

CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on **Tuesday November 12, 2019** in the Council Chambers located at 25 High Street, **6:00 pm**.



- 1. Roll Call**
- 2. Pledge of Allegiance**
- 3. Public Forum**
 - a. Tammy Landeen, Olympic Para-Bobsled Athlete Pgs 2-7
- 4. Bid Openings, Awards, and Appointments**
 - a. Appointment to Nylander Board Pg 8
- 5. Public Hearings and Possible Action items**
 - a. Ordinance Amending Personnel Policies Pertaining to Catastrophic Leave and Whistleblower Protections Pgs 9-13
- 6. New Business**
 - a. Discussion Regarding 2019 Tax Lien Waivers Pg 14
 - b. Discussion Regarding Network Support Services with Oak Leaf Pgs 15-20
 - c. Police Station RFQ Recommendation from Selection Committee Pgs 21-22
- 7. Old Business & Adoption of Ordinances and Resolutions**
 - a. Ordinance 4, 2019 Series, Amending Personnel Policies Pertaining to Catastrophic Leave and Whistleblower Protections Pgs 9-13
 - b. Resolution 10-03-2019 Authorization of Manager to Accept Property Conveyance from Sitel Pg 23
 - c. Discussion regarding Drafted 2020 municipal budget Pgs 24-91
 - d. Discussion Regarding Snow Removal Around Fire Hydrants
- 8. Reports and Discussion by Mayor and Council Members**
- 9. City Manager's Report**
 - a. Update on Current Projects Pg 92
 - b. Expenses Related to Fire Station Roof Pg 93
 - c. Pellet Boiler Payment Schedule Pgs 93
- 10. Reports of Officers, Staff, Boards and Committees** Pgs 94-107
- 11. Executive Session(s)** (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)
 - a. Economic Development and Real Estate under §405.6.C
 - i. 60 Access Highway
 - ii. Sitel Business Location
 - iii. Skyway Plaza
 - b. Collective Bargaining Agreement with the Caribou Public Works and Police Departments under §405.6.D
- 12. Next Meeting(s):** November 25, December 9
- 13. Adjournment**

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

Certificate of Mailing/Posting

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

BY: _____ Jayne R. Farrin, City Clerk

TEAM USA

PARA NATIONAL BOBSLED TEAM

2019 - 2020



USA - PARA BOBSLED SKELETON

This winter, the finest para-bobsled athletes in the world will go head-to-head in World Cup competition. Para-athletes will compete internationally in Norway, Germany, and Switzerland, along with stops in Lake Placid and Utah Olympic Park. The best-of-the-best will represent their countries at the World Championships in Lillehammer in March.

TEAM USA PARA NATIONAL BOBSLED TEAM 2019 - 2020

The United States of America Bobsled Skeleton Federation (USABS) held an open tryout for positions on the National Para Sliding Team on November 1, 2019. Individuals eligible to compete have ambulatory disabilities and injuries. Participants were in competition for positions in three categories: seated bobsled (athletes with ambulatory disabilities such as spinal cord injury, paralysis, above the knee amputation, and bilateral amputation), para-push bobsled (athletes with below the knee amputations and other disabilities that impact leg strength but allow them to push), and skeleton (unilateral amputations, arm or leg). Seven athletes have been selected to the 2019-2020 U.S. Para Bobsled Skeleton Team.

National Team International members (all seated pilots) will compete on the 2019-2020 International Bobsled Skeleton Federation World Cup circuit. World Cup stops will be made in Norway, Germany, Switzerland, Lake Placid, NY and Park City, UT. The two athletes with the highest standings at the conclusion of the World Cup season will qualify to compete in the World Championships in Lillehammer, Norway. International athletes include seated pilots Will Castillo, Steven Jacobo, and Rick Evans. Tammy Landeen and Sarah Frazier-Kim have been given provisional status pending performance in pilot camps in November.

National Team Domestic members (push bobsled pilots and skeleton athletes) will compete in the 2019-2020 American Para Cup series. All three American Para Cup races will be held on the famed Lake Placid Olympic track. Robbie Gaupp and Chris Tarte earned spots on the skeleton team. James Klingensmith and Christ Rasmussen will represent the US as push athletes.

Athletes from all three disciplines will come together in March to compete for national championship titles.

The USA Bobsled Skeleton Federation has allocated just \$10,000 for para and our team members will be self-funding their seasons. A National Team International athlete will need to raise \$20,000 per season to support travel, lodging, race fees, and coaching costs.

National Team Domestic athletes will have most expenses covered by a VA grant. Unfortunately, airfare is not included in that funding and each team member will require \$1500 to cover expenses for three American Para Cup races.

I would appreciate your kind consideration of support for the upcoming para bobsled World Cup and American Para Cup seasons. I will be chipping away at this need through grant and sponsorship requests and anything you can do to help will go a long way toward my development as a National Team athlete.

Dear Sir or Ma'am,

My name is Tammy Landeen. I am an Aroostook County Resident, and spent my entire Childhood in this area. I left for a tour with the US Army with my husband, also from Caribou, and after retirement, we returned to our Childhood home. I was paralyzed from the waist down in 2005 and after adjusting to my new life, I took up Adaptive Sports. I recently was invited to participate in a ParaBobSled Camp and national selection event. And I was selected. Now, I am trying to raise funds that will allow me to compete in the Para-Bobsled world circuit as part of TEAM USA. I was selected to the team in a pending status until I complete a driving pilot school in Lillehammer, Norway at the end of the month, just prior to the first World Cup Race of the season. This is a lifetime dream of mine to compete with Grade A athletes from around the world on such an impressive stage.

I can't do this without help. Para-Bobsled is such a new sport, that we do not have a corporate sponsor like the Able-bodied athletes. My entire team has to raise their own funds to be able to compete. This season is expected to reach \$18,000. We have 4 overseas events, and 4 in the USA. Airfare, hotel, transportation, and race entrance fees are all on the individual.

If you can help, I would be very grateful. I have a PayPal account as well as a GoFundME (key word – Paraplegic Bobsled Caribou)

Tammy Landeen
(207)227-8245
Tammy.landeen@gmail.com

135. E. Presque Isle Rd
Caribou, ME 04736

Verification can be made by reaching out to Darrin Raupp, at
Darrin D. Raupp
Team Captain
USABS Para Sliding Sports
+1-248-755-6086
darrin.raupp@usabs.com

Para Bobsled World Cup 2019-2020

Para Sliding Sport Training and National Team Selection

Lake Placid, NY

October 27 - November 3

Item	Cost	Notes
Air	\$500.00	
Lodging	\$150.00	2 nights x \$75/night OTC
Rental	\$200.00	Enterprise ALB Split with other early arrivals
Sliding Fees	\$180.00	\$30/run x 6 runs
	<u>\$1,030.00</u>	\$1,030.00

Para Bobsled Driving School and Nov 28-Dec15, 2019

Lillehammer, Norway & Oberhof, Germany

Item	Cost	Notes
December 1 - 8, 2019		Lillehammer
Air	\$2,100.00	USA - Norway - Germany - USA
Lodging	\$1,100.00	11 nights x \$100/night
Food	\$550.00	\$50/day x 11 days
Rental car	\$250.00	Split with team USA
Race entry fees	\$300.00	
	<u>\$4,300.00</u>	\$4,300.00

Item	Cost	Notes
December 9-15, 2019		Oberhof
Lodging	\$720.00	6 nights x \$120/night
Food	\$300.00	\$50/day x 6 days
Rental car	\$250.00	Split with team USA
Race entry fees	\$300.00	
Misc	\$150.00	Baggage fees, parking, etc
	<u>\$1,720.00</u>	\$1,720.00

Para Bobsled World Cup

January 19-26, 2020

St. Moritz, Switzerland

Item	Cost	Notes
January 19-26, 2020		St Moritz
Air	\$1,500.00	USA - Switzerland - ALB
Lodging	\$2,100.00	7 nights x \$300/night
Food	\$350.00	\$50/day x 7 days
Rental car	\$250.00	Split with team USA
Race entry fee	\$300.00	
Misc	\$150.00	Baggage fees, parking, etc
	<u>\$4,650.00</u>	\$4,650.00

Para Sliding Sport Training and Empire State Games**Lake Placid, NY****January 27-February 2, 2020**

Item	Cost	Notes
Come with other VA people		
Lodging	\$150.00	2 nights x \$75 each OTC
		\$150.00

Para Bobsled World Cup**February 3-8, 2020****Lake Placid, NY**

Item	Cost	Notes
Lodging	\$450.00	6 nights x \$75/night OTC
Rental car	\$200.00	Split with team USA
Race entry fee	\$300.00	
	\$950.00	\$950.00

Para Bobsled World Cup**February 11-16, 2020****Park City, Utah**

Item	Cost	Notes
Air	\$800.00	ALB - PC - Home
Lodging	\$720.00	6 nights x \$120/night
Food	\$300.00	\$50/day x 6 days
Rental car	\$200.00	Split with team USA
Race entry fee	\$300.00	
	\$2,320.00	\$2,320.00

Para Sliding Sport Training and American National Championships**Lake Placid, NY****March 9-14, 2020**

Item	Cost	Notes
Air	\$500.00	
	\$500.00	\$500.00

Para Bobsled World Championships**Lillehammer, Norway****March 19-23, 2020**

Item	Cost	Notes
Air	\$1,200.00	
Lodging	\$600.00	6 nights x \$100/night
Food	\$250.00	\$50/day x 5 days
Rental car	\$250.00	Split with team USA
Race entry fees	\$300.00	
	\$2,600.00	\$2,600.00

Totals for 2019-2020 Season

Para Sliding Sport Training and National Team Selection Lake Placid, NY October 27 - November 3	\$1,030.00
Para Bobsled World Cup Dec 1-15, 2019 Lillehammer, Norway & Oberhof, Germany	\$6,020.00
Para Bobsled World Cup January 19-26, 2020 St. Moritz, Switzerland	\$4,650.00
Para Sliding Sport Training and Empire State Games Lake Placid, NY January 27-February 2, 2020	\$150.00
Para Bobsled World Cup February 3-8, 2020 Lake Placid, NY	\$950.00
Para Bobsled World Cup February 11-16, 2020 Park City, Utah	\$2,320.00
Para Sliding Sport Training and American National Championships Lake Placid, NY March 9-14, 2020	\$500.00
Para Bobsled World Championships Lillehammer, Norway March 19-23, 2020	\$2,600.00
	\$18,220.00

CITIZEN BOARD APPLICATION FORM

RETURN TO CITY CLERK, 25 HIGH STREET, CARIBOU, MAINE 04736

Name: Dana G. Jones

Physical Address: 11 Elmwood Ave Caribou, Me. 04736

Mailing Address: Same

(Cell) Phone Number: _____ Home _____ Work _____
207-768-0890 Cell dgj.5675@gmail.com Email

Professional or Civic Activities (Include other committees you have served on):

Nylander Museum

Education:

1975 Caribou High School Grad. Various Colleges/Degrees

Present Employer Name & Address:

CoARL. Bill Flogg (Supervisor) (AYTO Program)

Job Title:

Grant Research

I am interested in serving on the following committee:

Nylander Board

Are you willing to serve on ANY committee if needed?

YES NO

Dana Jones

Signature of Applicant

**Ordinance No. 04, 2019 Series
City of Caribou
County of Aroostook
State of Maine**

**An Ordinance Amending the Personnel Policies Pertaining to
Catastrophic Leave and Whistleblower Protections**

WHEREAS, the City of Caribou is a Local Unit of Government under the State of Maine and is granted home rule authority under Maine Revised Statutes, Title 30-A, §3001; and

WHEREAS, the City of Caribou has adopted Title 2, Administration, rules and regulations pertaining to personnel policies; and

WHEREAS, the City Council has determined that clarification of procedures is needed as related to the city's catastrophic leave program and employees who are entitled to protections under the Maine Whistleblower Act.

NOW THEREFORE, the City Council of the City of Caribou, County of Aroostook, State of Maine, pursuant to the requirements of the City of Caribou Charter, Section 2.11, does ordain the following:

Section I. Title 2 Amendments

1. Title 2, Catastrophic Leave is amended as follows: (underlined text is added, stricken text is deleted)

CATASTROPHIC LEAVE PROGRAM

A. Introduction

The Catastrophic Leave Donation Program permits salary and benefits continuation for regular full-time employee's that work for the City of Caribou who have exhausted all paid leave due to their own serious illness or injury, or due to the need to care for a seriously ill member of the employee's family or household. Subject to the stated eligibility requirements, salary and benefits continuation is achieved through donation of vacation/sick hours from other City of Caribou employees.

B. Authority and Responsibility

1. Administration of the program will be handled by the Human Resources Director
2. Human Resources will determine on a case-by-case basis whether a request to draw from the pool qualifies for Catastrophic Leave usage. An employee may appeal a Human Resources determination to the City Manager for a final decision.

C. Definition

A catastrophic illness or injury is a serious, debilitating illness or injury that incapacitates the employee or a member of the employee's family or household, and creates a financial hardship because the employee has exhausted all eligible vacation/sick hours.

D. Eligibility

Recipients must meet each of the following conditions to be eligible to receive donated leave hours:

1. A leave of absence is approved by the Department Head and then Human Resources in relation to a catastrophic illness or injury.
2. Recipient has exhausted all paid leave accruals and is not receiving short term disability or Workers' Compensation payments.

E. Procedures

1. Donor and recipient requests are submitted in confidence to Human Resources using the **Request/Donation for Catastrophic Banked Leave** form.
2. Donors donate vacation/sick hours, based on the tenured compensable value of banked time outlined by the June 2014 amendment of these policies, to a general pool without specifying a recipient. Employees hired after January 1, 2014 may also donate their time under the same tenure guidelines.
3. A request to receive donated vacation/sick leave must be accompanied by a physician's written verification of the illness or injury.
4. All donations are processed anonymously.
5. Donations are not tax deductible.
6. Participation in the program, for donors and recipients, is entirely voluntary.

F. Limitations

1. Prior to receiving donated leave through this program an employee must first exhaust all paid accruals, including sick leave and vacation leave.
2. A recipient is required to use any leave accrued during the previous pay period(s) prior to use of donated leave hours.
3. In any pay period, recipients may use donated ~~hourst~~time only up to their regular weekly hours.
4. Donations must be a minimum of eight hours with any additional hours in whole-hour increments. Donated time will be converted to a value base on the current hourly rate of the donor at the time of donation, recipient will receive hours based on their hourly rate at the time of receiving compensation, granted there are funds available in the Catastrophic Leave Reserve.

G. Frequently asked questions

1. What is the effect of short-term disability benefits in relation to the program?

Once time is donated to an eligible employee, that employee is placed on active pay status. When an employee is on pay status, they are not eligible for short-term disability. Donated time may be used during the employee's disability waiting period, but disability benefits will not be payable until the waiting period is over and the employee is no longer on active pay status.

2. May donations be made at any time?

Yes, but this time must be time the donor would be paid at time of separation, known as Compensated Absences. (refer to page 16 of this policy)

3. Where do the donated hours go?

When an employee donates vacation/sick ~~hourst~~time, the ~~hourst~~time goes into a general Catastrophic leave reserve ~~leave bank~~ for future use by eligible employees.

4. Must donations be made anonymously?

Generally, it will be assumed that donations are being made anonymously. Anonymity prevents pressure from being placed on, or perceived by, employees who do not choose to donate ~~hourst~~time, regardless of the reason for their decision. However, as a matter of personal discretion, donors may choose to inform recipients of their action.

5. What happens to left-over donated ~~hourst~~time that are not needed by the recipient?

Since donations are irrevocable, ~~hour~~time not needed by the recipient are transferred back to the ~~bank~~reserve.

2. Title 2, Whistleblower's Protection is adopted to read as follows:

WHISTBLOWER'S PROTECTION

This notice is provided to all employees in compliance with 26 M.R.S.A 839 and for the protection of employees who report or refuse to commit illegal acts.

It is illegal for your boss to fire you, threaten you, retaliate against you or treat you differently because:

1. You reported a violation of the law;
2. You are a healthcare worker and you reported a medical error;
3. You reported something that risks someone's health or safety;
4. You have refused to do something that will endanger your life or someone else's life and you have asked your employer to correct it; or
5. You have been involved in an investigation or hearing held by the government.

You are protected by this law ONLY if:

1. You tell your employer about the problem and allow a reasonable time for it to be corrected; or
2. You do not have to report to your employer if you have good reason to believe that your employer will not correct the problem.

If anyone has any questions regarding this notification, please ask your supervisor, the EEO Officer, or contact the City Manager

For more information or to file a complaint under this law, the following should occur:

Resolving retaliation under the whistleblower's protection:

Any employee who believes he or she has been retaliated against should take the following steps to resolve the problem:

1. They may register a complaint orally or in writing with any supervisor, the Equal Employment Opportunity Officer (EEO Officer), or with the City Manager.
2. Any supervisory or management level employee, including the City Manager, who receives an oral or written complaint of retaliation from an employee must report the complaint to the City's EEO Officer within five (5) business days of receiving such a complaint. Any supervisory employees who fail to meet this requirement may be subject to discipline.
3. Any supervisory or management level employee, including the City Manager, with actual knowledge of what he or she believes is conduct that has or may contribute to a hostile work environment must report his or her knowledge of this conduct to the City's EEO Officer within five (5) business days of obtaining such knowledge. Any supervisory or management level employees who fail to meet this requirement will be subject to discipline.
4. Within twenty (20) days of the EEO Officer's receipt of a complaint of retaliation or receipt of information from a supervisor about retaliation, the EEO Officer shall inform the alleged victim of retaliation that the allegations of retaliation will be promptly investigated.

5. An independent investigator who does not work for the City and who has expertise in investigating retaliation complaints will investigate all complaints of retaliation promptly and objectively.

During the course of a retaliation investigation, the person who is the alleged victim of retaliation is not required to meet with the alleged retaliator, work with the alleged retaliator, or discuss the allegations of retaliation in the presence of the alleged retaliator.

6. The City will provide the results of the retaliation investigations to the alleged victim of retaliation in writing as soon as possible, but in no event later than thirty (30) workdays after the commencement of the investigation, unless a written explanation is provided to the alleged victim as to the reason(s) that the investigation could not be completed within thirty (30) workdays.
7. Confirmed instances of retaliation will be dealt with by utilizing whatever disciplinary action the City deems appropriate, up to and including termination.

For this retaliation policy “supervisory employee,” “supervisor” and “management level employee” are defined to include: (a) any employee who possesses the authority to direct the work activities of at least one other employee and (b) any employee who has the authority to hire, fire, promote, transfer, or discipline another employee.

Legal Recourse through the Maine Human Rights Commission or the U.S. Equal Employment Opportunity Commission.

With regard to a retaliation complaint, if the employee does not want to make the report internally, the employee may make the complaint to the Maine Human Rights Commission (MHRC) or the U.S. Equal Employment Opportunity Commission (EEOC). Contact information for the MHRC and EEOC is as follows:

The Maine Human Rights Commission
51 State House Station
Augusta, ME 04333
Tel:(207)624-6290
TTY users call Maine Relay 711
www.Maine.gov/mhrc

The following agencies may provide useful information on workplace safety and labor laws:

U.S. Department of Labor
Wage and Hour Division
P.O. Box 554
Portland, ME 04112
Tel:(207)780-3344
www.dol.gov

Maine Department of Labor
Bureau of Labor Standards
45 State House Station
Augusta, Maine 04333-0045
Tel:(207)623-7900
TTY users call Maine Relay 711
www.maine.gov/labor/bls
Email: mdol@maine.gov

U.S. Department of Labor/OSHA
40 Western Avenue
Augusta, ME 04330
Tel:(207)626-9160
www.osha.gov

Section II. Severability

If any part of this ordinance or the application thereof to any person or circumstances shall, for any reason, be adjudged by a court of competent jurisdiction to be unconstitutional or invalid, such judgment shall not affect, impair or invalidate the remainder of this ordinance or the application thereof to other persons and circumstances, but shall be confined to its operation to the section, subdivision, sentence or part of the section and the persons and circumstances directly involved in the controversy in which such judgment shall have been rendered. It is hereby declared to be the intent of the City Council that this section would have been adopted if such invalid section, provisions, subdivision, sentence or part of a section or application had not been included.

Section III. Posting and Effective Date

This ordinance shall become effective 30 days after adoption by the Council and after publishing of this ordinance in accordance with the City of Caribou charter, Section 2.12(c), (d) and (e).

This Ordinance was duly passed and approved by a majority of the City Council of the City of Caribou this _____ day of _____, 2019.

R. Mark Goughan, Mayor

Jody Smith, Deputy Mayor

Thomas Ayer, Councilor

Nicole Cote, Councilor

David Martin, Councilor

Hugh Kirkpatrick, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk

CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: Tax Lien Waivers
DATE: November 7, 2019

DISCUSSION AND POSSIBLE ACTION ITEM

On November 15, any pending Tax Lien foreclosures are executed. The current number of properties under threat of acquisition is 67. These include vacant properties, properties with structures, and mobile homes.

It is recommended that eight [8] mobile homes under immediate threat of tax acquisition be granted a lien waiver. An inspection of these structures found that they are in severe disrepair, unsecured, and uninhabited. If the city acquires these structures, we are then responsible for future trailer park rental fees and demolition expenses. Waiving the liens does not abate the property taxes, but means the city is not willing to exercise its rights as a lien holder to acquire the property at this time.

A list of the 8 mobile homes with amounts dues as of November 7, 2019 is as follows:

Acct # 2073	Map 018 Lot 031-066 (200 West Gate Rd)	Taxes & Fees: 341.51
Acct # 533	Map 007 Lot 020-ON (312 Washburn St.)	Taxes & Fees: 261.73
Acct # 4794	Map 018 Lot 031-036 (194 West Gate Road)	Taxes & Fees: 331.44
Acct # 4716	Map 018 Lot 031-052 (200 West Gate Road)	Taxes & Fees: 491.83
Acct # 2068	Map 018 Lot 031-053 (200 West Gate Road)	Taxes & Fees: 539.29
Acct # 4566	Map 018 Lot 031-069 (200 West Gate Road)	Taxes & Fees: 459.54
Acct # 1418	Map 014 Lot 025-003-ON (215 Powers Rd)	Taxes & Fees: 454.46
Acct # 4981	Map 015 Lot 036-026 (590 Access Highway)	Taxes & Fees: 555.97

If the city does not acquire these trailers, then disposal/removal costs will be the responsibility of the current owners and/or the trailer park owners.

Contract for Computer Network Support Services

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

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

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

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

1.0 Services

1.1 Computer and Network Services

Computer Support and Maintenance

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

IT Management Services

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

Hardware

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

Software

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

Antivirus

Antivirus service will be included free of charge for City-owned PC and Mac computers as part of this agreement going forward.

Infrastructure Maintenance

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

New Installations

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

Network Security Checks

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

General IT Consulting

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

Exceptions

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

1.2 Service Level Agreement (SLA)

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

Response Times

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

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

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

Coverage

This service level agreement is for the following coverage.

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

Definitions

The following definitions shall apply to all support calls.

System Down Emergency

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

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

Urgent Support Call

An urgent support call is defined as:

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

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

Non-critical Issues

All other support issues are defined as non-critical.

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

SLA Terms and Conditions

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

Penalty

Oak Leaf guarantees response times according to the aforementioned conditions and methods of response. If Oak Leaf staff do not respond in the time specified, the City will be entitled to a credit of one percent (1%) of the monthly contract fee for the month in which the service call was initiated for every thirty (30) minutes late the initial response is provided, up to a maximum of fifteen (15) percent of the total monthly contract amount aggregated on all calls in any one month.

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

Limitation of Liability

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

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

1.3 Force Majeure

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

2.0 Cost and Schedule

See attached Schedule A.

3.0 COMPLETE AGREEMENT

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

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

The City of Caribou, Maine

OAK LEAF SYSTEMS, INC.

Dennis Marker

Robert S. Sowers

City Manager

DATE: _____

DATE: _____

Schedule A Contract Costs, Term, and Payments

1.0 Computer and Network Support

| Oak Leaf Systems will provide computer and network support services as described herein for a fee of \$31,200.

7.0 TERM

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

| Effective Date: January 1, 2020

8.0 Payment Schedule

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

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: Police Station RFQ for Architectural Services
DATE: November 7, 2019

DISCUSSION AND POSSIBLE ACTION ITEM – First Read

As directed by the City Council, staff published an RFQ for architectural services for a new police station. The advertisement was published September 25 with the deadline for responses being October 22. The City received six responses to the advertisement. These were from A4 Architects, Artifex, BRSA, Design Group Collaborative with CES Inc, Port City Architects, and Sealander Architects with Armstrong Engineering.

Members of the Council building committee, staff, and a citizen representative (who also served on the citizen advisory committee) were invited to review the submittals and determine which firms/individuals should be invited to make additional presentations for consideration. (A breakdown of scores for the initial review are attached on the next page.)

Three firms (Artifex, Sealander, and DGC) were ultimately asked to share with the selection committee a presentation with focus on how they would accomplish the project and engage citizens. They were also asked to share some of the lessons learned from previous projects and demonstrate their knowledge of regulations that would pertain to a police station project. After a blind scoring of the interviews (see results below), the selection committee members that participated in the process have recommended that Artifex be engaged for consultant services on the new police station.

Interview Scoring				
	Company			
	Max Pts	Artifex	DGC/CES	Sealander
Vision	10	9.0	7.1	7.0
Regulatory Framework	10	9.1	6.8	5.8
Lessons Learned	10	7.6	7.0	7.0
Public Engagement	10	7.6	6.1	6.3
Total Points	40	33.375	27	26

I met with Ellen Angel, Principal at Artifex Architect & Engineers, on Tuesday November 5. We discussed possible modifications to the scope of work sent in the RFQ. She indicated that Artifex would be flexible based on the city's needs and their consultant fees could be adjusted. Artifex is able to start work on this project November 18 if a contract is executed.

Police Station RFQ Evaluation Form							
		Companies					
Item	Max Pts	A4	Artifex	BRSA	DGC/CES	Port City	Sealander
	100	70.9	79.1	63.0	73.4	71.8	67.5
Bid estimate scores	10	10.0	3.9	0.0	6.4	0.0	8.1
Project Team	10	8.8	9.5	8.0	8.3	9.5	9.5
Org Flow Charts	1	0.8	1.0	0.8	1.0	1.0	1.0
Qualifications	8	7.0	7.5	6.3	6.3	7.5	7.5
Proof of Licensure	1	1.0	1.0	1.0	1.0	1.0	1.0
Relevant Experience	50	33.3	43.8	34.3	39.3	44.5	32.0
This serves to evaluate not only public safety experience but renovation of existing buildings, & cost management techniques.							
Project #1	10	7.3	8.8	7.8	7.8	9.3	6.0
Project #2	10	7.3	8.8	8.0	8.0	8.8	6.5
Project #3	10	6.5	8.8	6.5	8.0	9.3	6.5
Project #4	10	6.3	8.5	4.8	7.8	9.3	6.8
Project #5	10	6.0	9.0	7.3	7.8	8.0	6.3
Project Approach	20	17.0	17.3	12.3	15.8	13.3	14.5
* Describe the course of action proposed to meet the goals and objectives of the Project.							
• Identify key Project milestones including anticipated amount of time needed to complete the work.							
• Identify potential impacts, impediments, conflicts and proposed mitigation.							
• Internal quality and cost control procedures that will be used.							
Course of action	5	4.0	4.8	3.5	4.3	4.0	3.8
Project Milestones	5	4.0	4.5	3.5	4.3	3.3	3.5
Impediments and Mitigation	5	4.5	4.5	2.5	4.0	3.0	3.8
Quality and Cost Control	5	4.5	3.5	2.8	3.3	3.0	3.5
Unique Qualifications	10	1.9	4.8	8.5	3.8	4.5	3.4
Unique Qualifications	5	1.3	4.8	3.5	2.8	4.5	3.0
Aroostook Firm	5	0.6	0.0	5.0	1.0	0.0	0.4
		A4	Artifex	BRSA	DGC/CES	Port City	Sealander
Total Fee for services	10 pts	\$ 280,360	\$ 376,275	\$ 437,500	\$ 336,990		\$ 309,560
Task 1		\$ 2,140	\$ 2,880		\$ 3,370	\$ 3,915	\$ 5,800
Task 2		\$ 2,160	\$ 11,400		\$ 18,110	\$ 1,890	\$ 22,860
Task 3		\$ 7,080	\$ 9,705		\$ 9,970	\$ 10,530	\$ 6,300
Task 4		\$ 19,460	\$ 144,580		\$ 41,380	\$ 27,550	\$ 57,000
Task 5		\$ 2,420	\$ 800		\$ 5,160	\$ 1,710	\$ 1,500
Task 6		\$ 2,760	\$ 3,250	\$ 68,800	\$ 2,200	\$ 1,980	\$ 6,200
Task 7		\$ 30,940	\$ 7,060		\$ 38,200	\$ 5,230	\$ 48,000
Task 8		\$ 37,800	\$ 19,500		\$ 38,400	\$ 3,960	\$ 63,000
Task 9		\$ 112,600	\$ 117,100	\$ 281,200	\$ 127,000	Non-Responsive	\$ 54,900
Task 10		\$ 63,000	\$ 60,000	\$ 87,500	\$ 53,200		\$ 44,000
		Calculation for Points Allocated Based on Estimated Fee for Services					
Diff from Low		\$ -	\$ 95,915	\$ 157,140	\$ 56,630		\$ 29,200
Diff from High		\$ (157,140)	\$ (61,225)	\$ -	\$ (100,510)		\$ (127,940)
Normalized Bid from High		100%	39%	0%	64%		81%
Pts based on Norm		10.0	3.9	0.0	6.4	0.0	8.1

Resolution 10-03-2019

**A Resolution of the Caribou City Council
Accepting Ownership of Property Located at 63 Sweden Street**

WHEREAS, Sitel Operating Corporation, a Delaware corporation (hereafter “Sitel”) with a place of business in Caribou Maine at 63 Sweden Street, further identified by tax map 31, Lot 32 (hereafter the “Property”), has announced the closure of their operations effective October 31, 2019; and

WHEREAS, Sitel has offered to convey their office building, related property and all interests in surrounding parking lots to the City for free; and

WHEREAS, the City was a prior owner of the building and has, by contract with Sitel, a first right of refusal for the Property along with continued interests in the associated parking lots; and

WHEREAS, the Council has considered the potential economic, social, and financial implications to the city and more particularly the downtown area and finds the proposed acquisition of the Property to be beneficial for the citizens of Caribou.

