can be emailed out as an amendment. Manager Marker plans to change the submission due date to Tuesday before Council meetings.
- The Mayor wants those that are watching at home to be able to see what is projected on the screen in Council Chambers.
- Council Committees appointments will be made at the next meeting.

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

a. Dog Licensing Raffle

Mayor Goughan picked the winning tag number from a tote containing the tag numbers of 608 dogs that were licensed by December 31, 2018. The lucky owner is Peter and Wynne Freeman and the lucky dog is Thor. A \$50.00 gift certificate for veterinary services will be sent to their local veterinarian.

Council Agenda Item #10: Next Meeting: January 14, 2019

The Mayor extended Council's appreciation to all that applied for the City's board and commissions.

6:46 p.m. Time in: Motion made J. Smith, seconded by H. Kirkpatrick, to enter into executive session under MRSA Title 1, §405(6)(A) to discuss boards and commissions appointments. (7 yes) So voted.

8:00 p.m. Time out.

6.b.i Library Board

Motion made by T. Ayer, seconded by H. Kirkpatrick, to appoint Gail Hagelstein to the Library Board for five years. (7 yes) So voted.

6.b.ii Cary Medical Center Board

Motion made by H. Kirkpatrick, seconded by N. Cote, to appoint Christopher Bell, Neal Griffeth, Shawn Laferriere, and Susan White to the Cary Medical Center Board for three years. (7 yes) So voted.

6.b.iii Caribou Hospital District

Motion made by N. Cote, seconded by T. Ayer, to appoint Paul Camping to the Caribou Hospital District for three years. (4 yes, RM Goughan, N. Cote, H. Kirkpatrick, T. Ayer, 3 no, J. Theriault, D. Martin, J. Smith) So voted.

6.b.iv Nylander Museum Board

Motion made by J. Smith, seconded by T. Ayer, to appoint Travis Michaud and Carol Wolfington to the Nylander Museum Board for three years and Christine Solman to the Nylander Museum Board for two years. (7 yes) So voted.

6.b.vi Recreation Board

Motion made by D. Martin, seconded by T. Ayer, to appoint Troy L. Barnes and Kyle Corrigan to the Recreation Board for three years. (7 yes) So voted.

6.b.viii Aroostook Waste Solutions

Motion made by J. Theriault, seconded by D. Martin, to appoint RM Goughan and Kenneth G. Murchison, Jr. to Aroostook Waste Solutions for one year. (6 yes, 1 abstention, RM Goughan) So voted.

6.b.iv Housing Authority Board of Commissioners

Motion made by T. Ayer, seconded by D. Martin, to appoint Mary Kate Barbosa to the Housing Authority Board of Commissioners for five years. (7 yes) So voted.

6.b.xi Caribou Utilities District

Councilor Kirkpatrick recused himself to avoid a conflict of interest.

Motion made by N. Cote, seconded J. Theriault, to appoint Jay Kamm and Philip J. McDonough II to the Caribou Utilities District for three years. (6 yes) So voted.

Motion made by H. Kirkpatrick, seconded by N. Cote, to table appointing to the Regional Zoning Board of Appeals until the next meeting. (7 yes) So voted.

6.a.i. Deputy Treasurer

Motion made by D. Martin, seconded by J. Smith, to approve the City Treasurer's appointment of Holli Doody Deputy City Treasurer for 2019. (7 yes) So voted.

Council Agenda Item #11: Adjournment

Motion made by D. Martin, seconded by T. Ayer, to adjourn the meeting at 8:00 p.m. (7 yes) So voted.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

The Caribou City Council held a regular meeting Monday, January 14, 2019 at 6:00 p.m. in Council Chambers with the following members present: Mayor R. Mark Goughan, Deputy Mayor Jody R. Smith, David Martin, Joan Theriault, Nicole Cote, Hugh Kirkpatrick, and Thomas Ayer.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor; Gary Marquis, Supt. of Parks & Recreation; Hope Shafer, Library Director; Michael Gahagan, Police Chief; Scott Susi, Fire Chief; Kenneth G. Murchison, Zoning Administrator; Carl Grant, Finance Director; Christina Kane-Gibson, Director of Events and Marketing; and Sgt. Mark Gahagan.

Christopher Bouchard 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 Forum

- a. Robert Kerber – Emond Road – Mr. Kerber stated that every resident of Caribou should have available to them dependable and reliable high-speed internet. He is does not where he lives on Emond Road. In the past, he has had dial-up and about five years ago he was able to switch to US Cellular 4g lte. He only has 10gbs a month and it is both not dependable or reliable. He compared having internet to having a telephone 40 years ago. Spectrum cable is about 1000 feet from his home.
- b. Diane Gove – River Road – spoke in support of the Council having the River Road design work completed and going out to bid in March or April for reconstruction. If delayed, contractors will have their 2019 work season already scheduled.

Ms. Gove commented about the amount of traffic using the River Road. She thanked the Council for the light at the intersection.

- c. Milo Haney – spoke in opposition to agenda item #9.b discussion and possible action regarding resolution 01-01-2019 supporting construction of a new public safety facility for the Caribou Police, Fire, and EMS Departments. He doesn't believe the City can afford it and requested that the Council postpone such action. Expressed his concerns about the cost of the new RSU school building, the pullout of Limestone from RSU, and stated that "we are in a crisis".

Concerning agenda item 10.b Council priorities and goals for 2019, Mr. Haney stated his support for zero based budgeting and he wants to see Council implement it.

Public Forum period was closed by the Mayor.

The Mayor asked if any Councilors wanted to respond to any of the Public Forum comments.

Councilor Ayer noted that he lives on the Grimes Road, internet is an issue for both his businesses and family. He agrees with Robert Kerber's comments.

Councilor Martin commented that the data in the Council packet about the Charter franchise renewal and number of houses is incorrect because it lists Emond Road as having zero houses on the road.

Councilor Theriault wants to see the bids go out in March for the work to be done on the River Road. She doesn't believe the City should wait until spring thaw for the design work or to go out to bid.

Councilor Smith stated that going out to bid will give the City a solid price.

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

There weren't any Conflict of Interest to declare.

Council Agenda Item #5: Consent Agenda

According to Robert's Rules, a member's absence from a meeting doesn't prevent them from correcting or approving the minutes of the meeting they missed.

a. Minutes from Council Meeting held December 10, 2018

Motion made by H. Kirkpatrick, seconded by N. Cote, to approve Consent Agenda item #5.a as presented. (7 yes) So voted.

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

a. Appointment of Zoning Appeals Boards and Planning Board Members

Motion made by J. Theriault, seconded by T. Ayer, to appoint Christine Solman to the Planning Board for one year. (7 yes) So voted.

Motion made by J. Theriault, seconded by T. Ayer, to appoint Donald Cote to the Zoning Board of Appeals for three years. (7 yes) So voted.

b. Discussion and Possible Action Regarding Engineering Service for River Road

In the past, the Council has dealt with the failure of the River Road on three fronts. 1) safety of the homeowners, 2) temporary repair to allow River Road residents access to their community, and 3) and dealing with the repair of the road.

Motion made by J. Theriault, seconded by D. Martin, accept the \$119,420 cost estimate and scope of work for engineering services related to reconstruction of the River Road from DuBois & King, LLC. (5 yes, 2 no. RM Goughan, H. Kirkpatrick) So voted.

Discussion.

Council Agenda Item #7: Financial Report

There weren't any Financial Reports presented.

Council Agenda Item #8: Formal Public Hearings, Discussion and Possible Action Items

There weren't any Formal Public Hearings.

Council Agenda Item #9: New Business & Adoption of Ordinances and Resolutions

a. Discussion and Possible Action Regarding Emergency Ordinance 01-01-2019  
Establishing a Moratorium on Marijuana Related Business Operations



19-02 Pg. 3

Kenneth G. Murchison, Jr. briefly explained his duties as the City's Code Enforcement Officer and staff person for the Planning Board. The Planning Board is requesting a moratorium of Medical Marijuana Caregiver Business startups to allow the City to digest recent changes of the State Statute and to apply supporting language to the Caribou Code for the regulation of these activities. Several questions from the Council were answered. The emergency moratorium would be for 60 days.

Motion made by D. Martin, seconded by J. Theriault, to adopt Emergency Moratorium Ordinance 01-01-2019 Regarding Medical Marijuana Retail Stores, Dispensaries, Testing Facilities, Cultivation Facilities, and Manufacturing Facilities as presented. (6 yes, 1 no, H. Kirkpatrick) So voted.

- b. Discussion and Possible Action Regarding Resolution 01-01-2019 Supporting Construction of a New Public Safety Facility for the Caribou Police, Fire, and EMS Departments

Resolution 01-01-2019 helps demonstrate to potential funding sources the City's commitment to the project. Discussion. The Mayor stated his concerns about using an outside engineering firm and would rather use a local firm, plus he would rather look at a standalone Police Station rather than what is being presented. Councilor Kirkpatrick wonders what will happen with the current Fire Station if a new one is built.

Motion made by D. Martin, seconded by J. Theriault, to adopt Resolution 01-01-2019 A Resolution of the Caribou City Council Supporting the Construction of a New Public Safety Facility for the Caribou Police, Fire, and EMS Departments as presented. (5 yes, 2 no, RM Goughan, H. Kirkpatrick) So voted.

- c. Discussion and Possible Action Regarding Resolution 01-02-2019 Approving an Agreement between Caribou City and the New England Police Benevolent Association, Local 605.

Motion made by N. Cote, seconded by H. Kirkpatrick, to table action regarding 01-02-2019 approving an Agreement between Caribou City and the New England Police Benevolent Association, Local 605. (7 yes) So voted.

- d. Discussion and Possible Action Regarding Resolution 01-02-2019 Approving a Memorandum of Understanding with the International Fire Fighter Association, Local 5191

Motion made by H. Kirkpatrick, seconded by N. Cote to table action regarding 01-02-2019 approving a Memorandum of Understanding with the International Fire Fighter Association, Local 5191. (7 yes) So voted.

- e. Discussion and Possible Action Regarding Lease with the National Weather Service at the Airport

The current 20-year lease ends at the end of 2019. According to Federal Statute, the City is very limited in what changes can be made other than leasing them the space and the length of the lease. Discussion centered on keeping the National Weather Service and its jobs in Caribou. The Council directed the Manager to prepare a proposed contract.

- f. Discussion and Possible Action Regarding Franchise Agreement with Charter Communications

The current contract ends in 2019. Discussion. Chief Susi informed the Council that currently only one television per building has access to cable. Councilor Theriault stated that everyone, even those that have the most basic cable, have to pay to rent a receiver that can't even be purchased. She offered that the receiver cost should be part of the monthly fee. Councilor Cote reminded Council that Charter Communication's data needs to be updated. Councilor Martin expects the issue of broadband will be addressed by the new Legislature, plus the City should be looking for grants to expand availability to others. The current agreement is five years. Because things might be changing at the state level, the Mayor suggested that the next contract should only be for one year.

g. Discussion and Possible Action Regarding Potential Sale of Airport Property for Redevelopment

Motion made by H. Kirkpatrick, seconded by T. Ayer, to table action regarding potential sale of airport property for redevelopment. (7 yes) So voted.

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

a. Council Committee Appointments by Mayor Goughan

Highway/Protection: Chair Joan Theriault, Nicole Cote, and David Martin  
Staff: David Ouellette

Investment: Chair Nicole Cote, Jody R. Smith, and David Martin  
Staff: Carl Grant

CECG: Hugh A. Kirkpatrick  
City Representative: City Manager Dennis Marker

NMDC: R. Mark Goughan  
Staff: City Manager Dennis Marker

Motion made by H. Kirkpatrick, seconded by J. Theriault, to select Nicole Cote as Chair of the Personnel Committee. (7 yes) So voted.

Personnel: Chair Nicole Cote plus all Councilors  
Staff: Carl Grant

Motion made by H. Kirkpatrick, seconded by J. Smith, to select Thomas Ayer as Chair of the Airport Committee. (7 yes) So voted.

Airport: Chair Thomas Ayer, Joan Theriault, and Hugh A. Kirkpatrick  
Airport Advisory Committee Council Representative: Thomas Ayer  
Staff: Airport Manager

Nylander Board Council Liaison: Jody R. Smith

Planning Board Council Liaison: Thomas Ayer  
Staff: Kenneth G. Murchison, Jr.

Municipal Buildings: Chair Joan Theriault, Nicole Cote, Hugh A. Kirkpatrick, and David Martin  
Staff: David Ouellette and Gary Marquis

Agency on Aging: R. Mark Goughan  
Staff: Lisa Plourde

Housing Board: Thomas Ayer and City Representative R. Mark Goughan  
Staff: Lisa Plourde and Kenneth G. Murchison, Jr.

b. Council Priorities and Goals for 2019

Mayor Goughan asked each Councilor for one or two philosophy type goals for 2019. He plans to have Council go into executive session to allow the current City Manager to openly express to the Council what he believes to be the terms of his employment contract with the City of Caribou. Out of executive session, during the next Council meeting, a report will be generated with objectives to be achieved during the coming year. From this report a job evaluation sheet will be generated and used at year end for the evaluation of the City Manager.

Councilor Cote: Safety (a plan to ensure that sidewalks are maintained and kept clean for pedestrians) and economic development

Councilor Kirkpatrick: Revisit master plan from 2014 (Comprehensive Plan) and reset those goals and objectives.

Councilor Ayer: Complete a risk assessment, have RSU 39 Supt. of Schools Tim Doak come in, at least once month, and update Council, and have Departments Heads attend Council meetings.

Councilor Smith: Economic development and revisit the 10-year plan.

Councilor Martin: Have the Manager visit, by appointment, one local business a month and have the Manager provide a monthly report on economic development.

Councilor Theriault: Safety (LED change over), incentives for people to purchase city owned buildings that they might want to rehab for housing units or for city owned land to be sold and placed back on the tax rolls. To make Caribou attractive, making it the best it can be. The completion of High Street.

Mayor: Education to the public - making our government more informative to our citizens in explaining how it works. Give more information on the budget; such as, quarterly update and where the city will be at the end of the year. Explanation of the term "Undesignated Fund Balance". Provide a flow chart of the city's employment. Flow of information from the Manager to the Council and from Council to the Manager. The Mayor described himself as ultra-conservative.

Council Agenda Item #11: Reports of Officers, Staff, Boards and Committees

The City Clerk reminded everyone to license their dog before February 1<sup>st</sup> to avoid a \$25.00 late fee.

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

b. §405.6(d) Labor Contracts and Proposals

7:31 p.m. Time in. Motion made by J. Smith, seconded by J. Theriault, to move to executive session under MRSA Title 1, §405(6)(D) to discuss labor contract and proposal with the New England Police Benevolent Association, Local 605. (7 yes) So voted.

8:09 p.m. Time out.

Motion made by Council D. Martin, seconded by J. Theriault, to adopt Resolution 01-02-2019 Approving an Agreement between Caribou City and the New England Police Benevolent Association, Local 605 as presented. (6 yes, 1 no, H. Kirkpatrick) So voted.

19-02 Pg. 6

8:10 p.m. Time in. Motion made by J. Smith, seconded by J. Theriault, to move to executive session under MRSA Title 1, §405(6)(D) to discuss labor contract and proposal with the International Fire Fighters Association, Local 5191. (7 yes) So voted.

8:22 p.m. Time out. Motion made by H. Kirkpatrick, seconded by T. Ayer, to adopt Resolution 01-03-2019 Approving a Memorandum of Understanding with the International Fire Fighter Association, Local 5191 as presented. (7 yes) So voted.

Councilor Martin asked Chief Susi to clarify if all personnel hours, including volunteers, are included in his statistical reports. Chief Susi indicated that they were.

At 8:24 p.m. the Council took a temporary recess.

At 8:27 p.m. the Council returned.

a. §405.6(c) Real Estate and Economic Development

8:27 p.m. Time in. Motion made by T. Ayer, seconded by H. Kirkpatrick, to move to executive session under MRSA Title 1, §405(6)(C) to discuss potential real estate transaction involving airport properties. (7 yes) So voted.

8:50 p.m. Time out.

Motion made by D. Martin, seconded by T. Ayer, the Manager should provide other possible sites for the interested party to consider. (6 yes, 1 no, H. Kirkpatrick) So voted.

Mayor Goughan noted that further discussion on Council goals and priorities will be on the next agenda.

Council Agenda Item #13: Next Meetings(s): January 28, February 11

Council Agenda Item #13: Adjournment

Motion made by D. Martin, seconded by Ayer, to adjourn the meeting at 8:54 p.m. (7 yes) So voted.

Jayne R. Farrin, Secretary

BUREAU OF ALCOHOL BEVERAGES AND LOTTERY OPERATIONS  
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT  
8 STATE HOUSE STATION, AUGUSTA, ME 04333-0008 (Regular Mail)  
10 WATER STREET, HALLOWELL, ME 04347 (Overnight Mail)  
TEL: (207) 624-7220 FAX: (207) 287-3434  
EMAIL INQUIRIES: [MAINELIQUOR@MAINE.GOV](mailto:MAINELIQUOR@MAINE.GOV)

DIVISION USE ONLY	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Cash Ck Mo:	
Good SOS & DBA: YES <input type="checkbox"/> NO <input type="checkbox"/>	

PRESENT LICENSE EXPIRES: 1-23-2019

NEW application: ☐ Yes ☒ No

If business is NEW or under new ownership, indicate starting date: \_\_\_\_\_

Requested inspection (New Licensees/ Ownership Changes Only) Date: \_\_\_\_\_ Business hours: \_\_\_\_\_

INDICATE TYPE OF PRIVILEGE: ☒ MALT ☒ VINOUS ☒ SPIRITUOUS

INDICATE TYPE OF LICENSE:

- ☒ RESTAURANT (Class I,II,III,IV) ☐ RESTAURANT/LOUNGE (Class XI) ☐ CLASS A LOUNGE (Class X)  
☐ HOTEL (Class I,II,III,IV) ☐ HOTEL, FOOD OPTIONAL (Class I-A) ☐ BED & BREAKFAST (Class V)  
☐ GOLF COURSE (Class I,II,III,IV) ☐ TAVERN (Class IV) ☐ QUALIFIED CATERING  
☐ OTHER: \_\_\_\_\_

REFER TO PAGE 3 FOR FEE SCHEDULE

ALL QUESTIONS MUST BE ANSWERED IN FULL

Corporation Name:		Business Name (D/B/A)	
APPLICANT(S) –(Sole Proprietor)		Physical Location:	
PAUL MORGAN		539 ACCESS HIGHWAY	
DOB:		City/Town State Zip Code	
8-15-1975		CARIBOU ME 04736	
Address		Mailing Address	
539 ACCESS HWY		- SAME -	
City/Town State Zip Code		City/Town State Zip Code	
CARIBOU ME 04736			
Telephone Number Fax Number		Business Telephone Number Fax Number	
207-551-8687 - 207-492-2024		207-493-3324 - 207-492-2024	
Federal I.D. #		Seller Certificate #: or Sales Tax #:	
82-4299031			
Email Address: Please Print		Website:	
bpcleagers@hotmail.com			

1. If premise is a Hotel or Bed & Breakfast, indicate number of rooms available for transient guests: \_\_\_\_\_

2. State amount of gross income from \_\_\_\_\_

ROOMS \$ \_\_\_\_\_ FOOD \$ \_\_\_\_\_

3. Is applicant a corporation, limited liability company or limited partnership? YES ☒ NO ☐

If Yes, please complete the Corporate Information required for Business Entities who are licensees.

4. Do you permit dancing or entertainment on the licensed premises? YES ☒ NO ☐

5. Do you own or have any interest in any another Maine Liquor License? ☒ Yes ☐ No (Use an additional sheet(s) if necessary.) If yes, please list License Number, Name, and physical location of any other Maine Liquor Licenses.

RET-2016-816 DODOS MARKET

License # Name of Business

539 ACCESS HWY

Physical Location

CARIBOU ME

City / Town

6. If manager is to be employed, give name: \_\_\_\_\_

7. Business records are located at: 539 ACCESS HWY

8. Is/are applicants(s) citizens of the United States? YES ☒ NO ☐

9. Is/are applicant(s) residents of the State of Maine? YES ☒ NO ☐

10. List name, date of birth, and place of birth for all applicants, managers, and bar managers.

Full Name (Please Print)	DOB	Place of Birth
PAUL J MORGAN	[REDACTED]	AND BOREN ME
11. Residence address on all of the above for previous 5 years (Limit answer to city & state)		
Name: [REDACTED]	City: CARIBOU	State: ME
Name: [REDACTED]	City: FORT FAIRFIELD	State: ME
Name: [REDACTED]	City: _____	State: _____

12. Has/have applicant(s) or manager ever been convicted of any violation of the law, other than minor traffic violations, of any State of the United States? YES ☐ NO ☒

Name: \_\_\_\_\_ Date of Conviction: \_\_\_\_\_

Offense: \_\_\_\_\_ Location: \_\_\_\_\_

Disposition: \_\_\_\_\_ (use additional sheet(s) if necessary)

13. Will any law enforcement official benefit directly in your license, if issued?

Yes ☐ No ☒ If Yes, give name: \_\_\_\_\_

14. Has/have applicant(s) formerly held a Maine liquor license? YES ☒ NO ☐

15. Does/do applicant(s) own the premises? Yes ☒ No ☐ If No give name and address of owner: \_\_\_\_\_

16. Describe in detail the premises to be licensed: (On Premise Diagram Required) \_\_\_\_\_

17. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services? YES ☒ NO ☐ Applied for: \_\_\_\_\_

18. What is the distance from the premises to the NEAREST school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel? 5 MILES

Which of the above is nearest? SCHOOL

19. Have you received any assistance financially or otherwise (including any mortgages) from any source other than yourself in the establishment of your business? YES ☐ NO ☒


If YES, give details: \_\_\_\_\_

The Division of Liquor Licensing & Enforcement is hereby authorized to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also such books, records and returns during the year in which any liquor license is in effect.

**NOTE:** "I understand that false statements made on this form are punishable by law. Knowingly supplying false information on this form is a Class D offense under the Criminal Code, punishable by confinement of up to one year or by monetary fine of up to \$2,000 or both."

Dated at: CARIBOU ME on JANUARY 17, 20 19  
Town/City, State Date

Please sign in blue ink

  
Signature of Applicant or Corporate Officer(s)

\_\_\_\_\_  
Signature of Applicant or Corporate Officer(s)

PAUL MORGAN  
Print Name

\_\_\_\_\_  
Print Name

### FEE SCHEDULE

<b>FILING FEE: (must be <u>included</u> on all applications).....</b>	<b>\$ 10.00</b>
<b>Class I</b> Spirituous, Vinous and Malt .....	<b>\$ 900.00</b>
<b>CLASS I:</b> Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers; OTB.	
<b>Class I-A</b> Spirituous, Vinous and Malt, Optional Food (Hotels Only) .....	<b>\$1,100.00</b>
<b>CLASS I-A:</b> Hotels only that do not serve three meals a day.	
<b>Class II</b> Spirituous Only .....	<b>\$ 550.00</b>
<b>CLASS II:</b> Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; and Vessels.	
<b>Class III</b> Vinous Only .....	<b>\$ 220.00</b>
<b>CLASS III:</b> Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	
<b>Class IV</b> Malt Liquor Only .....	<b>\$ 220.00</b>
<b>CLASS IV:</b> Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.	
<b>Class III &amp; IV</b> Malt & Vinous Only .....	<b>\$ 440.00</b>
<b>CLASS III &amp; IV:</b> Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	
<b>Class V</b> Spirituous, Vinous and Malt (Clubs without Catering, Bed & Breakfasts) .....	<b>\$ 495.00</b>
<b>CLASS V:</b> Clubs without catering privileges.	
<b>Class X</b> Spirituous, Vinous and Malt – Class A Lounge .....	<b>\$2,200.00</b>
<b>CLASS X:</b> Class A Lounge	
<b>Class XI</b> Spirituous, Vinous and Malt – Restaurant Lounge .....	<b>\$1,500.00</b>
<b>CLASS XI:</b> Restaurant/Lounge; and OTB.	



**UNORGANIZED TERRITORIES** \$10.00 filing fee shall be paid directly to County Treasurer. All applicants in unorganized territories shall submit along with their application evidence of payment to the County Treasurer. All applications for NEW or RENEWAL liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places for approval and signatures for liquor licenses prior to submitting them to the bureau.

All fees must accompany application, make check payable to the **Treasurer, State of Maine.**

This application must be completed and signed by the Town or City and mailed to:

Bureau of Alcoholic Beverages and Lottery Operations

Division of Liquor Licensing and Enforcement

8 State House Station, Augusta, ME 04333-0008 (Regular address)

10 Water Street, Hallowell, ME 04347 (Overnight address)

Payments by check subject to penalty provided by Title 28A, MRS, Section 3-B.

**TO STATE OF MAINE MUNICIPAL OFFICERS & COUNTY COMMISSIONERS:**

Hereby certify that we have complied with Section 653 of Title 28-A Maine Revised Statutes and hereby approve said application.

Dated at: \_\_\_\_\_, Maine \_\_\_\_\_  
City/Town (County)

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

The undersigned being: ☐ Municipal Officers ☐ County Commissioners of the  
☐ City ☐ Town ☐ Plantation ☐ Unincorporated Place of: \_\_\_\_\_, Maine

**THIS APPROVAL EXPIRES IN 60 DAYS**

**NOTICE – SPECIAL ATTENTION**

**§653. Hearings; bureau review; appeal**

**1. Hearings.** The municipal officers or, in the case of unincorporated places, the county commissioners of the county in which the unincorporated place is located, may hold a public hearing for the consideration of applications for new on-premises licenses and applications for transfer of location of existing on-premises licenses. The municipal officers or county commissioners may hold a public hearing for the consideration of requests for renewal of licenses, except that when an applicant has held a license for the prior 5 years and a complaint has not been filed against the applicant within that time, the applicant may request a waiver of the hearing.

A. The bureau shall prepare and supply application forms. [1993, c. 730, §27 (AMD).]

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located. [1995, c. 140, §4 (AMD).]

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application. [2003, c. 213, §1 (AMD).]





Division of Alcoholic Beverages and Lottery  
Operations  
Division of Liquor Licensing and Enforcement

**Corporate Information Required for  
Business Entities Who Are Licensees**

**For Office Use Only:**

License #: \_\_\_\_\_

SOS Checked: \_\_\_\_\_

100% Yes ☐ No ☐

Questions 1 to 4 must match information on file with the Maine Secretary of State's office. If you have questions regarding this information, please call the Secretary of State's office at (207) 624-7752.

Please clearly complete this form in its entirety.

1. Exact legal name: ACCESS 89 BAR & GRILL LLC
2. Doing Business As, if any: ACCESS 89 BAR & GRILL LLC
3. Date of filing with Secretary of State: 2-1-19 State in which you are formed: MAINE
4. If not a Maine business entity, date on which you were authorized to transact business in the State of Maine: \_\_\_\_\_
5. List the name and addresses for previous 5 years, birth dates, titles of officers, directors and list the percentage ownership: (attach additional sheets as needed)

NAME	ADDRESS (5 YEARS)	Date of Birth	TITLE	Ownership %
PAUL J MORGAN	[REDACTED]	[REDACTED]	[REDACTED]	100%

(Stock ownership in non-publicly traded companies must add up to 100%.)

6. If Co-Op # of members: \_\_\_\_\_ (list primary officers in the above boxes)

7. Has any principal person involved in the entity ever been convicted of any violation of the law, other than minor traffic violations, in the United States? ☐ Yes ☒ No

8. If Yes to Question 8, please complete the following: (attached additional sheets as needed)

Name: \_\_\_\_\_

Date of Conviction: \_\_\_\_\_

Offense: \_\_\_\_\_

Location of Conviction: \_\_\_\_\_

Disposition: \_\_\_\_\_  
\_\_\_\_\_

Signature:

  
Signature of Owner or Corporate Officer

1-17-2019  
Date

PAUL MORGAN  
Print Name of Owner or Corporate Officer

Submit Completed Forms to:

Bureau of Alcoholic Beverages  
Division of Liquor Licensing and Enforcement  
8 State House Station, Augusta, Me 04333-0008 (Regular address)  
10 Water Street, Hallowell, ME 04347 (Overnight address)  
Telephone Inquiries: (207) 624-7220 Fax: (207) 287-3434  
Email Inquiries: [MaineLiquor@Maine.gov](mailto:MaineLiquor@Maine.gov)



## **MEMO**

**TO: Caribou City Council Members**  
**FROM: Dennis Marker, City Manager**  
**RE: Appointment to Airport Committees**  
**DATE: January 22, 2019**

---

**1) City Council Committee - Airport.**

According to City Charter, Section 2.03, The mayor can appoint Council Committees, subject to approval of the Council. The Mayor also has authority to name the chair, vice chair, and the duties of the Council Committees. Typically, these Council Committees are for investigating matters with the intent that findings are reported back to the Council for further action or direction to City administration. A Council Committee can be formed for any purpose and at any time the Council desires. The relevance of a Council Committee would be based on the duties assigned to it by the Mayor.

**2) Airport Advisory Committee.**

The Citizen's Airport Advisory Committee was created July 11, 2018 under City Ordinance 03, 2018 Series (see attached Article II). This committee is required to have seven members with one of those being an incumbent City Councilor. The duties of the committee include:

1. Support and assist in the management and development of the airport;
2. Promote airport safety and operational efficiency;
3. Collaborate with the community and foster good public relations;
4. Cooperate with organizations working for the general benefit of the airport, its neighborhood and the City

**Nothing in the 2018 ordinance indicates that the creation of the Airport Advisory Committee would prevent the Council from maintaining a committee with similar or varying duties in relation to the airport operations, maintenance, capital or future use plans, etc.**

## **ARTICLE II AIRPORT ADVISORY COMMITTEE**

(As adopted in Ordinance 3, 2018 Series. Approved June 11, 2018, Effective July 11, 2018.)

### **18-201 Purpose**

The purpose of the Airport Advisory Committee is to advise the City Council and Airport Manager on issues related to the improvement and operation of the Caribou Municipal Airport. The Airport Advisory Committee derives all its authority from the City Council and as such shall only have those powers specifically granted by Council Order. The Advisory Committee's vision is to provide aviation, operational, development and business advice to City Management as well as foster a sustainable City Department that operates independently from the City tax base to the extent practicable. The Airport Committee shall:

1. Support and assist in the management and development of the airport;
2. Promote airport safety and operational efficiency;
3. Collaborate with the community and foster good public relations;
4. Cooperate with organizations working for the general benefit of the airport, its neighborhood and the City

### **18-202 Committee Membership**

The Committee shall be composed of (7) seven voting members appointed by the Mayor subject to confirmation by the City Council. The membership shall be three-year terms and include four (4) Citizens of Caribou qualified to vote in City affairs who may or may not hold a pilot's certificate, one (1) incumbent City Councilor, two (2) persons who need not be residents of Caribou but own property at the airport or who base an aircraft at the Caribou Municipal Airport.

The Airport Manager shall attend all meetings of the Committee and may take part in all discussions but may not vote.

No person who serves as an FBO at Caribou Municipal Airport or who works as an employee for the FBO may serve on the Airport Advisory Committee.

### **18-203 Committee Officers**

Annually the Committee shall elect a Chair, Vice Chair and Secretary. The Chair shall be responsible for the orderly conduct of the meetings and in his or her absence the Vice Chair shall assume this responsibility. The secretary shall keep a record of all meetings which shall be delivered to the Airport Manager within two weeks following each meeting.

The Chair shall regularly attend City Council meetings to advise/inform the City Council of business/actions at the airport.

### **18-204 Meetings**

The Committee shall meet on a monthly basis at a time and place convenient for the majority of members. All meetings must be held in public session with proper notice to the public in accordance with M.R.S.A.

(End)



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Dennis Marker, City Manager  
**RE:** 2018 Unaudited Financial Report  
**DATE:** January 22, 2019

The following are highlights of the unaudited 2018 year-end financials. More details are provided in the financial reports following this page.

### Revenues

Revenues received in 2018 were \$10,190,844 or **\$151,205 less than projected**. The primary impact came from payments received from Medicaid and Medicare being \$187,059 less than projected. This reduction and many smaller ones were generally offset by \$63,753 in additional excise taxes collected. Other significant increases in revenue included over \$24,000 in additional state revenue sharing, over \$25,000 in miscellaneous interest earned on investments, revenue to the police department of \$16,936 (due to funding received from RSU39 for the School Resource Officer), \$12,000 received as back-payments owed on our cable franchise agreement payments, an additional \$8,755 at the airport (fuel sales), and a reimbursement from our insurance company of \$6,127 for workers compensation payments.

### Expenses

Expenses in 2018 were \$10,048,735 or **\$185,379 less than projected**. At first glance it appears that General Government spent nearly \$206,000 less than budgeted but this is due to all ambulance billing expenses (nearly \$196,000) being rolled back into the fire/ems department. This shifting of expenses is the primary reason for the fire/ems department showing an over-expenditure of roughly \$182,000, which otherwise would have had year-end expenses under budget. Other departments that exceeded budgeted amounts include:

- Police Department. Over by \$43,254 primarily due to the new school resource officer arrangement with the RSU. Corresponding revenues from the RSU offset these expenses.
- Airport. Over by \$50,364 due to the city taking over FBO services at the airport at the direction of the Council in February.
- Snowmobile Trails. Over by \$14,583 due to major trail repairs needed from spring runoff damage and early trail maintenance authorized by the Council in November.
- Section 8 FSS Program. Over by \$3,248. These funds are predicated upon grant money received. The expense budget was set prior to knowing the grant award to the City in 2018, which was over \$7,000 more than the budgeted expenses. In that light, the FSS program was actually \$3,939 under allocated funding.

### Overall

The overall, unaudited difference between expenses and revenues is a **positive \$34,174**.

# General Ledger Summary Report

Fund(s): ALL

December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>1 - Gen Fund</b>	4,834.64	-162,883.55	0.00	62,424,859.12	62,261,975.57	0.00
<b>Assets</b>	<b>9,598,920.29</b>	<b>9,544,868.22</b>	<b>-798,442.99</b>	<b>29,880,111.99</b>	<b>30,202,744.12</b>	<b>9,222,236.09</b>
101-00 CASH (BANK OF MAINE)	4,138,647.84	3,982,282.38	-334,294.27	15,748,080.48	15,968,971.61	3,761,391.25
102-00 RECREATION ACCOUNTS	61,271.91	29,977.19	4,103.07	4,103.07	0.00	34,080.26
110-00 SECTION 125 CHECKING FSA	6,754.87	6,817.32	-1,284.61	21,871.36	19,036.38	9,652.30
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	-15,569.19	110,881.78	69,713.20	41,168.58
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	518.23	3,079.78	0.30	233,196.31
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	9,794.26	218,612.00	230,409.56	3,019.77
124-00 GAS INVENTORY	17,284.07	10,433.83	-6,817.46	86,637.26	90,522.77	6,548.32
125-00 ACCOUNTS RECEIVABLE	3,409.07	143,162.37	159,896.21	532,320.27	488,793.39	186,689.25
126-00 SWEETSOFT RECEIVABLES	621,584.90	621,584.90	-73,979.19	1,665,070.41	1,722,029.03	564,626.28
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	-5,920.11	0.00	5,920.11	66,161.16
180-00 DR. CARY CEMETERY INVESTMENT	1,187.43	1,187.89	0.89	2.85	29.95	1,160.79
181-00 HAMILTON LIBRARY TR. INVEST	1,730.15	1,735.02	11.39	26.34	13.19	1,748.17
182-00 KNOX LIBRARY INVESTMENT	9,652.49	9,674.91	45.05	154.00	0.00	9,828.91
183-00 CLARA PIPER MEM INV	705.18	705.46	-37.46	1.71	38.00	669.17
184-00 JACK ROTH LIBRARY INVEST	30,515.18	30,673.00	-3,858.42	658.05	4,031.37	27,299.68
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,352.06	7,357.01	8.55	28.55	0.00	7,385.56
187-00 DOROTHY COOPER MEM INV	62,469.25	62,571.65	260.57	677.22	4,000.00	59,248.87
189-00 MARGARET SHAW LIBRARY INV	12,812.83	12,828.82	17.30	65.37	0.00	12,894.19
190-00 GORDON ROBERTSON MEM INV	11,417.03	11,427.56	-14.98	45.38	28.26	11,444.68
191-00 MEMORIAL INVESTMENT	6,065.84	6,070.50	11.93	30.68	0.00	6,101.18
192-00 G. HARMON MEM INV	8,000.48	8,006.12	-282.69	28.45	1,290.80	6,743.77
193-00 BARBARA BREWER FUND	5,355.97	5,366.18	10.32	40.50	74.43	5,332.25
194-00 RODERICK LIVING TRUST	17,346.03	17,359.80	18.82	66.00	1,055.16	16,370.64
198-00 TAX ACQUIRED PROPERTY	124,822.12	108,823.31	-22,000.00	50,351.98	62,792.21	96,383.08
198-04 TAX ACQUIRED PROPERTY 2004	0.00	0.00	0.00	89.30	89.30	0.00
198-05 TAX ACQUIRED PROPERTY 2005	0.00	0.00	0.00	96.90	96.90	0.00
198-15 TAX ACQUIRED PROPERTY 2015	-7,526.14	0.00	0.00	34,879.66	34,879.66	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	0.00	22.48	22.48	0.00
200-06 2006 TAX RECIEVABLE	0.00	0.00	0.00	0.90	0.90	0.00
200-09 2009 TAX RECEIVABLE	96.00	96.00	-6.65	6.65	102.65	0.00
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	-461,161.53	8,066,809.09	7,206,212.14	822,221.88
200-19 2019 TAX RECEIVABLE	0.00	0.00	-7,812.60	55.36	18,258.39	-18,203.03
205-16 2016 LIENS RECEIVABLE	196,411.85	196,411.85	-795.42	0.00	196,197.84	214.01
205-17 2017 LIENS RECEIVABLE	0.00	0.00	-8,553.15	386,924.63	204,546.39	182,378.24
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	-604.91	0.00	604.91	621.78
210-11 2011 PP TAX RECEIVABLE	1,524.33	1,524.33	-655.11	0.00	655.11	869.22
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