NOW THEREFORE BE IT RESOLVED,

1. That the City Council of Caribou authorizes the City Manager to work with representatives of Sitel Operating Corporation to finalize conveyance of the Property to the City of Caribou and
2. That all obligations under current credit enhancement agreements between the City and Sitel will be considered satisfied upon completion of the conveyance.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 28th day of October 2019.

R. Mark Goughan, Mayor

Jody Smith, Deputy Mayor

Nicole Cote, Councilor

David Martin, Councilor

Thomas Ayer, Councilor

Hugh Kirkpatrick, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk



2020

DRAFT Expense Budget & Capital Improvement Plan

Prepared by Dennis L. Marker, AICP, MPA
November 04, 2019



Vision

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

Mission Statement

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

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



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Budget Message

November 4, 2019

TO; City Council and Citizens of Caribou

It is my pleasure to provide the final 2020 expense and capital improvement budget for your consideration. The preparation of this document is a result of the knowledge, experience, and professionalism of the city's department heads and council members. Great effort was made this year to balance operational trimming, major capital expenses and facility maintenance needs with rising healthcare costs and absorbing unfunded mandates. As always, the primary goal is to provide the best services possible with a sensitivity to the financial impacts that result on families, individuals, and businesses.

This budget is a collection of financial data provided by the ongoing operations and future forecast of the City of Caribou. Historic spending activities, trends, market conditions, demographic changes, unforeseen capital repairs and contractual obligations were considered. Priorities and changes were evaluated toward increased efficiencies and furtherance of the city's vision of being "THE all-season community to work, play, grow in and call home."

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

Budget Highlights:

- Personnel Related Changes

The mandates from the state and insurance providers have resulted in more than a \$125,000 in personnel related increases to the budget. *(See the independent department narratives for details on these changes)*

- Wages.

- No cost of living increase is currently in the 2020 budget for non-union employees. This includes departments heads and general office staff.
- The state minimum wage will increase from \$11 to \$12 in January 2020. Total increases due to this change is near \$13,000. This primarily impacts the many seasonal employees used at the recreation center.
- At the time of preparing this message, the public works union is still renegotiating their contract for 2019-2021.
- A salary study conducted earlier this year indicates that our sergeants and police officers generally make more than neighboring municipal law enforcement departments. The sergeant's union entered into a 1-year contract with a 0% increase for 2020. The officers are still negotiating their contract.

City of Caribou
2020 Expenses and Capital Improvements Budget

- The fire union will receive a 1% increase under a 1-year agreement. This adds a little over \$8,000 to the budget.
 - Health Insurance – Insurance rates rose by 6.76%. Employees pay 20% of insurance premiums with the city covering the difference. With the increase, the city's costs increased more than \$62,400. Last year these benefits increased almost 4%. This trend is not sustainable and will be a primary focus of the budget preparations for 2021.
 - Worker's Compensation – The amount of funds the city must set aside for workers' compensation claims was increased 24% for 2020 or \$50,000.
 - New Positions – A new part-time position is budgeted with the Tax Assessing Department in order to help begin quarterly reviews. No other new positions are programmed for 2020. However, the City Clerk will be retiring in August 2020. A full-time, overlapping clerk position is funded for her position. The ambulance administrative assistant is also retiring in 2020. A full-time replacement for this position is included in the budget.
- Capital Projects More Than \$50K:
(See: Capital Projects Section for details on these projects and a list of smaller projects anticipated in 2020)
 - In 2019, the city's insurance provider required a structural review of the fire station. The results of that study indicate the need for \$225,000 of structural shoring and roof reconstruction. \$10,000 had been set aside in previous budgets for roof work, but the structural work was unanticipated. Not performing the structural work means the city's insurance provider will not insure any damage caused by a roof or wall failure and the building is only insured for actual value, not replacement value.
 - \$164,000 is proposed to fund a program study and preliminary design of a new Police station. This is considered a one-time project and the budget anticipates the city will utilize one-time funds received from the tri-community landfill merger with Presque Isle to fund this work.
 - Reconstruction of Teague Park will be finished in 2020. This will include a splash pad to be constructed with \$126,000 in donations received, an additional \$25,000 for improvements around the splash pad, and funds being set aside for paving of the overflow parking between the recreation center and the new park amenities. The overflow parking is slated for 2021 after additional funds can be gained for the work.
 - Preparations for reconstruction of the River Road created a negative balance of \$120,000 on the city's books. This was due to anticipated bonding for a \$1.5M longer term reconstruction through general obligation bond. Instead of incurring more debt, the Council opted to have public works construct a more temporary, short-term fix for less than \$100,000. This budget includes \$70,000 for the short-term fix and possibly some funds toward the negative balance.
 - An ambulance is scheduled to be remounted in 2019. This budget includes using \$65,000 from prior year reserves and another \$45,000 this year to put toward the

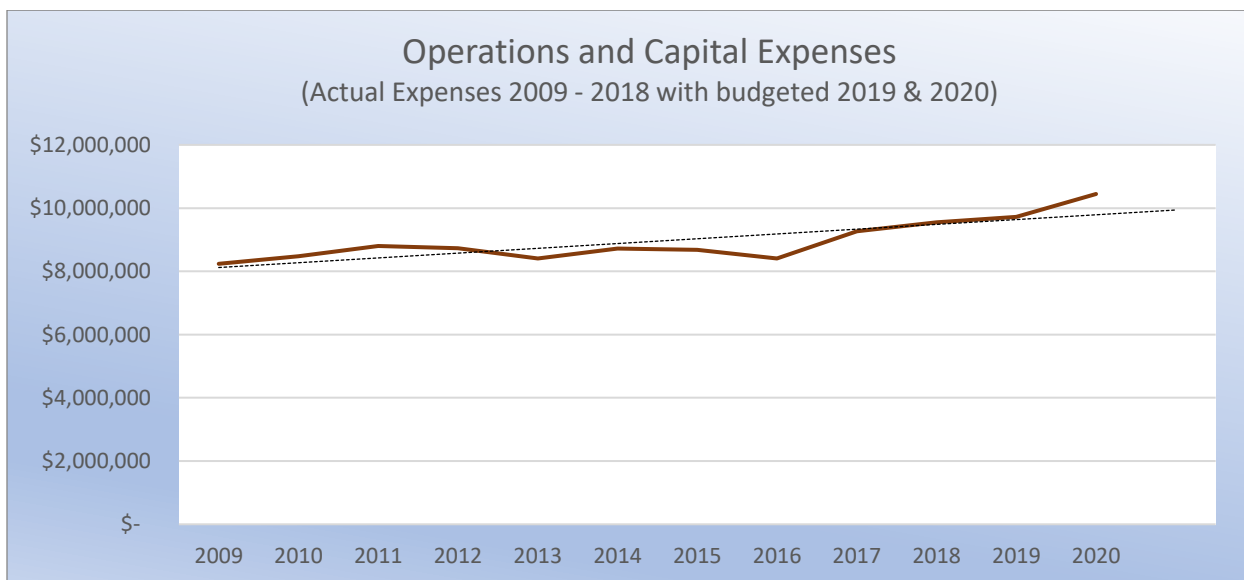
City of Caribou
2020 Expenses and Capital Improvements Budget

remount work. Buying a new ambulance would be twice as expensive as remounting the existing ambulance box.

- The city plans to resurface the parking lots in the downtown area beginning with those around City Hall. \$60,000 is planned for use in 2020 with additional funds being set aside in 2021 and 2022 for resurfacing on all city owned lots.
- Other Financial Obligations (*See: Debt Reduction Section for details on these obligations*)
 - 2016 Fire Engine. Annual payments of \$117K end in 2021.
 - BioMass Boiler System. The 2019 payment will be \$106K. Payments escalate until the lease is finished in 2025. The capital plan anticipates rolling the fire engine payments into the Biomass Boiler payments so that this obligation can be completed two year earlier. This will save the city nearly \$8,000 in interest through the end of the lease.

The overall budget includes expenses of \$11,020,842, which is a 7.35% increase (\$754,596) from the modified 2019 budget. This number includes department operation funds and the funds related to enterprise activities. Enterprise activities include those for which 100% funding should be available through grants or special funding allocations through other government sources, like federal housing administration.

The city's operation and capital expenses are \$10,446,055 which is 3.92% more than the original 2019 expense budget of \$10,052,812 adopted by the Council in December 2018. During the process to set the mil rate for 2019, the Council asked that \$338,734 be cut from the expense and capital budget to keep the city's portion of the mil rate from increasing. The result was that some projects or allocations toward future purchases were deferred to future years. The 2020 budget represents a 7.47% increase from the 2019 modified budget.

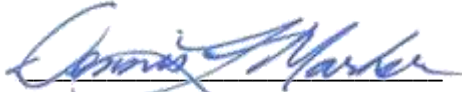


Revenue projections for 2019 are very preliminary at this time but are estimated to provide for a balanced budget if the city uses some available one-time funds to help offset one-time project costs. In 2020, the city will receive an allocation of \$307,000 from Aroostook Waste Solutions as part of the

City of Caribou
2020 Expenses and Capital Improvements Budget

Presque Isle landfill merger with Tri-community landfill. This budget anticipates \$170,000 of those one-time funds being applied toward one-time capital projects with the remainder of the funds being used to begin building an emergency reserve. The city will receive another \$307,000 in 2021. How these funds are leveraged to reduce current or foreseeable obligations will impact the city's ability to continue providing services through tough times over the next decade. It is anticipated that a more refined revenue budget will be prepared for consideration near the first of April based on legislative actions and April valuations. In 2018 the "carryover amount" was only \$32,000 or less than 1/3 of 1% of the budget. 2020 will be another very tight year.

Generally, this budget year has focused on pinching operational budgets to try and offset mandated expenses while also dealing with major facility issues. Department heads have cut their operational budgets for the past three years, but mandated increases and major, unplanned capital projects have resulted in continued budget increases. This means there are fewer opportunities to reduce spending without making major changes to services and programs, limiting maintenance of assets, reducing integral benefits for staff, or tapping into our foundational reserves.



Dennis L. Marker, AICP, MPA
City Manager

Community Profile

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

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

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

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

The commercial area of Caribou expanded with the growth of the community. New schools were built, the municipal airport was constructed in the late 1920s and the present municipal building was completed in 1939. Birds-Eye Snyder constructed a frozen food plant in 1945 and later added a French fried potato plant to its facilities. The construction of Loring Air Force Base in the 1940s and



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



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

the introduction of manufacturing took on important dimensions in the economic base of Caribou as agriculture and food processing declined in the 1950s and 1960s.

The building up of military operations at the base resulted in the population growing until 1960 when the Census reflected 12,464 residents. Since that time, the population has declined until reaching a sustainable number around 8,000 residents. The Maine Office of Policy and Management projects the population will continue to decline each year



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

from one to one and one-half percent through 2034. Caribou believes the downward trend can be reversed through active promotion of four-season tourism opportunities, redevelopment of blighted residential and industrial properties, business expansion and retention (BEAR) programs, and improving education and service opportunities.

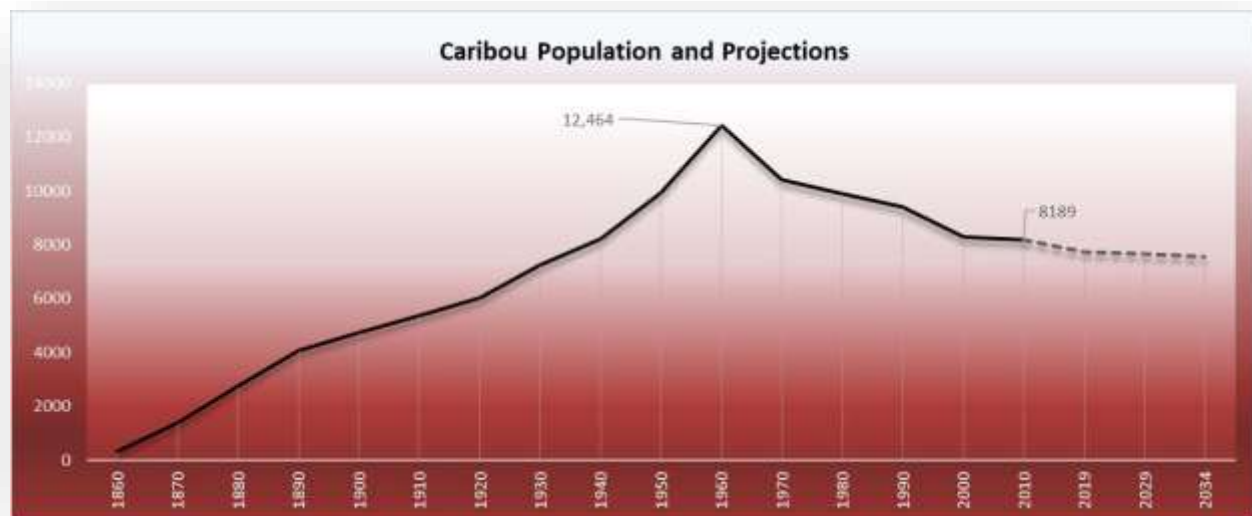


Figure 3: Population data obtained from US Census Bureau through 2010. Projections obtained from the State of Maine Office of Policy and Management.

General Government

The City of Caribou was incorporated as a city in 1967¹. The city charter outlines its government to be a Council-Manager form of government. Under this form of government, the citizens elect seven representatives to a City Council. The City Council functions as the legislative body for the City, which means they establish policies, adopt laws, set the annual budgets, enter into contracts and establish the working priorities for delivery of services to the citizens, business owners and visitors of Caribou. The City Council members for 2020 are as follows:

Sitting Councilors	Term Expiration
R. Mark Goughan (Mayor)	2020
Jody Smith (Deputy Mayor)	2021
Hugh Kirkpatrick	2020
Thomas Ayer	2021
Nicole Cote	2021
Doug Morrell	2022
Joan Theriault	2022

The City Charter² outlines several duties of the Council. The following are just a few points that pertain to the city's government structure and relationship to other quasi-municipal entities in the area:

- 1) The Council elects from within its ranks a Mayor who is "recognized as head of the City Government for all ceremonial purposes and by the Governor for purposes of Military law but shall have no administrative duties."³
- 2) The Council appoints a City Manager⁴ who functions as the "Chief Administrative Officer." The City Manager's role is to act in an executive capacity based on the laws and direction of the City Council. He/she is responsible, among other things, for direction and administration of all departments, offices and agencies of the City and to maintain the financial integrity of the City. The Manager is responsible for preparing and submitting an annual budget to the Council which outlines the expenses and anticipated capital needs under the Manager's direction.
- 3) The Council has a unique responsibility to appoint members to the Cary Hospital Board of Directors⁵ and the Hospital Service District⁶. The Cary Hospital is a municipally owned medical facility, which operates under its Board of Directors. The Service District is an independent quasi-municipal entity that has responsibilities for physical assets (e.g. land and buildings) that can be used to benefit the Cary Medical Center. The City Manager sits as an ex-officio member of the Cary Hospital Board of Directors⁷ but has no other power or authority over the Cary Medical Center operations⁸. The Hospital Directors function independent from the City

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

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

³ City Charter, Section 2.03

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

⁵ City Charter, Section 2.18

⁶ State of Maine, P&SL, 1953, chapter 12, Sec. 3.

⁷ City Charter, Section 2.18(a)

⁸ City Charter, Section 3.04(2), (10) and (11)

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

- 4) The Council also appoints members to the Caribou Utilities District Board of Directors/Trustees⁹. However, the Caribou Utility District is a quasi-municipal entity unto itself and not a department of the City. The Utility District and the City work cooperatively on many projects, but the two are completely separate entities other than having a similar name.

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

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

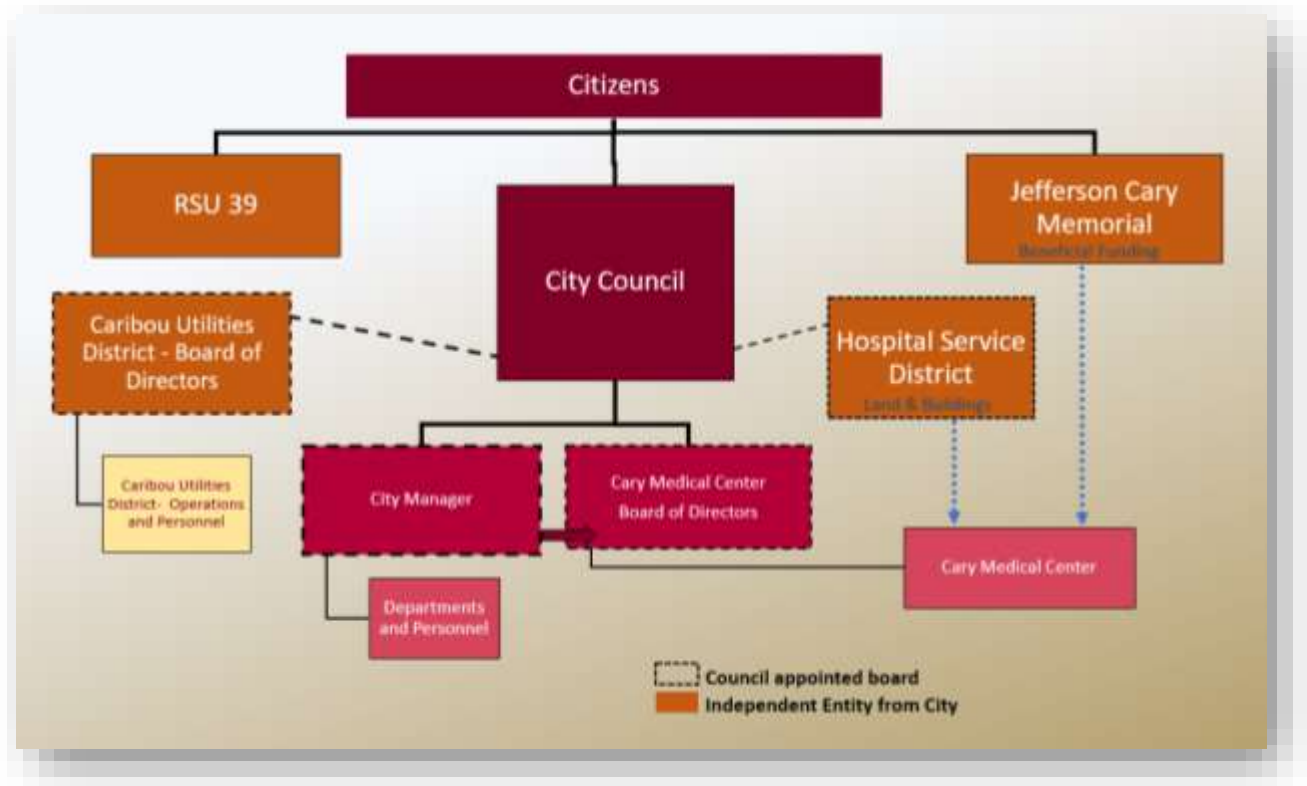


Figure 5: Flow chart illustrating framework of Council-Manager form of government in Caribou and the other quasi-municipal entities in the area.

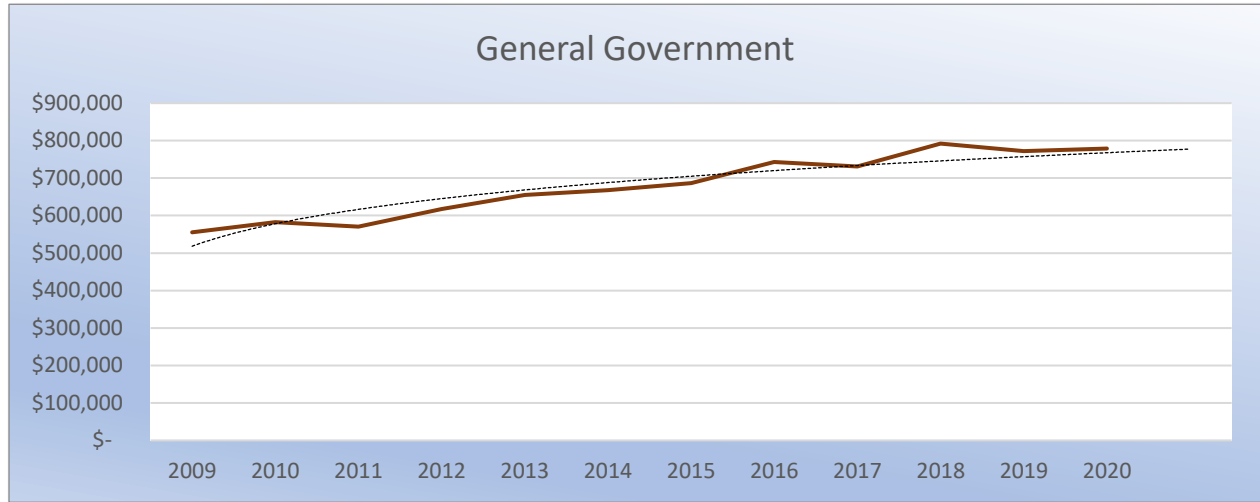
The purpose in outlining the above relationships is so the reader of this document will understand why a budget report prepared by the City Manager does not include budget information about the hospital, the schools, or the Caribou Utilities District.

⁹ State of Maine, P&SL, 1945, Chapter 83, Sec. 8.

City Departments & Expenses

The following narrative is to summarize the major changes from the 2019 budget for each department. A full line item detail of the budget changes is provided in Exhibit A of this report. Not every budget line will be discussed in this narrative. Questions about specific line changes are welcome and may be discussed with the Manager or the appropriate functional area director.

10 – General Government



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

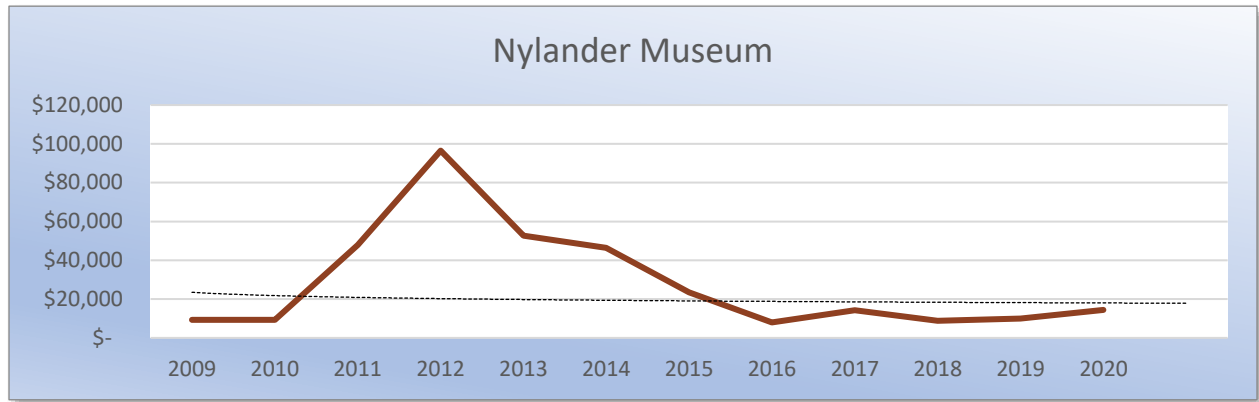
The 2020 budget is \$779,226 which is a 0.9% increase from the 2019 budget of \$771,977.

Prior to 2020, 50% of the City Manager's wages were paid from Economic Development/TIF funds. This budget provides for 75% of the Manager's wages to be paid without subsidy from TIF funds. Strategically, the remaining 25% will be brought into this fund next year so that management wages are supported with sustainable funding sources and the economic funds can be utilized toward business development efforts. The rolling of the manager's wages into this fund is offset by the staff changes in the clerk's office.

In 2020 there will be a new City Clerk and Deputy Clerk. These staff changes provide opportunity to reduce overall wage expenses within that functional area and the maintain nearly the same wage budget within the department.

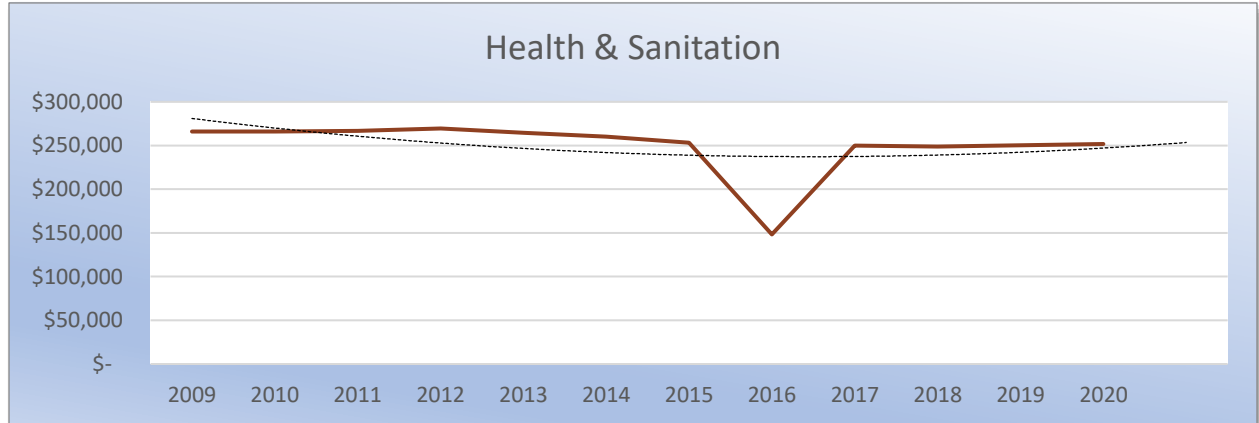
The city's contract with Oak Leaf Computer systems is brought entirely under the general government funds with this budget. In previous year this was parsed out to other departments. This added \$6,00 into the general government fund.

12 – Nylander Museum



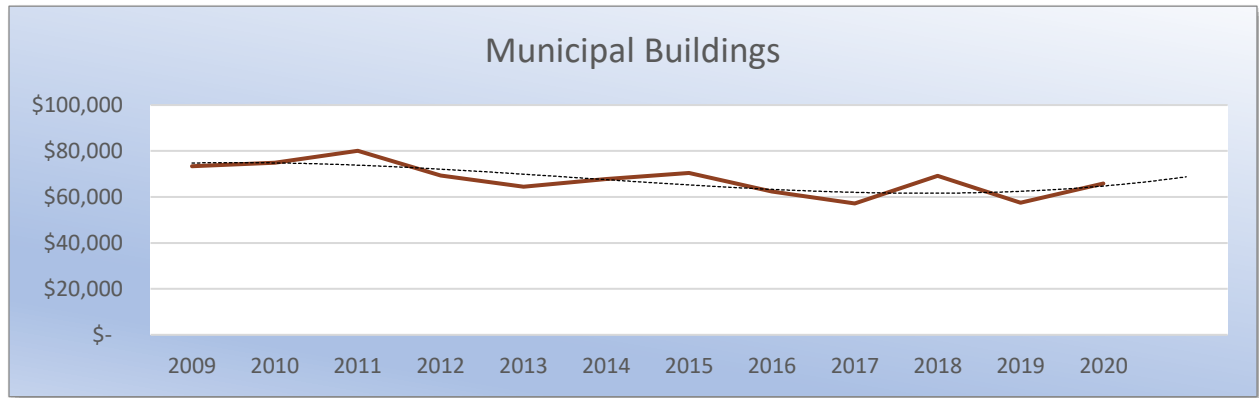
The Nylander museum used to be funded jointly with the Caribou Chamber of Commerce and included a part-time curator. That association ended around 2015 and there currently are no paid city staff at the museum. The museum is now operated by members of the city's Nylander Museum Board. In 2019, the volunteer board implemented several youth education weeks, programs, a rotating art gallery, and was able to secure grant funding for two interns for the 2019 summer. Many of the educational elements were funded from the volunteer's themselves to get the programs up and running. The budget this year provides a \$2,000 increase to sustain the programs. An additional \$800 is budgeted to address facility maintenance concerns. Janitorial services are funded and provided through the public works staff.

17 – Health and Sanitation



The Aroostook Waste Solutions (formerly Tri-Community Landfill) 3-year average tipping fee for 2020 is expected to increase by 0.7% or \$2,000 in 2020. Major cleanup projects at the former Birdseye plant site, the Learning Center on Bennett Drive and the old Sincok Administration building on York Street, increased tonnage being taken to the landfill, which then increases the city's 3-year average fee. The recent merger with the Presque Isle landfill means the city will receive \$1.2Million between 2019 and 2021, which can help reduce these expenses. (The Council applied a payout back to these expenses in 2016, which is why the above graph has an obvious drop that year.)