## General Ledger Summary Report

Fund(s): ALL

December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
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	-96.55	0.00	2,493.13	11,609.81
210-17 2017 PP TAX RECEIVABLE	38,764.44	38,764.44	-673.60	17.48	24,605.95	14,175.97
210-18 2018 PP TAX RECEIVABLE	-6.25	-6.25	-30,708.51	394,359.75	356,322.54	38,030.96
210-19 2019 PP TAX RECEIVABLE	0.00	0.00	-10,750.42	0.00	10,761.17	-10,761.17
303-00 FEDERAL WITHHOLDING	0.00	0.00	0.00	396,078.38	396,078.38	0.00
304-00 FICA W/H	0.00	0.00	0.00	512,933.46	512,933.46	0.00
305-00 MEDICARE WITHHOLDING	0.00	0.00	0.00	119,962.70	119,962.70	0.00
306-00 STATE WITHHOLDING	0.00	0.00	0.00	162,119.56	162,119.56	0.00
307-00 M.S.R.S. W/H	0.00	0.00	0.00	140,063.61	140,063.61	0.00
307-01 MSRS EMPLOYER	0.00	0.00	0.00	95,763.98	95,763.98	0.00
308-00 AFLAC INSURANCE	-1.43	0.00	1.51	7,505.36	7,505.36	0.00
309-00 DHS WITHHOLDING	0.00	0.00	0.00	111.70	111.70	0.00
312-00 HEALTH INS. W/H	-25,078.34	-24,979.10	570.80	257,619.67	256,586.95	-23,946.38
314-00 UNITED WAY W/H	0.00	0.00	0.00	156.00	156.00	0.00
315-00 TEAMSTERS W/H	0.00	0.00	0.00	8,140.78	8,140.78	0.00
316-00 COUNCIL #93 W/H	0.00	0.00	0.00	4,806.24	4,806.24	0.00
317-00 PW UNION INS	0.00	0.00	0.00	1,705.73	1,705.73	0.00
318-00 MMA INCOME PROTECTION	-6,299.67	-6,282.37	332.66	37,614.15	37,555.21	-6,223.43
319-00 REAL ESTATE TAX W/H	0.00	0.00	0.00	24,326.67	24,326.67	0.00
320-00 ICMA RETIREMENT CORP	0.00	0.00	0.00	169,636.05	169,636.05	0.00
320-01 ICMA EMPLOYER MATCH	0.00	0.00	0.00	41,146.50	41,146.50	0.00
321-00 RETIRED HEALTH INS PROGRAM	0.00	0.00	0.00	7,789.73	7,789.73	0.00
323-00 MMA SUPP. LIFE INSURANCE	-959.74	-959.74	71.28	10,493.82	10,575.73	-1,041.65
324-00 MISC. WITHHOLDING	0.00	0.00	0.00	1,560.00	1,560.00	0.00
325-00 DED. FOR VALIC	0.00	0.00	0.00	40,219.34	40,219.34	0.00
325-01 VALIC EMPLOYER MATCH	0.00	0.00	0.00	12,236.58	12,236.58	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	4,221.50	251,036.00	251,036.00	0.00
331-00 BOAT REG FEE INLAND FISHERIES	-94.00	0.00	0.00	9,000.00	9,000.00	0.00
332-00 SNOWMOBILE REG (F&W)	-10,800.00	0.00	6,030.00	27,406.00	27,406.00	0.00
333-00 ATV REGISTRATION (F&W)	0.00	0.00	0.00	22,251.00	22,251.00	0.00
335-00 PLUMBING PERMITS (ST. OF ME)	-1,175.00	0.00	797.50	842.50	898.75	-56.25
336-00 CONCEALED WEAPON PERMIT	0.00	0.00	65.00	1,405.00	1,325.00	80.00
338-00 CONNOR EXCISE TAX	0.00	0.00	0.00	52,051.53	52,051.53	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	335.00	4,600.00	4,600.00	0.00
341-00 FISHING LICENSES (ST. OF ME)	-564.00	0.00	0.00	6,071.00	6,071.00	0.00
342-00 HUNTING LICENSES (ST. OF ME)	-1,944.25	0.00	312.00	10,555.25	10,555.25	0.00
347-00 NEPBA UNION PD	0.00	0.00	0.00	9,165.00	9,165.00	0.00
<b>Liabilities</b>	<b>7,405,540.22</b>	<b>7,400,281.63</b>	<b>-855,115.25</b>	<b>7,390,537.67</b>	<b>6,842,407.13</b>	<b>6,852,151.09</b>
350-00 INSURANCE REIMBURESEMENTS	0.00	0.00	0.00	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	518.23	0.30	3,079.78	233,196.31
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	-9,674.00	19,574.43	395.00	10,703.62
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	11,000.00	17,092.12	33,012.42	17,351.58
365-05 PARK IMPROVEMENT RESERVE	34,762.19	27,461.39	-5,850.00	10,575.36	30,735.00	47,621.03

## General Ledger Summary Report

Fund(s): ALL

December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
365-06 LET'S MOVE	-615.24	-615.24	615.24	0.00	615.24	0.00
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	0.00	10,453.47	18,650.00	22,595.44
365-11 TRAIL MAINTENANCE RESERVE	0.00	0.00	0.00	16,356.56	16,356.56	0.00
365-12 CRX/TOS RESERVE	282.79	282.79	-266.93	2,087.41	5,111.15	3,306.53
365-13 RECREATION - COLLINS POND	35,225.91	35,225.91	-1.95	33,035.51	20,000.00	22,190.40
365-14 CREATIVE PLAYGROUND RESERVE	-579.44	-579.44	579.44	0.00	579.44	0.00
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	195.00	1,980.98	507.00	1,236.29
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	-2,748.52	6,988.02	8,287.50	4,679.11
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	137.59	1,737.18	6,998.29	24,715.26
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	-480.00	3,716.49	1,029.72	28,700.67
367-02 POLICE DEPT EQUIPMENT	16,423.89	15,589.93	-1,173.17	78,791.47	96,928.80	33,727.26
367-03 POLICE CAR RESERVE	26,312.54	26,312.54	0.00	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	0.00	21,735.50	24,001.12	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	116,999.60	209,030.67	211,897.60	1,969.31
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	1,000.00	500.00	0.00
370-01 GRIMES MILL RD ENGINEERING	-20,482.70	-20,482.70	14,999.70	0.00	20,482.70	0.00
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	-133,397.05	221,976.77	20,299.42	64,536.60
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	804.12	1,801.92	13,380.24	-92,153.77
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	-1,609.40	60,521.08	0.00	-60,521.08
371-01 ASSESSMENT REVALUATION RESERV	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



# General Ledger Summary Report

Fund(s): ALL

December

		Beginning	Beg Bal	Curr Mnth	---- Y T D ----		Balance
Account		Balance	Net	Net	Debits	Credits	Net
1 - Gen Fund CONT'D							
371-03	AERIAL PHOTOGRAPHY	2,700.00	2,700.00	0.00	0.00	0.00	2,700.00
371-04	ASSESSING OFFICE EQUIPMENT	730.00	730.00	0.00	0.00	0.00	730.00
371-05	ASSESSING TRAVEL & TRAINING	0.00	3,500.00	-1,734.96	3,500.00	0.00	0.00
372-01	AIRPORT RESERVE	-9,892.75	-9,892.75	17,792.95	448,831.36	432,151.78	-26,572.33
372-04	AIRPORT HANGER SECURITY DEPOS	0.00	0.00	0.00	0.00	1,010.00	1,010.00
372-05	AIRPORT FAA LEASE PAYMENT HAN	0.00	0.00	-95.00	440.00	11,325.00	10,885.00
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	5,000.00	20,176.58	77,000.00	67,761.67
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	-50,339.00	100,678.00	99,041.00	-49,301.49
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	0.00	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	-20,298.15	124,550.62	81,013.10	-43,764.22
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	-15,569.19	69,713.20	110,881.78	41,168.58
373-17	LADDER ENGINE TRUCK 2016	0.00	0.00	-116,999.60	116,999.60	116,900.00	-99.60
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	1,235.33	9,466.81	11,112.65	93,045.24
374-03	DOWNTOWN INFRASTRUSTURE	10,415.42	10,415.42	0.00	0.00	0.00	10,415.42
375-00	COMMUNITY DEVELOPMENT MATCH	31,830.52	31,830.52	0.00	0.00	0.00	31,830.52
377-00	BOUCHARD TIF	6,258.48	6,258.48	-1,515.61	7,111.06	6,062.42	5,209.84
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	4,103.07	0.00	4,103.07	34,080.26
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	5,920.11	0.00	5,920.11	356,259.58
406-00	TRAILER PARK RESERVE	37,595.46	45,277.93	5,786.94	0.00	5,786.94	51,064.87
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	-5,920.11	5,920.11	0.00	66,161.16
421-00	DEFERRED TAX REVENUE	1,189,573.58	1,166,440.20	-53,363.75	53,363.75	0.00	1,113,076.45
422-00	KEN MATTHEWS SCHOLARSHIP FUN	7,352.06	7,357.01	8.55	0.00	28.55	7,385.56
423-00	DR. CARY CEMETERY TRUST FUND	1,187.43	1,187.89	0.89	29.95	2.85	1,160.79
424-00	HAMILTON LIBRARY TRUST FUND	1,730.15	1,735.02	11.39	13.19	26.34	1,748.17
425-00	KNOX LIBRARY MEMORIAL FUND	9,652.49	9,674.91	45.05	0.00	154.00	9,828.91
426-00	CLARA PIPER MEM FUND	705.18	705.46	0.54	38.00	1.71	669.17
427-00	JACK ROTH LIBRARY MEM FUND	30,515.18	30,673.00	-65.48	4,031.37	658.05	27,299.68
429-00	BARBARA BREWER FUND	5,355.97	5,366.18	10.32	74.43	40.50	5,332.25
430-00	D. COOPER MEM FUND	62,469.25	62,571.65	260.57	4,000.00	677.22	59,248.87
432-00	MARGARET SHAW LIBRARY MEMORI	12,812.83	12,828.82	17.30	0.00	65.37	12,894.19
433-00	GORDON ROBERTSON MEM FUND	11,417.03	11,427.56	13.28	28.26	45.38	11,444.68
434-00	MEMORIAL INVESTMENT	6,065.84	6,070.50	11.93	0.00	30.68	6,101.18
435-00	RODERICK LIVING TRUST	17,346.03	17,359.80	18.82	1,055.16	66.00	16,370.64
436-00	AMBULANCE REIMBURSEMENT	10,856.70	10,856.70	100.00	3,969.47	4,352.29	11,239.52
437-00	DEFERRED AMBULANCE REVENUE	578,236.08	621,584.90	-56,958.62	56,958.62	0.00	564,626.28
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

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
448-00 NYLANDER DONATIONS	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
457-00 HOMELAND SECURITY RESERVE	2,277.92	2,277.92	0.00	0.00	0.00	2,277.92
460-00 YARD SALE	320.55	320.55	0.00	2,596.07	1,370.00	-905.52
461-00 CRAFT FAIR	12,651.21	12,651.21	-3,524.28	6,109.76	7,555.00	14,096.45
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	0.00	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	2,493.00	62,914.54	39,298.03	-26,194.94
469-00 DENTAL INSURANCE	1,686.35	1,686.35	-60.34	12,865.16	12,518.80	1,339.99
470-00 EYE INSURANCE	589.55	589.55	-8.22	2,725.27	2,675.90	540.18
471-00 RC2 TIF	0.00	0.00	-16,449.75	16,449.75	33,994.79	17,545.04
472-00 ANIMAL WELFARE	0.00	0.00	832.00	0.00	4,407.00	4,407.00
476-00 FLEET VEHICLE ACCOUNT	0.00	0.00	80.00	80.00	80.00	0.00
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	8.11	2,426.80	1,164.45	6,743.77
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	21,085.00	0.00	105,481.15	385,470.39
483-03 DUE TO FUND 3	397,120.23	397,120.23	12,697.96	0.00	94,421.53	491,541.76
483-04 DUE TO FUND 4	189,312.68	189,312.68	8,464.50	0.00	51,149.74	240,462.42
483-05 DUE TO FUND 5	1,983,121.64	1,984,642.06	2,896.61	0.00	369,603.07	2,354,245.13
484-02 DUE FROM FUND 2	-251,807.60	-253,849.48	-6,800.94	99,048.61	0.00	-352,898.09
484-03 DUE FROM FUND 3	-313,836.15	-314,098.36	-5,430.64	87,121.19	0.00	-401,219.55
484-04 DUE FROM FUND 4	-185,642.95	-185,642.95	-4,165.60	47,211.03	0.00	-232,853.98
484-05 DUE FROM FUND 5	-1,401,736.27	-1,404,234.35	-14,066.21	341,798.51	0.00	-1,746,032.86
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	3,625,654.76	3,417,666.00	-1,082,828.22
494-00 TRI COMMUNITY	0.00	0.00	-260,848.00	260,848.00	260,848.00	0.00
496-00 BIRTH RECORDS STATE FEE	58.40	0.00	-91.60	1,142.40	1,142.40	0.00
497-00 DEATH RECORDS STATE FEE	65.60	0.00	-115.20	1,170.40	1,170.40	0.00
498-00 MARRIAGE RECORDS STATE FEE	26.40	0.00	46.00	490.00	490.00	0.00
<b>Fund Balance</b>	<b>2,188,545.43</b>	<b>2,307,470.14</b>	<b>56,672.26</b>	<b>25,154,209.46</b>	<b>25,216,824.32</b>	<b>2,370,085.00</b>
500-00 EXPENDITURE CONTROL	0.00	0.00	-832,935.62	9,957,697.04	10,115,097.98	157,400.94
510-00 REVENUE CONTROL	0.00	0.00	779,285.51	14,872,306.42	14,741,403.97	-130,902.45
600-00 FUND BALANCE	2,188,545.43	2,307,470.14	110,322.37	324,206.00	360,322.37	2,343,586.51
2 - Snowmoible Trail Maintenance	0.00	0.00	0.00	287,933.76	287,933.76	0.00
<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>-34,225.24</b>	<b>182,872.88</b>	<b>198,014.97</b>	<b>5,876.23</b>
365-11 TRAIL MAINTENANCE RESERVE	17,186.28	16,873.90	-19,941.18	77,391.73	98,966.36	38,448.53
483-01 DUE TO FUND 1	251,807.60	253,849.48	6,800.94	0.00	99,048.61	352,898.09
484-01 DUE FROM FUND 1	-279,989.24	-279,989.24	-21,085.00	105,481.15	0.00	-385,470.39
<b>Fund Balance</b>	<b>10,995.36</b>	<b>9,265.86</b>	<b>34,225.24</b>	<b>105,060.88</b>	<b>89,918.79</b>	<b>-5,876.23</b>
500-00 Expense Control	0.00	0.00	-3,874.76	59,921.88	45,339.00	-14,582.88
510-00 Revenue Control	0.00	0.00	38,100.00	45,000.00	44,579.79	-420.21

# General Ledger Summary Report

Fund(s): ALL  
December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
<b>2 - Snowmobile Trail Maintenance CONT'D</b>						
600-00 Fund Balance	10,995.36	9,265.86	0.00	139.00	0.00	9,126.86
<b>3 - Housing Department</b>	0.00	0.00	0.00	270,953.72	270,953.72	0.00
<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>-37,329.26</b>	<b>-37,067.05</b>	<b>-7,267.32</b>	<b>95,147.01</b>	<b>87,846.67</b>	<b>-44,367.39</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	5,430.64	0.00	87,121.19	401,219.55
484-01 DUE TO FUND 1	-397,120.23	-397,120.23	-12,697.96	94,421.53	0.00	-491,541.76
<b>Fund Balance</b>	<b>37,329.26</b>	<b>37,067.05</b>	<b>7,267.32</b>	<b>175,806.71</b>	<b>183,107.05</b>	<b>44,367.39</b>
500-00 Expense Control	0.00	0.00	-5,430.64	86,395.71	89,006.00	2,610.29
510-00 Revenue Control	0.00	0.00	12,697.96	89,411.00	93,696.05	4,285.05
600-00 Fund Balance	37,329.26	37,067.05	0.00	0.00	405.00	37,472.05
<b>4 - FSS</b>	0.00	0.00	0.00	149,147.77	149,147.77	0.00
<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>-3,669.73</b>	<b>-3,669.73</b>	<b>-4,298.90</b>	<b>51,149.74</b>	<b>47,211.03</b>	<b>-7,608.44</b>
483-01 DUE TO FUND 1	185,642.95	185,642.95	4,165.60	0.00	47,211.03	232,853.98
484-01 DUE FROM FUND 1	-189,312.68	-189,312.68	-8,464.50	51,149.74	0.00	-240,462.42
<b>Fund Balance</b>	<b>3,669.73</b>	<b>3,669.73</b>	<b>4,298.90</b>	<b>97,998.03</b>	<b>101,936.74</b>	<b>7,608.44</b>
500-00 Expense Control	0.00	0.00	-4,165.60	47,211.03	43,962.74	-3,248.29
510-00 Revenue Control	0.00	0.00	8,464.50	50,787.00	50,787.00	0.00
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>	0.00	0.00	0.00	1,115,694.12	1,115,694.12	0.00
<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>-120,126.28</b>	<b>-119,148.62</b>	<b>11,089.60</b>	<b>430,418.72</b>	<b>401,273.50</b>	<b>-148,293.84</b>
473-00 DOWNTOWN TIF	203,344.61	203,344.61	0.00	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	-80.00	24,848.04	25,000.00	50,151.96
483-01 DUE TO FUND 1	1,401,736.27	1,404,234.35	14,066.21	0.00	341,798.51	1,746,032.86
484-01 DUE FROM FUND 1	-1,983,121.64	-1,984,642.06	-2,896.61	369,603.07	0.00	-2,354,245.13
<b>Fund Balance</b>	<b>120,126.28</b>	<b>119,148.62</b>	<b>-11,089.60</b>	<b>685,275.40</b>	<b>714,420.62</b>	<b>148,293.84</b>
500-00 Expense Control	0.00	0.00	-13,986.21	316,938.40	358,446.21	41,507.81
510-00 Revenue Control	0.00	0.00	2,896.61	368,337.00	344,169.41	-24,167.59
7-00 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>64,248,588.49</b>	<b>64,085,704.94</b>	<b>0.00</b>

# Expense Summary Report

Fund: 1  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	1,019,415.00	-122,197.48	792,094.96	227,320.04	77.70
17 - HEALTH & SANITATION	250,536.00	21,144.00	248,692.58	1,843.42	99.26
18 - MUNICIPAL BUILDING	70,896.00	14,507.10	69,197.94	1,698.06	97.60
20 - GENERAL ASSISTANCE	68,362.00	5,282.42	53,442.90	14,919.10	78.18
22 - TAX ASSESSMENT	256,395.00	18,179.56	185,495.83	70,899.17	72.35
25 - LIBRARY	223,304.00	20,961.58	209,248.75	14,055.25	93.71
31 - FIRE/AMBULANCE DEPARTMENT	1,964,485.00	388,378.25	2,168,194.09	-203,709.09	110.37
35 - POLICE DEPARTMENT	1,509,892.00	123,377.41	1,553,145.99	-43,253.99	102.86
38 - PROTECTION	456,476.00	36,853.61	423,530.60	32,945.40	92.78
39 - CARIBOU EMERGENCY MANAGEMENT	15,237.00	339.78	8,628.87	6,608.13	56.63
40 - PUBLIC WORKS	2,256,885.00	222,153.13	2,192,595.75	64,289.25	97.15
50 - RECREATION DEPARTMENT	491,316.00	46,039.27	477,439.76	13,876.24	97.18
51 - PARKS	155,360.00	14,539.05	156,953.62	-1,593.62	101.03
60 - AIRPORT	37,463.00	7,504.67	87,826.79	-50,363.79	234.44
61 - CARIBOU TRAILER PARK	15,387.00	6,110.01	15,387.00	0.00	100.00
65 - CEMETERIES	6,850.00	0.00	5,901.55	948.45	86.15
70 - INS & RETIREMENT	109,759.00	6,375.66	104,550.53	5,208.47	95.25
80 - UNCLASSIFIED	50,250.00	23,387.60	48,539.55	1,710.45	96.60
85 - CAPITAL IMPROVEMENTS	741,569.00	0.00	741,569.00	0.00	100.00
Final Totals	9,699,837.00	832,935.62	9,542,436.06	157,400.94	98.38

## Expense Summary Report

Fund: 2  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOIBLE TRAIL MAINTENANCE	45,139.00	3,874.76	59,721.88	-14,582.88	132.31
Final Totals	45,139.00	3,874.76	59,721.88	-14,582.88	132.31

**Expense Summary Report**  
Fund: 3  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	89,006.00	5,430.64	86,395.71	2,610.29	97.07
Final Totals	89,006.00	5,430.64	86,395.71	2,610.29	97.07

Expense Summary Report

Fund: 4  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	43,600.00	4,165.60	46,848.29	-3,248.29	107.45
Final Totals	43,600.00	4,165.60	46,848.29	-3,248.29	107.45

# Expense Summary Report

01/18/2019

Page 1

Fund: 5  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	344,863.00	12,662.90	306,168.08	38,694.92	88.78
12 - CHAMBER	11,669.00	1,323.31	8,856.11	2,812.89	75.89
Final Totals	356,532.00	13,986.21	315,024.19	41,507.81	88.36



# Revenue Summary Report

Fund: 1  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	6,808,067.37	88,057.79	6,830,539.69	-22,472.32	100.33
17 - HEALTH & SANITATION	260,848.00	260,848.00	260,848.00	0.00	100.00
18 - MUNICIPAL BUILDING	4,000.00	333.33	3,999.96	0.04	100.00
20 - GENERAL ASSISTANCE	25,700.00	4,162.72	21,242.77	4,457.23	82.66
22 - TAX ASSESSMENT	728,736.78	251,609.50	731,414.21	-2,677.43	100.37
23 - CODE ENFORCEMENT	6,550.00	285.00	6,491.25	58.75	99.10
25 - LIBRARY	6,000.00	528.79	7,308.49	-1,308.49	121.81
31 - FIRE/AMBULANCE DEPARTMENT	1,643,407.40	146,487.82	1,459,776.58	183,630.82	88.83
35 - POLICE DEPARTMENT	46,375.00	8,472.80	63,311.50	-16,936.50	136.52
39 - CARIBOU EMERGENCY MANAGEMENT	2,600.00	1,800.00	2,600.00	0.00	100.00
40 - PUBLIC WORKS	201,230.00	10,118.50	200,072.94	1,157.06	99.43
50 - RECREATION DEPARTMENT	23,000.00	1,965.00	25,569.50	-2,569.50	111.17
51 - PARKS	3,000.00	0.00	555.50	2,444.50	18.52
60 - AIRPORT	12,000.00	5,081.26	20,754.71	-8,754.71	172.96
61 - CARIBOU TRAILER PARK	17,000.00	-465.00	17,000.00	0.00	100.00
70 - INS & RETIREMENT	0.00	0.00	6,127.00	-6,127.00	----
Final Totals	9,788,514.55	779,285.51	9,657,612.10	130,902.45	98.66

## Revenue Summary Report

Fund: 2  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
52 - SNOWMOBILE TRAIL MAINTENANCE	45,000.00	38,100.00	44,579.79	420.21	99.07
Final Totals	45,000.00	38,100.00	44,579.79	420.21	99.07

## Revenue Summary Report

Fund: 3  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	89,411.00	12,697.96	93,696.05	-4,285.05	104.79
Final Totals	89,411.00	12,697.96	93,696.05	-4,285.05	104.79

# Revenue Summary Report

Fund: 4  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	50,787.00	8,464.50	50,787.00	0.00	100.00
Final Totals	50,787.00	8,464.50	50,787.00	0.00	100.00

# Revenue Summary Report

Fund: 5  
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	368,337.00	2,896.61	344,169.41	24,167.59	93.44
Final Totals	368,337.00	2,896.61	344,169.41	24,167.59	93.44

City of Caribou  
Investment Report  
Dec 2018

Financial Institution	Investment & Type	Purchase/Reinvest Date	Maturity Date	Length (Days)	Purchase Price	Interest Rate	Estimated Earnings	Amount Int Rec During Period	Market Value
Machias Savings Bank	General Checking Acct					0.30%		16,108.42	3,761,391.25
Machias Savings Bank	Section 125 Checking Acct					0.30%		242.63	50,820.88
ACFS & Loans	Certificate of Deposit	8/9/2015	8/9/2020	1825	3,000,000.00	3.00%	450,000.00	22,101.52	3,000,000.00 *
Machias Savings Bank	RLF #10 Checking Acct (Loan fund Adm By CDCG) (Originated from State of Maine Grant)					0.30%		779.69	233,196.31
<b>Trust Funds</b>									
ACFS & Loans	Dr. Cary Cemetery (Savings acct)					0.15%		0.89	1,160.79
ACFS & Loans	Clara Piper Mem Fund (Savings Acct)					0.15%		0.54	669.17
ACFS & Loans	The Roderick Living Trust (Money Market)	5/4/2017			21,810.76	0.25%		18.82	16,370.64
ACFS & Loans	Hamilton Library Trust (CD)	9/25/2018	9/25/2021	1095	1,744.65	2.55%	133.47	11.39	1,748.17
ACFS & Loans	Knox Library Trust (CD)	4/13/2018	4/13/2023	1825	3,195.30	2.20%	351.48	18.15	3,237.36
ACFS & Loans	Knox Library Trust (CD)	4/9/2018	4/9/2019	365	6,529.15	1.60%	104.47	26.90	6,591.55
ACFS & Loans	Jack Roth Library Trust(CD)	4/13/2018	4/13/2023	1825	30,926.67	2.20%	3,401.93	172.95	27,299.68
County Federal Credit Union	Dorothy Cooper Scholarship (CD)	7/19/2018	7/19/2019	365	58,779.52	1.75%	1,028.64	260.57	59,248.87
Machias Savings Bank	Margaret Shaw Library Mem(CD)	12/24/2018	12/24/2020	730	12,892.07	0.75%	193.38	17.30	12,894.19
Machias Savings Bank	Gordon Robertson Mem(CD)	9/12/2018	9/12/2019	365	11,452.38	0.45%	51.54	13.28	11,444.68
ACFS & Loans	Memorial Investment(CD)	12/17/2018	3/18/2019	91	6,089.25	0.850%	12.90	11.93	6,101.18
Machias Savings Bank	G. Harmon Memorial(CD)	5/11/2018	5/11/2019	365	7,016.02	0.45%	31.57	8.11	6,743.77
Machias Savings Bank	Ken Matthews Scholarship(CD)	5/11/2018	5/11/2019	365	7,366.10	0.45%	33.15	8.55	7,385.56
Machias Savings Bank	Barbara Brewer Fund(CD)	8/12/2017	8/12/2020	1095	5,457.43	0.75%	122.79	10.32	5,332.25

\*Market Value does not reflect interest received due to the fact that interest will be received quarterly and recorded as a revenue

**BUREAU OF ALCOHOL BEVERAGES AND LOTTERY OPERATIONS**  
**DIVISION OF LIQUOR LICENSING AND ENFORCEMENT**  
**8 STATE HOUSE STATION, AUGUSTA, ME 04333-0008**  
**10 WATER STREET, HALLOWELL, ME 04347**  
**TEL: (207) 624-7220 FAX: (207) 287-3434**  
**EMAIL INQUIRIES: MAINELIQUOR@MAINE.GOV**

DIVISION USE ONLY	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Cash Ck Mo:	

NEW application: ☐ Yes ☒ No

PRESENT LICENSE EXPIRES \_\_\_\_\_

INDICATE TYPE OF PRIVILEGE: ☐ MALT ☐ VINOUS ☐ SPIRITUOUS

**INDICATE TYPE OF LICENSE:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> RESTAURANT (Class I,II,III,IV) | <input type="checkbox"/> RESTAURANT/LOUNGE (Class XI)     | <input type="checkbox"/> CLASS A LOUNGE (Class X)        |
| <input type="checkbox"/> HOTEL (Class I,II,III,IV)      | <input type="checkbox"/> HOTEL, FOOD OPTIONAL (Class I-A) | <input type="checkbox"/> BED & BREAKFAST (Class V)       |
| <input type="checkbox"/> CLUB w/o Catering (Class V)    | <input type="checkbox"/> CLUB with CATERING (Class I)     | <input type="checkbox"/> GOLF COURSE (Class I,II,III,IV) |
| <input type="checkbox"/> TAVERN (Class IV)              | <input type="checkbox"/> QUALIFIED CATERING               | <input type="checkbox"/> OTHER: _____                    |

**REFER TO PAGE 3 FOR FEE SCHEDULE**

**ALL QUESTIONS MUST BE ANSWERED IN FULL**

Corporation Name:		Business Name (D/B/A)	
APPLICANT(S) - (Sole Proprietor)		Physical Location:	
Sandy Becharad		30 Skyway DR, Unit 300	
DOB: 4-8-79		City/Town State Zip Code	
Richard Becharad		Caribou ME 04736	
DOB: 8-27-66		City/Town State Zip Code	
Address		Mailing Address	
115 Glenn St.		115 Glenn St.	
City/Town State Zip Code		City/Town State Zip Code	
Caribou ME 04736		Caribou ME 04736	
Telephone Number Fax Number		Business Telephone Number Fax Number	
207-492-6756		207-540-6838	
Federal I.D. #		Seller Certificate #:	
46-56602728		or Sales Tax #:	
Email Address:		Website:	
Please Print Sandybecharad@hotmail.com			

If business is NEW or under new ownership, indicate starting date: January

Requested inspection date: Anytime Business hours: Not sure yet

- If premise is a Hotel or Bed & Breakfast, indicate number of rooms available for transient guests: N/A
- State amount of gross income from period of last license: ROOMS \$ N/A FOOD \$ N/A LIQUOR \$ N/A
- Is applicant a corporation, limited liability company or limited partnership? YES ☐ NO ☒  
 If Yes, please complete the Corporate Information required for Business Entities who are licensees.

- Do you own or have any interest in any another Maine Liquor License? ☐ Yes ☒ No  
 If yes, please list License Number, Name, and physical location of any other Maine Liquor Licenses.

N/A License # N/A Name of Business N/A (Use an additional sheet(s) if necessary.)  
N/A Physical Location N/A City / Town

5. Do you permit dancing or entertainment on the licensed premises? YES ☐ NO ☒


6. If manager is to be employed, give name: \_\_\_\_\_

7. Business records are located at: 30 Skyway Dr. Unit 300

8. Is/are applicant(s) citizens of the United States? YES ☒ NO ☐

9. Is/are applicant(s) residents of the State of Maine? YES ☒ NO ☐

10. List name, date of birth, and place of birth for all applicants, managers, and bar managers. Give maiden name, if married:  
Use a separate sheet of paper if necessary.

Name in Full (Print Clearly)	DOB	Place of Birth
Sandy L. Bechard (Wadeau)		Caribou ME
Richard J. Bechard JR.		Greenville ME
Residence address on all of the above for previous 5 years (Limit answer to city & state)		
115 Glenn St. Caribou ME 04785		
117 Champlain St. Van Buren ME 04785		

11. Has/have applicant(s) or manager ever been convicted of any violation of the law, other than minor traffic violations, of any State of the United States? YES ☒ NO ☐

Name: Please see attached paper Date of Conviction: \_\_\_\_\_

Offense: \_\_\_\_\_ Location: \_\_\_\_\_

Disposition: \_\_\_\_\_ (use additional sheet(s) if necessary)

12. Will any law enforcement official benefit financially either directly or indirectly in your license, if issued?

Yes ☐ No ☒ If Yes, give name: \_\_\_\_\_

13. Has/have applicant(s) formerly held a Maine liquor license? YES ☒ NO ☐

14. Does/do applicant(s) own the premises? Yes ☐ No ☒ If No give name and address of owner: \_\_\_\_\_

15. Describe in detail the premises to be licensed: (On Premise Diagram Required) Restaurant

serving Alcoholic beverages while eating

16. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services?

YES ☒ NO ☐ Applied for: \_\_\_\_\_

17. What is the distance from the premises to the **NEAREST** school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel? \_\_\_\_\_

Which of the above is nearest? \_\_\_\_\_

18. Have you received any assistance financially or otherwise (including any mortgages) from any source other than yourself in the establishment of your business? YES ☐ NO ☒

If YES, give details: N/A



The Division of Liquor Licensing & Enforcement is hereby authorized to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also such books, records and returns during the year in which any liquor license is in effect.

**NOTE:** "I understand that false statements made on this form are punishable by law. Knowingly supplying false information on this form is a Class D offense under the Criminal Code, punishable by confinement of up to one year or by monetary fine of up to \$2,000 or both."

Dated at: Caribou, Maine on 10/28, 20 18  
Town/City, State Date

Richard Bechara  
Signature of Applicant or Corporate Officer(s)

Richard J Bechara Jr  
Print Name

**Please sign in blue ink**

Sandy Bechara  
Signature of Applicant or Corporate Officer(s)

Sandy Bechara  
Print Name

### FEE SCHEDULE

**FILING FEE: (must be included on all applications)** ..... \$ **10.00**

**Class I** Spirituous, Vinous and Malt ..... \$ 900.00

**CLASS I:** Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers; OTB.

**Class I-A** Spirituous, Vinous and Malt, Optional Food (Hotels Only) ..... \$1,100.00

**CLASS I-A:** Hotels only that do not serve three meals a day.

**Class II** Spirituous Only ..... \$ 550.00

**CLASS II:** Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; and Vessels.

**Class III** Vinous Only ..... \$ 220.00

**CLASS III:** Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.

**Class IV** Malt Liquor Only ..... \$ 220.00

**CLASS IV:** Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.

**Class V** Spirituous, Vinous and Malt (Clubs without Catering, Bed & Breakfasts) ..... \$ 495.00

**CLASS V:** Clubs without catering privileges.

**Class X** Spirituous, Vinous and Malt – Class A Lounge ..... \$2,200.00

**CLASS X:** Class A Lounge

**Class XI** Spirituous, Vinous and Malt – Restaurant Lounge ..... \$1,500.00

**CLASS XI:** Restaurant/Lounge; and OTB.

**UNORGANIZED TERRITORIES** \$10.00 filing fee shall be paid directly to County Treasurer. **All applicants in unorganized territories shall submit along with their application evidence of payment to the County Treasurer.**

**All applications for NEW or RENEWAL liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places for approval and signatures for liquor licenses prior to submitting them to the bureau.**

All fees must accompany application, make check payable to the **Treasurer, State of Maine.**

This application must be completed and signed by the Town or City and mailed to:

Bureau of Alcoholic Beverages and Lottery Operations

Division of Liquor Licensing and Enforcement

8 State House Station, Augusta, ME 04333-0008.

Payments by check subject to penalty provided by Title 28A, MRS, Section 3-B.

**TO STATE OF MAINE MUNICIPAL OFFICERS & COUNTY COMMISSIONERS:**

Hereby certify that we have complied with Section 653 of Title 28-A Maine Revised Statutes and hereby approve said application.

Dated at: \_\_\_\_\_, Maine \_\_\_\_\_  
City/Town (County)

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

The undersigned being: ☐ Municipal Officers ☐ County Commissioners of the  
☐ City ☐ Town ☐ Plantation ☐ Unincorporated Place of: \_\_\_\_\_, Maine

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**THIS APPROVAL EXPIRES IN 60 DAYS**

**NOTICE – SPECIAL ATTENTION**

**§653. Hearings; bureau review; appeal**

**1. Hearings.** The municipal officers or, in the case of unincorporated places, the county commissioners of the county in which the unincorporated place is located, may hold a public hearing for the consideration of applications for new on-premises licenses and applications for transfer of location of existing on-premises licenses. The municipal officers or county commissioners may hold a public hearing for the consideration of requests for renewal of licenses, except that when an applicant has held a license for the prior 5 years and a complaint has not been filed against the applicant within that time, the applicant may request a waiver of the hearing.

A. The bureau shall prepare and supply application forms. [1993, c. 730, §27 (AMD).]

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located. [1995, c. 140, §4 (AMD).]

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application. [2003, c. 213, §1 (AMD).]

*Bureau of Alcoholic Beverages and Lottery Operations*

*Division of Liquor Licensing & Enforcement*

*8 State House Station, Augusta, ME 04333-0008*

*10 Water Street, Hallowell, ME 04347*

*Tel: (207) 624-7220 Fax: (207) 287-3434*

*Email Inquiries: [MaineLiquor@maine.gov](mailto:MaineLiquor@maine.gov)*

DIVISION USE ONLY	
<input type="checkbox"/>	Approved
<input type="checkbox"/>	Not Approved
BY:	

ON PREMISE DIAGRAM

In an effort to clearly define your license premise and the area that consumption and storage of liquor is allowed. The Division requires all applicants to submit a diagram of the premise to be licensed in addition to a completed license application.

Diagrams should be submitted on this form and should be as accurate as possible. Be sure to label the areas of your diagram including entrances, office area, kitchen, storage areas, dining rooms, lounges, function rooms, restrooms, decks and all areas that you are requesting approval from the Division for liquor consumption.

Please see attached paper

Richard Bechard

Date of Conviction: 8/21/91

Date of Conviction: 8/18/93

Offense: O.U.I.