18 – Municipal Buildings



The municipal buildings fund covers maintenance and operation of City Hall and the Lion's building. The 2020 budget is about \$8,000 more (14.8%) than 2019. The increases come to address sidewalk fracturing around city hall and material chipping on the building exterior.

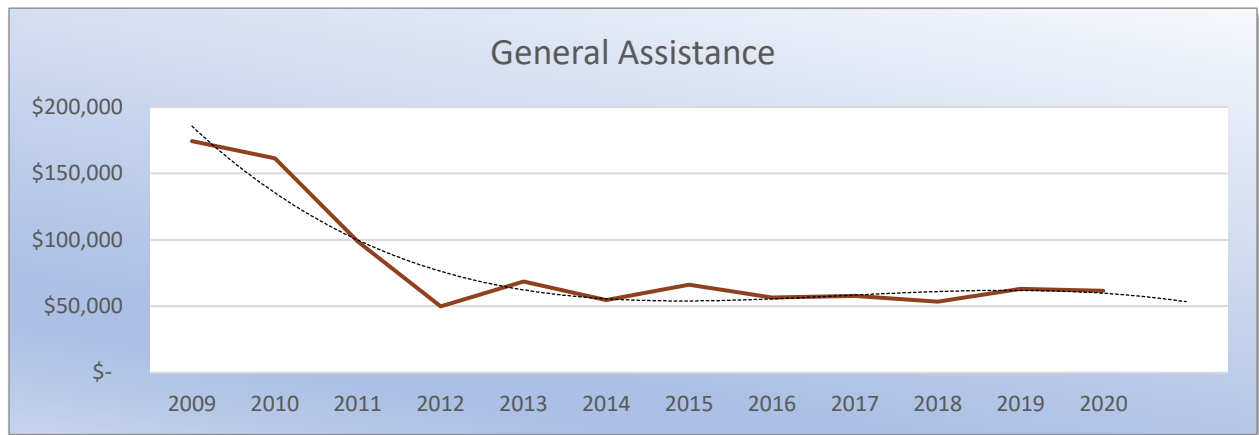
The major maintenance issue in 2019 was repair of the siding on the city hall hose tower, which was detaching and falling off the building. The project was completed for \$14,000 which was \$1,000 under budget.

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



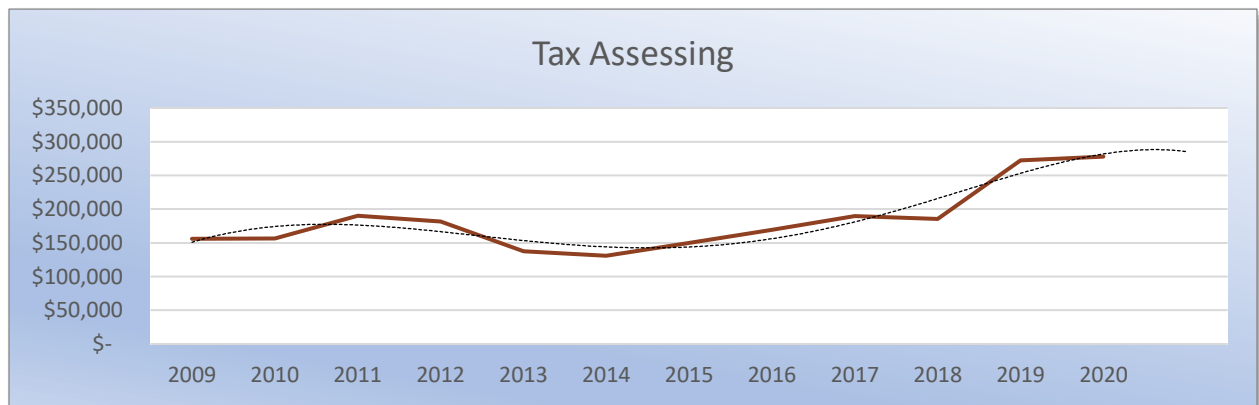
City of Caribou
2020 Expenses and Capital Improvements Budget

20 – General Assistance



The General Assistance fund is decreasing by 2.3% (\$1,400) from the 2019 budget. The biggest cost reduction is simply the anticipated funding from the city toward general assistance.

22 – Tax Assessing



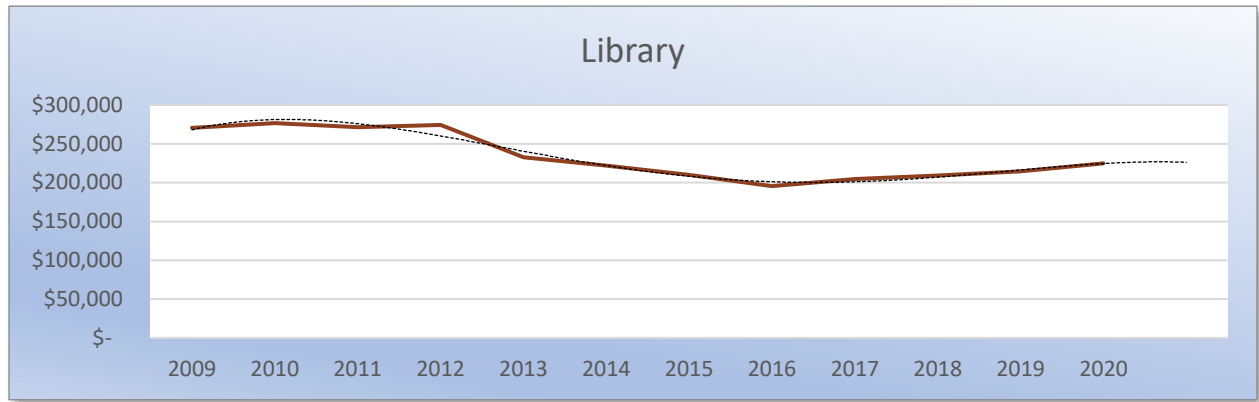
The Tax Assessing Department includes three full-time employees and one part-time employee. These employees include the Tax Assessor who also serves as the Chief Building Official, the Zoning Administrator who serves as the city's Code Enforcement Officer, a Deputy Tax Assessor who helps with both assessing and code enforcement elements, and finally the part-time employee is a commercial building inspector on retainer. The Tax Assessor, Penny Thompson, has completed major certifications and training necessary to conduct mass revaluations for the city in order to prevent hiring an outside consulting firm for more than \$300,000 in less than 10 years. This budget provides for an additional part-time employee to help the Tax Assessor begin working on the quarterly review of assessments.

The most significant change in the tax assessing budget comes from the addition of the part-time staff member. Similar to other departments, several operational cuts were made to help offset the cost of the insurance increases.

Overall, the tax assessing budget is up \$5,600 from 2019, an increase of 2.1%.

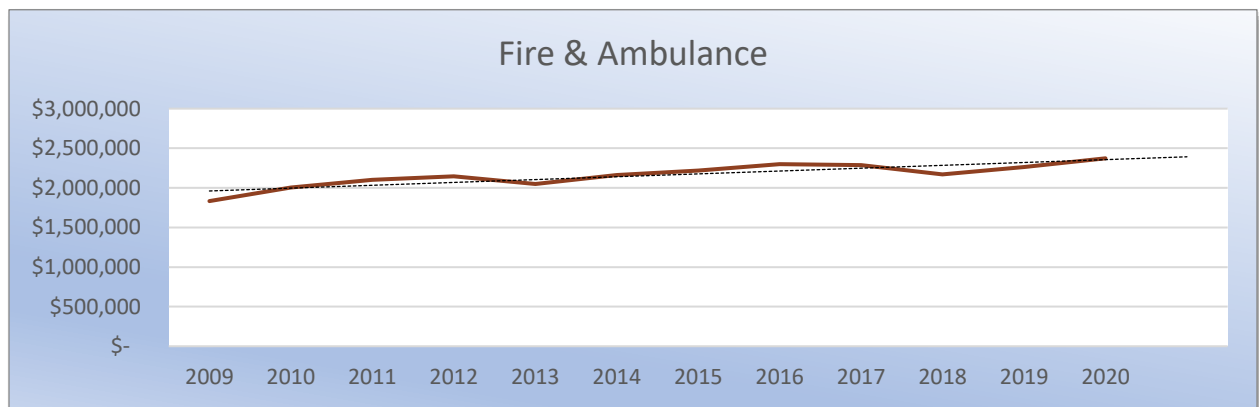
City of Caribou
2020 Expenses and Capital Improvements Budget

24 – Library



The library budget is up 4.8% (approximately \$10,000) from 2019. This is mainly due to building maintenance projects being paid from existing capital reserves in 2018 but incorporated into the operational budget in 2020.

31 – Fire/EMS



The Fire/EMS budget is up by 4.8% (\$110,000) from 2019. This change is primarily due to the insurance increases, which account for nearly \$96,000. The council approved union agreement provides for another \$18,000 in wages or benefit increases to the staff. Reductions in operational funding were made to offset the self-imposed and/or mandated increases previously discussed.

In 2019, Chief Susi was instrumental in getting legislation passed that would increase state funding to rural ambulance service providers. This funding establishes that Mainecare will now reimburse up to the same amounts as its federal counterpart. This will result in over \$230,000 additional revenue to the city. Chief Susi is working closely with our federal and state delegates to get legislation passed that will assure additional federal reimbursements to rural ambulance agencies as well.

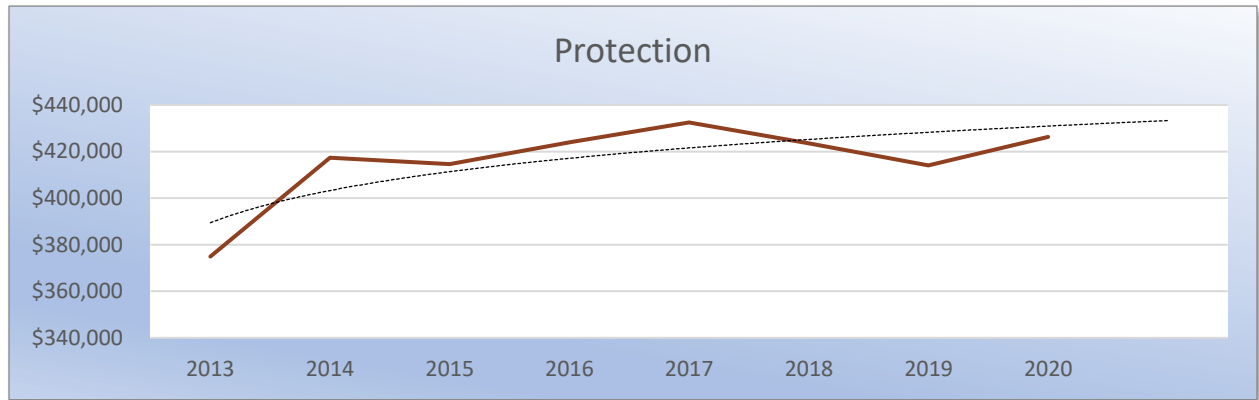
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35 – Police



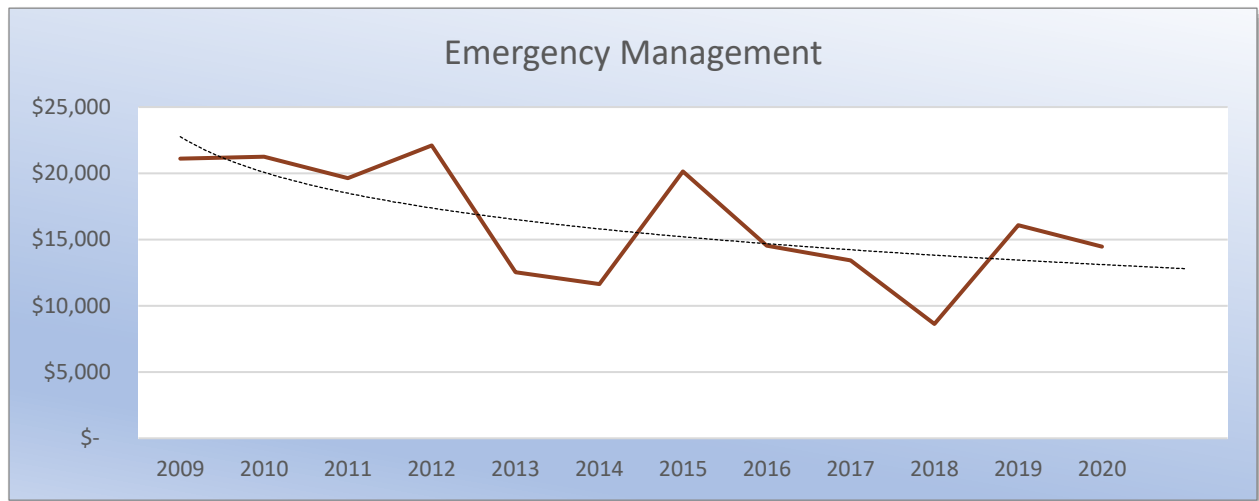
The Police budget is projected to be 0.8% (\$12,760) more than the 2019 budget. The numbers provided in the budget are assuming union negotiations are wrapped up based on current proposals on the table.

38 – Protection



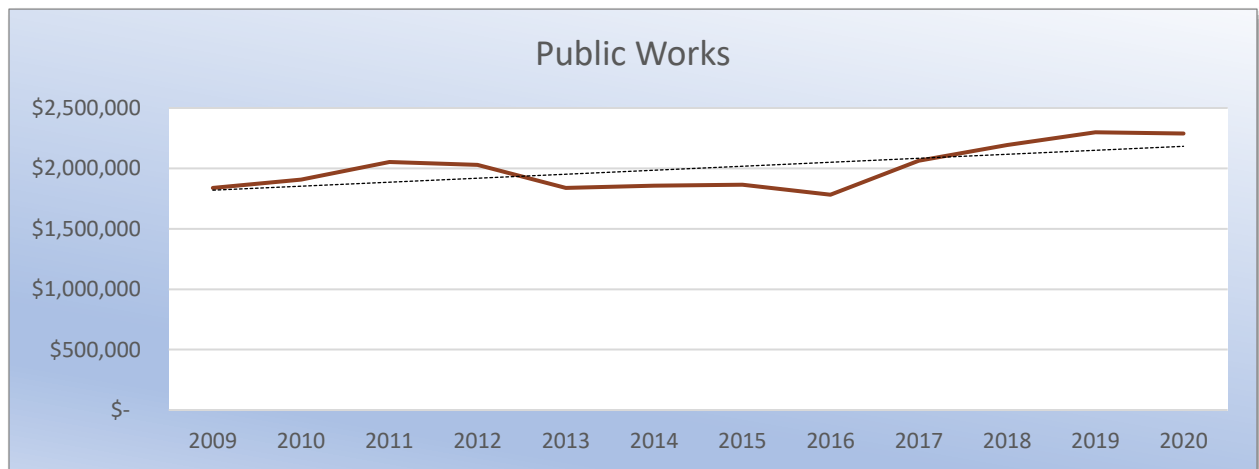
The Protection budget is expected to increase 3% (\$12,000) as result of maintenance costs for the newly acquired streetlights and anticipated hydrant fees. The street lights costs are currently shown to be the same as last year, due to not having seen the complete EMERA rate change over. Other communities who did complete the EMERA change over in 2019 have seen significant savings in power usage, which may provide some reduction of this line item before the budget is finalized. The power savings with the new LED lights is projected to offset light maintenance cost increases.

39 – Emergency Management



The Emergency Management funds will go down almost 10% or about \$1,600 in 2020. This reduction is primarily from reduction in building maintenance, insurances, and internet.

40 – Public Works

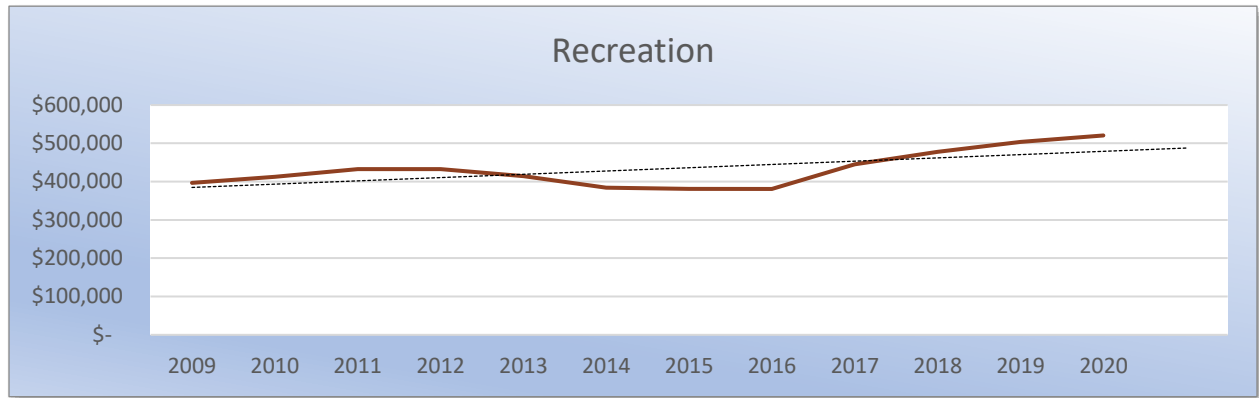


The Public Works department is currently projected to have a 0.5% decrease (\$11,000) from 2019. This is prior to completing union negotiations and is primarily due staff benefit changes. Some of the staff have selected to take the city offered health insurance buyout, which can provide up to a \$22,000 savings to the city.

One of the most significant budget changes within the department is the zeroing of Liquid Asphalt funds. This was projected to be near \$200,000 that would go toward 9-miles of annual chip-seal work. Due to the rising cost of liquid asphalt, the Public Work Director, Dave Ouellette, indicates the city can do nearly 6 miles of road with an asphalt overlay and get more years out of the product. To effect this, the liquid asphalt funds were moved to the Asphalt line.

Another smaller item is an increase of \$4,000 for sidewalk repairs, which was a concern raised by Council in 2019. These funds will help with materials to repair or construct sidewalks in downtown.

50 – Recreation



The recreation budget is up 3.4% (\$17,000) from 2019. Most of this difference comes from the minimum wage increase to \$12, which results in nearly \$10,000 of additional staffing costs. The previously discussed insurance changes add almost \$5,000 to this department. \$3,000 of additional costs are expected with the new Teague Park facilities, such as new bathrooms, ice skating rink, tennis courts, softball field, and the splash pad.

Discussions are taking place about the possible increase of program fees to help offset department changes and material costs. Currently all youth programs for residents are \$10. Increasing this to \$20 could generate another \$6,000 in revenue. Non-Resident fees could also be adjusted.

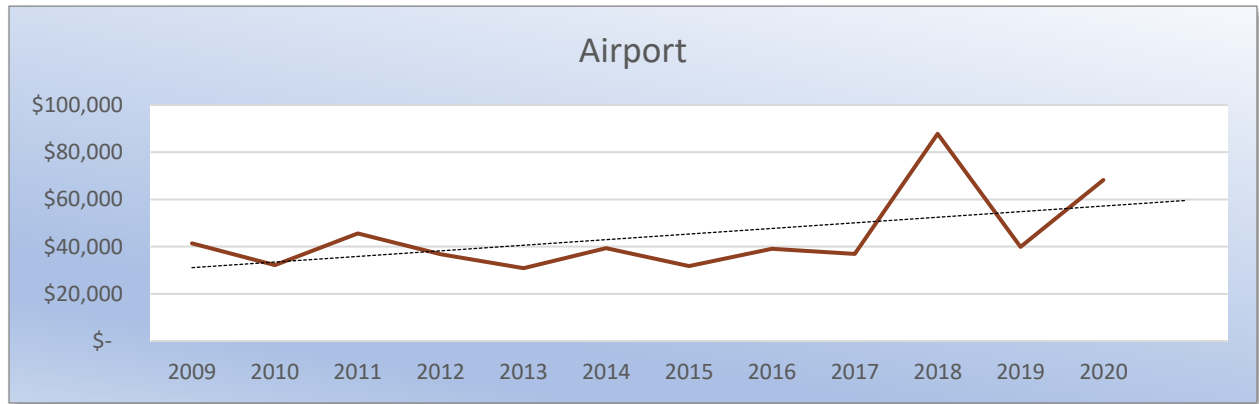
51 – Parks



The Parks budget is up 12.7% (\$20,000) from 2019. The bulk of the increase is a \$9,000 furnace replacement at the maintenance shop. Another \$4,000 is allocated toward cleaning up the intersection of Fort Fairfield Road and Highway 1 where the city will be tearing down a home in 2020. The intersection is blighted and one of the major gateway points into the community. Other increases include additional fuel costs, fleet maintenance work and shop equipment.

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60 – Airport



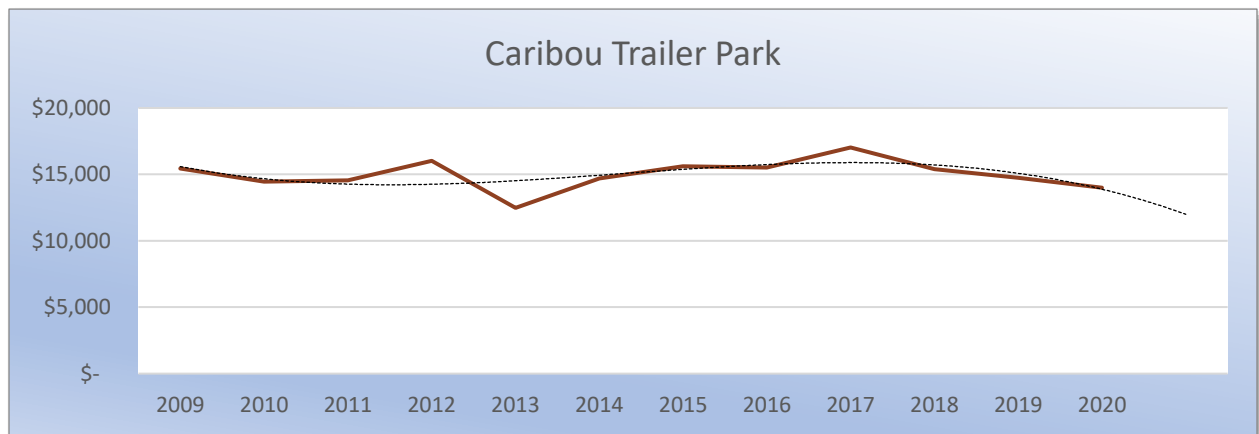
Expenses in 2018 were significantly higher than the previous years due to the city taking over operations at the airport and having to buy-out the previous operation manager. The 2019 budget anticipated hiring a new FBO within 10 months. Despite advertising the opportunity, no FBO was found and the city has continued to fund the airport operations. The 2020 budget anticipates that the city will continue operations for the full year. Which results in a 71.4% increase to the budget or nearly \$29,000.

In order to maintain the airport, Dave Ouellette, has taken on the role of daily site and building inspections, fuel manager, and primary contact for hangar occupant issues. The budget includes a stipend for Dave to perform these duties and be on-call 24/7.

The major expense at the airport is purchasing of av fuel. The budget anticipates two 2,000-gallon purchases at \$4.50 per gallon or a total of \$17,500. This is an increase over \$12,000 or 264% in the budget line. Since the city charges \$4.93 per gallon, this is a positive revenue generating expense unlike the other department lines.

Heating fuel costs have been between \$5,200 and \$6,500 for the past couple years. Setting the budget at \$6,500 results in an 85.7% (\$3,000) increase for this line. Heating fuel is used for the main hangar offices and hangar. The heated hangar space is more desirable in the winter and rental rates are increased during winter months to recoup some of these costs.

61 – Trailer Park



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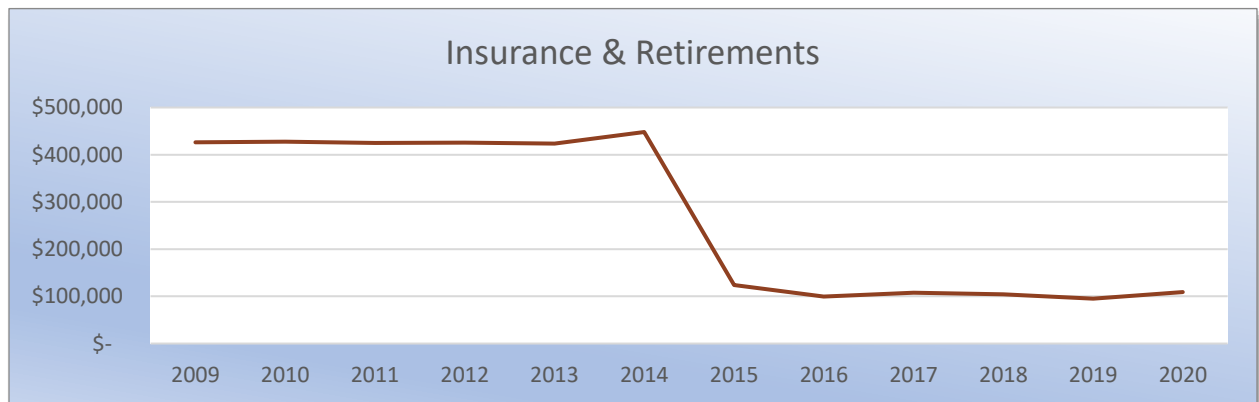
The trailer park is projected to essentially remain at the same funding levels of 2019 (0.1% increase or \$17). There have been many discussions about trying to close the trailer park. This needs to be considered more seriously in the next couple years as the need for road and utility system maintenance increases. For now, the park is covering its expenses with lease revenues, but the city lost a tenant in 2019 due to structural failure of a trailer. The tenant of that trailer was not in the home when the failure occurred but has indicated a desire to give the city the trailer rather than pay for owed rents and demolition of the trailer. The city may consider increasing the rental rates to begin saving up for more major repairs or removal of abandoned trailers.

65 – Cemeteries

No changes have been proposed for this fund. The City will continue to make payments to the respective privately held and maintained cemeteries in order to meet the city's obligations for maintenance of veterans' graves.



70 – Insurance and Retirement



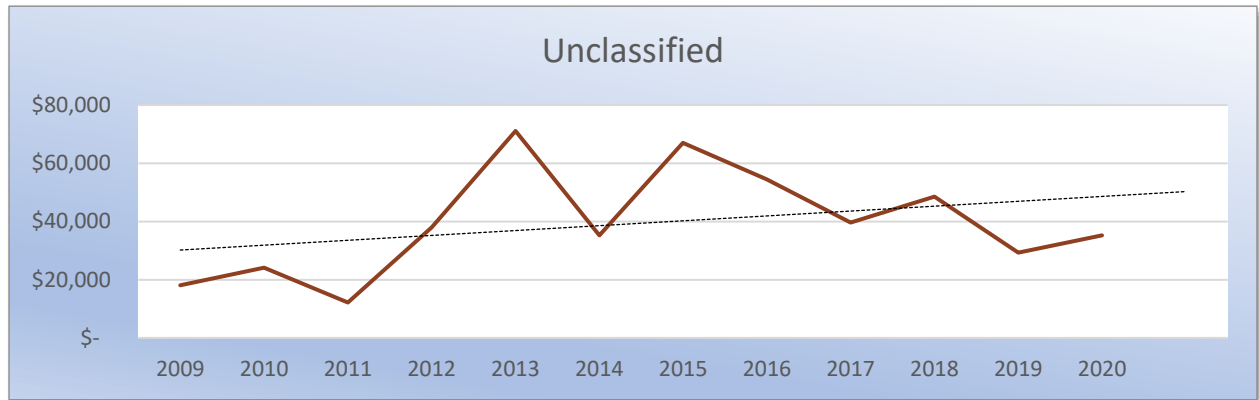
The 2020 budget is 13.8% (approx. \$14,000) above the 2019 budget. \$12,000 of that increase is due to anticipated compensated absence buy-outs related to retirements in 2020. The worker's compensation fund increases of 5.8% shown in this budget is based on the required audit costs and not associated with the 24% rate increase scattered amongst the other departments.