Disposition: Guilty

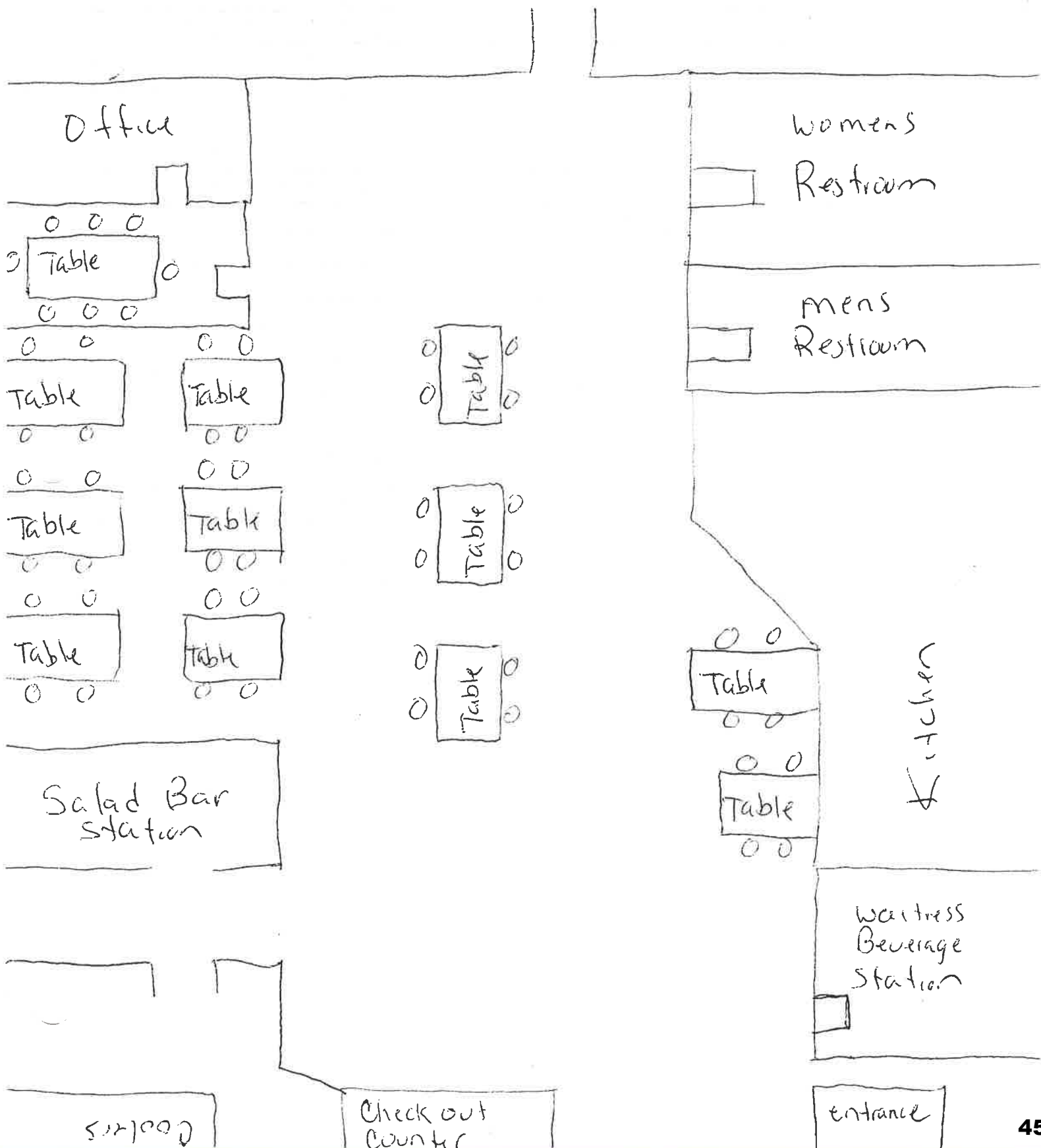
Sandy Bechard

Date of Conviction: 8/23/01

Offense: O.U.I.

Disposition: Guilty

# Storage Room





D. If an application is approved by the municipal officers or the county commissioners but the bureau finds, after inspection of the premises and the records of the applicant, that the applicant does not qualify for the class of license applied for, the bureau shall notify the applicant of that fact in writing. The bureau shall give the applicant 30 days to file an amended application for the appropriate class of license, accompanied by any additional license fee, with the municipal officers or county commissioners, as the case may be. If the applicant fails to file an amended application within 30 days, the original application must be denied by the bureau. The bureau shall notify the applicant in writing of its decision to deny the application including the reasons for the denial and the rights of appeal of the applicant. [1995, c. 140, §5 (NEW).] [ 2003, c. 213, §1 (AMD) .]

**2. Findings.** In granting or denying an application, the municipal officers or the county commissioners shall indicate the reasons for their decision and provide a copy to the applicant. A license may be denied on one or more of the following grounds:

A. Conviction of the applicant of any Class A, Class B or Class C crime; [1987, c. 45, Pt. A, §4 (NEW).]

B. Noncompliance of the licensed premises or its use with any local zoning ordinance or other land use ordinance not directly related to liquor control; [1987, c. 45, Pt. A, §4 (NEW).]

C. Conditions of record such as waste disposal violations, health or safety violations or repeated parking or traffic violations on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises or other such conditions caused by persons patronizing or employed by the licensed premises that unreasonably disturb, interfere with or affect the ability of persons or businesses residing or located in the vicinity of the licensed premises to use their property in a reasonable manner; [1993, c. 730, §27 (AMD).]

D. Repeated incidents of record of breaches of the peace, disorderly conduct, vandalism or other violations of law on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises; [1989, c. 592, §3 (AMD).]

E. A violation of any provision of this Title; [2009, c. 81, §1 (AMD).]

F. A determination by the municipal officers or county commissioners that the purpose of the application is to circumvent the provisions of section 601; and [2009, c. 81, §2 (AMD).]

G. After September 1, 2010, server training, in a program certified by the bureau and required by local ordinance, has not been completed by individuals who serve alcoholic beverages. [2009, c. 81, §3 (NEW).]  
[ 2009, c. 81, §§1-3 (AMD) .]

**3. Appeal to bureau.** Any applicant aggrieved by the decision of the municipal officers or county commissioners under this section may appeal to the bureau within 15 days of the receipt of the written decision of the municipal officers or county commissioners. The bureau shall hold a public hearing in the city, town or unincorporated place where the premises are situated. In acting on such an appeal, the bureau may consider all licensure requirements and findings referred to in subsection 2.

A. [1993, c. 730, §27 (RP).]

B. If the decision appealed from is an application denial, the bureau may issue the license only if it finds by clear and convincing evidence that the decision was without justifiable cause. [1993, c. 730, §27 (AMD) .]  
[1995, c. 140, §6 (AMD) .]

**4. No license to person who moved to obtain a license.** [ 1987, c. 342, §32 (RP) .]

**5. Appeal to District Court.** Any person or governmental entity aggrieved by a bureau decision under this section may appeal the decision to the District Court within 30 days of receipt of the written decision of the bureau.

An applicant who files an appeal or who has an appeal pending shall pay the annual license fee the applicant would otherwise pay. Upon resolution of the appeal, if an applicant's license renewal is denied, the bureau shall refund the applicant the prorated amount of the unused license fee.

[ 1995, c. 140, §7 (AMD); 1999, c. 547, Pt. B, §78 (AMD); 1999, c. 547, Pt. B, §80 (AFF) .]

### **Please be sure to include the following with your application:**

**Completed the application and sign the form.**

**Signed check with correct license fee and filing fee.**

**Your local City or Towns signature(s) are on the forms.**

**Be sure to include your ROOM, FOOD and LIQUOR gross income for the year (if applicable).**

**Enclose diagram for all businesses, auxiliary locations, extended decks and storage areas.**

**Complete the Corporate Information sheet for all ownerships except sole proprietorships.**

**If you have any questions regarding your application, please contact us at (207) 624-7220.**



STATE OF MAINE  
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES  
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS  
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT  
8 STATE HOUSE STATION  
AUGUSTA, MAINE 04333-0008  
TELEPHONE: (207) 624-7220  
FAX: (207) 287-3434  
EMAIL INQUIRIES: [MAINELIQUOR@MAINE.GOV](mailto:MAINELIQUOR@MAINE.GOV)

## NOTICE

To avoid any delay in the processing of your application and issuance of your liquor license, please make sure that:

1. You completed the application in full. (Please allow us 30 days to process)
2. Application is signed by the owner(s), corporate officer(s).
3. The application is signed by the Town or City Municipal Officers or County Commissioners.
4. The license fee is correct, you have included the \$10.00 filing fee and the check is made out to Treasurer, State of Maine.
5. Your room, food and liquor gross income for the year is filled in (if applicable).
6. A diagram of the premises to be licensed accompanies the application.
7. If business is located in an unorganized township, the application must be approved by the County Commissioners and the \$10.00 filing fee must be paid to them. Please be sure to include a copy of the receipt of payment with your application.
8. Corporations, limited liability companies, partnerships must complete and submit the Corporate Information Required for Business Entities who are Licensees.
9. If not a publicly traded entity, ownership must add up to 100%.

**Resolution 01-04-2019**

**A Resolution of the Caribou City Council  
Proclaiming the 95<sup>th</sup> Anniversary of Cary Medical Center Operations**

**WHEREAS**, the City of Caribou, Maine takes special notice and acknowledges the exceptional care Cary Medical Center has provided for more than 95 years to our most vulnerable citizens; and

**WHEREAS**, On September 5, 1924 Cary Memorial Hospital opened its doors, through the generosity of Dr. Jefferson B. Cary, who was a highly regarded physician and outstanding citizen, leaving a portion of his estate to the City of Caribou to build a community hospital; and

**WHEREAS**, Cary Medical Center has developed a unique and powerful relationship with Aroostook County Veterans, the Maine VA Health System and Maine Veterans Homes. Cary was the first hospital in the nation to establish a Veterans Administration Community Based Outpatient Clinic (CBOC) located in a private rural hospital and has become a haven for Veterans in Aroostook County and beyond; and

**WHEREAS**, Cary Medical Center is a nationally recognized leader in healthcare, receiving numerous quality care, patient safety and customer service awards. Most recently Cary was named as one of America's Best Hospitals for Obstetrics for the 5<sup>th</sup> time, delivering over 200 babies for 7 consecutive years; and

**WHEREAS**, In collaboration with Pines Health Services, a Federally Qualified Health Center, Cary Medical Center services include: general surgery, pediatrics, 24-hour emergency medicine, obstetrics and gynecology, orthopedics, physical and occupational therapy, one day surgery, family practice, sports medicine, cardiac and pulmonary rehabilitation, internal medicine, urology, radiology, pathology, and a wide variety of specialty clinics. A collaborative relationship that has developed between Cary and Pines has been called a model for the nation; and

**WHEREAS**, with the Cary Medical Center staff, including volunteers, the hospital auxiliary, the board of directors, The Caribou Hospital District, the Jefferson Cary Foundation and the Jefferson Cary Estate, our hospital is well positioned for the future and we have become the employer and provider of choice for Northern Maine; and

**NOW, THEREFORE BE IT RESOLVED**, that the City Council of Caribou, does hereby proclaim the year 2019, as

***Cary Medical Center's 95<sup>th</sup> Anniversary***

and urge all citizens to join with us in congratulating your publicly owned Cary Medical Center and celebrate their 95th Anniversary.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 28<sup>th</sup> day of January 2019.

\_\_\_\_\_  
R. Mark Goughan, Mayor

\_\_\_\_\_  
Jody Smith, Deputy Mayor

\_\_\_\_\_  
Nicole Cote, Councilor

\_\_\_\_\_  
David Martin, Councilor

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

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

\_\_\_\_\_  
Thomas Ayer, 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:** MDOT Agreement for High Street Work  
**DATE:** January 23, 2019

---

The following document was prepared by Maine Department of Transportation and outlines the parameters for cost sharing work on High Street. The work anticipated includes pavement rehabilitations, new sidewalk on the north side of the road, installation of ADA ramps and other safety measures. This project is programmed for summer 2019.

Total Estimated Project Cost is \$190,085.

**Caribou City obligation is 50% or \$95,042.50 and any cost overruns due to city changes.**

No changes to the design are anticipated

**Budget Impacts.**

None. The Council approved expense budget for 2019 included an allocation of \$95,000 toward road repair projects. Other existing road repair reserves will be sufficient to cover the anticipated expenses in this project.

**Recommended Motion**

Move that the City Manager be authorized to execute the MDOT Municipal/State Agreement for Paving of High Street in Caribou including sidewalk improvements



<i>MaineDOT Use Only</i>	
TEDOCS #:	_____
CT #:	_____
CSN #:	_____
PROGRAM:	_____

**MAINE DEPARTMENT OF TRANSPORTATION**  
**MUNICIPAL/STATE AGREEMENT**  
**Paving of High Street**  
**Caribou**  
**Including Sidewalk Improvements**

<i>(MaineDOT Use Only)</i>	
<u>Project Location:</u>	High Street, Caribou
	Vendor Customer #-: _____
<u>State WIN:</u>	21930.11
	Agreement Begin Date: _____

This Agreement is entered into between the **Maine Department of Transportation** (hereafter “MaineDOT”) and the **Municipality of Caribou**, a municipal corporation located in the County of Aroostook (hereafter the “Municipality”) (MaineDOT and the Municipality jointly hereafter being the “Parties”) regarding a project involving the pavement rehabilitation of High Street in Caribou

1. The Municipality has determined to undertake a project (the “Project”) involving the rehabilitation of the pavement within a section of High Street as shown on the plan attached as Exhibit A (the “Plan”). The Municipality estimates the total costs of the Project to be **\$190,085**.
2. In connection with the Project, **THE MUNICIPALITY SHALL:**
  - A. Procure all contracts for and oversee the pavement rehabilitation work (the “Work”) for the Project.
  - B. Cause such Work to be performed in accordance with a design by a Professional Engineer licensed in the State of Maine (the “Design Engineer”). The Design Engineer shall provide a certification to the Municipality and to MaineDOT that, in his/her professional opinion, the Project as designed will provide a smooth ride, and will not reduce the safety, mobility or structural quality of the state aid road. All design documents must be stamped and signed in accordance with this provision by the Design Engineer.
  - C. Retain a Professional Engineer licensed in the State of Maine to oversee all Project Activities (the “Project Engineer”).
  - D. Agree to secure all necessary federal, state and local permits necessary to complete the Work.
  - E. Agree that any exceptions to MaineDOT’s design standards shall be documented as part of this process. This documentation shall compare the new design to the existing conditions for each of the exceptions to current design standards. Any such exceptions shall be displayed on the cover sheet for the Project plans with the signature and PE stamp of the Design Engineer.

F. Although it is expected that the Project can be constructed within the existing right-of-way limits, if that is not the case, the Municipality must provide MaineDOT with a detailed explanation of the property rights required for the Project and shall acquire any such property rights in accordance with all applicable state and federal laws. The MaineDOT Share defined herein may only be applied to costs associated with the acquisition of property rights required for the implementation of the Project.

G. Be responsible, within the Project limits, for the following:

- i. Ensuring that the safety of the corridor and the life of the resulting structural and design elements are equal to or better than existing conditions and design;
- ii. Ensuring that the structures, roadways and/or design features affected by the Project work shall, at a minimum, be of equal dimensions to the existing features or structures and shall be of improved quality in terms of materials and utility;
- iii. Ensuring that the Project does not introduce any unanticipated safety hazards to the traveling public;
- iv. Ensuring that the Project retains the same level of mobility or improves mobility of travel within the corridor;
- v. Ensuring that the Project does not in any manner decrease the life expectancy of this component of Maine's transportation system; and,
- vi. Ensuring that the Project meets the most recent standards of Americans with Disabilities Act of 1990 (ADA) design requirements.

H. Provide certification through the Project Engineer to MaineDOT that the Project is complete and was constructed as designed.

I. Ensure that construction shall commence within EIGHTEEN (18) months and shall be certified complete within THIRTY-SIX (36) months of execution of this Agreement. The Municipality acknowledges that it may forfeit the unpaid balance of the MaineDOT Share as defined herein if these deadlines are not met or the Municipality is unable to demonstrate earnest and good faith efforts to meet them.

J. Be responsible for or cause its contractors to be responsible for all damage to public or private property of any kind resulting from any act, omission, neglect or misconduct of the Municipality or its contractors, including damage to vehicles passing through the Project limits.

K. Bear all risk of loss relating to the Project and the Work regardless of cause.

**3. In connection with the Project, MAINEDOT SHALL:**

A. Participate in all costs associated with all phases of the Project through construction, subject to the cost-sharing reimbursement limitations and conditions set out herein, using Municipal Partnership Initiative Funds (the "State MPI Funds) to support the Project and the Work. The

Municipality shall be the sole administrator of the Project contract(s) and shall pay up front all Project costs, subject to following.

- i. The Project has been approved for Calendar Year 2019. If the Municipality commences construction of the project as outlined above prior to January 1, 2019, the Municipality assumes the risk and responsibility for costs incurred, in the event that 2018 Municipal Partnership Initiative Fund levels are insufficient to cover the requested reimbursement. If this occurs, the Municipality will not receive reimbursement from MaineDOT for any portion of the Work completed in 2018.
  - ii. MaineDOT's participation shall be limited to the maximum amount of **\$95,042.00 or fifty percent (50%)** of the actual costs incurred and paid by the Municipality in connection with the Project, whichever amount is lower (the "MaineDOT Share").
  - iii. The Municipality shall invoice MaineDOT for reimbursement of the MaineDOT Share in two stages: upon fifty percent (50%) completion of the Work, and upon full completion of the Work.
  - iv. When requesting reimbursement, the Municipality shall submit to MaineDOT detailed invoices(s) documenting actual amounts incurred for Project related costs, together with evidence of such invoices having been paid by the Municipality, and identifying the MaineDOT Share of each invoice submitted.
  - v. Each invoice shall include the Municipality's certification that all amounts claimed are correct, and not previously claimed.
  - vi. MaineDOT's Region Engineer shall review each such invoice and, upon approval, shall remit payment to the Municipality using the State MPI Funds. MaineDOT shall reimburse the Municipality accordingly within thirty (30) days of its receipt of approved invoice(s).
  - vii. All Project costs not covered by the MaineDOT Share are the full responsibility of the Municipality (the "Municipal Share").
4. The Municipality and MaineDOT agree to function within all applicable laws, statutes, regulations, and Agreement provisions and cooperate in achievement of the intent of this Agreement.
  5. The Municipality will, at no cost to MaineDOT, assure proper adjustment, relocation, or repair of any portion of a utility service, whether above or below ground, that is located within the limits of the highway right-of-way and connected to any municipal utility, which might become necessary to permit construction of the Project. The Municipality agrees to hold MaineDOT harmless from any claims for damages occurring as a result thereof.
  6. The Municipality agrees that during and after construction it will apply the requirements of the most recent version of MaineDOT's "Utility Accommodation Policy" as the minimum guidelines, notwithstanding any municipal rules that are more lenient. A copy of the Utility Accommodation Policy will be provided to the Municipality by MaineDOT.
  7. The Municipality agrees to maintain all amenities constructed, installed or furnished in connection with the Project (the "Project Amenities") in such a manner as necessary to preserve the use and

function thereof for the expected period of their normal useful life as determined by accepted engineering and/or industry standards. To the extent any warranty exists for the Project Amenities, said warranty shall be first relied on by MaineDOT to address maintenance and/or repairs described in this paragraph.