75 – Contributions

The City was recognized as the first "Age Friendly Community" in Aroostook County in 2018. In support of this designation, the Council provided \$4,600 to the Aroostook Agency on Aging in the 2019 budget. This agency provides many services to residents which the city does not have the means to do. Some of these services include Eldercare, Family Caregivers support, nutrition and information assistance through in-home visits and consultants. They also help seniors find volunteer opportunities in the community through the Retired Senior Volunteer Program (RSVP). The 2020 budget maintains the contribution to the Agency on Aging

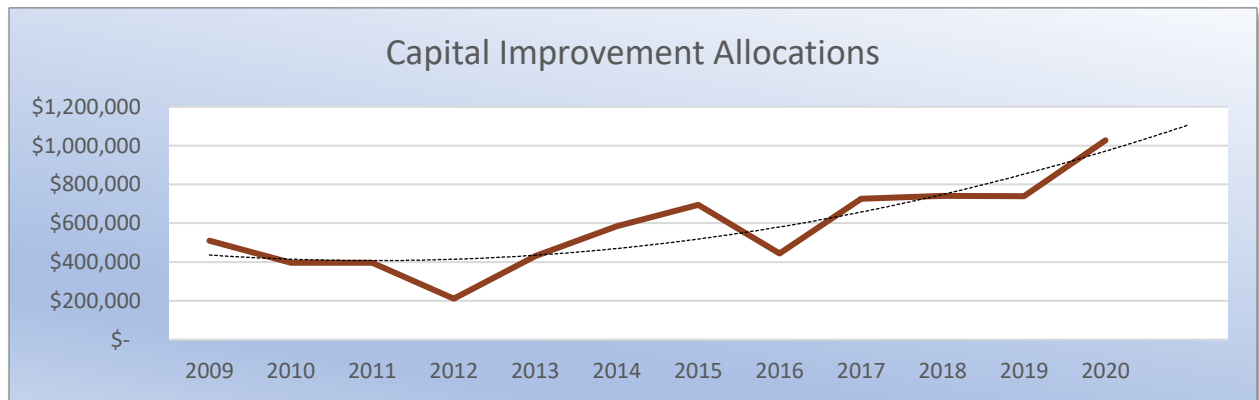
City of Caribou
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80 – Unclassified

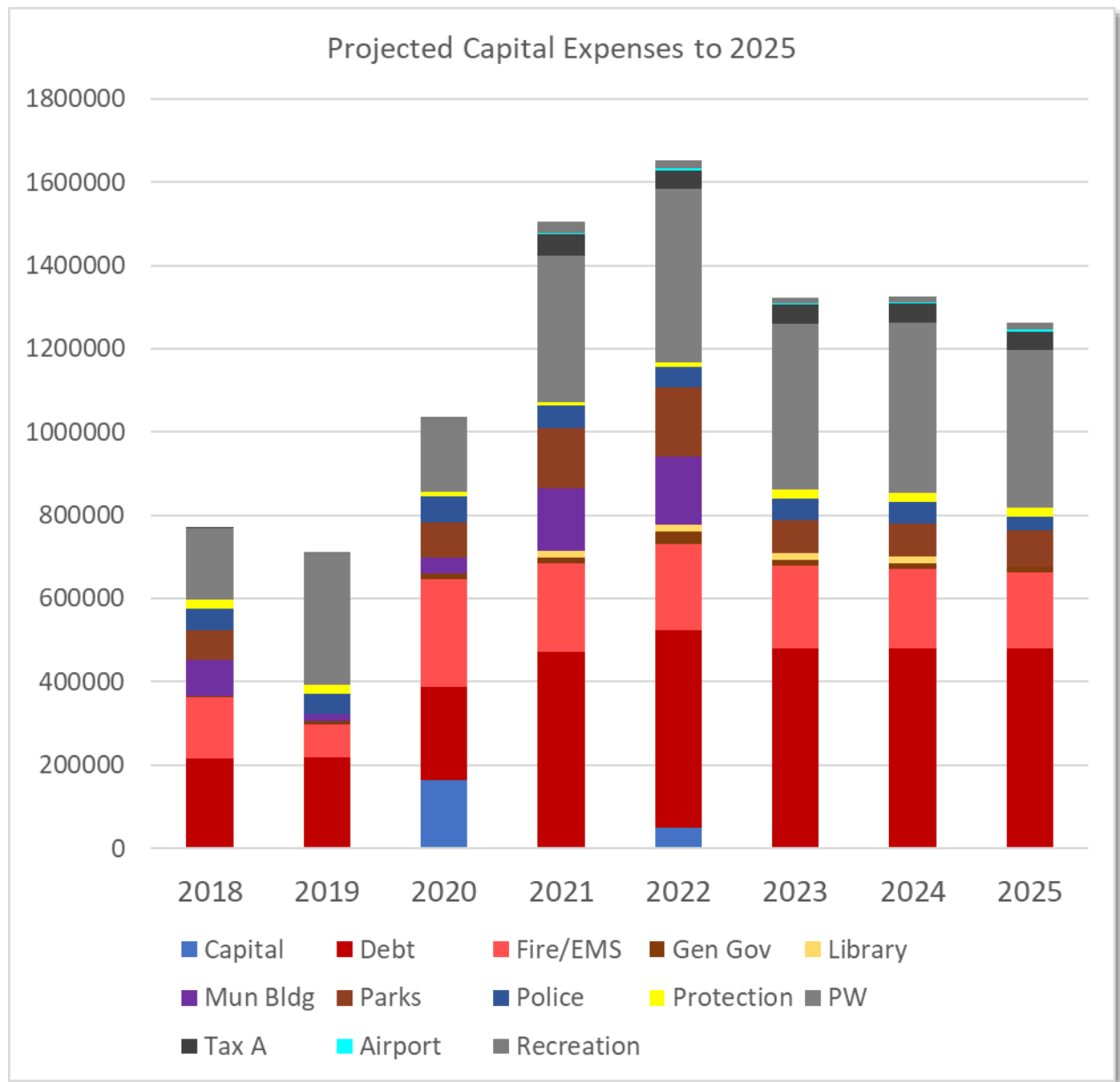


These funds are project to increase by \$6,000 or 20.5%. The Unclassified funds are for two main purposes: Tax lien costs and abatement of taxes. Tax lien costs have been fairly consistent around \$20,000, which does not change in the 2020 budget. The abatement of taxes basically means the city is willing to not collect taxes from an individual or business but must still find money to clear those taxes from the city's financial books. Abatement requests can be granted by the Board of Assessors due to evidence-based findings about changes in property or structure status that warrant reduction of taxes owed. Additionally, some abatement funds are used to clear the taxes deemed uncollectable due to tax acquired property status, property abandonment, or other ownership changes. The 2020 budget provides for up to \$15,000 in abatements. In 2019, the abatement budget was adjusted to cover only Board of Assessors granted abatements and did not provide funds to clear off any uncollectable or city obligated taxes.

85 – Capital Improvements



The major capital improvement requests have been discussed above. The above graph illustrates amounts being budgeted to reserves, not actual expenses, since many capital reserve funds are built over multiple years for major expenses. The departments have provided capital cost projections for the next 5 years, which are shown in Exhibit B of this report. Looking into the future, there will be some major capital projects. The city may need to incur additional debt to pay for these facilities/equipment purchases. Historically, the city has set aside a little every year to avoid going into debt. However, the looming capital expenses cannot be covered with the limited reserve funds available nor is time available to amass the full capital for some expenditures in the useful life remaining.

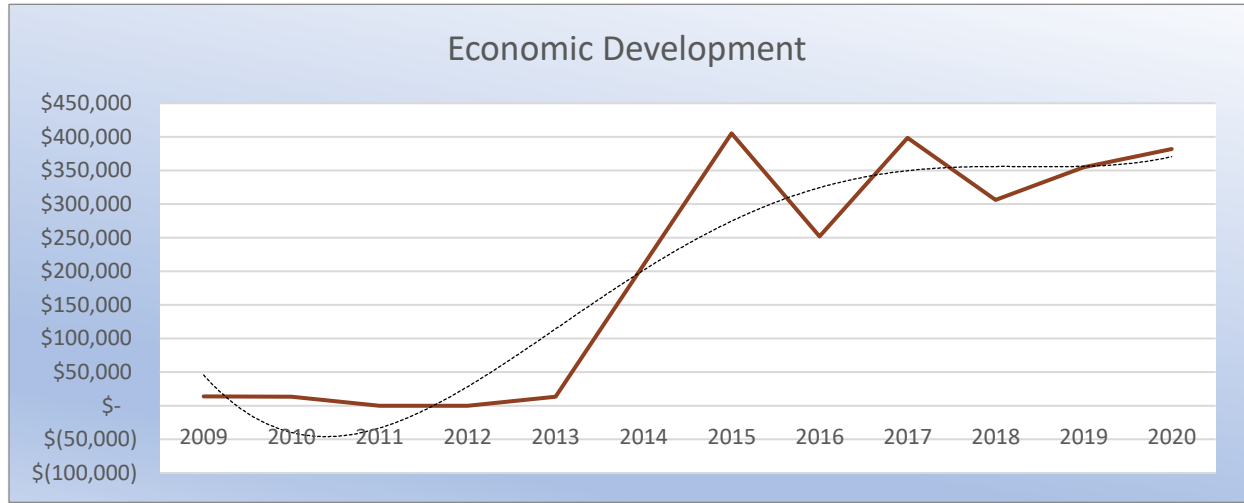


The above chart illustrates the potential debt increases through 2025 and the looming hurdle necessary to clear over the next four years. The debt element of these costs includes financing construction of a new \$3.5M police station, repayment of “one-time funds” (\$360,000) which were used to buy and replace the city streetlights and paying off the wood pellet boilers (\$680,000 over 5 years).

Enterprise Funds

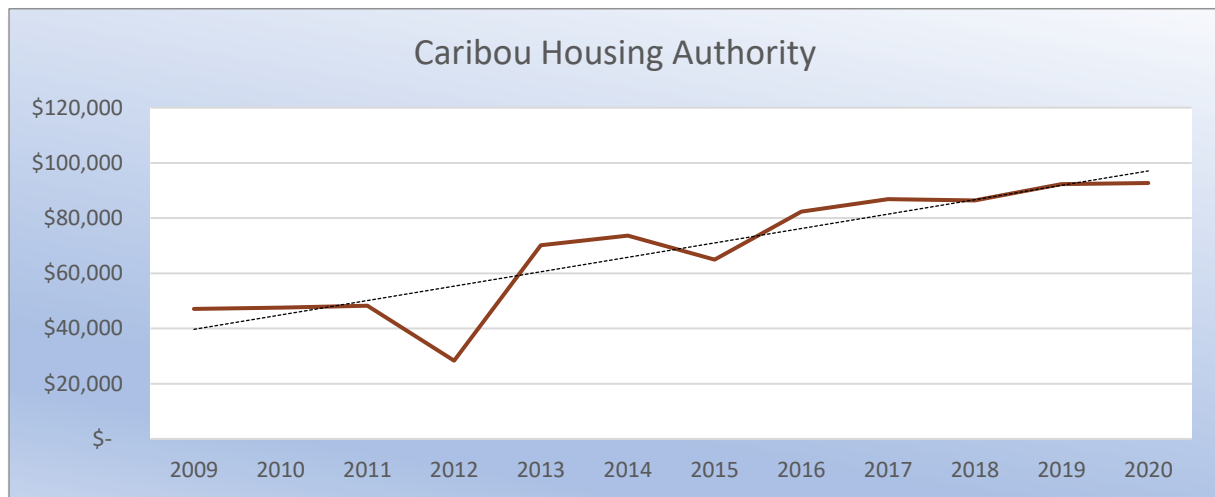
The following funds are established and work within their specific funding sources.

11 – Economic Development



The economic development funds come from Tax Increment Financing Districts which have been established by the City. A district was created in 2018 surrounding the redevelopment of the Hilltop Elementary school into housing. Funding is “programed” based on the district purposes and the state approved district plans. The economic development funds are expected to be \$389,000 in 2020 which is a 9.6% increase from 2019. Funding may be used for economic development efforts such as developing special events (e.g. Thursdays on Sweden, Caribou Marathon, etc.) or supporting growth and development of local businesses (e.g. revolving loan fund, façade improvements grants, etc.). By moving a portion of the city manager’s wages out of these funds, additional funding was made available for projects such as slum/blight removal and adding to the revolving loan fund.

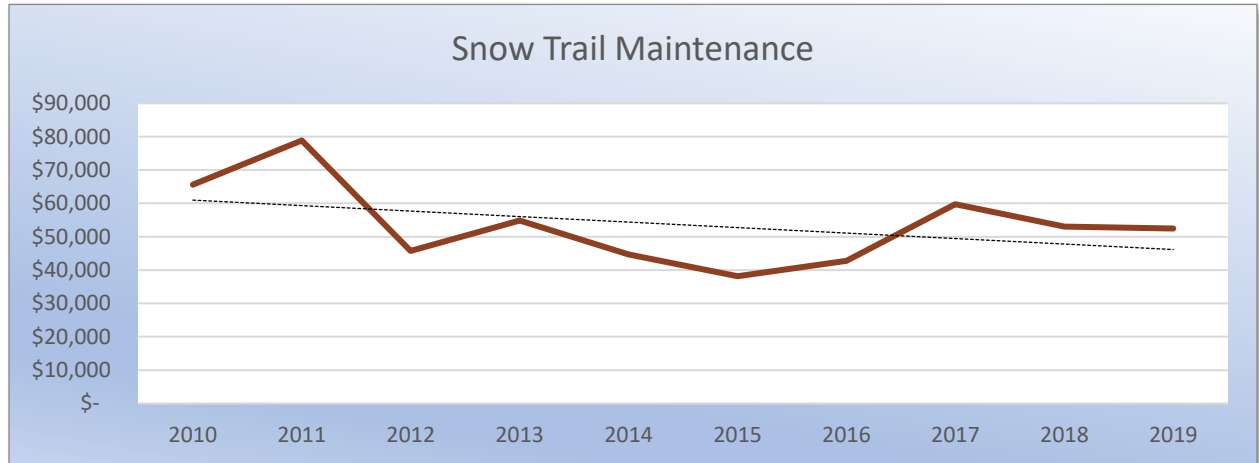
24 – Housing



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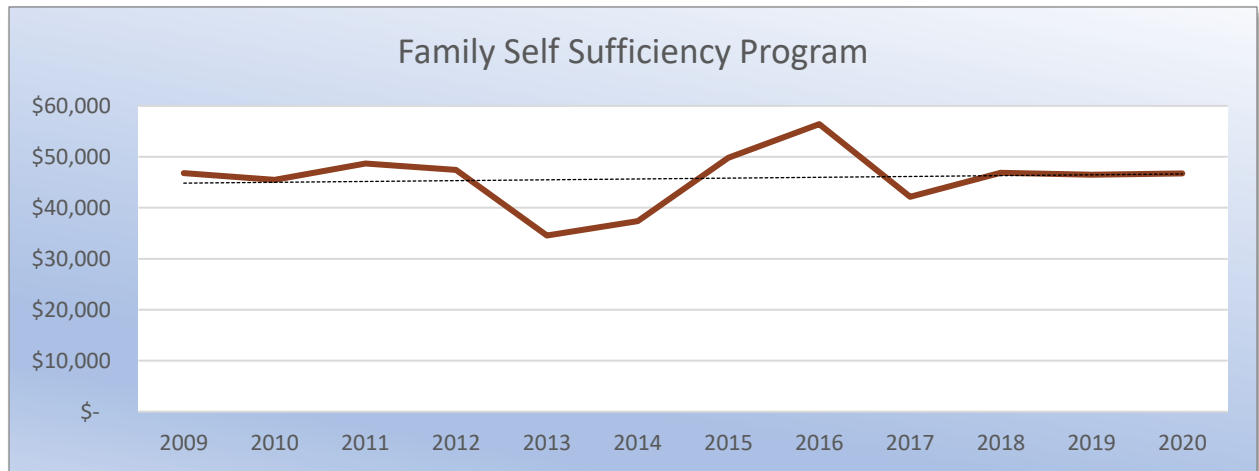
In 2016 we started running all of the expenses for the housing department through the city accounting software. Previous to that many of the expenses were paid for out of the housing checking account. Now the housing department reimburses the city. The 2020 budget includes a 0.4% (\$350) increase.

52 – Snow Trail Maintenance



Funding for the snow trail maintenance program comes from the state and is administered by the Parks and Recreation Director, Gary Marquis. Increases to spending are directly tied availability of funds from the state. The 2019 budget reflects a \$600 (17.5%) from 2018.

96 – Family Self-Sufficiency Program



This program is from a federal grant that is applied for each year. This grant only pays for the salaries and benefits of the coordinator. It is tracked through its own budget department to ensure proper tracking of the grant funds. Without this grant we would not have this position.

Exhibit A: Expense Summary and Details

Exhibit B: Capital Improvement Plan

Exhibit C: Preliminary Revenue Estimates

Exhibit A: Expense Summary and Detail Sheets

	3 Year Average Actual Expenses (16-18)	2018	2019			2020				
Department		Year End	Approved Expense Budget	Projected Year End	Projected % Spent	Requested	Manager Adjusted	% Change from 2019	Difference from 2019 Budget	Preliminary Revenue (2020)
GENERAL FUNDS										
10 General Government	\$ 755,287	\$ 792,095	\$ 771,977	\$ 769,689	100%	\$ 773,780	\$ 779,226	0.9%	\$ 7,249	\$ 7,341,346
12 Chamber / Nylander Museum	\$ 10,356	\$ 8,856	\$ 10,013	\$ 10,101	101%	\$ 40,720	\$ 14,377	43.6%	\$ 4,364	
17 Health and Sanitation	\$ 215,614	\$ 248,693	\$ 250,196	\$ 250,538	100%	\$ 251,938	\$ 251,938	0.7%	\$ 1,742	\$ -
18 Municipal Building	\$ 62,916	\$ 69,198	\$ 57,504	\$ 60,300	105%	\$ 63,350	\$ 65,850	14.5%	\$ 8,346	\$ 4,000
20 General Assistance	\$ 55,932	\$ 53,443	\$ 62,997	\$ 56,071	89%	\$ 58,743	\$ 61,543	-2.3%	\$ (1,454)	\$ 21,300
22 Tax Assessing	\$ 181,492	\$ 185,496	\$ 272,260	\$ 229,553	84%	\$ 279,604	\$ 277,875	2.1%	\$ 5,615	\$ 797,500
24 Library	\$ 203,104	\$ 209,249	\$ 214,484	\$ 224,258	105%	\$ 226,708	\$ 224,791	4.8%	\$ 10,308	\$ 6,400
31 Fire and Ambulance	\$ 2,251,015	\$ 2,168,194	\$ 2,264,482	\$ 2,326,021	103%	\$ 2,383,713	\$ 2,372,736	4.8%	\$ 108,254	\$ 1,698,575
35 Police	\$ 1,437,294	\$ 1,553,146	\$ 1,697,460	\$ 1,701,891	100%	\$ 1,716,960	\$ 1,710,220	0.8%	\$ 12,760	\$ 111,920
38 Protection	\$ 426,671	\$ 423,531	\$ 414,020	\$ 424,245	102%	\$ 420,769	\$ 426,269	3.0%	\$ 12,249	\$ -
39 Emergency Management	\$ 12,204	\$ 8,629	\$ 16,074	\$ 16,949	105%	\$ 15,052	\$ 14,477	-9.9%	\$ (1,597)	\$ 2,600
40 Public Works	\$ 2,012,972	\$ 2,192,596	\$ 2,298,862	\$ 2,272,004	99%	\$ 2,288,689	\$ 2,287,794	-0.5%	\$ (11,068)	\$ 203,415
50 Recreation	\$ 434,668	\$ 477,440	\$ 503,821	\$ 502,962	100%	\$ 533,080	\$ 520,623	3.3%	\$ 16,803	\$ 28,750
51 Parks	\$ 148,727	\$ 156,954	\$ 154,445	\$ 167,593	109%	\$ 162,626	\$ 174,033	12.7%	\$ 19,588	\$ 600
60 Airport	\$ 54,622	\$ 87,827	\$ 39,928	\$ 64,976	163%	\$ 68,195	\$ 68,195	70.8%	\$ 28,267	\$ 37,500
61 Caribou Trailer Park	\$ 15,973	\$ 15,387	\$ 14,733	\$ 14,733	100%	\$ 13,990	\$ 13,990	-5.0%	\$ (743)	\$ 15,500
65 Cemeteries	\$ 7,491	\$ 5,902	\$ 6,850	\$ 6,850	100%	\$ 6,850	\$ 6,850	0.0%	\$ -	\$ -
70 Insurance and Retirements	\$ 104,051	\$ 104,551	\$ 95,050	\$ 94,050	99%	\$ 108,200	\$ 108,200	13.8%	\$ 13,150	\$ -
75 Contributions	\$ -		\$ 4,600	\$ 4,600	100%	\$ 4,600	\$ 4,600	0.0%	\$ -	\$ -
80 Unclassified	\$ 47,527	\$ 48,540	\$ 29,250	\$ 28,900	99%	\$ 35,250	\$ 35,250	20.5%	\$ 6,000	\$ -
85 Capital Improvements	\$ 637,449	\$ 741,569	\$ 739,806	\$ 739,806	100%	\$ 1,027,218	\$ 1,027,218	38.8%	\$ 287,412	\$ -
Sub Totals	\$ 9,075,366	\$ 9,551,292	\$ 9,719,545	\$ 9,966,089	103%	\$ 10,480,035	\$ 10,446,055	7.47%	\$ 726,510	\$ 10,276,055
ENTERPRISE EXPENSE FUNDS										
11 Economic Development	\$ 313,967	\$ 306,168	\$ 354,815	\$ 359,229	101%	\$ 401,556	\$ 381,977	7.7%	\$ 27,162	\$ 388,951
24 Housing	\$ 85,196	\$ 86,396	\$ 92,352	\$ 93,287	101%	\$ 94,443	\$ 92,700	0.4%	\$ 348	\$ 90,000
52 Snow Trail Maintenance	\$ 46,882	\$ 59,722	\$ 53,024	\$ 56,656	107%	\$ 56,732	\$ 52,432	-1.1%	\$ (592)	\$ 44,100
96 Section 8 FSS	\$ 53,986	\$ 46,848	\$ 46,509	\$ 47,423	102%	\$ 46,829	\$ 46,730	0.5%	\$ 221	\$ 50,787
Sub Totals	\$ 500,032	\$ 499,134	\$ 546,700	\$ 556,595	102%	\$ 599,560	\$ 573,839	9.7%	\$ 52,860	\$ 573,838
TOTAL ALL EXPENSE FUNDS										
	\$ 9,575,398	\$ 10,050,426	\$ 10,266,245	\$ 10,522,684	102%	\$ 11,079,595	\$ 11,019,894	7.3%	\$ 753,648	\$ 10,849,894

** Projected Values based on Department head input, historic trends, and contracted costs for the year.

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
10 General Government										
001 Salaries										
01 Regular Pay	\$ 401,226	\$ 424,328	\$393,992	\$ 385,000	98%	\$ 395,245	0.3%	\$ 395,245	0.3%	Move 75% of Manager's wages to Gen Gov instead of 50% TIF. Jayne & Kalen retire.
002 City Council Salaries										
01 Council Salaries	\$ 11,494	\$ 9,941	\$12,550	\$ 10,000	80%	\$ 12,000	-4.4%	\$ 12,000	-4.4%	
003 Office Supplies										
01 Postage	\$ 4,093	\$ 4,942	\$5,000	\$ 4,800	96%	\$ 4,900	-2.0%	\$ 4,900	-2.0%	
02 Advertising	\$ 3,925	\$ 3,532	\$3,750	\$ 3,700	99%	\$ 3,750	0.0%	\$ 3,750	0.0%	
03 Copier Rental	\$ 5,382	\$ 5,273	\$5,100	\$ 5,300	104%	\$ 5,300	3.9%	\$ 5,300	3.9%	
05 Printer Ink	\$ 1,310	\$ 1,692	\$1,600	\$ 1,600	100%	\$ 1,600	0.0%	\$ 1,600	0.0%	
07 Paper	\$ 1,079	\$ 924	\$1,400	\$ 950	68%	\$ 1,000	-28.6%	\$ 1,000	-28.6%	
08 Office Supplies	\$ 8,434	\$ 8,101	\$9,000	\$ 8,500	94%	\$ 8,750	-2.8%	\$ 8,750	-2.8%	
10 Annual Report	\$ 1,114	\$ 1,111	\$1,100	\$ 1,134	103%	\$ 1,200	9.1%	\$ 1,100	0.0%	
005 General Govt. Legal Fees										
04 Legal Fees	\$ 18,871	\$ 10,902	\$17,500	\$ 16,500	94%	\$ 17,500	0.0%	\$ 17,500	0.0%	
007 Audit										
01 Audit	\$ 16,083	\$ 16,250	\$16,500	\$ 16,250	98%	\$ 16,500	0.0%	\$ 16,500	0.0%	
008 Computer Maintenance										
01 Computer Maintenance	\$ 45,514	\$ 48,636	\$47,200	\$ 49,000	104%	\$ 49,500	4.9%	\$ 55,200	16.9%	Oak Leaf 31.2K, Trio 24.5K
02 Hosted Services	\$ 8,623	\$ 12,171	\$7,500	\$ 12,000	160%	\$ 9,500	26.7%	\$ 9,500	26.7%	Microsoft system license. Purchased servers in two prior yrs.
009 Professional Dues										
01 Subscriptions										
04 Professional Dues	\$ 11,065	\$ 10,957	\$12,000	\$ 11,000	92%	\$ 11,000	-8.3%	\$ 11,000	-8.3%	Clerks - AMCA, MTCCA, NEMCA, IIMC Finance - \$395 memberships in MMTCT, GFOA
010 Travel Expenses										
01 Mileage	\$ 1,452	\$ 1,457	\$1,800	\$ 1,750	97%	\$ 1,404	-22.0%	\$ 1,600	-11.1%	
02 Meals & Lodging	\$ 2,741	\$ 2,231	\$4,500	\$ 4,200	93%	\$ 3,380	-24.9%	\$ 3,750	-16.7%	
04 Conference Fees	\$ 1,218	\$ 752	\$1,600	\$ 1,780	111%	\$ 2,020	26.3%	\$ 2,100	31.3%	
05 Training Expenses										
011 Training & Education										
02 Training & Education	\$ 1,551	\$ 1,878	\$1,800	\$ 1,750	97%	\$ 1,800	0.0%	\$ 1,800	0.0%	New Clerk Training, NNECAPA, 3 online webinars
012 Elections										
01 Elections	\$ 7,349	\$ 8,659	\$5,500	\$ 6,000	109%	\$ 10,500	90.9%	\$ 10,500	90.9%	Three state elections + 1 municipal
02 Contracted Expenses	\$ 2,392	\$ 2,336	\$2,500	\$ 2,400	96%	\$ 4,615	84.6%	\$ 4,615	84.6%	Three state elections + 1 municipal
014 New Equipment										
01 New Equipment	\$ 1,481	\$ 1,374	\$800	\$ 630	79%	\$ 800	0.0%	\$ 800	0.0%	Letter folding machine for tax notices

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
10 General Government Cont'd										
015 Telephone										
	\$ 342	\$ 432	\$450	\$ 450	100%	\$ 450	0.0%	\$ 450	0.0%	
	\$ 6,425	\$ 6,049	\$6,800	\$ 6,800	100%	\$ 6,300	-7.4%	\$ 6,300	-7.4%	New contract savings
017 Communications										
										will need to budget \$500 in 2021 for renewal
01 Web Site										
03 Internet	\$ 1,521	\$ 1,439	\$1,550	\$ 1,550	100%	\$ 1,450	-6.5%	\$ 1,450	-6.5%	New contract savings
018 Health Insurance										
01 Health Insurance	\$ 134,633	\$ 140,443	\$154,734	\$ 154,734	100%	\$ 143,950	-7.0%	\$ 143,950	-7.0%	Staff and premium changes
019 Miscellaneous Expenses										
01 Misc Expenses	\$ 3,528	\$ 99	\$1,500	\$ 1,200	80%	\$ 1,350	-10.0%	\$ 1,350	-10.0%	
034 Worker's Compensation										
01 Worker's Compensation	\$ 3,664	\$ 4,549	\$5,169	\$ 5,169	100%	\$ 6,409	24.0%	\$ 6,409	24.0%	24% increase per email received 10/25/2019
036 Vehicle Insurance										
01 - Vehicle Insurance	\$ 1,708	\$ 1,785	\$2,000	\$ 1,825	91%	\$ 2,060	3.0%	\$ 2,060	3.0%	Assumes 3% increase. TBD by provider
038 Social Security										
01 Social Security	\$ 32,707	\$ 41,086	\$30,140	\$ 36,100	120%	\$ 30,236	0.3%	\$ 30,236	0.3%	Based on wages
040 City & State Retirement										
01 City & State Retirement	\$ 11,966	\$ 13,249	\$13,342	\$ 13,434	101%	\$ 13,310	-0.2%	\$ 13,310	-0.2%	Based on wages
073 Vehicle Repairs										
01 Vehicle repairs	\$ 1,677	\$ 2,754	\$2,100	\$ 2,600	124%	\$ 4,000	90.5%	\$ 3,200	52.4%	2008 and 2014 Taurus needing repairs
074 Vehicle Tires										
01 Tires	\$ 1,879	\$ 1,879	\$500	\$ 1,200	240%	\$ 1,200	140.0%	\$ 1,200	140.0%	2008 and 2014 Taurus needing repairs
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 1,299	\$ 883	\$1,000	\$ 950	95%	\$ 800	-20.0%	\$ 800	-20.0%	Moved one vehicle into Tax Assessing
Totals	\$ 755,287	\$ 792,095	\$ 771,977	\$ 770,256	100%	\$ 773,780	0.2%	\$ 779,226	0.9%	75% manager's wages to gen gov. 2 additional elections. Personnel benefits changes

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
12 Nylander Museum										
001 Salaries										
01 Regular Pay		\$ -	\$ -	\$ -	#DIV/0!	\$ 25,000	#DIV/0!	\$ -	#DIV/0!	Part time curator
003 Office Supplies										
08 Office Supplies	\$ 501	\$ 34	\$ 500	\$ 350	70%	\$ 3,000	500.0%	\$ 2,500	400.0%	Programming for Chewonki, Theme Weeks
015 Telephone										
04 Telephone	\$ 603	\$ 580	\$ 750	\$ 580	77%	\$ 750	0.0%	\$ 600	-20.0%	
017 Communications										
03 Internet	\$ 840	\$ 960	\$ 720	\$ 960	133%	\$ 1,000	38.9%	\$ 1,000	38.9%	
019 Miscellaneous Expenses										
01 Misc Expenses		\$ -	\$ -	\$ 250	#DIV/0!		#DIV/0!			
026 Heating Fuel										
03 Heating Fuel	\$ 1,972	\$ 2,568	\$ 2,700	\$ 2,700	100%	\$ 2,770	2.6%	\$ 2,750	1.9%	
027 Electricity										
11 Electricity	\$ 825	\$ 844	\$ 1,000	\$ 950	95%	\$ 1,200	20.0%	\$ 1,000	0.0%	increased visitors and hours + 1% power increase
028 Water										
05 Water	\$ 1,180	\$ 1,239	\$ 1,350	\$ 1,350	100%	\$ 1,350	0.0%	\$ 1,377	2.0%	2% CUD increase
029 Sewer										
01 Sewer	\$ 199	\$ 198	\$ 300	\$ 200	67%	\$ 300	0.0%	\$ 300	0.0%	CUD 0% rate increse
030 Building Supplies										
01 Building Supplies	\$ 20	\$ 40	\$ -	\$ -	#DIV/0!	\$ 800	#DIV/0!	\$ 800	#DIV/0!	New router
031 Building Maintenance										
01 Building Maintenance	\$ 1,935	\$ 369	\$ 1,200	\$ 1,318	110%	\$ 2,500	108.3%	\$ 2,000	66.7%	6/12/2019 Security system \$180. Sprinkler system is not charged and needs a regulator. Sump pump. Useable dehumidifier, Smoke detectors that are ten years old are out of date, New flower boxes, Carbon monoxide detectors, General maintenance to building, Furnace and heaters cleaned
032 Property Insurance										
01 Property Insurance	\$ 1,604	\$ 2,024	\$ 1,493	\$ 2,000	134%	\$ 2,050	37.3%	\$ 2,050	37.3%	Assumes 2% increase
038 Social Security										
01 Social Security										
068 Janitotrial Services										
01 Property Maintenance	\$ 951	\$ -								
Total	\$ 10,356	\$ 8,856	\$ 10,013	\$ 10,658	106%	\$ 40,720	306.7%	\$ 14,377	43.6%	Program funding and building maintenance

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
17 Health and Sanitation										
022 Health Officer										
01 Health Officer	\$ 500	\$ 500	\$ 500	\$ 500	100%	\$ 500	0.0%	\$ 500	0.0%	
023 Tri-Community Landfill										
01 Tri-Community Landfill	\$ 215,102	\$ 248,193	\$ 249,660	\$ 250,000	100%	\$ 251,400	0.7%	\$ 251,400	0.7%	Birdseye cleanup will raise our three year rolling average. Expect budgeting value from AWS late October.
038 - Social Security										
01 - Social Security	\$ 12	\$ -	\$ 36	\$ 38	106%	\$ 38	6.3%	\$ 38	6.3%	
Totals	\$ 215,614	\$ 248,693	\$ 250,196	\$ 250,538	100%	\$ 251,938	0.7%	\$ 251,938	0.7%	Birdseye cleanup will raise our three year rolling average. Expect budgeting value from AWS late October.
18 Municipal Building										
024 Maintenance - Comm. Center										
02 Water & Sewer	\$ 834	\$ 908	\$ 1,250	\$ 1,100	88%	\$ 1,200	-4.0%	\$ 1,200	-4.0%	
03 Janitorial		\$ -								
04 Electric	\$ 2,559	\$ 2,391	\$ 2,900	\$ 2,600	90%	\$ 2,700	-6.9%	\$ 2,700	-6.9%	
025 Heating Fuel - Lions Building										
01 Heating Fuel Lions Building	\$ 3,711	\$ 4,380	\$ 4,000	\$ 5,100	128%	\$ 4,250	6.3%	\$ 4,250	6.3%	
026 Heating Fuel										
03 Heating Fuel	\$ 11,458	\$ 15,292	\$ 11,000	\$ 15,000	136%	\$ 14,000	27.3%	\$ 14,000	27.3%	
027 Electricity										
11 Electricity	\$ 12,192	\$ 12,744	\$ 13,000	\$ 13,000	100%	\$ 13,100	0.8%	\$ 13,100	0.8%	
028 Water										
05 Water	\$ 811	\$ 783	\$ 995	\$ 850	85%	\$ 875	-12.0%	\$ 875	-12.0%	CUD no increase to water in 2020
029 Sewer										
01 Sewer	\$ 507	\$ 504	\$ 600	\$ 600	100%	\$ 625	4.2%	\$ 625	4.2%	CUD 2% increase
030 Building Supplies										
01 Building Supplies	\$ 3,866	\$ 5,185	\$ 3,100	\$ 2,600	84%	\$ 3,100	0.0%	\$ 3,100	0.0%	
031 Building Maintenance										
01 Building Maintenance	\$ 9,992	\$ 10,963	\$ 7,500	\$ 7,500	100%	\$ 10,500	40.0%	\$ 13,000	73.3%	Replace Globe lights with LED lanterns. Extend generator exhaust pipe
03 Boiler Maintenance	\$ 4,877	\$ 5,000	\$ 1,500	\$ 1,500	100%	\$ 1,500	0.0%	\$ 1,500	0.0%	Ancillary maintenance and inspections
032 Property Insurance										
01 Property Insurance	\$ 920	\$ 907	\$ 1,000	\$ 950	95%	\$ 1,000	0.0%	\$ 1,000	0.0%	
271 Contracted Services										
01 Janitorial & Supplies	\$ 10,140	\$ 10,140	\$ 10,500	\$ 10,250	98%	\$ 10,500	0.0%	\$ 10,500	0.0%	
Totals	\$ 62,916	\$ 69,198	\$ 57,345	\$ 61,050	106%	\$ 63,350	10.5%	\$ 65,850	14.8%	

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DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
20 General Assistance										
001 Salaries										
01 Regular Pay	\$ 17,117	\$ 19,560	\$ 20,208	\$ 18,500	92%	\$ 15,990	-20.9%	\$ 15,990	-20.9%	New hires replacing Jayne and Kalen
003 Office Supplies										
01 Postage	\$ 87	\$ 90	\$ 80	\$ 90	113%	\$ 80	0.0%	\$ 80	0.0%	
05 Printer Ink	\$ 20	\$ -								
08 Office Supplies	\$ 38	\$ 101	\$ 50	\$ 50	100%	\$ 50	0.0%	\$ 50	0.0%	
010 Travel Exp										
04 Conf Fee	\$ 139	\$ 289	\$ 250	\$ 275	110%	\$ 300	20.0%	\$ 300	20.0%	
011 Training & Education										
02 Training & Education	\$ 88	\$ 30	\$ 200	\$ 190	95%	\$ 200	0.0%	\$ 500	150.0%	New employee training
018 Health Insurance										
01 Health Insurance	\$ 6,545	\$ 7,814	\$ 8,846	\$ 8,676	98%	\$ 13,490	52.5%	\$ 13,490	52.5%	Assumes Most expense plan utilized by new employees
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 24	\$ 211	\$ 150	\$ 125	83%	\$ 150	0.0%	\$ 150	0.0%	
038 Social Security										
01 Social Security	\$ 1,186	\$ 1,365	\$ 1,546	\$ 1,415	92%	\$ 1,223	-20.9%	\$ 1,223	-20.9%	Tied to wages
040 City & State Retirement										
01 City & State Retirement	\$ 644	\$ 701	\$ 707	\$ 600	85%	\$ 560	-20.8%	\$ 560	-20.8%	Tied to wages
051 Equipment Maintenance										
05 Equipment Maintenance	\$ 942	\$ 960	\$ 960	\$ 900	94%	\$ 1,200	25.0%	\$ 1,200	25.0%	Software Licensure Fee Increase
053 G.A. - City										
01 G. A. City	\$ 33,255	\$ 22,323	\$ 29,500	\$ 25,000	85%	\$ 25,000	-15.3%	\$ 27,500	-6.8%	
02 - G.A. State	\$ 98	\$ -	\$ 500	\$ 250	50%	\$ 500	0.0%	\$ 500	0.0%	
03 - GA - Nonreimbursible	\$ -	\$ -								
Totals	\$ 60,202	\$ 53,443	\$ 62,997	\$ 56,071	89%	\$ 58,743	-6.8%	\$ 61,543	-2.3%	

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
22 Tax Assessing										
001 Salaries										
01 Regular Pay	\$ 140,391	\$ 121,416	\$ 192,273	\$ 155,000	81%	\$ 192,590	0.2%	\$ 192,590	0.2%	0% COLA, 10 hrs /wk for contract plumbing inspector, NEW PT (25 hr)
02 Overtime Pay	\$ 1,814	\$ 1,091	\$ 1,500	\$ 1,500	100%	\$ 1,500	0.0%	\$ 1,200	-20.0%	Assessing to help with quarterly reviews
07 Salaries-Bd of Assessors	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,200	80%	\$ 1,500	0.0%	\$ 1,500	0.0%	
003 Office Supplies										
01 Postage	\$ -	\$ -								
05 Printer Ink	\$ 265	\$ 34	\$ 300	\$ 300	100%	\$ 300	0.0%	\$ 300	0.0%	
08 Office Supplies	\$ 410	\$ 99	\$ 350	\$ 350	100%	\$ 300	-14.3%	\$ 300	-14.3%	
006 Legal Fees										
01 Legal Fees	\$ 435	\$ 270	\$ 500	\$ 250	50%	\$ -	-100.0%	\$ -	-100.0%	
009 Professional Dues										
01 Subscriptions						\$ 650		\$ 650		Marshal Swift Publication
02 IA00	\$ -	\$ -				\$ 320		\$ 320	#DIV/0!	Penny IA00
04 Professional Dues	\$ 637	\$ 612	\$ 862	\$ 862	100%	\$ 610	-29.2%	\$ 610	-29.2%	APA, ICC, MGUG
010 Travel Expenses										
01 Mileage	\$ 2,875	\$ 2,569	\$ 2,500	\$ 2,500	100%	\$ 2,895	15.8%	\$ 2,100	-16.0%	
02 Meal & Lodge	\$ 3,016	\$ 3,999	\$ 4,000	\$ 4,000	100%	\$ 6,320	58.0%	\$ 5,550	38.8%	
04 CONF FEE	\$ -	\$ -				\$ 3,635		\$ 2,850	#DIV/0!	
05 Travel Expenses	\$ -	\$ -								
011 Training & Education										
02 Training & Education	\$ 1,651	\$ 2,500	\$ 3,500	\$ 2,800	80%	\$ 435	-87.6%	\$ 435	-87.6%	
015 Telephone										
01 Cell Phone	\$ 394	\$ 372	\$ 350	\$ 375	107%	\$ 375	7.1%	\$ 380	8.6%	Code Enforcement Cell Phone
04 Telephone	\$ 484	\$ 418	\$ 510	\$ 450	88%	\$ 450	-11.8%	\$ 475	-6.9%	
018 Health Insurance										
01 Health Insurance	\$ 32,004	\$ 32,699	\$ 37,495	\$ 37,495	100%	\$ 38,810	3.5%	\$ 38,810	3.5%	6.76% increase. Employee changes to coverage. Moved 33% of zone admin to econ dev.
038 Social Security										
01 Social Security	\$ 10,458	\$ 8,739	\$ 14,709	\$ 12,064	82%	\$ 14,848	0.9%	\$ 14,825	0.8%	Tied to wages. Adjusted down \$394 for June mil rate process
040 City & State Retirement										
01 City & State Retirement	\$ 2,660	\$ 2,524	\$ 3,591	\$ 3,591	100%	\$ 4,030	12.2%	\$ 4,030	12.2%	Tied to wages and personnel changes
051 Equipment Maint										
01 Software			\$ 1,200	\$ 1,152	96%	\$ 1,800	50.0%	\$ 1,700	41.7%	GIS License maintenance, analyst extension
056 Contracted Services										
01 Registry	\$ 413	\$ 367	\$ 500	\$ 375	75%		-100.0%	\$ 400	-20.0%	Cost of getting copies of deeds from County
04 Contracted Services	\$ 4,293	\$ 4,094	\$ 4,500	\$ 4,500	100%	\$ 5,500	22.2%	\$ 5,500	22.2%	Marshall Swift Tax Maps, UMPI GIS

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
22 Tax Assessing Cont'd										
058 Codes Maintenance										
01 Codes Maintenance	\$ 542	\$ 757	\$ 600	\$ -	0%		-100.0%	\$ 600	0.0%	
070 Clothing Allowance										
03 Clothing	\$ 455	\$ 12	\$ 300	\$ 300	100%	\$ 300	0.0%	\$ 300	0.0%	
073 Vehicle Repairs										
01 Vehicle repairs			\$ 120	\$ 139	116%	\$ 1,436	1096.7%	\$ 1,450	1108.3%	Chevy Malibu
074 Vehicle Tires										
01 Tires			\$ 300	\$ -	0%	\$ 600	100.0%	\$ 600	100.0%	
075 Gas/Oil/Filters										
01 Gas/Oil/Filters		\$ -	\$ 800	\$ 350	44%	\$ 400	-50.0%	\$ 400	-50.0%	Dedicated department vehicle
Totals	\$ 181,492	\$ 185,496	\$ 272,260	\$ 229,553	84%	\$ 279,604	2.7%	\$ 277,875	2.1%	Primarily due to new PT Assessing staff to help with quarterly reviews
25 Library										
001 Salaries										
01 Regular Pay	\$ 106,710	\$ 118,506	\$ 123,621	\$ 123,621	100%	\$ 127,190	2.9%	\$ 127,190	2.9%	Two PT employees to receive min wage increase to \$12.
003 Office Supplies										
01 Postage	\$ 439	\$ 434	\$ 550	\$ 375	68%	\$ 550	0.0%	\$ 550	0.0%	Increased inter-library loan handling costs
02 Advertising	\$ 349	\$ 231	\$ 250	\$ 250	100%	\$ 250	0.0%	\$ 250	0.0%	
03 Copier Rental	\$ 2,022	\$ 2,228	\$ 2,450	\$ 2,500	102%	\$ 2,481	1.3%	\$ 2,480	1.2%	Copier rental averages \$2,271/yr, toner for Savin \$210.
05 Printer Ink										
07 Paper	\$ 196	\$ 190	\$ 200	\$ 200	100%	\$ 200	0.0%	\$ 200	0.0%	
08 Office Supplies	\$ 1,649	\$ 1,450	\$ 2,000	\$ 1,500	75%	\$ 2,000	0.0%	\$ 1,600	-20.0%	
008 Computer Maintenance										
01 Computer Maintenance	\$ 12,469	\$ 12,027	\$ 7,800	\$ 12,000	154%	\$ 7,800	0.0%	\$ 7,800	0.0%	All of Oak Leaf contract in Gen Gov. This was not changed with the budget last year.
009 Professional Dues										
01 Subscriptions	\$ 114	\$ 134	\$ 100	\$ 100	100%	\$ 120	20.0%	\$ 120	20.0%	\$120 Prime, \$100 Maine Library Assoc, \$100 ME Archives/Museums
04 PROF DUES			\$ 200	\$ 200		\$ 200	0.0%	\$ 200	0.0%	
010 Travel Expenses										
05 Travel Expenses	\$ 644	\$ 564	\$ 800	\$ 750	94%	\$ 750	-6.3%	\$ 750	-6.3%	Planning to attend MLA Conference 2020
011 Training & Education										
02 Training & Education	\$ 335	\$ 300	\$ 500	\$ 400	80%	\$ 500	0.0%	\$ 500	0.0%	Planning to attend MLA Conference 2020
014 New Equipment										
01 New Equipment	\$ 1,267	\$ 1,263	\$ 1,750	\$ 1,500	86%	\$ 1,500	-14.3%	\$ 1,500	-14.3%	New circulation desk computer and modems

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DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
25 Library Cont'd										
015 Telephone										
04 Telephone	\$ 1,425	\$ 1,701	\$ 1,800	\$ 1,700	94%	\$ 1,750	-2.8%	\$ 1,750	-2.8%	
018 Health Insurance										
01 Health Insurance	\$ 10,919	\$ 7,009	\$ 10,834	\$ 10,834	100%	\$ 11,395	5.2%	\$ 11,395	5.2%	6.76% increase to insurance rates
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 236	\$ 106	\$ 250	\$ 225	90%	\$ 225	-10.0%	\$ 200	-20.0%	
026 Heating Fuel										
03 Heating Fuel	\$ 10,444	\$ 12,658	\$ 11,000	\$ 14,000	127%	\$ 13,000	18.2%	\$ 13,000	18.2%	0
027 Electricity										
11 Electricity	\$ 3,931	\$ 4,046	\$ 4,500	\$ 4,500	100%	\$ 4,500	0.0%	\$ 4,500	0.0%	Historicly trended+new pumps in children's room + increase to commercial users
028 Water										
05 Water	\$ 285	\$ 364	\$ 331	\$ 370	112%	\$ 331	0.0%	\$ 370	12.0%	CUD reported 0% increase. Value based on historic trend.
029 Sewer										
01 Sewer	\$ 224	\$ 265	\$ 300	\$ 250	83%	\$ 300	0.0%	\$ 270	-10.0%	CUD reported 2% increase. Value based more on trend
031 Building Maintenance										
01 Building Maintenance	\$ 7,571	\$ 5,037	\$ -	\$ 4,550	#DIV/0!	\$ 6,000	#DIV/0!	\$ 5,000	#DIV/0!	Budget last year anticipated using building maintenance reserve.
032 Property Insurance										
01 Property Insurance	\$ 1,694	\$ 1,673	\$ 1,792	\$ 1,792	100%	\$ 1,846	3.0%	\$ 1,846	3.0%	Assumes 3% increase. TBD by provider
034 Worker's Compensation										
01 Worker's Compensation	\$ 475	\$ 283	\$ 304	\$ 304	100%	\$ 377	24.0%	\$ 377	24.0%	24% increase per email received 10/25/2019
038 Social Security										
01 Social Security	\$ 7,935	\$ 8,915	\$ 9,457	\$ 9,457	100%	\$ 9,730	2.9%	\$ 9,730	2.9%	Tied to wages and personnel
040 City & State Retirement										
01 City & State Retirement	\$ 416	\$ -	\$ 1,680	\$ 1,680	100%	\$ 1,714	2.0%	\$ 1,714	2.0%	Tied to wages and personnel
055 Books & Periodicals										
03 Books & Periodicals	\$ 19,103	\$ 17,099	\$ 17,750	\$ 17,500	99%	\$ 18,000	1.4%	\$ 17,500	-1.4%	
271 Contracted Services										
01 Janitorial & Supplies	\$ 11,774	\$ 12,118	\$ 13,000	\$ 12,500	96%	\$ 12,500	-3.8%	\$ 12,500	-3.8%	Contract for services
406 Programming										
01 Library Programs	\$ 633	\$ 647	\$ 700	\$ 700	100%	\$ 1,000	42.9%	\$ 1,000	42.9%	Requesting additional \$1,000 for archival program
02 Archives		\$ -	\$ 500	\$ 500	100%	\$ 500	0.0%	\$ 500	0.0%	Additional \$500 for archives provided
Totals	\$ 203,104	\$ 209,249	\$ 214,418	\$ 224,258	105%	\$ 226,708	5.7%	\$ 224,791	4.8%	Primarily due to building maintenance and IT apportionment

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DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
31 Fire and Ambulance										
001 Salaries										
01 Regular Pay	\$ 775,236	\$ 801,950	\$ 874,839	\$ 862,324	99%	\$ 892,755	2.0%	\$ 892,755	2.0%	Change in staffing. 1% increase. Sick Bank Benefit. Summer Hires
02 Overtime	\$ 327,534	\$ 330,317	\$ 290,000	\$ 381,392	132%	\$ 300,000	3.4%	\$ 290,000	0.0%	TBD Union negotiations still needed.
05 Stand By Pay	\$ 49,560	\$ 50,230	\$ 52,560	\$ 45,000	86%	\$ 52,560	0.0%	\$ 50,000	-4.9%	TBD Union negotiations still needed.
07 Amb. Billing Salaries	\$ 84,483	\$ 92,121	\$ 95,479	\$ 95,000	99%	\$ 91,258	-4.4%	\$ 91,258	-4.4%	New hire at lower wages
08 Special Transports	\$ 26	\$ 77								Unlikely to use funds
003 Office Supplies										
01 Postage	\$ 1,724	\$ -	\$ 300	\$ 250	83%	\$ 200	-33.3%	\$ 300	0.0%	No Ambulance billing costs
02 Advertising				\$ 2,768						
03 Copier Rent		\$ -	\$ 960	\$ 960	100%	\$ 1,872	95.0%	\$ 1,000	4.2%	
04 Equipment Repair		\$ -								
05 Printer Ink	\$ 312	\$ 65	\$ 200	\$ 75	38%	\$ 200	0.0%	\$ 100	-50.0%	No Ambulance billing costs
07 Paper		\$ -				\$ 2,000		\$ 1,000	#DIV/0!	
08 Office Supplies	\$ 7,683	\$ 9,390	\$ 2,500	\$ 2,500	100%	\$ 1,500	-40.0%	\$ 1,500	-40.0%	
09 Amb. Billing Supplies		\$ -	\$ 8,000	\$ 7,550	94%	\$ 8,000	0.0%	\$ 7,500	-6.3%	
13 Houlton Supplies	\$ 2,602	\$ 2,447	\$ 2,100	\$ 2,100	100%	\$ 2,100	0.0%	\$ 2,100	0.0%	
14 Calais Supplies	\$ 2,006	\$ 1,989	\$ 1,800	\$ 1,800	100%	\$ 1,800	0.0%	\$ 1,800	0.0%	
15 Van Buren Supplies		\$ -								
16 Island Falls Supplies	\$ 1,043	\$ 1,138	\$ 1,000	\$ 1,000	100%	\$ 1,000	0.0%	\$ 1,000	0.0%	
17 Patten Supplies	\$ 1,355	\$ 1,519	\$ 1,300	\$ 1,300	100%	\$ 1,300	0.0%	\$ 1,300	0.0%	
005 Legal Fees										
04 Legal Fees		\$ -								
009 Professional Dues										
01 Subscriptions	\$ 82	\$ 154	\$ 200	\$ 160	80%		#VALUE!			
04 Professional Dues	\$ 2,805	\$ 3,000	\$ 2,000	\$ 1,500	75%	\$ 3,000	50.0%	\$ 3,000	50.0%	
010 Travel Expenses										
01 Mileage	\$ 371	\$ 404	\$ 500	\$ 400	80%	\$ 500	0.0%	\$ 500	0.0%	
02 Meals & Lodging		\$ -								
05 Travel Expenses	\$ 1,493	\$ 93	\$ 2,250	\$ 750	33%	\$ 2,500	11.1%	\$ 2,250	0.0%	
011 Training & Education										
02 Training & Education	\$ 9,130	\$ 8,438	\$ 9,500	\$ 9,000	95%	\$ 7,650	-19.5%	\$ 8,000	-15.8%	
014 New Equipment										
01 New Equipment	\$ 10,410	\$ 8,637	\$ 11,000	\$ 7,000	64%	\$ 8,000	-27.3%	\$ 8,000	-27.3%	Reduced by 3,000 in June mil rate process
015 Telephone										
01 Cell Phone	\$ 3,442	\$ 4,031	\$ 4,000	\$ 4,000	100%	\$ 4,000	0.0%	\$ 4,000	0.0%	
04 Telephone	\$ 5,468	\$ 5,566	\$ 5,500	\$ 5,600	102%	\$ 5,500	0.0%	\$ 5,500	0.0%	Data device costs. Transmitting data to hospitals
017 Communications										
03 Internet	\$ 1,116	\$ 1,193	\$ 1,100	\$ 1,100	100%	\$ 1,230	11.8%	\$ 1,100	0.0%	

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
31 Fire and Ambulance Cont'd										
018 Health Insurance										
01 Health Insurance	\$ 273,513	\$ 286,521	\$ 289,095	\$ 289,095	100%	\$ 331,060	14.5%	\$ 331,060	14.5%	Plan selection changes by new staff. 6.76% increase to insurance
02 Ambulance Health Insurance			\$ 26,660	\$ 26,660	100%	\$ 51,375	92.7%	\$ 51,375	92.7%	Plan selection changes by new staff. 6.76% increase to insurance
019 Miscellaneous Exp.										
01 Misc. Expense	\$ 921	\$ 985	\$ 1,000	\$ 950	95%	\$ 1,000	0.0%	\$ 1,000	0.0%	
026 Heating Fuel										
03 Heating Fuel	\$ 19,112	\$ 23,766	\$ 19,150	\$ 18,000	94%	\$ 17,000	-11.2%	\$ 17,000	-11.2%	
027 Electricity										
11 Electricity	\$ 7,708	\$ 6,603	\$ 9,000	\$ 7,000	78%	\$ 7,000	-22.2%	\$ 7,000	-22.2%	0
028 Water										
05 Water	\$ 759	\$ 783	\$ 689	\$ 695	101%	\$ 700	1.7%	\$ 700	1.7%	0
029 Sewer										
01 Sewer	\$ 473	\$ 493	\$ 430	\$ 538	125%	\$ 550	27.9%	\$ 550	27.9%	0
030 Building Supplies										
01 Building Supplies	\$ 3,869	\$ 3,517	\$ 4,000	\$ 3,500	88%	\$ 4,000	0.0%	\$ 3,500	-12.5%	
031 Building Maintenance										
01 Building Maintenance	\$ 11,457	\$ 11,632	\$ 14,000	\$ 12,500	89%	\$ 14,000	0.0%	\$ 20,000	42.9%	Retaining Wall stabilization costs TBD
032 Property Insurance										
01 Property Insurance	\$ 1,964	\$ 1,993	\$ 2,191	\$ 2,191	100%	\$ 2,257	3.0%	\$ 2,260	3.1%	TBD Insurer provided number. Assumes 3%
034 Workers Comp.										
01 Workers Comp.	\$ 57,555	\$ 77,840	\$ 83,561	\$ 83,561	100%	\$ 103,616	24.0%	\$ 103,616	24.0%	24% increase per email received 10/25/2019
035 Unemployment Comp										
01 Unemployment Comp.	\$ 6,589	\$ 5,554	\$ 7,000	\$ 7,000	100%	\$ 7,210	3.0%	\$ 7,210	3.0%	TBD Insurer provided number. Assumes 3%
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 15,120	\$ 15,687	\$ 17,136	\$ 17,136	100%	\$ 17,650	3.0%	\$ 17,650	3.0%	TBD Insurer provided number. Assumes 3%
037 Liability Insurance										
01 Liability Insurance	\$ 3,438	\$ 3,812	\$ 3,482	\$ 3,482	100%	\$ 3,587	3.0%	\$ 3,587	3.0%	TBD Insurer provided number. Assumes 3%
038 Social Security										
01 Social Security	\$ 93,813	\$ 88,923	\$ 103,376	\$ 103,376	100%	\$ 110,410	6.8%	\$ 110,410	6.8%	
040 City & State Retirement										
01 City & State Retirement	\$ 63,294	\$ 67,122	\$ 64,409	\$ 64,409	100%	\$ 73,555	14.2%	\$ 73,555	14.2%	TBD. State requires additional 1% in 2020 for fire personnel

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
31 Fire and Ambulance Cont'd										
051 Equipment Maint.										
03 Maintenance Contracts	\$ 9,532	\$ 9,157	\$ 9,000	\$ 7,000	78%	\$ 9,000	0.0%	\$ 9,000	0.0%	
05 Equipment Main.	\$ 7,591	\$ 8,291	\$ 8,500	\$ 8,500	100%	\$ 7,500	-11.8%	\$ 7,500	-11.8%	
067 Paid Call Firefighters										
01 Paid Call Firefighters	\$ 25,693	\$ 25,822	\$ 26,000	\$ 25,500	98%	\$ 26,000	0.0%	\$ 26,000	0.0%	
069 Paid Call Insurance										
01 Paid Call Insurance	\$ 378	\$ -	\$ 600	\$ 300	50%	\$ 618	3.0%	\$ 400	-33.3%	
070 Clothing Allowance										
01 Uniforms	\$ 7,415	\$ 6,793	\$ 8,000	\$ 7,250	91%	\$ 8,000	0.0%	\$ 8,000	0.0%	
02 Turnout Gear	\$ 3,540	\$ 1,908	\$ 2,500	\$ 1,750	70%	\$ 1,000	-60.0%	\$ 1,000	-60.0%	
03 Clothing		\$ -								
04 Boots	\$ 847	\$ 716	\$ 800	\$ 750	94%	\$ 500	-37.5%	\$ 500	-37.5%	
071 Radio Maintenance										
01 Vehicle	\$ 1,350	\$ 162	\$ 2,000	\$ 1,750	88%	\$ 2,500	25.0%	\$ 2,000	0.0%	
02 Building	\$ 404	\$ 75	\$ 1,000	\$ 900	90%	\$ -	-100.0%	\$ -	-100.0%	
03 Radio Maintenance	\$ 4,246	\$ 1,000	\$ 5,500	\$ 5,000	91%	\$ 5,000	-9.1%	\$ 5,000	-9.1%	Reduced by 500 in June mil rate process
072 Ladder Testing										
01 Ladder Testing	\$ 2,100	\$ 3,500	\$ 3,500	\$ 3,500	100%	\$ 3,500	0.0%	\$ 3,500	0.0%	
073 Vehicle Repair										
01 Vehicle Repair	\$ 16,151	\$ 16,838	\$ 14,000	\$ 13,950	100%	\$ 13,000	-7.1%	\$ 13,000	-7.1%	
074 Tires										
01 Tires	\$ 5,403	\$ 3,471	\$ 6,500	\$ 5,800	89%	\$ 8,500	30.8%	\$ 8,500	30.8%	
02 Tire Replacement		\$ -								
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 2,981	\$ 2,706	\$ 4,000	\$ 4,000	100%	\$ 4,000	0.0%	\$ 4,000	0.0%	
076 Diesel Fuel										
01 Diesel Fuel	\$ 29,307	\$ 35,364	\$ 25,000	\$ 35,000	140%	\$ 26,700	6.8%	\$ 26,700	6.8%	
077 Batteries										
01 Vehicle	\$ 333	\$ -								
02 Equipment	\$ 240	\$ 173	\$ 500	\$ 300	60%	\$ 500	0.0%	\$ 400	-20.0%	typcial expenditure
03 Batteries	\$ 26	\$ 77								
078 Field Expenses										
01 Field Expenses	\$ 995	\$ 924	\$ 1,200	\$ 950	79%	\$ 1,200	0.0%	\$ 1,000	-16.7%	
079 Employee Physicals										
01 Employee Physicals	\$ 312	\$ 496	\$ 1,250	\$ 600	48%	\$ 1,200	-4.0%	\$ 1,200	-4.0%	