8. The Municipality agrees that, except for an emergency or as allowed in 23 M.R.S. § 3351-A, it will prohibit the excavation of the highway within the limits of the Project for a period of at least five (5) years after completion of the Project, and agrees to make all necessary notifications to abutters and occupants of the highway as otherwise required of any city government under the provisions of 23 M.R.S. § 3351. Thereafter, all future excavations within the right-of-way of the Project shall be regulated and controlled in the manner specified by MaineDOT in its most recent *"Rules, Regulations and Policies for Highway Openings"*, which is incorporated herein and made a part hereof by reference.
9. The Municipality agrees to keep the right-of-way of the Project inviolate from all encroachments and agrees to remove, or cause to be removed, anything that may encroach thereon.
10. When applicable, the Municipality agrees to regulate all entrances to the highway within the limits of the Project in accordance with the provisions of 23 M.R.S. § 704.
11. MaineDOT shall have all of its common law, equitable and statutory rights of set-off. These rights shall include but not be limited to MaineDOT's option to withhold for the purposes of set-off any monies owed to the Municipality with regard to this Agreement and any other agreement with MaineDOT, including any agreement for a term commencing prior to the term of this Agreement, plus any amounts owed to the Municipality for any other contract with any State of Maine department or agency.
12. To the extent permitted by law, the Municipality shall indemnify, defend and hold harmless the State of Maine, its officers, agents and employees from all claims, suits or liabilities arising from any negligent or wrongful act, error or omission by the Municipality, its officials, employees, agents, consultants or contractors. Nothing herein shall waive any defense, immunity or limitation of liability that may be available to either party under the Maine Tort Claims Act (14 M.R.S. § 8101 et seq.) or any other privileges or immunities provided by law. Any other provision of this Agreement to the contrary notwithstanding, this provision shall survive any termination or expiration of this Agreement.
13. MaineDOT may postpone, suspend, abandon or otherwise terminate this Agreement upon thirty (30) days written notice to the Municipality and in no event shall any such action be deemed a breach of contract. Postponement, suspension, abandonment or termination may be taken for any reason by MaineDOT or specifically as the result of any failure by the Municipality to perform any of the services required under this Agreement to MaineDOT's satisfaction.
14. The Parties agree to: comply with and abide by all applicable state and federal laws, statutes, rules, regulations, standards and guidelines, including the Manual of Uniform Traffic Control Devices (the "MUTCD"), the Americans With Disabilities Act ("ADA") and the Occupational Safety and Health Administration ("OSHA") standards, and Agreement provisions; avoid hindering each other's performance; fulfill all obligations diligently; and cooperate in achievement of the intent of this Agreement.

15. All provisions of this Agreement as appended, except those which by their very nature are intended to survive, shall expire upon final collection and/or payment of all outstanding Project invoices.
16. Anything herein to the contrary notwithstanding, the Municipality acknowledges and agrees that, although the execution of this Agreement by MaineDOT manifests its intent to honor its terms and to seek funding to fulfill any obligations arising hereunder, by law any such obligations are subject to available budgetary appropriations by the Maine Legislature and, therefore, this Agreement does not create any obligation on behalf of MaineDOT in excess of such appropriations.
17. The Municipality represents that it has received all necessary approvals or authorizations by its governing authorities to approve the Project and enter into this Agreement, and that it has obligated the necessary funds to satisfy its Municipal Share of the Project costs set out here.
18. No assignment of this Agreement is contemplated, and in no event shall any assignment be made without the express written permission of MaineDOT.
19. The Municipality, its employees, agents, representatives, consultants and contractors shall not act as officers, employees or agents of MaineDOT.
20. Any communications, requests or notices required or appropriate to be given under this Agreement shall be in writing and mailed via U.S. Mail, Certified or Registered, Return Receipt Requested or sent via a recognized commercial carrier such as, but not limited to Federal Express, that requires a return receipt delivered to the sending party. Alternatively, communication may be sent via email and shall satisfy the delivery requirements of this section through express acknowledgement of receipt by the receiving party. Said communications, requests or notices shall be sent to the other party as follows:

MaineDOT:            Maine Department of Transportation  
                             16 State House Station  
                             Augusta, ME 04333-0016  
                             Attn.: Brent Bubar, Region Engineer  
                             Email: [brent.bubar@maine.gov](mailto:brent.bubar@maine.gov)

The Municipality:    City of Caribou  
                             25 High Street  
                             Caribou, ME 04736  
                             Attn.: Dennis Marker  
                             Email: [citymanager@cariboumaine.org](mailto:citymanager@cariboumaine.org)

**IN WITNESS WHEREOF**, the Parties hereto have executed this Agreement in duplicate, effective on the day and date last signed below.

**MAINE DEPARTMENT OF TRANSPORTATION**

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

By: \_\_\_\_\_  
Dave Bernhardt  
Director, Bureau of Maintenance and Operations  
Duly authorized\*

*\* I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.*

**MUNICIPALITY OF CARIBOU**

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

By: \_\_\_\_\_  
Print name: \_\_\_\_\_  
Its City Manager \_\_\_\_\_  
Duly authorized\*

*\* I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.*

**APPENDIX A**  
**PROJECT SCOPE AND COST SHARING**  
**MAINE DEPARTMENT OF TRANSPORTATION**  
**MUNICIPAL/STATE AGREEMENT**  
Transportation Improvement Project

**MUNICIPALITY OF CARIBOU (the “Municipality”)**  
**REPLACEMENT OF HIGH STREET DRAINAGE, and**  
**PAVEMENT REHABILITATION**

STATE WORK IDENTIFICATION NUMBERS (WIN) 21930.11

**Project Scope:** Rehabilitation of pavement areas along High Street outside of the areas affect by the High Street Drainage replacement project; including the construction and installation of sidewalks and associated pedestrian amenities.

**Municipal Funding Contribution:** By execution of this Agreement to which this Appendix is attached (the “Agreement”), the Municipality assumes all costs

**Funding Outline:** The Parties agree to share costs related to the Project under the terms outlined below.

1. **For pavement rehabilitation and associated sidewalk replacement along High Street between and the Caribou Bypass, in accordance with the terms of Appendix B of this Agreement:**

Work Element	Municipal Share	State/Federal Share
Appendix B	\$95,043	\$95,042
Ongoing Operation	100%	0%
Ongoing Maintenance	100%	0%

2. **For Additional Work included in the Project at the Municipality’s request, in accordance with the terms of this Agreement:**

3. Work Element	Municipal Share	State/Federal Share
Materials	100%	0%
Installation	100%	0%

**Payment:**

1. In the event Additional Work is incorporated into the Project at the Municipality’s request, the Municipality shall submit payment to the Department within 30 days from the invoice date.
2. A final invoice will be created following the Department’s final voucher payment to the Contractor after all quantities are verified and any required adjustments have been made. The cost of any remaining municipal share, for which the Department will bill the Municipalities, or any resulting reimbursement



due to the Municipalities shall be determined by the contract prices and the completed quantities of the work, and will be reflected in this final invoice.

**APPENDIX B**  
**PROJECT SCOPE AND COST SHARING**  
**MAINE DEPARTMENT OF TRANSPORTATION**

Municipal Partnership Initiative Project

**MUNICIPALITY OF CARIBOU**

PROPOSED IMPROVEMENTS TO: HIGH STREET

STATE PROJECT IDENTIFICATION NUMBER (WIN) 021930.11

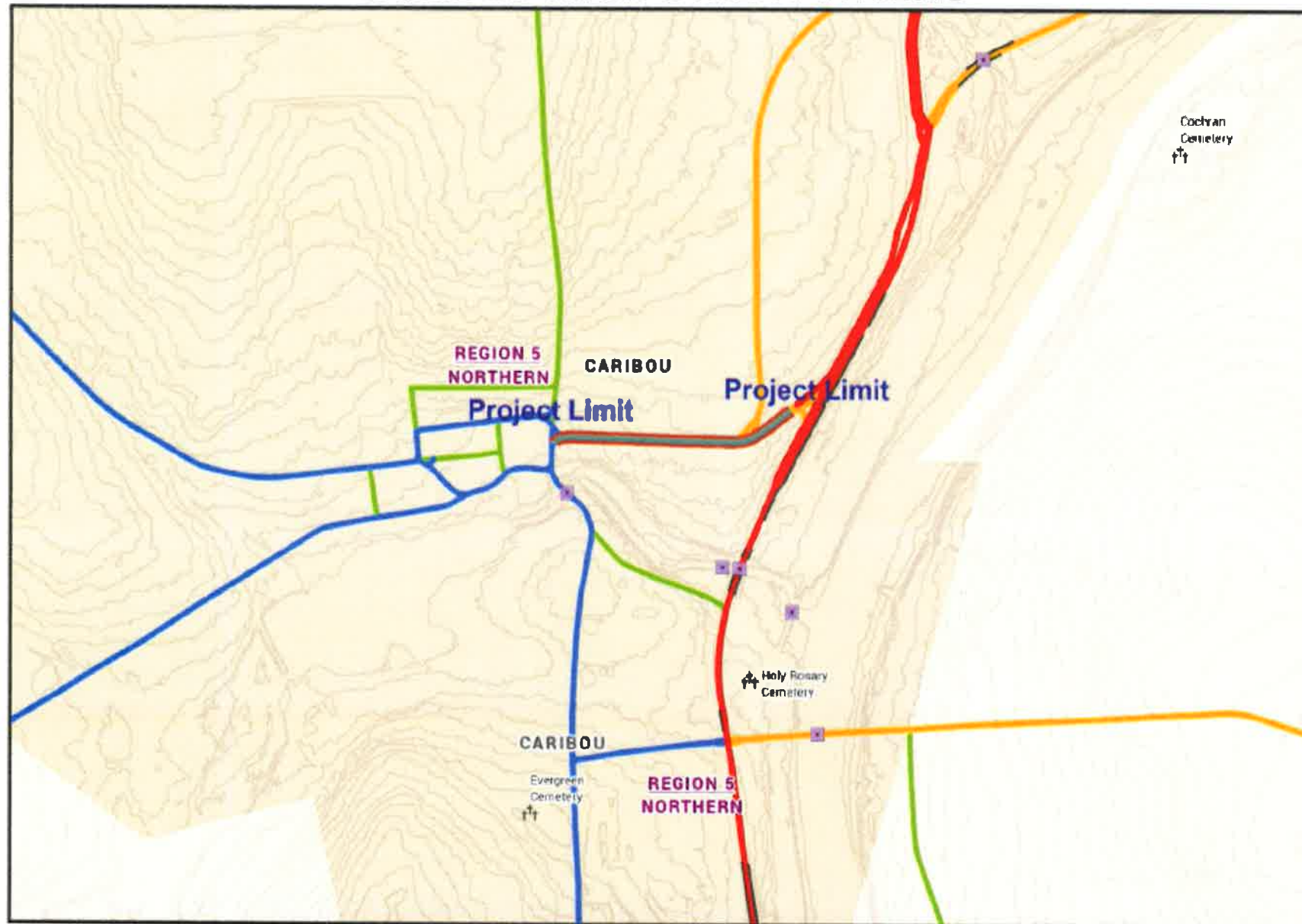
FUNDED CONSTRUCTION YEAR **2018**

**Project Scope:** Pavement Rehabilitation, new sidewalks and paving, ADA upgrades as necessary and safety improvements.

**Funding Outline:** The Total Project Estimated Cost is \$190,085 and the Parties agree to share costs through all stages of the Project under the terms outlined below.

Work Element	Municipal Share		State Share		Total Cost
	%	\$	%	\$	\$
Project Costs	50	\$95,043.00	50	\$95,042.00	\$190,085.00
<b>PROJECT SHARES</b>		\$95,043.00		\$95,042.00	\$190,085.00
Total Estimated Additional Cost above agreement estimate, \$190,085	0	0			
<b>TOTAL ESTIMATED MUNICIPAL REIMBURSEMENT</b>		\$95,043.00			

# CARIBOU HIGH STREET PAVING



The Maine Department of Transportation provides this publication for information only. Reference upon this information is at user risk. It is subject to revision and may be incomplete depending upon changing conditions. The Department assumes no liability if injuries or damages result from this information. This map is not intended to support emergency dispatch.

0.4  
Miles  
1 inch = 0.3 miles

Date: 11/9/2017  
Time: 4:18:12 PM

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



## **MEMO**

**TO: Caribou City Council Members**  
**FROM: Dennis Marker, City Manager**  
**RE: Council Goals and Priorities for 2019**  
**DATE: January 23, 2019**

During the previous Council meeting, Councilors shared some general ideas of what they wanted to address in 2019. These major areas included:

<b>Safety</b>
Sidewalk Maintenance and Cleanliness
Risk Assessment of Current Facilities and Infrastructure
<b>Economic Development</b>
Interaction with Existing Businesses
Facilitating Job Growth
Reinvestment of City Owned Buildings and Lands
<b>Long Range Planning</b>
Revisiting the City's Comprehensive Plans and Goals
<b>Communication</b>
Improved Communication with RSU
Improved Communication with citizens about government roles and responsibilities
<b>General Attractiveness of the City</b>
<b>Financial</b>
Improved Budget Process
Review of Undesignated Fund Usage (i.e. "Rainy Day Fund")

Mayor Goughan has expressed a desire for the Council to hold an executive discussion to discuss the City Manager's job duties with respect to these focus areas. A product of the executive session will be a tool by which the Manager's job performance can be evaluated on an annual basis.

The following pages include:

- City Manger Duties as Provided in Section 3.04 of the City Charter
- Current City Manager Evaluation Form

The city charter provides the following information about the Manager's duties (see section 3.04)

The City Manager shall be the Chief Administrative Officer of the City. The Manager shall be responsible to the Council for the administration of all City affairs placed in his/her charge by or under this Charter.

The Manager shall have the following powers and duties:

- (1) Administrative Officers appointed by City Manager. The City Manager **shall appoint the following Administrative Officers:** (a) Chief of Police for an indefinite period (b) Chief of Fire Department for an indefinite period (c) All other necessary City Administrative Officers Such Administrative Officers shall hold office for an indefinite period or until their removal by the City Manager.
- (2) **Direct and supervise the administration of all departments,** offices and agencies of the City, except as otherwise provided by this Charter or by law.
- (3) **Attend all Council Meetings** and shall have the right to take part in discussion but may not vote.
- (4) **See that all laws, provisions of this Charter and acts of the Council,** subject to enforcement by him/her or by officers subject to his/her direction and supervision, **are faithfully executed.**
- (5) **Prepare and submit the annual budget and capital program** to the Council.
- (6) Submit to the Council and make available to the public a complete **report on the finances and administrative activities of the City** as of the end of each fiscal year.
- (7) Make such **other reports as the Council may require** concerning the operations of City Departments, offices and agencies subject to his/her direction and supervision.
- (8) **Keep the Council fully advised as to the financial conditions and future needs** of the City and make such recommendations to the Council concerning the affairs of the City as he/she deems desirable.
- (9) Perform such **other duties as are specified in this Charter or may be required by the Council.**
- (10) To **act as superintendent of roads, streets, bridges and buildings** with the exception of those buildings coming under the Regional School Unit, Cary Medical Center and Jefferson Cary Hospital Fund.
- (11) To **act as a purchasing agent** to said City and to purchase all supplies and materials for the City and for the several departments, with the exception of the Regional School Unit, Cary Medical Center and Jefferson Cary Hospital Fund. All accounts for the purchase of supplies and materials and works performed for said City, with the exception of accounts for the purpose of supplies and materials and work for Cary Medical Center, Regional School Unit and Jefferson Cary Hospital Fund, shall bear the approval of the City Manager when presented for payment. Capital purchases must have the approval of the City Council.

(end)

# Performance Review

## City Manager – Dennis Marker

The following subject areas are the major job responsibilities of the City Manager. As you think about performance in each area, sample questions or concerns have been provided. There is also additional space for comments.

### A. Relationships with City Council

1. <b>Communicates well</b> with Council members, keeping them informed of issues and events.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
2. Is <b>well prepared</b> for Council meetings, provides adequate pre-work and is appropriately helpful during Council meetings.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
3. Makes <b>sound recommendations</b> for Council action and development of priorities.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
4. Is <b>open and responsive</b> to input from and needs of City councilors.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### B. Relationships with Others

1. Assures <b>good communication</b> and shows sensitivity to the needs and concerns of City residents.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
2. Keeps in <b>contact with</b> and provides appropriate guidance and assistance to all <b>staff</b> .	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

3. Maintains a <b>positive working relationship</b> with other <b>key organizations</b> that the City partners with.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
4. Stays in touch with <b>legislative issues</b> on the state and national level and establishes <b>relationships</b> with key individuals.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### C. Budget and Financial Management

1. Develops a budget which recognizes the immediate future financial needs of the City.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
2. Administers a <b>budget process</b> which provides the Council with quality information and data on which to make budget decisions.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
3. Maintains a system, which monitors and controls expenditures vs. budget.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
4. Presents recommendations for capital improvements to ensure that the City's assets are protected.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### D. Program/Project Management

1. Recommends and prioritizes capital improvement projects consistent with City resources.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed
--	--

	<input type="checkbox"/> Poor
2. Assures approved projects are delivered on schedule and within budget. Keeps Council apprised of any anticipated variances so they may be approved in advance.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
3. Works closely with prospective developers and investors who express an interest in locating in the City.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### **E. Economic Development**

1. Maintains strong connections to area economic development agencies.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
2. Works to encourage/increase economic development activities in the region.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
3. Keeps the Council informed on growth opportunities.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### **F. Leadership**

1. Serves as an effective spokesperson. Represents the City well to its partners, other government agencies	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed
---	--



and the general public.	<input type="checkbox"/> Poor
2. Maintains, through his activities in the community, a leadership role which enhances the image of the City as a desirable place to live and work.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor
3. Conducts himself/herself in ways that bring credit to the City.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Meets Standard <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Poor

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Overall Performance Rating:** \_\_\_\_\_

- ☐ Outstanding
- ☐ Very Good
- ☐ Meets Standard
- ☐ Improvement Needed
- ☐ Poor

**Final Comments/Suggestions (if any):** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



Board of Directors  
December 3, 2018  
5:30 p.m.

**Present:** Doug Plourde, Chairman, Matt Hunter, Carl Soderberg, Sue White, Chris Bell, Kris Doody, RN, CEO, Emily Jose, Dennis Marker, Mike Quinlan, Dr. Shawn Laferriere, Dr. Regen Gallagher, CMO, Dr. Irene Djuanda, COS; Leslie Anderson, COO, Paula Parent, RN, CNO; Norm Collins, Board Member, PHS; Chip Holmes, QHR, LLC; Michelle Bear QHR Consultant and Jennifer Goodwin

**Welcome:** Doug Plourde, Chairman, Board of Directors welcomed Norm Collins, Michelle Bear, and Chip Holmes

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
EDUCATION	<p>Doug Plourde introduced Michelle Bear who presented an overview on Corporate Compliance Education. The follow basic requirements were discussed:</p> <p><b>7 Elements to Corporate Compliance:</b> Compliance officer and oversight, code of conduct and policies/procedures, education and training, monitoring and auditing, reporting and communication, response and corrective action, and enforcement and discipline.</p> <p><b>8<sup>th</sup> Element to Corporate Compliance:</b> The Affordable Care Act requires program effectiveness evaluation and risk assessment. These results are used to drive program improvements in all seven element areas and develop a monitoring and auditing plan.</p> <p><b>Key Risk Areas:</b></p> <ul style="list-style-type: none"><li>• False Claims<ul style="list-style-type: none"><li>○ Liability for any person who knowingly presents false or fraudulent claims to the US government for payment</li></ul></li><li>• Reverse False Claims<ul style="list-style-type: none"><li>○ Liability to anyone that knowingly conceals an overpayment</li><li>○ Overpayments must be refunded within 60 days</li><li>○ Lookback period of six years</li></ul></li><li>• Penalties<ul style="list-style-type: none"><li>○ Treble damages</li><li>○ \$11,181 - \$22,363<ul style="list-style-type: none"><li>▪ Penalties increase annually</li></ul></li></ul></li><li>• Stark Law<ul style="list-style-type: none"><li>○ The Stark Law prohibits a physician or immediate family member of a physician from making referrals for designated health services covered by Medicare to an entity with which the physician or immediate family member of the physician has a financial relationship.</li></ul></li><li>• Anti-kickback Statute<ul style="list-style-type: none"><li>○ The AKS makes it a crime for individuals to knowingly and willfully offer to pay,</li></ul></li></ul>	Informational.	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>solicit, or receive remuneration in order to induce or reward the referral of business reimbursable under any of the federal health care programs</p> <ul style="list-style-type: none"> <li>▪ If a transaction relationship or payment is structured in a manner that meets the requirements of a safe harbor, there can be protection from civil or criminal penalties</li> <li>▪ Ignorance of law is not a defense</li> </ul> <ul style="list-style-type: none"> <li>• Other Relevant Regulation 101               <ul style="list-style-type: none"> <li>○ HIPAA</li> <li>○ EMTALA</li> <li>○ ACA</li> <li>○ Exclusions/Sanctions</li> <li>○ CMS</li> <li>○ IRS</li> <li>○ Labor Laws</li> <li>○ Anti-trust</li> </ul> </li> <li>• Additional Compliance Considerations               <ul style="list-style-type: none"> <li>○ Conflicts of Interest</li> <li>○ Incentive Programs</li> <li>○ Meaningful Use</li> <li>○ 340B</li> <li>○ Accountable Care Organizations</li> </ul> </li> <li>• Board's Role in Compliance               <ul style="list-style-type: none"> <li>○ Fiduciary Duties                   <ul style="list-style-type: none"> <li>▪ Duty of Loyalty</li> <li>▪ Duty of Care</li> <li>▪ Duty of Obedience</li> </ul> </li> <li>○ Duty of Care Functions                   <ul style="list-style-type: none"> <li>▪ Decision Making</li> <li>▪ Oversight</li> </ul> </li> <li>○ What Constitutes Appropriate Board Oversight                   <ul style="list-style-type: none"> <li>▪ Ask questions about the compliance program</li> <li>▪ Stay abreast of relevant and emerging regulatory risks</li> <li>▪ Receive reports from the Compliance Officer</li> <li>▪ Ask questions when compliance concerns arise</li> <li>▪ Per senior counsel, the position and expectation of the OIG is that the Compliance Officer is a member of the leadership team</li> </ul> </li> </ul> </li> </ul>		



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<b>REGULAR MEETING</b>			
<b>1. Call to Order</b>	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:52 p.m.		
<b>2. Approval of Minutes</b>	Upon motion duly made and seconded, it was so VOTED to approve the minutes of the November 5, 2018 Board of Directors meeting.	Informational.	
<b>3. Report of Chief of Staff</b>	<p>Dr. Djuanda provided the following updates from the November 20<sup>th</sup> Medical Staff Executive Committee:</p> <p>The majority of the November 20<sup>th</sup> Medical Staff Executive Committee meeting was dedicated to appointments and reappointments. The meeting did go into executive session to discuss quality indicators and to approve a policy.</p> <p><b>Resignation Ellen Blatt, MD</b> - Dr. Djuanda reported Dr. Ellen Blatt submitted a letter of resignation. Upon motion duly made and seconded it was so VOTED to recommend accepting the letter or resignation submitted by Dr. Ellen Blatt. This recommendation was forwarded to the Board of Directors for action.</p> <p><b>Resignation Cynthia Lyle, MD</b> - Dr. Djuanda reported Dr. Cynthia Lyle submitted a letter of resignation. Upon motion duly made and seconded it was so VOTED to recommend accepting the letter or resignation submitted by Dr. Cynthia Lyle. This recommendation was forwarded to the Board of Directors for action.</p> <p><b>Appointment Active Staff – Maranda Record, MD (Family Medicine/OB);</b> The complete appointment application and provider profile of Maranda Record, MD was reviewed with no discrepancies. It was noted Dr. Record has already been appointed to the Active Medical Staff through the Department of Medicine for Family Medicine privileges. She has also requested OB privileges which go through the Department of Surgery. Dr. Record will cover vaginal deliveries and assist with c-sections. This will allow her more time in the OR and then at a later date she can apply for c-section privileges.</p> <p>The Department of Surgery also recommended a FPPE requiring that she be directly supervised by a Cary privileged OB/Gyn for 10 vacuum deliveries. Dr. Record would log those deliveries and present to the Department of Surgery once completed. Dr. Record has rescinded her request for c-</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to accept the resignation of Ellen Blatt, MD.</p> <p>Upon motion duly made and seconded, it was so VOTED to accept the resignation of Cynthia Lyle, MD.</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.</p>	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>section privileges at this time. Upon motion duly made and seconded it was so VOTED to recommend approving obstetric privileges for Maranda Record, MD with the following privileges: Normal obstetrical care, including delivery, episiotomy and repair and post-partum care and basic ultrasound. Induction and agumentation of labor. 1<sup>st</sup> assist during c-section. 1<sup>st</sup> assist during surgery. Vacuum extraction with direct supervision for ten cases and then will present back to the Department of Surgery. Privileges were granted through December 31, 2019 with Dr. Wall as her supervising physician for her OB privileges during her provisional appointment.</p> <p><b>Appointment Consulting Staff - Michael Grant, MD (Radiology);</b> The complete appointment application and provider profile of Michael Grant, 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 Michael Grant, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. Michael Grant during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Consulting Staff - Brian McElhinney, DO (Radiology);</b> Brian McElhinney, MD (Radiology); The complete appointment application and provider profile of Brian McElhinney, 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 Brian McElhinney, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. Brian McElhinney during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Consulting Staff – Arti Raj, MD (Radiology);</b> Arti Raj, MD (Radiology); The complete appointment application and provider profile of Arti Raj, 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 Arti Raj, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. Arti Raj during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Allied Health Professional – William Head, PA-C;</b> William Head, PA-C; The complete appointment application and provider profile of William Head, PA-C was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Michael Grant, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Brian McElhinney, DO to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Arti Raj, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the</p>	

**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>motion duly made and seconded it was so VOTED to recommend approving provisional appointment of William Head, PA-C to the Allied Health Professional Staff with privileges as requested through December 31, 2019 with Dr. Herland as his supervising physician. Dr. Herland was appointed as proctor for William Head, PA-C during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Courtesy Staff – Charles Wilson, MD (General Surgery);</b> The complete appointment application and provider profile of Charles Wilson, MD was reviewed with no discrepancies. He reported two malpractice claims in which one had a pre-trial settlement and the other had a verdict for the defendant. The report from the National Practitioner’s Data Bank contained one medical malpractice settlement report. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Charles Wilson, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2019. Dr. Bawa was appointed as proctor for Dr. Charles Wilson during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Consulting Staff – John Bodenhamer, MD (Radiology);</b> The complete appointment application and provider profile of John Bodenhamer, MD was reviewed with no discrepancies. He reported one malpractice claim which had a pre-trial settlement. The report from the National Practitioner’s Data Bank contained one malpractice payment report for the case with the pre-trial settlement. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of John Bodenhamer, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. John Bodenhamer during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Appointment Consulting Staff – Michael Goldfinger, MD (Radiology);</b> The complete appointment application and provider profile of Michael Goldfinger, MD was reviewed with no discrepancies. He reported one malpractice claims which was closed without payment. 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 Michael Goldfinger, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. Michael Goldfinger during his provisional appointment. This recommendation will be forwarded to the Board of Directors.</p>	<p>provisional appointment of William Head, PA-C to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Charles Wilson, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of John Bodenhamer, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Michael Goldfinger, MD to the Courtesy Medical Staff.</p>	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p><b>Appointment Consulting Staff – Kathryn Jarrett, MD (Radiology);</b> The complete appointment application and provider profile of Kathryn Jarrett, MD was reviewed with no discrepancies. She reported one malpractice claim which is currently pending. 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 Kathryn Jarrett, MD to the Consulting Medical Staff with privileges as requested through December 31, 2019. Dr. Roy was appointed as proctor for Dr. Kathryn Jarrett during her provisional appointment. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – John Beaulieu, DO (Emergency Medicine);</b> The complete reappointment application and provider profile of John Beaulieu, DO was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of John Beaulieu, DO to the Active Medical Staff with privileges as requested through June 30, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Peter Eckel, MD (Anesthesia);</b> The complete reappointment application and provider profile of Peter Eckel, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Peter Eckel, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><i>The reappointment of Irene Djuanda, MD was presented by Shawn Laferriere, MD:</i></p> <p><b>Reappointment Active Medical Staff – Irene Djuanda, MD (Internal Medicine);</b> The complete reappointment application and provider profile of Irene Djuanda, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Irene Djuanda, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Rohit Gautam, MD (Internal Medicine);</b> The complete reappointment application and provider profile of Rohit Gautam, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Kathryn Jarrett, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of John Beaulieu, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Peter Eckel to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Irene Djuanda, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the</p>	

**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>motion was made to recommend reappointment of Rohit Gautam, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Manel Karunasiri, MD (Pediatrics);</b> The complete reappointment application and provider profile of Manel Karunasiri, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Manel Karunasiri, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Marilyn Ray, MD (Radiology);</b> Marilyn Ray, MD (Radiology); The complete reappointment application and provider profile of Marilyn Ray, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Marilyn Ray, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Ninu Sharma, MD (Pathology);</b> The complete reappointment application and provider profile of Ninu Sharma, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Ninu Sharma, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Courtesy Medical Staff – Roseann Freundel, DO (OB/GYN);</b> The complete reappointment application and provider profile of Roseann Freundel, DO was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Roseann Freundel, DO to the Courtesy Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Courtesy Medical Staff – Marie Tanzer, MD (Pediatric Nephrology);</b> The complete reappointment application and provider profile of Marie Tanzer, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Marie Tanzer, MD to the Courtesy Medical Staff</p>	<p>reappointment of Rohit Gautam, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Manel Karunasiri, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Marilyn Ray, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Ninu Sharma, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Roseann Freundel, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Marie</p>	





**Board of Directors  
December 3, 2018  
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff – Stephen Corneau, MD (Nephrology);</b> The complete reappointment application and provider profile of Stephen Corneau, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Stephen Corneau, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff – Sreedhar Madireddy, MBBS (Cardiology);</b> The complete reappointment application and provider profile of Sreedhar Madireddy, MBBS was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Sreedhar Madireddy, MBBS to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff – Michael McGoldrick, MD (Nephrology);</b> The complete reappointment application and provider profile of Michael McGoldrick, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Michael McGoldrick, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff - Manish Nepal, MD (Nephrology);</b> The complete reappointment application and provider profile of Manish Nepal, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Manish Nepal, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff – Mihail Soare, MD (Nephrology);</b> The complete reappointment application and provider profile of Mihail Soare, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Mihail Soare, MD to the Consulting Medical Staff with privileges as</p>	<p>Tanzer, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Stephen Corneau, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sreedhar Madireddy, MBBS to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael McGoldrick, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Manish Nepal, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Mihail</p>	

**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Allied Health Professional Staff – Gail Cyr, CRNA;</b> Gail Cyr, CRNA; The complete reappointment application and provider profile of Gail Cyr, CRNA was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. A motion was made to recommend reappointment of Gail Cyr, CRNA to the Allied Health Professional Staff with privileges as requested through December 31, 2020 with Dr. Smith as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Robert Bassett, MD (Orthopedic Surgeon);</b> The complete reappointment application and provider profile of Robert Bassett, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no new reports. A motion was made to recommend reappointment of Robert Bassett, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Staff – Krista Burchill, MD (Family Medicine);</b> The complete reappointment application and provider profile of Krista Burchill, MD was reviewed with no discrepancies and no new claims. The report from the National Practitioner's Data Bank contained no reports. A motion was made to recommend reappointment of Krista Burchill, MD to the Active Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Staff – Sherri Dumont, DO (Internal Medicine);</b> The complete reappointment application and provider profile of Sherri Dumont, DO was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. It was noted during Dr. Dumont's previous reappointment it was not documented clearly that the need to complete electronic medical records training was part of the usual orientation for all providers and practitioners at the hospital, and not a requirement of her FPPE. A motion was made to recommend reappointment of Sherri Dumont, DO to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p>	<p>Soare, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Gail Cyr, CRNA to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Robert Bassett, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Krista Burchill, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sherri Dumont, MD to the Active Medical Staff.</p>	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p><b>Reappointment Active Medical Staff – Daniel Harrigan, MD (Emergency Medicine);</b> The complete reappointment application and provider profile of Daniel Harrigan, MD was reviewed with no discrepancies. There are no new malpractice claims. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Daniel Harrigan, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – John Karod, MD (Urology);</b> The complete reappointment application and provider profile of John Karod, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of John Karod, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Active Medical Staff – Jean Pierre Michaud, MD (Orthopedic Surgeon);</b> The complete reappointment application and provider profile of Jean Pierre Michaud, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Jean Pierre Michaud, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Courtesy Medical Staff – Lawrence Crystal, DPM;</b> The complete reappointment application and provider profile of Lawrence Crystal, DPM was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Lawrence Crystal, DPM to the Courtesy Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Courtesy Medical Staff – David Kearing, MD (Emergency Medicine);</b> The complete reappointment application and provider profile of David Kearing, MD was reviewed with no discrepancies. There are no new malpractice claims. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of David Kearing, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Daniel Harrigan, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of John Karod, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jean Pierre Michaud, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Lawrence Crystal, DPM to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of David Kearing, MD to the Courtesy Medical Staff.</p>	

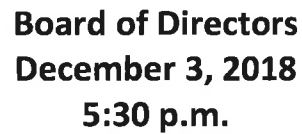
**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p><b>Reappointment Courtesy Medical Staff – Carol Nieroda, MD (Emergency Medicine);</b> The complete reappointment application and provider profile of Carol Nieroda, MD was reviewed with no discrepancies. There are no new malpractice claims. The report from the National Practitioner’s Data Bank contained no new reports. A motion was made to recommend reappointment of Carol Nieroda, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Medical Staff – James Faliszek, MD (Pain Management);</b> The complete reappointment application and provider profile of James Faliszek, MD was reviewed with no discrepancies. He reported two malpractice claims which are currently pending. The report from the National Practitioner’s Data Bank contained one medical malpractice payment report. A motion was made to recommend reappointment of James Faliszek, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Medical Staff – Jonathan Herland, MD (Pain Management);</b> The complete reappointment application and provider profile of Jonathan Herland, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. It was noted that Dr. Herland has requested privileges to complete percutaneous kyphoplasty. He completed a course and submitted his certificate. A discussion ensued regarding the need to develop a FPPE plan for this new privileges. It was noted it is a similar procedure as to what he is already doing. It was recommended that Dr. Herland perform 5 percutaneous kyphoplasty cases and after 5 cases are completed they will be sent out for external peer review. A motion was made to recommend reappointment of Jonathan Herland, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2020, with the FPPE plan that Dr. Herland will perform 5 percutaneous kyphoplasty cases and after 5 are completed they will be sent out for external peer review. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Staff – Donald Nicell, MD (Radiology);</b> The complete reappointment application and provider profile of Donald Nicell, MD was reviewed with no discrepancies. He reported one malpractice claim which was closed without payment. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Donald Nicell, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Carol Nieroda, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of James Faliszek, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jonathan Herland, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Donald Nicell, MD to the Consulting Medical Staff.</p>	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>forwarded to the Board of Directors.</p> <p><b>Reappointment Consulting Medical Staff – Susan Park, MD (Radiology);</b> The complete reappointment application and provider profile of Susan Park, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Susan Park, MD to the Consulting Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Allied Health Professional Staff – Dale Gordon, FNP;</b> The complete reappointment application and provider profile of Dale Gordon, FNP was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Dale Gordon, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2020 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Allied Health Professional Staff – Glenn Raymond, PA-C;</b> The complete reappointment application and provider profile of Glenn Raymond, PA-C was reviewed with no discrepancies. He reported one new malpractice claim which was closed without payment. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Glenn Raymond, PA-C to the Allied Health Professional Staff with privileges as requested through December 31, 2020 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p> <p><b>Reappointment Allied Health Professional Staff – Josee Romann, FNP;</b> The complete reappointment application and provider profile of Josee Romann, FNP was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made to recommend reappointment of Josee Romann, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2020 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation will be forwarded to the Board of Directors.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Susan Park, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Dale Gordon, FNP to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Glenn Raymond, PA-C to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Josee Romann, FNP to the Allied Health Professional Staff.</p>	

Page 13 of 17



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p><b>PHS BOD – Kevin Barnes</b></p> <p><b>MSEC – Carl Soderberg</b></p> <p><b>QHR Contract Renewal</b></p> <p><b>Board Member Reappointments</b></p>	<p><b>PHS Board</b> – Kevin Barnes was not present at the Cary Board meeting and therefore was unable to provide an update on the PHS meeting.</p> <p><b>MSEC</b> - Carl Soderberg was in attendance at the Medical Staff Executive Committee meeting and provided the following update:</p> <ul style="list-style-type: none"> <li>• The provision of privileges was discussed in length.</li> <li>• No hospital infections have been reported.</li> <li>• The COPD grant has been showing positive results.</li> <li>• Efforts continue to recruit nurses.</li> <li>• Dr. Chavez, General Surgeon, has signed and will start on August 1<sup>st</sup>.</li> </ul> <p><b>QHR Contract Renewal</b> - The contract renewal information has recently been received and further discussion will take place within the next 2 weeks.</p> <p><b>Board Member Reappointments</b> - The following Board members were presented for reappointment:</p> <ul style="list-style-type: none"> <li>• Sue White</li> <li>• Chris Bell</li> <li>• Dr. Shawn Laferriere</li> </ul>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sue White to the Cary Medical Center Board of Directors.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Chris Bell to the Cary Medical Center Board of Directors.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Dr. Shawn Laferriere to the Cary Medical Center Board of Directors.</p>	

**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<b>6. Report of CEO – Kris Doody</b>  <b>a. Physician Recruitment</b>          <b>b. QHR Mock Survey</b>   <b>c. Compliance Audit</b>   <b>d. 2019 PHS Budget</b>	<p>Kris Doody reported the following, noting more information is available in the CEO and Provider Activity Reports:</p> <p><b>Physician Recruitment –</b></p> <ul style="list-style-type: none"> <li>• Locum coverage has been secured for the majority of 2019.</li> <li>• There have been three recent site visits, 2 general surgeons, and 1 pediatrician. An offer was extended to the pediatrician. Both general surgeons would like an offer and are interested in the position. References are being obtained.</li> <li>• Additionally an offer has been extended to Dr. Renee Thibodeau, OB/GYN.</li> <li>• While Dr. Faye Jensen has not officially accepted the OB/GYN position she was offered, she has completed her credentialing packet. She did have a number of malpractice claims in Oklahoma and Kentucky so she is also completing her malpractice application to see if any issues arise.</li> <li>• Dr. Chavez, General Surgeon, will be visiting in March for a house hunting trip. His J-1 immigration visa has been approved and he will be starting August 1, 2019.</li> <li>• There are a couple more leads on pediatricians that are being pursued.</li> </ul> <p><b>QHR Mock Survey</b> - The results from the QHR Mock Survey were received within the last week. Areas that need to be prioritized have been identified. Darlene Higgins continues to work with the team on these areas.</p> <p><b>Compliance Audit</b> - A team from QHR is here to assist with the compliance audit.</p> <p><b>2019 PHS Budget</b> - The 2019 PHS Budget was approved by the Pines board. Cary's contribution remains flat. Friday, November 30<sup>th</sup> was Tony Lahey's last day. Brandon Caverhill is the new Director of Finance for Pines Health Services.</p>	Informational.	
<b>7. Report of Finance &amp; Personnel Committee</b> <b>a. October Financials</b>	<p>Emily Jose provided the following updates:</p> <p><b>CMC Financials</b> – An overview was provided of the October financials for Cary Medical Center, including review of: patient days, gross patient revenue, cash flow, expenses and the positive bottom line. Overall the month the trends for the month were very positive. A/R increased for the month as they are still running into issues with payments from Anthem and Veterans. Medicaid also increased due to L'Acadie not being paid, however this has been corrected and payment should be received within two weeks.</p>	Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance & Personnel Committee as reported.	