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
31 Fire and Ambulance Cont'd										
080 Paid Call Volunteers										
01 Paid Call Volunteers	\$ 2,663	\$ 2,973	\$ 3,000	\$ 3,000	100%	\$ 2,000	-33.3%	\$ 2,000	-33.3%	
082 Bad Debt Allowance										
01 Bad Debt Allowance	\$ 99,384	\$ 100,028	\$ 100,000	\$ 100,000	100%	\$ 100,000	0.0%	\$ 100,000	0.0%	
02 Collection Fee	\$ 2,154	\$ 4,200	\$ 1,200	\$ 1,658	138%	\$ 1,300	8.3%	\$ 1,300	8.3%	
085 Transport Meals										
01 Transport Meals	\$ 9,711	\$ 9,060	\$ 8,500	\$ 8,500	100%	\$ 8,500	0.0%	\$ 8,000	-5.9%	
086 Air Transports										
01 Air Transports		\$ -								
087 Medical Supplies										
01 Ambulance Supplies	\$ 6,835	\$ 6,980	\$ 7,000	\$ 7,000	100%	\$ 7,000	0.0%	\$ 7,000	0.0%	
02 Oxygen	\$ 4,146	\$ 3,933	\$ 4,000	\$ 4,000	100%	\$ 3,500	-12.5%	\$ 3,500	-12.5%	
03 Medical Supplies	\$ 5,906	\$ 4,465	\$ 7,000	\$ 4,500	64%	\$ 7,000	0.0%	\$ 7,000	0.0%	
292 EMS Licenses										
01 EMS License	\$ 1,365	\$ 1,091	\$ 1,550	\$ 1,550	100%	\$ 1,800	16.1%	\$ 1,800	16.1%	
Totals	\$ 2,251,015	\$ 2,168,194	\$ 2,264,368	\$ 2,326,630	103%	\$ 2,383,713	5.3%	\$ 2,372,736	4.8%	state required retirement increase, insurances ?
35 Police										
001 Salaries										
01 Regular Pay	\$ 838,879	\$ 901,199	\$ 951,808	\$ 945,000	99%	\$ 936,285	-1.6%	\$ 936,285	-1.6%	TBD based on Union negotiations. Reduce wages when Vincent retired
02 Overtime	\$ 58,646	\$ 64,788	\$ 70,000	\$ 70,000	100%	\$ 70,000	0.0%	\$ 70,000	0.0%	TBD based on Union negotiations. TBD COLA for non-union
06 Police Reserves Salary	\$ 20,875	\$ 17,954	\$ 22,440	\$ 22,000	98%	\$ 22,440	0.0%	\$ 22,440	0.0%	TBD COLA for non-union
003 Office Supplies										
01 Postage	\$ 557	\$ 630	\$ 500	\$ 575	115%	\$ 600	20.0%	\$ 600	20.0%	
02 Advertising	\$ 350	\$ 449	\$ 200	\$ 250	125%	\$ 250	25.0%	\$ 250	25.0%	
03 Copier Rental	\$ 1,750	\$ 1,650	\$ 1,800	\$ 1,900	106%	\$ 1,920	6.7%	\$ 1,920	6.7%	
05 Printer Ink	\$ 654	\$ 605	\$ 550	\$ 600	109%	\$ 600	9.1%	\$ 600	9.1%	
07 Paper	\$ 311	\$ 339	\$ 300	\$ 550	183%	\$ 500	66.7%	\$ 500	66.7%	
08 Office Supplies	\$ 1,287	\$ 1,494	\$ 1,400	\$ 1,400	100%	\$ 1,400	0.0%	\$ 1,400	0.0%	
006 Legal Fees										
01 Legal Fees		\$ -								
009 Professional Dues										
01 Subscriptions	\$ 445	\$ 519	\$ 600	\$ 518	86%	\$ 600	0.0%	\$ 600	0.0%	Law enforcement books, motor vehicle and criminal reference books
04 Professional Dues	\$ 507	\$ 480	\$ 400	\$ 480	120%	\$ 550	37.5%	\$ 550	37.5%	Maine Chief's Assoc., New England Chiefs

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
35 Police Cont'd										
010 Travel Expenses										
01 Mileage	\$ 204	\$ -	\$ 600	\$ 600	100%	\$ 600	0.0%	\$ 300	-50.0%	
02 Meals & Lodging	\$ 2,296	\$ 2,073	\$ 2,500	\$ 2,500	100%	\$ 2,500	0.0%	\$ 2,250	-10.0%	
05 Travel Expenses	\$ 536	\$ -	\$ 1,000	\$ 1,000	100%	\$ 1,000	0.0%	\$ 1,000	0.0%	
011 Training & Education										
02 Training & Education	\$ 17,832	\$ 13,213	\$ 23,000	\$ 23,000	100%	\$ 25,000	8.7%	\$ 25,000	8.7%	Supervisor classes, firearms trainings, Methods of Instruction, CTO school, DRE recertifications, NIBRS
013 Car Allowance										
01 Car Allowance	\$ 3,354	\$ 3,535	\$ 3,200	\$ 4,200	131%	\$ 3,600	12.5%	\$ 3,600	12.5%	
014 New Equipment										
01 New Equipment	\$ 2,736	\$ 3,212	\$ 2,500	\$ 2,375	95%	\$ 2,500	0.0%	\$ 2,500	0.0%	Anticipate outfitting and equipping new officer
015 Telephone										
01 Cell Phone	\$ 2,124	\$ 2,229	\$ 3,000	\$ 2,600	87%	\$ 3,000	0.0%	\$ 2,500	-16.7%	Purhcased new phones for cruisers in 2019.
04 Telephone	\$ 4,145	\$ 4,220	\$ 5,000	\$ 4,250	85%	\$ 4,500	-10.0%	\$ 4,500	-10.0%	Additional data service for crewser phones
017 Communication Fees										
01 Web Site		\$ -								
03 Internet	\$ 2,001	\$ 2,166	\$ 2,900	\$ 2,170	75%	\$ 2,900	0.0%	\$ 2,900	0.0%	Now have to pay more for METRO
018 Health Insurance										
01 Health Insurance	\$ 251,858	\$ 279,584	\$ 329,407	\$ 329,407	100%	\$ 342,105	3.9%	\$ 342,105	3.9%	Plan selection changes by new staff. 6.76% increase to insurance
019 Miscellaneous Expenses										
01 Misc. Expense	\$ 1,676	\$ 1,704	\$ 1,500	\$ 1,500	100%	\$ 1,500	0.0%	\$ 1,500	0.0%	
027 Electricity										
13 Radio Tower	\$ 152	\$ 160	\$ 215	\$ 180	84%	\$ 200	-7.0%	\$ 200	-7.0%	
028 Water										
05 Water	\$ 522	\$ 636	\$ 500	\$ 636	127%	\$ 550	10.0%	\$ 640	28.0%	
030 Building Supplies										
01 Building Supplies	\$ 1,455	\$ 1,399	\$ 1,600	\$ 1,600	100%	\$ 1,600	0.0%	\$ 1,600	0.0%	
031 Building Maintenance										
01 Building Maintenance	\$ 2,374	\$ 2,263	\$ 3,000	\$ 3,250	108%	\$ 3,500	16.7%	\$ 3,000	0.0%	
032 Property Insurance										
01 Property Insurance	\$ 552	\$ 547	\$ 581	\$ 581	100%	\$ 599	3.0%	\$ 599	3.0%	TBD. Rates to be given by provider
034 Worker's Compensation										
01 Worker's Compensation	\$ 18,592	\$ 21,310	\$ 22,876	\$ 22,876	100%	\$ 28,367	24.0%	\$ 28,367	24.0%	24% increase per email received 10/25/2019

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
35 Police Cont'd										
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 7,190	\$ 6,961	\$ 7,019	\$ 7,019	100%	\$ 7,230	3.0%	\$ 7,230	3.0%	TBD. Rates to be given by provider
037 Liability Insurance										
01 Liability Insurance	\$ 10,185	\$ 10,753	\$ 10,500	\$ 10,500	100%	\$ 10,815	3.0%	\$ 10,815	3.0%	TBD. Rates to be given by provider
038 Social Security										
01 Social Security	\$ 67,120	\$ 71,063	\$ 80,840	\$ 80,840	100%	\$ 79,214	-2.0%	\$ 79,214	-2.0%	TBD after union negotiations
040 City & State Retirement										
01 City & State Retirement	\$ 39,009	\$ 41,281	\$ 53,794	\$ 53,794	100%	\$ 57,055	6.1%	\$ 57,055	6.1%	Tied to wages. State requiring 6% retirement match in 2020 up from 5.5%
051 Equipment Maintenance										
05 Equipment Maintenance	\$ 179	\$ 179	\$ 1,000	\$ 1,000	100%	\$ 1,000	0.0%	\$ 1,000	0.0%	
068 Janitorial Services										
01 Janitorial Services	\$ 9,797	\$ 13,751	\$ 14,720	\$ 14,720	100%	\$ 14,720	0.0%	\$ 10,000	-32.1%	Contract with BP cleaners for 9,000 + department supplies. PT janitor wages moved to wages and salaries.
070 Clothing Allowance										
01 Uniforms	\$ 5,043	\$ 4,565	\$ 5,600	\$ 6,000	107%	\$ 6,000	7.1%	\$ 5,750	2.7%	
071 Radio Maintenance										
01 Vehicle	\$ 779	\$ 134	\$ 250	\$ 200	80%	\$ 250	0.0%	\$ 250	0.0%	
03 Radio Maintenance	\$ 1,814	\$ 1,065	\$ 1,500	\$ 1,500	100%	\$ 1,500	0.0%	\$ 1,500	0.0%	
073 Vehicle Repair										
01 Vehicle Repair	\$ 7,882	\$ 10,077	\$ 6,300	\$ 12,500	198%	\$ 10,000	58.7%	\$ 9,000	42.9%	
074 Tires										
01 Tires	\$ 4,027	\$ 4,350	\$ 3,680	\$ 3,680	100%	\$ 3,680	0.0%	\$ 3,680	0.0%	
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 25,633	\$ 29,451	\$ 26,000	\$ 27,500	106%	\$ 26,000	0.0%	\$ 28,000	7.7%	Trend
077 Batteries										
01 Vehicle	\$ 40	\$ -								
079 Employee Physicals										
01 Employee Physicals	\$ 31	\$ -	\$ 500	\$ 500	100%	\$ 500	0.0%	\$ 500	0.0%	Contractual
02 Psychological Evaluations	\$ 650	\$ -	\$ 1,000	\$ 1,040	104%	\$ 1,500	50.0%	\$ 1,500	50.0%	Contractual
03 Poly Graph Testing	\$ 167	\$ -	\$ 500	\$ 500	100%	\$ 1,000	100.0%	\$ 1,000	100.0%	Contractual
089 Equipment Reserves										
01 Equipment Reserves	\$ 2,127	\$ 4,948	\$ 1,250	\$ 1,200	96%	\$ 1,500	20.0%	\$ 1,250	0.0%	Used for Reserve Officer equipment. Reduced by \$250 in June mil rate process

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		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
35 Police Cont'd										
090 Dog Constable										
01 Dog Constable	\$ 33	\$ 50	\$ 2,760	\$ 5,000	181%	\$ 6,760	144.9%	\$ 6,000	117.4%	Need on the books in case our dog Constable gets done. Adjusted in June to 2760 from 6760 for mil rate process
093 Meals for Prisoners										
01 Meals for Prisoners	\$ 4,287	\$ 4,095	\$ 4,500	\$ 4,000	89%	\$ 4,500	0.0%	\$ 4,200	-6.7%	
094 Video Equipment										
01 Video Equipment	\$ 364	\$ 609	\$ 600	\$ 600	100%	\$ 800	33.3%	\$ 800	33.3%	New law requires video of Class A, B and C crimes
097 Uniform Maintenance										
01 Uniform Mainenance	\$ 23	\$ -	\$ 200	\$ 200	100%	\$ 200	0.0%	\$ 200	0.0%	
098 Medical Tests/Supplies										
01 Medical Tests/Supplies	\$ 759	\$ 1,068	\$ 1,330	\$ 1,250	94%	\$ 1,330	0.0%	\$ 1,330	0.0%	
02 Laundry	\$ 750	\$ 724	\$ 1,000	\$ 850	85%	\$ 1,000	0.0%	\$ 1,000	0.0%	Historic actuals trend
102 Computer Tech Support										
01 Computer Tech Support	\$ 2,613	\$ 2,915	\$ 2,500	\$ 5,000	200%	\$ 4,500	80.0%	\$ 4,500	80.0%	Add warranty for in-cruiser cameras
02 Recorder Maint	\$ 1,712	\$ 2,008	\$ 2,000	\$ 1,800	90%	\$ 2,000	0.0%	\$ 2,000	0.0%	contract amount
179 Animal Shelter Services										
01 Animal Shelter Services	\$ 14,740	\$ 14,740	\$ 14,740	\$ 14,740	100%	\$ 14,741	0.0%	\$ 14,741	0.0%	Per Shelter invoice 9/30/2019
229 Small Equipment Reserve										
01 Small Equipment Reserve		\$ -								
230 Police Car Reserve										
01 Police Car Reserve		\$ -								
Totals	\$ 1,437,294	\$ 1,553,146	\$ 1,697,460	\$ 1,701,931	100%	\$ 1,716,960	1.1%	\$ 1,710,220	0.8%	
38 Protection										
105 Street Lights										
01 Street Lights	\$ 111,829	\$ 112,812	\$ 76,550	\$ 86,500	113%	\$ 76,550	0.0%	\$ 76,550	0.0%	Still waiting for EMERA adjusted billings to confirm annual costs
02 Maintenance				\$ 550				\$ 5,500	#DIV/0!	\$600 LED Maintenance Contract with Real Term/RL Todd. Additional funds for services
106 Hydrant Fees										
01 Hydrant Fees	\$ 314,842	\$ 310,719	\$ 337,470	\$ 337,470	100%	\$ 344,219	2.0%	\$ 344,219	2.0%	Assumes CUD 2% increase
Totals	\$ 426,671	\$ 423,531	\$ 414,020	\$ 424,520	103%	\$ 420,769	1.6%	\$ 426,269	3.0%	

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		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
39 Emergency Management										
001 Salaries										
07 Salaries	\$ 6,287	\$ 5,144	\$ 6,995	\$ 8,572	123%	\$ 6,995	0.0%	\$ 6,995	0.0%	TBD COLA
003 Office Supplies										
01 Postage		\$ -								
08 Office Supplies	\$ -	\$ -	\$ 40	\$ 40	100%	\$ 40	0.0%	\$ 40	0.0%	
011 Training & Education										
02 Training & Education	\$ 100	\$ 300	\$ 150	\$ 150	100%	\$ 150	0.0%	\$ 150	0.0%	
014 New Equipment										
01 New Equipment	\$ 926	\$ -	\$ 1,000	\$ 3,457	346%	\$ 1,000	0.0%	\$ 1,000	0.0%	
015 Telephone										
04 Telephone	\$ 705	\$ 714	\$ 730	\$ 720	99%	\$ 730	0.0%	\$ 730	0.0%	
017 Communications										
03 Communications (Internet)	\$ 188	\$ -	\$ 564	\$ -	0%	\$ -	-100.0%	\$ -	-100.0%	
019 Miscellaneous Expenses										
01 Misc. Expenses	\$ 116	\$ 68	\$ 150	\$ 150	100%	\$ 150	0.0%	\$ 150	0.0%	
027 Electricity										
11 Electricity	\$ 213	\$ 179	\$ 250	\$ 200	80%	\$ 200	-20.0%	\$ 225	-10.0%	
12 PWPUMP HOUSE		\$ -								
030 Building Supplies										
01 Building Supplies	\$ 154	\$ -	\$ 250	\$ 200	80%	\$ 200	-20.0%	\$ 200	-20.0%	
031 Building Maintenance										
01 Building Maintenance	\$ 60	\$ -	\$ 1,500	\$ 400	27%	\$ 1,500	0.0%	\$ 1,000	-33.3%	
032 Property Insurance										
01 Property Insurance	\$ 381	\$ 378	\$ 390	\$ 380	97%	\$ 402	3.1%	\$ 402	3.0%	TBD by provider
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 1,063	\$ 1,475	\$ 2,400	\$ 1,700	71%	\$ 2,000	-16.7%	\$ 2,000	-16.7%	TBD by provider
038 Social Security										
01 Social Security	\$ 455	\$ 372	\$ 535	\$ 535	100%	\$ 535	0.0%	\$ 535	0.0%	
040 City & State Retirement										
01 City & State Retirement		\$ -	\$ 245	\$ 245	100%	\$ 350	42.9%	\$ 350	42.9%	
051 Equipment Maintenance										
01 Software		\$ -								
05 Equipment Maintenance	\$ 133	\$ -			0%	\$ -				

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
39 Emergency Management Cont'd										
068 Janitorial Services										
01 Janitorial Services	\$ 1,358	\$ -	\$ 400	\$ -	0%	\$ 400	0.0%	\$ 300	-25.0%	
071 Radio Maintenance										
03 Radio Maintenance		\$ -								Handled by PW employee
073 Vehicle Repair										
01 Vehicle Repair	\$ 33	\$ -								
074 Tires										
01 Tires		\$ -	\$ 200	\$ 200	100%	\$ 200	0.0%	\$ 200	0.0%	
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 44	\$ -			100%	\$ -		\$ -	#DIV/0!	
078 Field Expenses										
01 Field Expenses	\$ -	\$ -	\$ 200	\$ -	0%	\$ 200	0.0%	\$ 200	0.0%	
108 CEM Rent										
01 CEM Rent	\$ 2,083	\$ -	\$ 75	\$ -	0%	\$ -	-100.0%	\$ -	-100.0%	
Totals	\$ 12,204	\$ 8,629	\$ 16,074	\$ 16,949	105%	\$ 15,052	-6.4%	\$ 14,477	-9.9%	Down 9% from 2019
40 Public Works										
001 Salaries										
01 Regular Pay	\$ 572,588	\$ 601,148	\$ 631,011	\$ 599,640	95%	\$ 649,330	2.9%	\$ 649,330	2.9%	TBD based on Union negotiations
02 Overtime	\$ 89,968	\$ 115,748	\$ 100,000	\$ 115,000	115%	\$ 100,000	0.0%	\$ 100,000	0.0%	TBD based on Union negotiations
07 Salaries										
003 Office Supplies										
01 Postage	\$ 27	\$ 2	\$ 40	\$ 40	100%	\$ 40	0.0%	\$ 40	0.0%	
02 Advertising	\$ 602	\$ 171	\$ 500	\$ 250	50%	\$ 400	-20.0%	\$ 400	-20.0%	Historic actual trend
05 Printer Ink	\$ 45	\$ 35	\$ 40	\$ -	0%	\$ -	-100.0%	\$ -	-100.0%	
07 Paper	\$ 32	\$ -	\$ 50	\$ 45	90%	\$ 50	0.0%	\$ 50	0.0%	
08 Office Supplies	\$ 320	\$ 195	\$ 300	\$ 200	67%	\$ 250	-16.7%	\$ 250	-16.7%	
11 Equipment Rental	\$ 1,366	\$ 786	\$ 875	\$ 875	100%	\$ 900	2.9%	\$ 900	2.9%	Office Max printer
12 Software	\$ 515	\$ -	\$ 400	\$ 250	63%	\$ 400	0.0%	\$ 250	-37.5%	
010 Travel Expenses										
02 Meal & Lodging	\$ 207	\$ 137	\$ 250	\$ 150	60%	\$ 250	0.0%	\$ 200	-20.0%	
05 Travel Expenses	\$ 175	\$ 126	\$ 200	\$ 150	75%	\$ 250	25.0%	\$ 200	0.0%	
011 Training & Education										
02 Training & Education	\$ 228	\$ 290	\$ 400	\$ 300	75%	\$ 400	0.0%	\$ 300	-25.0%	
014 New Equipment										
01 New Equipment	\$ 4,190	\$ 4,090	\$ 3,500	\$ 3,500	100%	\$ 3,500	0.0%	\$ 3,500	0.0%	
02 Office		\$ -								
03 Shop		\$ -								

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
49 Public Works Cont'd										
015 Telephone										
01 Cell Phone	\$ 720	\$ 720	\$ 720	\$ 720	100%	\$ 720	0.0%	\$ 720	0.0%	2 phone stipends
04 Telephone	\$ 2,264	\$ 1,103	\$ 1,300	\$ 1,200	92%	\$ 1,200	-7.7%	\$ 1,250	-3.8%	
017 Communications										
03 Internet	\$ 524	\$ 539	\$ 550	\$ 550	100%	\$ 550	0.0%	\$ 550	0.0%	
018 Health Insurance										
01 Health Insurance	\$ 224,329	\$ 271,584	\$ 305,452	\$ 290,179	95%	\$ 271,315	-11.2%	\$ 271,315	-11.2%	6.76% increase. Employee changes to coverage.
019 Misc. Expense										
01 Misc. Expense	\$ 1,528	\$ 1,443	\$ 1,250	\$ 1,250	100%	\$ 1,300	4.0%	\$ 1,250	0.0%	
026 Heating Fuel										
03 Heating Fuel	\$ 11,136	\$ 13,723	\$ 14,790	\$ 15,300	103%	\$ 15,000	1.4%	\$ 15,000	1.4%	Propane Boiler
027 Electricity										
01 P.W. Main Garage	\$ 9,026	\$ 10,083	\$ 10,500	\$ 11,000	105%	\$ 10,000	-4.8%	\$ 10,500	0.0%	Convert to LED in garage
02 P.W. Cold Storage	\$ 435	\$ 470	\$ 450	\$ 430	96%	\$ 450	0.0%	\$ 450	0.0%	
03 P.W. Sand Dome	\$ 263	\$ 218	\$ 250	\$ 240	96%	\$ 250	0.0%	\$ 250	0.0%	
04 P.W. Outside Lights	\$ 207	\$ 205	\$ 210	\$ 210	100%	\$ 210	0.0%	\$ 220	4.8%	
11 Electricity	\$ 384	\$ 392	\$ 400	\$ 430	108%	\$ 450	12.5%	\$ 425	6.3%	
12 P.W. Pump House	\$ 391	\$ 397	\$ 400	\$ 375	94%	\$ 400	0.0%	\$ 400	0.0%	
028 Water										
05 Water	\$ 1,488	\$ 1,488	\$ 1,530	\$ 1,550	101%	\$ 1,700	11.1%	\$ 1,550	1.3%	
029 Sewer										
01 Sewer	\$ 314	\$ 392	\$ 400	\$ 425	106%	\$ 500	25.0%	\$ 420	5.0%	CUD 2% increase
030 Building Supplies										
01 Building Supplies	\$ 945	\$ 1,110	\$ 900	\$ 900	100%	\$ 900	0.0%	\$ 900	0.0%	
031 Building Maintenance										
01 Building Maintenance	\$ 4,770	\$ 4,999	\$ 5,000	\$ 5,000	100%	\$ 5,000	0.0%	\$ 5,000	0.0%	
032 Property Insurance										
01 Property Insurance	\$ 2,959	\$ 2,862	\$ 3,092	\$ 3,092	100%	\$ 3,185	3.0%	\$ 3,185	3.0%	TBD Insurer provided number
034 Worker's Compensation										
01 Worker's Compensation	\$ 33,049	\$ 39,358	\$ 42,251	\$ 42,251	100%	\$ 52,391	24.0%	\$ 52,391	24.0%	24% increase per email received 10/25/2019
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 26,118	\$ 26,488	\$ 28,782	\$ 28,782	100%	\$ 29,358	2.0%	\$ 29,358	2.0%	TBD Insurer provided number
038 Social Security										
01 Social Security	\$ 49,999	\$ 51,199	\$ 55,922	\$ 55,922	100%	\$ 57,330	2.5%	\$ 57,330	2.5%	Tied to wages and Overtime

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
49 Public Works Cont'd										
040 City & State Retirement										
01 City & State Retirement	\$ 13,261	\$ 13,696	\$ 24,467	\$ 24,467	100%	\$ 25,100	2.6%	\$ 25,100	2.6%	Tied to wages
051 Equipment Maintenance										
01 Software		\$ -								
05 Equipment Maintenance	\$ 134,901	\$ 134,736	\$ 134,004	\$ 132,500	99%	\$ 136,000	1.5%	\$ 134,000	0.0%	Parts and materials. Adjusted down \$996 with June mil rate process
06 Air Compressor		\$ -								
08 Snow Plow repairs	\$ 9,139	\$ 10,901	\$ 12,500	\$ 12,500	100%	\$ 12,500	0.0%	\$ 12,500	0.0%	
070 Clothing Allowance										
03 Clothing	\$ 4,747	\$ 4,665	\$ 5,600	\$ 5,300	95%	\$ 5,500	-1.8%	\$ 5,300	-5.4%	
04 Boots	\$ 1,678	\$ 940	\$ 2,000	\$ 1,000	50%	\$ 1,800	-10.0%	\$ 1,800	-10.0%	
071 Radio Maintenance										
01 Vehicle	\$ 883	\$ 799	\$ 700	\$ 800	114%	\$ 800	14.3%	\$ 800	14.3%	
03 Radio Maintenance	\$ 91	\$ 91	\$ 300	\$ 100	33%	\$ 200	-33.3%	\$ 150	-50.0%	Vehicle and radio funds were lumped previously.
074 Tires										
01 Tires others	\$ 1,399	\$ 1,500	\$ 1,500	\$ 1,500	100%	\$ 1,200	-20.0%	\$ 1,200	-20.0%	
03 Heavy Equipment	\$ 5,966	\$ 4,859	\$ 5,000	\$ 4,950	99%	\$ 4,800	-4.0%	\$ 4,800	-4.0%	
04 Trucks	\$ 6,750	\$ 7,000	\$ 7,000	\$ 7,500	107%	\$ 7,500	7.1%	\$ 7,200	2.9%	
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 6,926	\$ 8,051	\$ 6,500	\$ 7,250	112%	\$ 7,500	15.4%	\$ 7,250	11.5%	
076 Diesel Fuel										
01 Diesel	\$ 86,448	\$ 110,891	\$ 98,000	\$ 110,500	113%	\$ 100,000	2.0%	\$ 100,000	2.0%	Yearly average 42000 gal.
109 Safety Material										
01 Safety Material	\$ 2,567	\$ 2,500	\$ 2,500	\$ 2,500	100%	\$ 2,500	0.0%	\$ 2,500	0.0%	
111 Tools - Shop										
01 Tools - Shop	\$ 1,830	\$ 1,990	\$ 1,750	\$ 1,750	100%	\$ 1,750	0.0%	\$ 1,750	0.0%	
112 Tools-Road/Ground										
01 Tools - Road/Ground	\$ 836	\$ 460	\$ 1,000	\$ 1,000	100%	\$ 1,000	0.0%	\$ 1,000	0.0%	
114 Industrial Gas/Solvent										
01 Ind. Gas	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,650	97%	\$ 1,700	0.0%	\$ 1,700	0.0%	
02 Solvents/Cleaners		\$ -								
115 Lubricants										
01 Lubricants	\$ 9,786	\$ 9,504	\$ 13,000	\$ 13,000	100%	\$ 13,000	0.0%	\$ 13,000	0.0%	Have used all DRMO 15/40 motor oil
116 Salt & Calcium										
01 Rock Salt	\$ 136,956	\$ 140,736	\$ 145,800	\$ 140,000	96%	\$ 145,000	-0.5%	\$ 145,000	-0.5%	1800 tons @ 80.10
02 Liquid Deicer	\$ 27,920	\$ 31,973	\$ 28,000	\$ 30,000	107%	\$ 28,000	0.0%	\$ 28,000	0.0%	

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		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
49 Public Works Cont'd										
117 Gravel										
01 Gravel	\$ 2,420	\$ 1,372	\$ 4,000	\$ 4,000	100%	\$ 4,000	0.0%	\$ 4,000	0.0%	Waiting for quotes
118 Crushed Stone										
01 Crushed Stone	\$ 29,946	\$ 30,000	\$ 30,000	\$ 30,000	100%	\$ 26,000	-13.3%	\$ 26,000	-13.3%	Instead of 9.75 miles of chipseal, would like to do aprox. 6.25 miles @ .75 thick on country roads. Expect more life from hotmix
119 Liquid Asphalt										
01 Liquid Asphalt	\$ 168,228	\$ 163,020	\$ 193,200	\$ 193,200	100%	\$ 200,000	3.5%	\$ -	-100.0%	Same cost yearly until all are in asphalt. 0 for chipseal - add 226000 for asphalt.
120 Shim and Patch										
01 Shim/Paver	\$ 46,793	\$ 50,250	\$ 50,000	\$ 50,000	100%	\$ 35,000	-30.0%	\$ 40,000	-20.0%	Won't need as much if we use asphalt instead of chipseal.
02 Patch	\$ 16,148	\$ 16,760	\$ 16,000	\$ 16,000	100%	\$ 16,000	0.0%	\$ 16,000	0.0%	
121 Asphalt										
01 Asphalt	\$ 217,027	\$ 225,355	\$ 221,760	\$ 221,760	100%	\$ 221,760	0.0%	\$ 416,760	87.9%	Waiting for quotes. Assume 3% increase. Rolls in \$195 of liquid asphalt.
122 Culverts & Guard Rails										
01 Culverts & Guard Rails	\$ 7,332	\$ 5,077	\$ 9,000	\$ 9,200	102%	\$ 9,000	0.0%	\$ 9,000	0.0%	
123 Signs										
01 Signs	\$ 1,826	\$ 2,254	\$ 2,000	\$ 2,000	100%	\$ 2,000	0.0%	\$ 2,000	0.0%	
124 Sidewalks										
01 Sidewalks	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	100%	\$ 2,000	0.0%	\$ 6,000	200.0%	Council Priority?
126 Traffic Paint										
01 Traffic Paint	\$ 10,304	\$ 6,911	\$ 10,000	\$ 10,000	100%	\$ 11,000	10.0%	\$ 10,000	0.0%	Need pump kits for road lazer
127 Vehicle Paint										
01 Vehicle Paint	\$ 3,203	\$ 2,608	\$ 3,500	\$ 3,500	100%	\$ 3,500	0.0%	\$ 3,500	0.0%	
130 Construction Material										
01 Construction Material	\$ 2,980	\$ 378	\$ 4,000	\$ 2,600	65%	\$ 4,000	0.0%	\$ 3,000	-25.0%	
131 Sand Account										
01 Sand Account	\$ 40,087	\$ 39,732	\$ 42,000	\$ 42,000	100%	\$ 42,000	0.0%	\$ 42,000	0.0%	4500 yards
132 Municipal Maintenance										
01 Municipal Maintenance	\$ 8,299	\$ 7,991	\$ 7,500	\$ 8,200	109%	\$ 8,000	6.7%	\$ 8,000	6.7%	Budget adjusted down when mil rate was discussed in 2019
134 Drug/Alcohol Testing										
01 Drug/Alcohol Testing	\$ 569	\$ 395	\$ 750	\$ 500	67%	\$ 600	-20.0%	\$ 600	-20.0%	
Totals	\$ 2,012,972	\$ 2,192,596	\$ 2,298,747	\$ 2,273,433	98.9%	\$ 2,288,689	-0.4%	\$ 2,287,794	-0.5%	Primary changes are street materials, lubricants, and wages. Reduction of health insurance costs, based on plan selection.

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
50 Recreation										
001 Salaries										
01 Regular Pay	\$ 186,411	\$ 195,358	\$ 196,420	\$ 196,420	100%	\$ 196,420	0.0%	\$ 196,420	0.0%	Assumes 0%
02 Overtime	\$ 58	\$ -								
07 Salaries	\$ 71,257	\$ 82,672	\$ 103,842	\$ 98,650	95%	\$ 123,750	19.2%	\$ 113,188	9.0%	Min wage increase from 11 to \$12.
003 Office Supplies										
01 Postage	\$ 247	\$ 298	\$ 250	\$ 250	100%		-100.0%			
02 Advertising	\$ 1,749	\$ 2,231	\$ 1,950	\$ 1,300	67%	\$ 2,000	2.6%	\$ 2,000	2.6%	Adobe Creator software added maintenance of \$635. Software used to prepare advertising and program booklets.
03 Copier Rental	\$ 1,274	\$ 1,430	\$ 1,560	\$ 1,430	92%	\$ 1,560	0.0%	\$ 1,560	0.0%	Ricoh Copier
04 Equipment Repair	\$ 100	\$ -	\$ 250	\$ 125	50%	\$ 200	-20.0%	\$ 200	-20.0%	
05 Printer Ink	\$ 67	\$ 80	\$ 50	\$ 84	168%	\$ 100	100.0%	\$ 100	100.0%	
07 Paper	\$ 316	\$ 352	\$ 300	\$ 300	100%	\$ 300	0.0%	\$ 300	0.0%	
08 Office Supplies	\$ 748	\$ 549	\$ 900	\$ 900	100%	\$ 900	0.0%	\$ 900	0.0%	
008 Computer Maintenance										
01 Computer Maintenance	\$ 199	\$ 45	\$ 600	\$ 75	13%	\$ 600	0.0%	\$ 600	0.0%	one computer scheduled on replacement program
009 Professional Dues										
04 Professional Dues	\$ 200	\$ 285	\$ 225	\$ 225	100%	\$ 225	0.0%	\$ 225	0.0%	Two staff members that are certified as youth sports certified. We have also added an employee to the Maine Parks And Recreation Association.
010 Travel Expenses										
01 Mileage	\$ -	\$ -	\$ 500	\$ 250	50%	\$ 500	0.0%	\$ 500	0.0%	
02 Meals & Lodging	\$ -	\$ -	\$ 450	\$ 360	80%	\$ 400	-11.1%	\$ 400	-11.1%	
04 Conference Fee	\$ -	\$ -	\$ 200	\$ 400	200%	\$ 250	25.0%	\$ 250	25.0%	
05 Travel Expenses	\$ 350	\$ -	\$ 500	\$ 500	100%	\$ 400	-20.0%	\$ 400	-20.0%	
011 Training & Education										
02 Training & Education	\$ 586	\$ 395	\$ 500	\$ 450	90%	\$ 500	0.0%	\$ 500	0.0%	
013 Car Allowance										
01 Car Allowance	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	100%	\$ 3,200	0.0%	\$ 3,200	0.0%	
015 Telephone										
01 Cell Phone	\$ 33	\$ 100	\$ 125	\$ 320	256%		-100.0%	\$ -	-100.0%	not sure what to do here, no one uses a city phone
02 Rec Center	\$ 2,262	\$ 1,960	\$ 2,100	\$ 2,000	95%	\$ 2,400	14.3%	\$ 2,400	14.3%	there was \$2850 budgeted for both expense lines and both expense lines were for the rec center
04 Telephone	\$ 819	\$ 710	\$ 750	\$ 715	95%	\$ 500	-33.3%	\$ 500	-33.3%	make this the park building line as we will have phone service for the upcoming year
017 Internet										
03 Internet	\$ 920	\$ 880	\$ 970	\$ 900	93%	\$ 970	0.0%	\$ 950	-2.1%	
018 Health Insurance										
01 Health Insurance	\$ 54,912	\$ 59,572	\$ 62,717	\$ 62,717	100%	\$ 65,800	4.9%	\$ 65,800	4.9%	6.76% increase. Employees changed preferred plans.

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
50 Recreation Cont'd										
026 Heating Fuel										
01 Recreation Center	\$ 13,458	\$ 14,712	\$ 15,000	\$ 22,500	150%	\$ 20,000	33.3%	\$ 19,000	26.7%	
02 Teague Park	\$ 744	\$ 587								
027 Electricity										
05 Recreation Center	\$ 17,745	\$ 18,626	\$ 18,000	\$ 17,500	97%	\$ 16,000	-11.1%	\$ 17,000	-5.6%	even if rates go up we should be ok. I still have \$7000 remaining in the recreation line
06 Teague Park	\$ 1,580	\$ 784	\$ 750	\$ 150	20%	\$ 750	0.0%	\$ 1,000	33.3%	New Teague Park power for lights and heat in restroom
07 Soucy Sports Complex	\$ 678	\$ 635	\$ 1,000	\$ 700	70%	\$ 1,000	0.0%	\$ 800	-20.0%	we will still have softball at this field in 2020
028 Water										
01 Recreation Center	\$ 1,006	\$ 1,002	\$ 1,020	\$ 1,350	132%	\$ 1,300	27.5%	\$ 1,500	47.1%	We will be irrigating from the rec center building and also the splash pad water will be coming from the rec center building
02 Teague Park	\$ 242	\$ 125	\$ 300	\$ 120	40%	\$ 300	0.0%	\$ 300	0.0%	
03 Pool		\$ -								
04 Soucy Complex	\$ 84	\$ 113	\$ 200	\$ 100	50%	\$ 200	0.0%	\$ 200	0.0%	
029 Sewer										
01 Sewer	\$ 584	\$ 568	\$ 600	\$ 615	103%	\$ 750	25.0%	\$ 750	25.0%	New Teague Park restrooms
030 Building Supplies										
01 Building Supplies	\$ 3,004	\$ 2,461	\$ 3,700	\$ 3,700	100%	\$ 4,000	8.1%	\$ 3,700	0.0%	possibly more door hardware purchases, purchasing more new led lights
031 Building Maintenance										
01 Building Maintenance	\$ 26,203	\$ 32,197	\$ 27,000	\$ 28,000	104%	\$ 28,000	3.7%	\$ 27,000	0.0%	hire out door installation, and possible security camera
032 Property Insurance										
01 Property Insurance	\$ 6,361	\$ 6,336	\$ 6,700	\$ 6,700	100%	\$ 6,901	3.0%	\$ 6,901	3.0%	Assumes 3% increase until Insurer provided number received.
034 Worker's Compensation										
01 Worker's Compensation	\$ 7,540	\$ 9,235	\$ 10,312	\$ 10,312	100%	\$ 12,787	24.0%	\$ 12,787	24.0%	24% increase per email received 10/25/2019
038 Social Security										
01 Social Security	\$ 19,386	\$ 21,023	\$ 22,970	\$ 22,970	100%	\$ 24,493	6.6%	\$ 24,493	6.6%	Tied to fulltime and seasonal wages
040 City & State Retirement										
01 City & State Retirement	\$ 6,455	\$ 6,943	\$ 6,875	\$ 6,875	100%	\$ 6,875	0.0%	\$ 6,875	0.0%	Tied to wages
075 Gas/Oil/Filters										
01 Gas/Oil/Filters				\$ 22						
135 Water Tests										
01 Water Tests		\$ -	\$ 150	\$ -	0%	\$ 0	-100.0%	\$ 150	0.0%	New splash pad
136 Youth Center Equipment										
01 Youth Center Equipment	\$ 348	\$ 490	\$ 800	\$ 800	100%	\$ -	-100.0%	\$ -	-100.0%	

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
50 Recreation Cont'd										
137 Rink Equipment										
01 Rink Equipment		\$ -	\$ 300	\$ 350	117%	\$ 300	0.0%	\$ 300	0.0%	New ice rink at Teaque Park
138 Program Equipment										
01 Baseball/Softball	\$ 1,247	\$ 2,445	\$ 800	\$ 640	80%	\$ 700	-12.5%	\$ 700	-12.5%	
02 Tennis	\$ 76	\$ 88	\$ 75	\$ 157	209%	\$ 150	100.0%	\$ 125	66.7%	
03 Soccer	\$ 671	\$ 760	\$ 2,400	\$ 2,400	100%	\$ 700	-70.8%	\$ 700	-70.8%	Purchased new goals in 2019.
04 Basketball	\$ 417	\$ 322	\$ 450	\$ 405	90%	\$ 450	0.0%	\$ 400	-11.1%	
05 Arts & Crafts		\$ -								
06 Program Equipment	\$ 2,223	\$ 3,882	\$ 1,900	\$ 1,900	100%	\$ 1,900	0.0%	\$ 1,900	0.0%	
139 Rink Maintenance										
01 Rink Maintenance		\$ -	\$ 300	\$ 300	100%	\$ 300	0.0%	\$ -	-100.0%	New ice rink at Teaque Park
140 Pool Supplies										
01 Pool Supplies		\$ -	\$ 300	\$ -	0%	\$ 300	0.0%	\$ 300	0.0%	New Splash Pad Supplies
141 Trophies & Awards										
01 Trophies & Awards	\$ 472	\$ 573	\$ 500	\$ 425	85%	\$ 450	-10.0%	\$ 450	-10.0%	
142 Pool Maintenance										
01 Pool Maintenance		\$ -	\$ 500	\$ -	0%	\$ 500	0.0%	\$ 400	-20.0%	New Splash Pad Maintenance
145 Special Events										
01 Special Events	\$ 2,799	\$ 3,417	\$ 2,400	\$ 2,400	100%	\$ 3,000	25.0%	\$ 2,500	4.2%	
243 Rec Center Improvement		\$ -								
Totals	\$ 434,668	\$ 477,440	\$ 503,661	\$ 502,962	99.9%	\$ 533,080	5.8%	\$ 520,623	3.4%	Primary difference is min wage change which added \$20K+ and opening new Teague Park facilities
51 Parks										
001 Salaries										
01 Regular Pay	\$ 42,499	\$ 42,057	\$ 44,042	\$ 44,042	100%	\$ 44,042	0.0%	\$ 44,042	0.0%	
02 Overtime	\$ 2,820	\$ 5,007	\$ 3,000	\$ 4,500	150%	\$ 3,500	16.7%	\$ 3,500	16.7%	Can't do anything about mother nature. Plowing
07 Salaries	\$ 37,705	\$ 35,080	\$ 37,559	\$ 37,559	100%	\$ 38,660	2.9%	\$ 38,660	2.9%	Min wage increase from 11 to \$12.
014 New Equipment										
01 New Equipment	\$ 1,122	\$ 1,272	\$ 1,200	\$ 1,200	100%	\$ 1,200	0.0%	\$ 1,200	0.0%	
015 Telephone										
01 Cell Phone		\$ -								
04 Telephone	\$ 881	\$ 710	\$ 1,000	\$ 275	28%	\$ 800	-20.0%	\$ 800	-20.0%	average monthly bill is \$55, this should cover us
018 Health Insurance										
01 Health Insurance	\$ 9,017	\$ 8,990	\$ 10,834	\$ 10,834	100%	\$ 11,395	5.2%	\$ 11,395	5.2%	Corrected Health Insurance Selection
026 Heating Fuel										
03 Heating Fuel	\$ 4,350	\$ 6,215	\$ 5,500	\$ 6,700	122%	\$ 6,000	9.1%	\$ 6,500	18.2%	maint. Director has been good about watching the heat.

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		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
51 Parks Cont'd										
027 Electricity										
01 PW MAIN GAR		\$ -								
09 Park Shop	\$ 1,398	\$ 1,539	\$ 1,965	\$ 1,500	76%	\$ 1,900	-3.3%	\$ 1,600	-18.6%	
10 Park Security Lighting	\$ 776	\$ 587	\$ 983	\$ 600	61%	\$ 950	-3.3%	\$ 700	-28.8%	
11 Electricity	\$ 225	\$ 243	\$ 218	\$ 212	97%	\$ 220	0.8%	\$ 240	9.9%	
029 Sewer										
01 Sewer	\$ 225	\$ 213	\$ 250	\$ 313	125%	\$ 313	25.2%	\$ 300	20.0%	
030 Building Supplies										
01 Building Supplies	\$ 1,339	\$ 1,913	\$ 1,500	\$ 2,000	133%	\$ 2,000	33.3%	\$ 2,000	33.3%	
031 Building Maintenance										
01 Building Maintenance	\$ 1,988	\$ 3,603	\$ 1,500	\$ 1,420	95%	\$ 2,000	33.3%	\$ 1,750	16.7%	with a 20 year old building we will need to be doing a few maint. Repairs to the building
036 Vehicle Insurance										
01 Vehicle Insurance	\$ 5,521	\$ 5,246	\$ 5,800	\$ 5,800	100%	\$ 5,974	3.0%	\$ 5,974	3.0%	Assumes 3% increase. TBD by provider
038 Social Security										
01 Social Security	\$ 6,558	\$ 6,119	\$ 6,472	\$ 6,587	102%	\$ 6,594	1.9%	\$ 6,594	1.9%	Tied to wages
040 City & State Retirement										
01 City & State Retirement	\$ 1,209	\$ 347	\$ 1,659	\$ 1,659	100%	\$ 2,377	43.3%	\$ 2,377	43.3%	5% of full-time wages
051 Equipment Maintenance										
04 Repairs	\$ 1,148	\$ 1,198	\$ 1,000	\$ 1,350	135%	\$ 2,000	100.0%	\$ 1,400	40.0%	Aging fleet of equipment
05 Equipment Maintenance	\$ 5,635	\$ 6,783	\$ 4,500	\$ 9,750	217%	\$ 6,000	33.3%	\$ 14,500	222.2%	9K furnace replacement at shop + typical maintenance
070 Clothing Allowance										
03 Clothing	\$ 468	\$ 673	\$ 400	\$ 400	100%	\$ 500	25.0%	\$ 400	0.0%	
073 Vehicle Repairs										
01 Vehicle Repairs	\$ 4,613	\$ 7,275	\$ 4,000	\$ 5,000	125%	\$ 5,000	25.0%	\$ 5,000	25.0%	We are doing a lot more of our own maint. Plus fleet is getting older
074 Tires										
01 Tires	\$ 1,094	\$ 1,190	\$ 1,500	\$ 1,500	100%	\$ 1,700	13.3%	\$ 1,700	13.3%	trailer tires and will need tires for two trucks
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 7,170	\$ 6,982	\$ 7,500	\$ 6,700	89%	\$ 7,000	-6.7%	\$ 7,000	-6.7%	
076 Diesel										
01 Diesel	\$ 1,265	\$ 2,009	\$ 1,000	\$ 2,250	225%	\$ 1,300	30.0%	\$ 1,300	30.0%	
111 Tools - Shop										
01 Tools - Shop	\$ 853	\$ 1,236	\$ 1,000	\$ 1,150	115%	\$ 1,200	20.0%	\$ 1,100	10.0%	

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
51 Parks Cont'd										
147 Parks Maintenance										
01 Parks Maintenance	\$ 7,936	\$ 8,423	\$ 8,000	\$ 12,500	156%	\$ 8,000	0.0%	\$ 8,000	0.0%	
02 Civic Beautification		\$ -								
237 Civic Beaut										
01 Civic Beaut	\$ 858	\$ 2,045	\$ 2,000	\$ 1,875	94%	\$ 2,000	0.0%	\$ 6,000	200.0%	Gateway enhancements near Fort Bridge with Patten Street blight cleanup project
Totals	\$ 148,727	\$ 156,954	\$ 154,383	\$ 167,676	109%	\$ 162,626	5.3%	\$ 174,033	12.7%	Primarily due to furnace replacement, gateway project, and personnel benefit costs
60 Airport										
001 Salaries										
01 Regular Pay			\$ 1,500	\$ 1,800	120%	\$ 9,100	506.7%	\$ 9,100	506.7%	Stipend for Dave O.
008 Computer Maintenance										
04 Computer Maintenance	\$ 468	\$ 468				\$ -	#DIV/0!	\$ -	#DIV/0!	No computer needs anticipated
015 Telephone										
04 Telephone	\$ 275	\$ 262	\$ 300	\$ 275	92%	\$ 325	8.3%	\$ 325	8.3%	
017 Communications										
03 Internet	\$ -	\$ 685	\$ 700	\$ 690	99%	\$ 325	-53.6%	\$ 325	-53.6%	
019 Miscellaneous Expense										
01 Misc. Expense	\$ 460	\$ 513	\$ 450	\$ 360	80%	\$ 400	-11.1%	\$ 400	-11.1%	
026 Heating Fuel										
03 Heating Fuel	\$ -	\$ 5,258	\$ 3,500	\$ 6,500	186%	\$ 6,500	85.7%	\$ 6,500	85.7%	Main Hangar and office areas
027 Electricity										
11 Electricity	\$ 1,427	\$ 950	\$ 1,946	\$ 1,050	54%	\$ 1,100	-43.5%	\$ 1,100	-43.5%	Main Hangar
14 Airport Hangar	\$ -	\$ 629	\$ 1,000	\$ 750	75%	\$ 750	-25.0%	\$ 750	-25.0%	New hangar costs
028 Water										
05 Water	\$ 677	\$ 526	\$ 918	\$ 600	65%	\$ 650	-29.2%	\$ 650	-29.2%	
029 Sewer										
01 Sewer	\$ 310	\$ 209	\$ 500	\$ 350	70%	\$ 400	-20.0%	\$ 400	-20.0%	
030 Building Supplies										
01 Building Supplies	\$ 5,421	\$ 3,010	\$ 100	\$ 100	100%	\$ 100	0.0%	\$ 100	0.0%	
031 Building Maintenance										
01 Building Maintenance			\$ 3,000	\$ 650	22%	\$ 500	-83.3%	\$ 500	-83.3%	
032 Property Insurance										
01 Property Insurance	\$ 1,203	\$ 1,194	\$ 1,400	\$ 1,400	100%	\$ 1,470	5.0%	\$ 1,470	5.0%	Anticipated 5% insurance increase. Will need actual numbers from carrier

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
60 Airport Cont'd										
037 Liability Insurance										
01 Airport Liability	\$ 1,777	\$ 1,672	\$ 2,500	\$ 2,250	90%	\$ 2,625	5.0%	\$ 2,625	5.0%	Anticipated 5% insurance increase. Will need actual numbers from carrier
038 Social Security										
01 Social Security	\$ 707	\$ 1,215	\$ 727	\$ 1,200	165%	\$ 700	-3.7%	\$ 700	-3.7%	SS for Dave O stipend and PT snow plow
040 City & State Retirement										
01 City & State Retirement	\$ -	\$ -	\$ 53	\$ 64	121%	\$ 450	749.1%	\$ 450	749.1%	Retirement on Dave O stipend
051 Equipment Maintenance										
05 Equipment Maintenance	\$ -	\$ 2,979	\$ 1,250	\$ 2,300	184%	\$ 1,000	-20.0%	\$ 1,000	-20.0%	Older loader needing repairs more frequently
076 Diesel										
01 Diesel	\$ 4,033	\$ 5,798	\$ 3,700	\$ 5,900	159%	\$ 6,000	62.2%	\$ 6,000	62.2%	
153 Air Consultant Contract										
01 Air Consultant Contract	\$ 11,450	\$ 10,350	\$ -	\$ 5,775	#DIV/0!	\$ 5,800	#DIV/0!	\$ 5,800	#DIV/0!	Stantec contract is 5,600. Some of Dave's stipend was coming from this line
155 Snow Plowing										
01 Snow Plowing	\$ 7,702	\$ 9,461	\$ 8,000	\$ 9,875	123%	\$ 8,000	0.0%	\$ 8,000	0.0%	PT worker + equipment. Some of Dave's stipend was coming from this line.
156 Runway Lights										
01 Runway Lights	\$ 1,359	\$ 253	\$ 1,200	\$ 350	29%	\$ 750	-37.5%	\$ 750	-37.5%	replace multi-color bulbs
157 Runway Maintenance										
01 Runway Maintenance	\$ 772	\$ 1,315	\$ 2,000	\$ 1,100	55%	\$ 3,500	75.0%	\$ 3,500	75.0%	Crack clean and seal on apron around hangars
161 Garbage Coll										
01 Garbage Collection			\$ 250	\$ 200	\$ 1	\$ 250	0.0%	\$ 250	0.0%	
420 AVGas										
01 AVGas	\$ 20,472	\$ 40,945	\$ 4,800	\$ 14,453	301%	\$ 17,500	264.6%	\$ 17,500	264.6%	4,000 gallons fueling @ \$4.50/gallon
Totals	\$ 36,772	\$ 87,827	\$ 39,794	\$ 57,992	146%	\$ 68,195	71.4%	\$ 68,195	71.4%	First year of full operations shown in budget
61 Caribou Trailer Park										
006 Legal Fees										
01 Legal Fees		\$ -				\$ 1,000	#DIV/0!	\$ 1,000	#DIV/0!	
027 Electricity										
11 Electricity	\$ 1,232	\$ 1,273	\$ 1,600	\$ 1,300	81%	\$ 1,300	-18.8%	\$ 1,300	-18.8%	
028 Water										
05 Water	\$ 4,262	\$ 3,884	\$ 4,800	\$ 4,500	94%	\$ 4,250	-11.5%	\$ 4,250	-11.5%	Water rate increase of 2% but loss of 1 trailer in park

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
61 Trailer Park Cont'd										
029 Sewer										
01 Sewer	\$ 2,700	\$ 2,650	\$ 3,000	\$ 2,800	93%	\$ 2,750	-8.3%	\$ 2,750	-8.3%	\$ -
032 Property Insurance										
01 Property Insurance	\$ 42	\$ 45	\$ 50	\$ 200	400%	\$ 200	300.0%	\$ 200	300.0%	
105 Street Lights										
01 Street Lights	\$ 1,594	\$ 1,590	\$ 1,648	\$ 1,600	97%	\$ 1,625	-1.4%	\$ 1,625	-1.4%	
158 CTP License Fee										
01 CTP License Fee	\$ 265	\$ 265	\$ 265	\$ 315	119%	\$ 265	0.0%	\$ 265	0.0%	
160 CTP Park Maintenance										
01 CTP Park Maintenance	\$ 361	\$ 29	\$ 1,000	\$ 150	15%	\$ 1,000	0.0%	\$ 1,000	0.0%	
161 Garbage Collection										
01 Garbage Collection	\$ 1,575	\$ 1,485	\$ 1,620	\$ 1,500	93%	\$ 1,600	-1.2%	\$ 1,600	-1.2%	
385 Year End CTP										
01 Year End CTP	\$ 3,941	\$ 4,166	\$ -	\$ 2,518	#DIV/0!					
Totals	\$ 15,973	\$ 15,387	\$ 13,983	\$ 14,883	106%	\$ 13,990	0.1%	\$ 13,990	0.1%	Added legal fees to begin park closure efforts
65 Cemeteries										
165 Evergreen Cemetery										
01 Evergreen Cemetery	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	100%	\$ 3,000	0.0%	\$ 3,000	0.0%	
166 Grimes Cemetery										
01 Grimes Cemetery	\$ 1,850	\$ 1,172	\$ 2,000	\$ 2,000	100%	\$ 2,000	0.0%	\$ 2,000	0.0%	
167 Sacred Heart Cemetery								\$ 350	#DIV/0!	
01 Sacred Heart Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	100%	\$ 350	0.0%			
168 Holy Rosary Cemetery										
01 Holy Rosary Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	100%	\$ 350	0.0%	\$ 350	0.0%	
169 Green Ridge Cemetery										
01 Green Ridge Cemetery	\$ 150	\$ 150	\$ 150	\$ 150	100%	\$ 150	0.0%	\$ 150	0.0%	
170 Lyndon Cemetery										
01 Lyndon Cemetery	\$ 300	\$ 300	\$ 300	\$ 300	100%	\$ 300	0.0%	\$ 300	0.0%	
171 Bubar Cemetery										
01 Bubar Cemetery	\$ 100	\$ 100	\$ 100	\$ 100	100%	\$ 100	0.0%	\$ 100	0.0%	
172 Memorial Day Flags										
01 Memorial Day Flags	\$ 1,616	\$ 480	\$ 600	\$ 600	100%	\$ 600	0.0%	\$ 600	0.0%	
Totals	\$ 7,716	\$ 5,902	\$ 6,850	\$ 6,850	100%	\$ 6,850	0.0%	\$ 6,850	0.0%	

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DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
70 Insurance and Retirements										
007 Audit										
02 GASB 45	\$ 1,067	\$ -	\$ 3,200	\$ 3,200	100%	\$ 3,200	0.0%	\$ 3,200	0.0%	
018 Health Insurance										
01 Employee Assistance Prog	\$ 167	\$ 500								
034 Worker's Compensation										
01 Worker's Compensation	\$ 18,777	\$ 5,182	\$ 5,200	\$ 5,200	100%	\$ 5,500	5.8%	\$ 5,500	5.8%	Worker's Comp Audit Payment also assumes 7% increase
035 Unemployment Comp.										
01 Unemployment Comp.	\$ 16,123	\$ 14,894	\$ 22,000	\$ 22,000	100%	\$ 22,000	0.0%	\$ 22,000	0.0%	TBD by provider
037 Liability Insurance										
01 Liability Insurance	\$ 28,168	\$ 23,250	\$ 29,400	\$ 29,400	100%	\$ 30,250	2.9%	\$ 30,250	2.9%	Assumes 3% increase. TBD by provider
038 Social Security										
01 Social Security	\$ 89	\$ -								
039 Bonds										
01 Bonds	\$ -	\$ -								
040 City & State Retirement										
01 City & State Retirement	\$ -	\$ -								
041 \$1000 Ded. Payments										
01 \$1000 Ded. Payments	\$ 2,167	\$ -	\$ 3,000	\$ 2,000	67%	\$ 3,000	0.0%	\$ 3,000	0.0%	Assumes 3 accidents in year
043 Compensated Absences										
01 Compensated Absences	\$ 45,000	\$ 45,000	\$ 23,000	\$ 23,000	100%	\$ 35,000	52.2%	\$ 35,000	52.2%	Working to build up against \$400K+ liability. 2 planned retirements in 2020
044 - Reimbursements										
01 Reimbursements		\$ -								
046 Recognitions & Awards										
01 Recognitions & Awards	\$ 1,207	\$ 1,970	\$ 2,250	\$ 2,250	100%	\$ 2,250	0.0%	\$ 2,250	0.0%	
311 Section 125 Expense										
01 Section 125 Expense	\$ 6,690	\$ 6,906	\$ 7,000	\$ 7,000	100%	\$ 7,000	0.0%	\$ 7,000	0.0%	Retirement account management fee to GDI
Totals	\$ 104,051	\$ 104,551	\$ 95,050	\$ 94,050	99%	\$ 108,200	13.8%	\$ 108,200	13.8%	\$ -
75 Contributions										
177 Aroost. Agency on Aging										
01 Aroost. Agency on Aging	\$ -	\$ -	\$ 4,600	\$ 4,600	100%	\$ 4,600	0.0%	\$ 4,600	0.0%	
Totals	\$ -	\$ -	\$ 4,600	\$ 4,600	100%	\$ 4,600	0.0%	\$ 4,600	0.0%	\$ -