**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p><b>PHS</b> – Pines also had a good month in October and an overview was provided of cash flow and the bottom line for the FQHC and the non-FQHC.</p> <p><b>Health Insurance</b> – Paula Parents presented an overview of the changes to employee health insurance for approval by the board. Employee contributions will increase \$10 per pay period. This is the first increase in five years. No other plan changes will be made.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the employee health insurance contribution as reported.</p>	
<p><b>8. Compliance Quarterly Report</b></p>	<p>Dr. Regen Gallagher provided the following update:</p> <p>As Cary is currently in the middle of a Compliance Review, the full report is still being compiled. Once all of the results have been received they will be presented to the board in full along with a plan to address any issues that may arise.</p>	<p>Informational.</p>	
<p><b>9. Nursing Quarterly Report</b></p>	<p><b>Quarterly Report –</b></p> <ul style="list-style-type: none"> <li>• <u>Med Verification (Bar Coding) Compliance</u> – The year-to-date goal is set at 96%. Oncology is currently at 100%, Maternal/Child 98%, and ACU 96%.</li> <li>• <u>Inpatient Falls</u> – There have been ten falls year-to-date, with all falls and injuries being minor in nature and no related trends to contributing to them.</li> <li>• <u>Crash Carts</u> – Crash carts are evaluated twice daily with a benchmark set at 100%. There are a few departments that do not meet the 100% compliance. Plans of correction have been implemented.</li> </ul> <p><b>HCAHPS -</b></p> <ul style="list-style-type: none"> <li>• <u>Medication Education</u> – Discharge instructions have been altered to include all medications.</li> <li>• <u>Quietness</u> – A new initiative, Quiet Bags, has been introduced. These bags include ear plugs, candy, and a lavender scent to promote a quiet and relaxing atmosphere.</li> <li>• <u>Pain Management</u> – The policy has been updated and includes a new sedation scale for the nursing staff. Two new indicators have been added along with a reassessment of pain after an hour has passed, and documentation of additional pain management alternatives.</li> <li>• <u>Suicide Prevention</u> – A new risk scale is being utilized. The Columbia scale is comprised of yellow, orange, or red indicators for patients.</li> <li>• <u>Nursing Workforce</u> – The following standards regarding the nursing workforce have been obtained from Leapfrog <ul style="list-style-type: none"> <li>○ Nursing Staffing Plan: must be based upon patient needs, staffing assessments are</li> </ul> </li> </ul>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Nursing Quarterly report as reported.</p>	



**Board of Directors**  
**December 3, 2018**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>currently being conducted in oncology.</p> <ul style="list-style-type: none"> <li>○ The CNO must be part of the Senior Admin Team</li> <li>○ Both the Board and Senior leaders are accountable for improving patient safety</li> <li>○ A budget must be in place to support education</li> </ul>		
<b>10. Quorum Health Resources Updates</b>	<p>Chip Holmes provided the following updates:</p> <ul style="list-style-type: none"> <li>• The Mock Surveyors have provided very complimentary feedback.</li> <li>• Sam Brown and Shirley Pickens have been working with Will Grant and Emily Jose to prepare the 2019 budget. Sam will be traveling to Caribou on the 18<sup>th</sup>.</li> <li>• Will Grant will be at Cary through the beginning of January. He will be taking on the role of interim CFO in Clarion, PA at the end of January.</li> <li>• Chip is currently working with the exec committee to finalize a new agreement. The new contract will be in the form of an ASA (Administrative Service Agreement).</li> </ul>		
<b>11. Adjournment, Other &amp; Next Meeting</b>	<p><b>Other</b> - The Pines/Cary Employee/Volunteer holiday party will be held at the Caribou Inn and Convention Center this Friday at 5:30 PM. The Board, Medical Staff, and Administration holiday party will be held on Friday, December 14<sup>th</sup> at 7:00 PM.</p> <p><b>Adjournment</b> - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 7:06 p.m.</p> <p><b>Next Meeting</b> –The next meeting of the Board of Directors meeting is scheduled for December 19, 2018 at 7:00 AM to discuss the budget. Breakfast will be served and Chelsea, the new CFO will be present.</p>	Informational.	

Prepared by: Jennifer Goodwin

Respectfully submitted,

Kris Doody, RN, MSB  
 Chief Executive Officer



## Board of Directors

Thursday, December 19, 2018

Chan Center

7:00 a.m.

**Present:** Doug Plourde, Chairman; Rob Kieffer, Kevin Barnes, Dennis Marker, Sue White, Shawn Laferriere, D.O., Michael Quinlan, Carl Soderberg, Carl Flynn, M.D., Matt Hunter, Regen Gallagher, D.O.; Kris Doody, Chelsea Desrosiers, Will Grant, Emily Jose, Barb Martin, Leslie Anderson, Dave Silsbee, Bill Flagg, Darlene Higgins, Lisa Caron, Sam Brown, QHR and Peg McAfee

**1. Call to Order: Doug Plourde, Chairman; Board of Directors, called the meeting to order at approximately 7:09 a.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<b>1. Medical Staff Reappointment – Colin Meghoo, M.D.</b>	<b>Reappointment of Colin Meghoo, M.D. (General Surgery)</b> – The complete reappointment application and provider profile of Colin Meghoo, M.D. was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. A motion was made and seconded to recommend reappointment of Colin Meghoo, MD to the Active Medical Staff with privileges as requested through December 31, 2020. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.	Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Colin Meghoo, M.D.	
<b>2. Budget 2019 Presentation – Will Grant</b>	<p>Will Grant welcomed Chelsea Desrosiers, CFO, to the meeting, noting she will begin full time the first week of January. Will also welcomed Sam Brown, QHR, to the meeting.</p> <p>Will Grant provided an overview of the 2019 budget.</p> <p>The following items were explained and discussed in detail:</p> <p>Section I – Executive Summary  Section II – Budget Process  Section III – Schedule Narratives (to include):</p> <ul style="list-style-type: none"> <li>• Schedule A, Statistics</li> <li>• Schedule B, Revenue Projection (1.81% price increase for 2019)</li> <li>• Schedule C, Budgeted Patient Revenue</li> <li>• Schedule D, FTE Requests</li> <li>• Schedule E, Salary Requests (2% increase and Market Adjustment)</li> <li>• Schedule F, Non-Salary Expenses</li> <li>• Schedule G, Comparative Statement of Operations</li> <li>• Schedule H, Statement of Operations</li> <li>• Schedule I, Balance Sheet</li> <li>• Schedule J, Cash Flow</li> <li>• Schedule K, Departmental Leadership Capital Equipment Requests</li> <li>• Schedule L, Physician Related Capital Equipment Requests, Physician</li> </ul>	Upon motion duly made and seconded, it was so VOTED to accept the 2019 Budget as presented.	





**Board of Directors**

Thursday, December 19, 2018

Chan Center

7:00 a.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Capital Funding and CMC Capital Funding.</p> <p>Doug Plourde on behalf of the Board of Directors extended appreciation to all involved, including departmental leadership, in preparing the 2019 budget. A lot of effort goes into the planning and Mr. Grant provided a good overview. The Board congratulated Will and his team on a professionally prepared and presented budget. Will wished Chelsea good luck as incoming CFO and thanked Emily Jose, Accountant and Barb Martin, Patient Accounts Manager, from his team who were present for the meeting. Sam Brown shared the budget was very well done and presented.</p>		
<b>3. Annual Meeting and Adjournment</b>	<p><b>Annual Meeting</b> – The Annual Meeting is scheduled for Monday, January 14<sup>th</sup>, 5:30 p.m.</p> <p><b>Adjournment</b> - With no further business to discuss the meeting adjourned at approximately 8:26 a.m.</p>		

Prepared by: Marguerite E. McAfee, Executive Assistant to the CEO & COO

Respectfully submitted,

Kris Doody, RN, MSB  
Chief Executive Officer

/mem



**Mailing Address:**

P.O. Box 605  
Caribou, Maine 04736-0605

**Physical Address:**

303 Murphy Road  
Fort Fairfield, Maine 04742



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

**Phone: 207-473-7840**

**FAX: 207-472-1619**

**AROOSTOOK WASTE SOLUTIONS**

Board of Director's Meeting

November 16, 2018

**MINUTES**

**CALL TO ORDER:** The meeting was called to order by the Vice-Chairman at 7:30 am.

**MEMBERS PRESENT:** Stev Rogeski, Jim Risner, Ken Murchison, Mark Goughan

**MEMBERS ABSENT:** Walt Elliott, Limestone has not appointed an Alternate Member

**OTHERS PRESENT:** Mike Chasse, Martin Puckett, Dana Fowler, Sharon Raymond, Mark Draper

**1. Review and approve the minutes of the October 26, 2018 meeting**

Mark noted that the minutes included the amended wording of the Bond Debt Reserve resolution that was discussed and approved at the October meeting. **A motion was made by Stev Rogeski; and was seconded by Ken Murchison; to approve the minutes as presented. The motion carried unanimously.**

**2. Review and approve the financial statements for the period ending October 31, 2018**

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

**3. Review and approve the warrant for checks numbered 22544 through 22627**

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

**4. Solid Waste Director's report**

Mark reported on the following:

- a. Septage processing license renewal: This DEP license has been renewed for another 5 year period.

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

**PRINTED ON RECYCLED PAPER**



- b. Delivery of new loader: The new Volvo L-90 wheel loader was delivered about 2 months earlier than anticipated. It has been placed into service at TCL; and the Komatsu 380 loader will be delivered to the Presque Isle Landfill in December.
- c. Landfill tours: Mark conducted tours of the landfill and recycling center for the Caribou 2<sup>nd</sup>-graders and for the Environmental Studies class from the UMFK.
- d. Caribou Utilities District: Mark met with the CUD Board, which approved their share of the joint feasibility study to pump septage from TCL to CUD. The CUD Board also wanted to add an evaluation of CUD accepting septage directly. He also reported that CUD is evaluating all options for disposal of sludge.

#### 5. Review and approve the 2019 Annual Budget and revised Capital Improvement Plan

Mark referenced the materials provided in the Board packet, which included: his memo; a summary of changes made to the budget since the previous meeting; and a summarized version of the Capital Improvement Plan. He also noted that Sharon has determined that interest rates on investments are likely going to be higher than originally estimated, so that revenue line item could be increased by up to \$21,000, which more than erases the \$8,214 predicted shortfall. He recommended adding \$21,000 to the Interest Income line item, and adding \$12,786 to the Closure/Post Closure Care expense line item, which will result in a balanced budget.

There was a discussion regarding the Capital Improvement Plan, which accompanied the draft budget. The discussion centered around whether or not to plan for the eventual purchase of a new landfill compactor, or to rebuild one of the existing ones (as TCL did with the current machine). Either way, Mark noted that it does not change the 2019 appropriation for capital reserves, so the decision can be delayed until next year. There was also discussion regarding re-allocating specific amounts for specific purchases and improvements within the Capital Investment Plan.

**A motion was made by Ken Murchison; and was seconded by Stev Rogeski; to approve the 2019 budget as amended, by increasing the Interest Income line item by \$21,000; and increasing the Closure/Post-Closure Care line items by \$12,786. The motion carried unanimously.**

#### 6. Presque Isle merger

- a. Presque Isle Landfill User Guide's: an informational brochure for users of the Presque Isle Landfill ("PILF") (both P.I. residents and non-residents) is being distributed at the PILF gate. This guide will also be provided to each person that purchases a permit for the PILF. It also includes a page on how to use the recycling igloos.
- b. Star City and Gil's contracts: Letter sent.
- c. Recycling grant project: the down payment has been sent for the new baler, which is scheduled for delivery to New Hampshire on February 5<sup>th</sup>. Installation of the new baler will follow completion of the interior improvements to the recycling center buildings.

(insulation and heating system). Mark is working with CES, Inc. to finalize those plans, and to get those projects out to bid. The new igloos have not yet been delivered, but they were forecasted to arrive as late as December 5, 2018.

- d. Name change: the visible signs of the change are occurring with new vehicle decals, letterhead, envelopes, signs, etc. The "behind-the-scenes" work related to customers, vendors, agencies, etc. is also ongoing.

#### 7. Schedule next meeting

The next meeting was scheduled for December 21, 2018.

#### 8. Other business

Mark and Sharon discussed cash investment opportunities for some Certificates of Deposit that are coming due in November. More information will be provided at the December meeting.

Jim Risner noted that this will be his final Board meeting representing the Town of Fort Fairfield. He expressed his appreciation for fellow Board members and the staff for their committed effort over the past few years.

With no further business to discuss, the meeting was adjourned at 8:50 am.

Respectfully submitted,

Mark Draper, Solid Waste Director

# Caribou Airport Public Advisory Committee

Meeting Minutes  
January 18, 2019  
6:00 PM  
Caribou Municipal Airport

Attendance: Shane McDougall, Douglas Shrum, David Barbosa, Mark Jones, Tom Goetz

Absent: Dennis Marker, City Councilor, Darrell Bouchard

Members of the Public: Steven Farina, Danny Deprey, Chandler Tracey

1. Officer Election: New officers were elected for 2019. Shane McDougall was nominated by David Barbosa and seconded by Mark Jones to continue as committee Chair. The committee voted unanimously in favor. David Barbosa was nominated as vice chair by Shane McDougall and seconded by Tom Goetz. The committee voted unanimously in favor. Lastly, David Barbosa nominated Danny Deprey as this years Secretary which was seconded by Shane McDougall. The committee voted unanimously in favor. Shane indicated we, as a committee, need to do a better job this year at getting meeting minutes completed and distributed, specifically to the City Clerk.
2. Chandler Tracey was presented with a gift from the City. At last years fly-in, a raffle was conducted to reimburse the amount of fuel purchased. Mr. Nicholas Knobil asked us to donate his winnings to an interested, young aviator looking to advance with their flight training.
3. Snow Removal: Snow removal operations were discussed, how are things done, etc. The general thought is given the climate we are in, they do an excellent job at moving the snow. Shane brought up icy conditions and the little research he has done regarding chemical treatment. We were all in agreement that a change to treating the runways was not something for this winter season but maybe others. He discussed how LifeFlight of Maine needs a 3/3/3 with the Runway Condition Assessment Matrix (RCAM). During the current season the airport has seen many days at 1/1/1. 0/0/0 closes the runway completely. It was discussed that any treatment should be investigated and current and future weather conditions taken into account. Typically, for airports the size of Caribou, these treatments are typically only applied a handful of times when conditions are dismal.  
  
Shane provided an update to the group on efforts by LifeFlight of Maine. This organization routinely seeks funding for airport improvements across the state and is currently working towards funding for runway deicing equipment as well as live feed runway camera systems. Shane will keep the group posted.
4. Events: The discussion turned to planning for this years events. The group brainstormed as to the reasons/objectives to have an event and came up with the following:
  - a. Raise Funds
  - b. Airport Promotion

- c. Sell Fuel
- d. Community Engagement
- e. Aviation Education

We then discussed a ideas on how to implement these objectives and some specific events that we could hold.

- a. Wings & Wheels. Coordinate a fly-in with a local antique car group or ATV club. Coordinate a food event (pancake breakfast, hot dog lunch) with this
- b. Fuel Sale. Similar to last years event, reduce the price of fuel to continue to rotate the current product and stimulate activity.
- c. Introductory to Aviation. Caribou plane owners provide introductory flights to for a \$/lb. Money to be donated to a local charity or promote aviation further in Caribou.
- d. Monthly static display. Coordinate with Forestry or LFoM to have a static display once a month on a Saturday for the public to come see.
- e. Food Event. Have a fly-in specifically for pilots to come to Caribou for a meal.
- f. Thursdays on Sweden. Coordinate an event with TOS

In addition, it was discussed that we hold a meal for the Weather station employees to show our appreciation, which might incorporate a presentation on weather and aviation. For any event, the local news and media sources should be contacted. Shane indicated he will chair a committee to look at the Introductory to Aviation event. He will pull together the framework for the next meeting. David indicated he would also chair a food event and start working on that as well. The group agreed we would like to try an coordinate 3 events, one during the spring, summer and fall. At the next meeting we will finalize these events and dates so that we can start promoting.

- 5. Other Business: It was asked what the status of an FBO. Nobody knew and Shane said he would coordinate with the City Manager. It was asked if the City was entertaining bringing someone on part-time to have a presence at the airport. Again, Shane will coordinate. Douglas asked the status of more hangars. Shane indicated that likely any additional hangars constructed by the City will be completed under and FAA grant project as these can be expensive. He asked if there were other locations on the airfield to erect a private hangar and are we doing anything to promote that. Shane indicated there are several parcels that have been permitted and waiting for private development. Shane will talk with the City Manager on how to better promote these. Shane discussed last months coordination meeting with the Caribou Planning Board. There are mutual interests by both committees, specifically in economic development of airport property. These two committees will hold a future meeting later this spring to further this collaboration.
- 6. The next meeting will be held on February 21st at 6:00 pm at the Airport.

The meeting adjourned at approximately 7:30 pm. The foregoing is considered to be a true and accurate record of all items discussed.

Sincerely,

Danny Deprey  
Secretary