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DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
80 Unclassified										
045 Refunds/Reimbursements										
01 Refunds/Reimbursements	\$ 392	\$ 26	\$ 250	\$ 150	60%	\$ 250	0.0%	\$ 250	0.0%	
200 Tax Lien Costs										
01 Tax Lien Costs	\$ 19,403	\$ 18,400	\$ 20,000	\$ 19,750	99%	\$ 20,000	0.0%	\$ 20,000	0.0%	
201 Abatements										
01 Abatements	\$ 21,065	\$ 30,113	\$ 9,000	\$ 9,000	100%	\$ 15,000	66.7%	\$ 15,000	66.7%	Budgeted amount adjusted at 2019 mil rate setting. Need to work on reducing existing liability of uncollectible taxes.
Totals	\$ 47,527	\$ 48,540	\$ 29,250	\$ 28,900	99%	\$ 35,250	20.5%	\$ 35,250	20.5%	
85 Capital Improvements (see Separate Capital Plan Sheets In Exhibit B)										
Total Expense Budgets	\$ 8,919,091	\$ 9,308,857	\$ 9,719,545	\$ 9,775,558	101%	\$ 10,480,034.88	7.8%	\$ 10,446,055.15	7.5%	

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
11 Economic Development										
001 Salaries										
01 Regular Pay	\$ 88,822	\$ 100,466	\$ 104,315	\$ 110,315	106%	\$ 110,420	5.9%	\$ 110,420	5.9%	TBD COLA. Moved City Manager (75%) to General government. Partial Code Enforcement wages (33%) added.
003 Office Supplies										
01 Postage		\$ -								
02 Advertising	\$ 9,460	\$ 8,419	\$ 10,000	\$ 9,250	93%	\$ 9,500	-5.0%	\$ 9,500	-5.0%	Increase to keep pace with rising advertisign costs
008 Computer Maintenance										
01 Computer Maintenance			\$ 3,152	\$ 1,500	48%	\$ -	-100.0%	\$ -	-100.0%	Computer replacement with advertising quality graphic capabilities
02 Hosted Services		\$ -								
03 GIS License			\$ 1,152	\$ 700	61%	\$ 400	-65.3%	\$ 400	-65.3%	City Manager GIS license renewal only
009 Professional Dues										
01 Subscriptions	\$ 4,621	\$ 5,355	\$ 4,500	\$ 5,750	128%	\$ 2,500	-44.4%	\$ 2,500	-44.4%	Includes 2 APA, Main Street
010 Travel Expenses										
01 Mileage	\$ 306	\$ 418	\$ 1,000	\$ 500	50%	\$ 750	-25.0%	\$ 750	-25.0%	In state econ meetings
02 Meals & Lodging	\$ 497	\$ 621	\$ 1,200	\$ 1,300	108%	\$ 1,200	0.0%	\$ 1,200	0.0%	In state econ meetings
04 Conference Fees	\$ 427	\$ 380	\$ 1,500	\$ 1,150	77%	\$ 1,500	0.0%	\$ 1,500	0.0%	APA New England, On-line Econ, Main Street
018 Health Insurance										
01 Health Insurance	\$ 16,543	\$ 16,820	\$ 14,625	\$ 14,625	100%	\$ 10,600	-27.5%	\$ 10,600	-27.5%	Change of plans by personnel. Moving manager to Gen Gov
019 Miscellaneous Expenses										
01 Misc Expenses	\$ 5,504	\$ 9	\$ 750	\$ 450	60%	\$ 500	-33.3%	\$ 500	-33.3%	
038 Social Security										
01 Social Security	\$ 6,405	\$ 7,561	\$ 7,980	\$ 8,300	104%	\$ 8,447	5.9%	\$ 8,447	5.9%	7.65% of FT wages
040 City & State Retirement										
01 City & State Retirement	\$ 1,481	\$ -	\$ 4,192	\$ 4,250	101%	\$ 3,865	-7.8%	\$ 3,865	-7.8%	5% of FT wages
238 Trail Groomer Reserve										
01 Trail Groomer Reserve	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	100%	\$ 10,000	0.0%	\$ 10,000	0.0%	
280 Revolving Loan Fund										
01 Revolving Loan Fund		\$ -				\$ 40,000	#DIV/0!	\$ 40,000	#DIV/0!	TIF Capital Plan allows for up to \$1M in Revolving loan funds to be created. Current loan funds less than \$600K
281 Contracted Services										
01 Buxton Contract		\$ -								
03 NMDC	\$ 16,362	\$ 21,640	\$ 13,602	\$ 13,602	100%	\$ 13,874	2.0%	\$ 13,875	2.0%	Waiting for statement from NMDC
04 Broadband Study	\$ 2,500	\$ 4,000								
385 - Downtown Infrastructure										
01 Downtown Infrastructure	\$ 25	\$ 25	\$ 2,000	\$ 2,500	125%	\$ 2,000	0.0%	\$ 2,000	0.0%	Physical Infrastructure enhancements. Materials.

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
11 Economic Dev Cont'd										
392 Ads & Marketing										
01 Video Ads & Marketing	\$ 723	\$ 176								
394 Community Projects										
01 Project Exp	\$ 424	\$ 424								
08 Winter Carnival	\$ 2,488	\$ 3,872	\$ 3,500	\$ 1,600	46%	\$ 2,000	-42.9%	\$ 2,000	-42.9%	
14 Thursday's On Sweden	\$ 7,656	\$ 12,831	\$ 9,000	\$ 13,000	144%	\$ 13,000	44.4%	\$ 13,000	44.4%	Additional kid friendly elements, music improvements
										Combined with Caribou Days but some minor heritage events and programs coordinated with library/museums. Reduced by 1,500 in June for mil rate
15 Heritage Days	\$ 2,735	\$ 1,204	\$ 1,500	\$ -	0%	\$ -	-100.0%	\$ -	-100.0%	
16 Caribou Days	\$ 2,298	\$ 4,511	\$ 6,000	\$ 3,000	50%	\$ 3,500	-41.7%	\$ 3,500	-41.7%	add fireworks, events to annual celebration
17 Moose Lottery		\$ -								
18 New Years Eve		\$ -								
20 Miscellaneous	\$ 1,602	\$ 2,266	\$ 1,500	\$ 2,000	133%	\$ 2,000	33.3%	\$ 2,000	33.3%	
21 New Events	\$ 2,384	\$ 2,384	\$ 2,500	\$ 3,600	144%	\$ 3,000	20.0%	\$ 3,000	20.0%	Maine 200 years celebration events
405 Slum/Blight Removal										
01 Slum/Blight Removal	\$ 723	\$ 176	\$ 80,000	\$ 80,000	100%	\$ 90,000	12.5%	\$ 90,000	12.5%	Birdseye site clean up, 7 homes to tear down.
411 Façade Improvement										
01 Façade Improvement	\$ 67,972	\$ 75,254	\$ 12,000	\$ 12,000	100%	\$ 22,500	87.5%	\$ 15,420	28.5%	Build up of additional funds for façade improvements
413 New Fire Station										
01 New Fire Station	\$ 5,459	\$ -	\$ 60,000	\$ 60,000	100%	\$ 50,000	-16.7%	\$ 37,500	-37.5%	
Totals	\$ 313,967	\$ 306,168	\$ 354,815	\$ 359,392	101%	\$ 401,556	13.2%	\$ 381,977	7.7%	Moved City Manager wages and training to Gen Gov. This freed up funds for other economic development activities
24 Housing										
001 Salaries										
01 Regular Pay	\$ 50,097	\$ 52,476	\$ 53,525	\$ 53,525	100%	\$ 53,525		\$ 53,525	0.0%	
003 Office Supplies										
01 Postage	\$ 1,103	\$ 1,142	\$ 1,100	\$ 1,050	95%	\$ 1,100		\$ 1,100	0.0%	
02 Advertising	\$ 248	\$ 159	\$ 200	\$ 150	75%	\$ 300		\$ 200	0.0%	
03 Copier Rental	\$ 1,903	\$ 1,819	\$ 1,975	\$ 1,990	101%	\$ 2,000		\$ 1,975	0.0%	
05 Printer Ink	\$ 155	\$ 238	\$ 150	\$ 500	333%	\$ 750		\$ 200	33.3%	
07 Paper	\$ 213	\$ 322	\$ 200	\$ 320	160%	\$ 400		\$ 250	25.0%	
08 Office Supplies	\$ 1,582	\$ 984	\$ 750	\$ 700	93%	\$ 750		\$ 750	0.0%	
12 Software	\$ 9,275	\$ 9,509	\$ 14,000	\$ 14,000	100%	\$ 14,000		\$ 14,000	0.0%	
007 Audit										
01 Audit		\$ -	\$ 1,500	\$ 1,500	100%	\$ 2,000		\$ 1,500	0.0%	
009 Professional Dues										
01 Subscriptions	\$ 412	\$ 787	\$ 500	\$ 800	160%	\$ 500		\$ 800	60.0%	
04 Professional Dues	\$ 667	\$ 500	\$ 500	\$ 500	100%	\$ 500		\$ 500	0.0%	

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Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
24 Housing Cont'd										
010 Travel Expenses										
01 Mileage		\$ -	\$ 200	\$ 125	63%	\$ 450		\$ 150	-25.0%	
02 Meals & Lodging	\$ 608	\$ 997	\$ 750	\$ 950	127%	\$ 750		\$ 900	20.0%	
04 Conference Fees						\$ 130				
05 Travel Expenses	\$ 236	\$ 451	\$ 600	\$ 450	75%			\$ 400	-33.3%	
011 Training and Education										
02 Training and Education	\$ 1,635	\$ 1,836	\$ 1,500	\$ 1,500	100%	\$ 1,500		\$ 1,500	0.0%	
014 - New Equipment										
01 New Equipment			\$ -	\$ 300		\$ 750				For mobile inspections (tablet) - not sure on cost of signature pad
015 Telephone										
04 Telephone	\$ 510	\$ 518	\$ 500	\$ 525	105%	\$ 525		\$ 500	0.0%	
017 Communications										
03 Communications		\$ -	\$ 204	\$ 204	100%	\$ 204		\$ 204	0.0%	
018 Health Insurance										
01 Health Insurance Housing	\$ 4,632	\$ 2,782	\$ 2,591	\$ 2,591	100%	\$ 2,592		\$ 2,592	0.0%	
02 Health Ins. Stipend FSS		\$ -								
034-Workers Comp										
01-Workers Comp Housing	\$ 119	\$ 156	\$ 179	\$ 179	100%	\$ 180		\$ 222	24.0%	per notice received 10/25/2019. Rate goes up 24%
01-Workers Comp FSS		\$ -								
035-Unemployment										
01-Unemployment Housing	\$ 274	\$ 254	\$ 296	\$ 296	100%	\$ 300		\$ 300	1.4%	
01-Unemployment FSS		\$ -								
038-Social Security										
01-Social Security Housing	\$ 4,319	\$ 4,360	\$ 4,095	\$ 4,095	100%	\$ 4,100		\$ 4,095	0.0%	
01-Social Security FSS		\$ -								
040 City & State Retirement										
01-Retirement Housing	\$ 1,909	\$ 1,927	\$ 1,837	\$ 1,837	100%	\$ 1,837		\$ 1,837	0.0%	
285 Year End Closing										
01-Year End Closing		\$ -								
412 - Fee Accountant										
01 - Fee Accountant	\$ 5,111	\$ 5,179	\$ 5,200	\$ 5,200	100%	\$ 5,300		\$ 5,200	0.0%	
Totals	\$ 85,196	\$ 86,396	\$ 92,352	\$ 93,287	101%	\$ 94,443	2.3%	\$ 92,700	0.4%	Primarily due to personnel benefit costs

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
52 Snow Trail Maintenance										
001 Salaries										
01 Regular Pay	\$ 12,530	\$ 15,288	\$ 16,000	\$ 15,623	98%	\$ 16,500	3.1%	\$ 16,000	0.0%	this line will need to be increased as the minimum wage increased
02 Overtime	\$ 257	\$ -								
015 Telephone										
01 Cell Phone	\$ 472	\$ 645	\$ 400	\$ 400	100%	\$ -	-100.0%	\$ -	-100.0%	please remove cell phone line completely, everyone has they're own phones. I would rather take the \$400 and put it in equipment maint.
019 Misc. Expense										
01 Misc. Expense	\$ 3,950	\$ 3,719	\$ 3,500	\$ 3,500	100%	\$ 3,500	0.0%	\$ 3,000	-14.3%	
034 Work Comp										
01 Work Comp	\$ 202	\$ 371	\$ 500	\$ 500	100%	\$ 620	24.0%	\$ 620	24.0%	Assumes 7% above 2018 until Insurer provided number received.
035 Unemployment										
01 Unemployment	\$ 197	\$ 262	\$ 350	\$ 350	100%	\$ 350	0.0%	\$ 350	0.0%	
038 Social Security										
01 Social Security	\$ 884	\$ 1,170	\$ 1,224	\$ 1,224	100%	\$ 1,262	3.1%	\$ 1,262	3.1%	
051 Equipment Maintenance										
01 Software				\$ 59						
04 Repairs		\$ -	\$ -		#DIV/0!					
05 Equipment Maintenance	\$ 9,458	\$ 12,704	\$ 8,000	\$ 9,600	120%	\$ 9,000	12.5%	\$ 8,000	0.0%	using older drags, also reducing the cell phone line I would like to put that money in this line.
075 Gas/Oil/Filters										
01 Gas/Oil/Filters	\$ 683	\$ 1,217	\$ 750	\$ 1,150	153%	\$ 1,000	33.3%	\$ 900	20.0%	with someone paying attention to units this line will need to be increased
076 Diesel										
01 Diesel	\$ 14,756	\$ 20,536	\$ 18,000	\$ 20,000	111%	\$ 20,000	11.1%	\$ 18,000	0.0%	big help from the state last season, hoping that this will continue.
148 Trail Maint										
01 Trail Maint	\$ 1,826	\$ 1,810	\$ 2,300	\$ 2,250	98%	\$ 2,500	8.7%	\$ 2,300	0.0%	
286 Rent Exp										
01 Rent Exp	\$ 1,667	\$ 2,000	\$ 2,000	\$ 2,000	100%	\$ 2,000	0.0%	\$ 2,000	0.0%	
Totals	\$ 46,882	\$ 59,722	\$ 53,024	\$ 56,656	107%	\$ 56,732	7.0%	\$ 52,432	-1.1%	Primarily due to personnel benefit costs

Exhibit A:
DRAFT 2020 FY Expense Budget - Department Details

Department	3 Year Average Actual Expenses (16-18)	2018	2019			2020				Comments
		Year End	Budget	Projected Year End	Project %	Requested	% from '19 Budget	Manager Adjusted	% from '19 Budget	
96 Section 8 FSS										
001-Salaries										
01-Regular Pay	\$ 34,486	\$ 36,213	\$ 36,940	\$ 36,940	100%	\$ 36,940	0.0%	\$ 36,940	0.0%	
003-Office Supplies										
01-Postage	\$ 21	\$ 64	\$ 200	\$ 75	38%	\$ 150	-25.0%	\$ 100	-50.0%	
05-Printer Ink	\$ 56	\$ 168	\$ 175	\$ 170	97%	\$ 175	0.0%	\$ 175	0.0%	
08-Office Supplies	\$ 3	\$ 9	\$ 75	\$ 70	93%	\$ 75	0.0%	\$ 75	0.0%	
010- Travel Expenses										
01-Mileage	\$ 88	\$ 265	\$ -	\$ 205	#DIV/0!					
02 Meals & Lodging			\$ 500	\$ 546	109%	\$ 500	0.0%	\$ 500	0.0%	
05 Travel Exp			\$ 500	\$ 546	109%	\$ 500	0.0%	\$ 500	0.0%	
		\$ -								
011 - Training and Education										
02 - Training and Education	\$ 420	\$ 1,260	\$ 1,000	\$ 1,055	106%	\$ 1,000	0.0%	\$ 1,000	0.0%	
018- Health Insurance		\$ -								
01-Health Insurance	\$ 8,569	\$ 2,724	\$ 2,591	\$ 2,591	100%	\$ 2,592	0.0%	\$ 2,592	0.0%	Receives buy-out
034-Workers Comp										
01-Workers Comp	\$ 81	\$ 110	\$ 113	\$ 113	100%	\$ 113	0.0%	\$ 140	24.0%	per notice received 10/25/2019. Rate goes up 24%
		\$ -	\$ -		#DIV/0!					
035-Unemployment										
01-Unemployment	\$ 274	\$ 254	\$ 296	\$ 296	100%	\$ 296	0.0%	\$ 300	1.4%	
038 Social Security										
01-Social Security	\$ 2,764	\$ 3,073	\$ 2,826	\$ 2,826	100%	\$ 3,112	10.1%	\$ 3,024	7.0%	Tied to wages + health insurance buy-out wage
040 City & State Retirement										
01-Retirement Housing	\$ 1,270	\$ 1,358	\$ 1,293	\$ 1,501	116%	\$ 1,376	6.4%	\$ 1,384	7.0%	Tied to wages + health insurance buy-out wage
Totals	\$ 48,483	\$ 46,848	\$ 46,509	\$ 47,063	101%	\$ 46,829	0.7%	\$ 46,730	0.5%	Primarily due to personnel benefit costs

Dept	Type	YB	YE	2020		2021		2022		2023		2024			
				Allocation	Note	Allocation	Note	Allocation	Note	Allocation	Note	Allocation	Note		
				\$1,027,218		\$1,506,101		\$1,652,336		\$1,322,164		\$1,325,264			
Airport	Program	2020	2030			\$ 5,000	Capital Project Match Reserve	\$ 5,000	Capital Project Match Reserve	\$ 5,000	Capital Project Match Reserve	\$ 5,000	Capital Project Match Reserve		
Capital	Program	2022	2022					\$ 50,000	CUD Consolidation study						
Capitlal	Facilities	2020	2020	\$ 164,000	Study and Design of new Police/City Hall										
Capitlal	Facilities	2020	2020	\$ (10,000)	Use existing reserves and one-time funds to offset police study										
Debt	Equipment	2020	2021	\$ 116,900	Engine Payment	\$ 116,900	Engine Payment								
Debt	Facilities	2020	2023	\$ 105,843	Biomass Boiler	\$ 109,440	Biomass Boiler	\$ 230,175	Biomass Boiler (Roll in Engine Pmt)	\$ 234,053	Biomass Boiler Final Payment				
Debt	Facilities	2020			Repayment of AWS funds for streetlights / Emergency Expense Fund	\$ 45,000	Repayment of AWS funds for streetlights / Emergency Expense Fund	\$ 45,000	Repayment of AWS funds for streetlights / Emergency Expense Fund	\$ 45,000	Repayment of AWS funds for streetlights / Emergency Expense Fund	\$ 45,000	Repayment of AWS funds for streetlights / Emergency Expense Fund		
Debt	Facilities	2021	2034			\$ 200,000	Public Safety Facility (paid off in 2031) (30yr, 3.5%, on \$3.5M)	\$ 200,000	Public Safety Facility	\$ 200,000	Public Safety Facility (roll in LED)	\$ 434,053	Public Safety Facility (roll in biomass & LED repayment)		
Fire/EMS	Equipment	2019	2019	\$ (65,000)	Use of Current Reserves #24 Remount										
Fire/EMS	Facilities	2019	2020	\$ 75,000	Roof repair in 2020 estimated \$75K.										
	Facilities			\$ (10,000)	Use of Current Building Maintenance Reserves for Roof										
Fire/EMS	Facilities	2019	2020	\$ 150,000	Station Structural Reinforcements										
Fire/EMS	Equipment	2019	2020	\$ 110,000	#24 Remount										
Fire/EMS	Equipment	2019	2024		1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 30,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 40,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 40,000	1/6 Replace ambulance monitors in 2024 (\$150,000)	\$ 40,000	Replace ambulance monitors in 2024 (\$150,000)		
Fire/EMS	Equipment	2019	2027		1/9 allocation toward replacement ladder truck in 2027	\$ 60,000	1/9 allocation toward replacement ladder truck in 2027	\$ 60,000	1/9 allocation toward replacement ladder truck in 2027	\$ 60,000	1/9 allocation toward replacement ladder truck in 2027	\$ 50,000	1/9 allocation toward replacement ladder truck in 2027.		
Fire/EMS	Facilities	2021	2021			\$ 15,000	Heat Circulators								
Fire/EMS	Equipment	2021	2021			\$ 2,100	Dispatch Computer, office computer								
Fire/EMS	Facilities	2021	2022			\$ 30,000	1/2 Backup Furnace	\$ 30,000	Install backup furnace						
Fire/EMS	Equipment	2021	2022			\$ 75,000	1/2 ambulance #23 remount in 2022	\$ 75,000	1/2 ambulance #23 remount in 2022						
Fire/EMS	Facilities	2023	2025							\$ 25,000	1/3 overhead door replacement	\$ 25,000	1/3 overhead door replacement		
Fire/EMS	Equipment	2022	2022					\$ 600	Office computer						
Fire/EMS	Equipment	2023	2024							\$ 75,000	1/2 ambulance #22 remount in 2024	\$ 75,000	1/2 ambulance #22 remount in 2024		
Fire/EMS	Equipment	2024	2024									\$ 2,100	Dispatch Computer, office computer		
Gen Gov	Equipment	2019	2021	\$ (1,200)	Use of Reserves toward computer replacements	\$ (19,000)	Use of Vehicle Reserves								
Gen Gov	Equipment	2019	2021	\$ 7,500	1/3 allocation for 2021 vehicle replacement	\$ 30,000	1/3 allocation for 2021 vehicle replacement (\$28,000)								
Gen Gov	Program	2019	2030	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration	\$ 2,500	vital records restoration		
Gen Gov	Equipment	2020	2020	\$ 3,600	4 office computers										
Gen Gov	Program	2020	2020					\$ 9,000	Codification of Clerk documents						
Gen Gov	Equipment	2021	2021			\$ 1,200	1 CAD computer								
Gen Gov	Equipment	2022	2024					\$ 12,000	1/3 allocation for 2024 vehicle replacement	\$ 12,000	1/3 allocation for 2024 vehicle replacement	\$ 12,000	1/3 allocation for 2024 vehicle replacement (\$36,000)		
Gen Gov	Equipment							\$ 7,000	allocation for 2022 server purchase						
Gen Gov	Equipment	2025	2027												
Library	Facilities	2019	2019	\$ 8,500	Carnegie Side Exterior Maintenance										
Library	Facilities	2019	2019	\$ (8,500)	Use of Current Reserves - Bldg Maint										
Library	Equipment	2021	2021			\$ 1,500	Computer								
Library	Equipment	2022	2022					\$ 600	Computer						
Library	Equipment	2023	2023							\$ 600	Computer				
Library	Equipment	2024	2024									\$ 600	Computer		
Library	Facilities	2021	2021			\$ 10,000	East Parking Lot removal in 2021								
Library	Facilities	2021	2024			\$ 5,000	Children's Exterior in 2024	\$ 15,000	Children's Exterior in 2024	\$ 15,000	Children's Exterior in 2024	\$ 15,000	Children's Exterior in 2024		
Mun Bldg	Facilities	2020	2020			\$ 85,000	60 Access Roof Repair								
	Facilities					\$ (15,000)	Use of 60 Access Maintenance Reserve funds								
Mun Bldg	Facilities	2020	2022	\$ 60,000	City Hall and Mall Parking Lot resurface (\$60,000)	\$ 40,000	City Hall and Mall Parking Lot resurface (\$60,000)	\$ 40,000	City Hall and Mall Parking Lot resurface (\$60,000)						
	Facilities			\$ (20,000)	Use of Parking Lot reserve funds										
Mun Bldg	Facilities	2021	2021			\$ 15,000	Exterior Painting on City Hall in 2021								
Mun Bldg	Facilities	2020	2020	\$ 5,000	Sidewalk Repair around City Hall										
Mun Bldg	Facilities	2020	2021	\$ (5,000)	Use of Building Maintenance Reserve funds	\$ (15,000)	Use of Building Maintenance Reserve funds								
Mun Bldg	Facilities	2021	2021					\$ 65,000	60 Access Heat Replacement						
Mun Bldg	Facilities	2022	2022			\$ 40,000	City Hall roof repair in 2022	\$ 60,000	City Hall roof repair in 2022						

Parks	Facilities	2019	2020	\$ 25,000	Teague Park Reconstruct							
Parks	Facilities	2019	2020	\$ (10,000)	Use of Current Reserves - Parks Improv							
Parks	Facilities	2020	2020	\$ 126,656	Splash Pad Construction							
Parks	Facilities	2020	2020	\$ (126,656)	Splash Pad Reserve							
Parks	Facilities	2022	2022					\$ 35,000	Sincock Park Construct			
Parks	Facilities	2020	2021	\$ 45,000	Paving of Overflow Parking at Rec Center (2021)	\$ 45,000	Paving of Overflow Parking at Rec Center					
Parks	Facilities	2020	2020	\$ 25,000	Collins Pond Improvements	\$ 50,000	Collins Pond Improvements	\$ 50,000	Collins Pond Improvements			
Parks	Equipment	2021	2025			\$ 40,000	Groomer Replacement in 2025	\$ 40,000	Groomer Replacement in 2025	\$ 40,000	Groomer Replacement in 2025	
Parks	Equipment	2020	2027					\$ 25,000	Groomer Replacement in 2027	\$ 25,000	Groomer Replacement in 2027	
Parks	Equipment	2021	2021			\$ 10,000	Replace Zero turn mower					
Parks	Equipment	2022	2025					\$ 9,000	Vehicle Replacement in 2025	\$ 9,000	Vehicle Replacement in 2025	
Parks	Equipment	2022	2027					\$ 6,000	Vehicle Replacement in 2027	\$ 6,000	Vehicle Replacement in 2027	
Police	Equipment	2019	2021	\$ 15,000	CAD software integration equipment	\$ 8,000	CAD software integration equipment					
	Equipment			\$ 4,500	Vehicle Account Balance							
Police	Equipment	2020	2020	\$ 43,000	Replace Cruiser							
Police	Equipment	2022	2024					\$ 5,000	1/3 gun replacement in 2024	\$ 5,000	1/3 gun replacement in 2024	\$ 5,000 1/3 gun replacement in 2024 (\$15,000)
Police	Equipment	2021	2021			\$ 600	Computer					
Police	Equipment	2021	2021			\$ 45,000	Replace Cruiser					
Police	Equipment	2022	2022					\$ 45,000	Replace Cruiser			
Police	Equipment	2023	2023						\$ 46,000	Replace Cruiser		
Police	Equipment	2024	2024								\$ 47,000	Replace Cruiser
Protection	Facilities	2020	2022	\$ 10,000	Streetlight Maintenance Reserve	\$ 10,000	Streetlight Maintenance Reserve	\$ 10,000	Streetlight Maintenance Reserve	\$ 21,000	Streetlight Maintenance Reserve	\$ 21,000 Streetlight Maintenance Reserve
PW	Facilities	2022	2030					\$ 210,000	Major Road Repair	\$ 210,000	Major Road Repair	\$ 220,000 Major Road Repair
PW	Equipment	2020	2020	\$ 5,000	Replace pickup truck							
PW	Equipment	2020	2020	\$ 60,000	Replace Plow Truck with force hyd.	\$ 105,000	Replace Plow Truck with force hyd.					
PW	Facilities	2020	2020	\$ 5,000	Surveillance System							
PW	Facilities	2020	2021	\$ 25,000	Salt Shed roof repair in 2021	\$ 25,000	Salt Shed roof repair in 2021					
Debt	Facilities	2019	2019	\$ 70,000	River Road Repair and account balance	\$ 30,000	River Road Repair account balance	\$ 30,000	River Road Repair account balance	\$ 30,000	River Road Repair account balance	
PW	Facilities	2020	2021			\$ 150,000	North Main Street reconstruct in 2021					
PW	Equipment	2021	2021			\$ 5,000	Replace pickup truck					
PW	Equipment	2021	2021			\$ 25,000	Small equipment					
PW	Equipment	2021	2021			\$ 45,000	8' paving machine					
PW	Equipment	2021	2021			\$ 85,000	Walker sidewalk machine with blower					
PW	Equipment	2022	2022					\$ 5,000	Replace pickup truck			
PW	Equipment	2022	2022					\$ 225,000	Blanchett Blower			
PW	Facilities	2022	2022					\$ 8,000	Overhead Door replacement			
PW	Equipment	2023	2023					\$ (61,000)	Equipment Reserve toward Blanchett Blower	\$ 5,000	Replace pickup truck	
PW	Equipment	2023	2023						\$ 155,000	Replace T-6 plow		
PW	Equipment	2024	2024								\$ 5,000	Replace pickup truck
PW	Equipment	2024	2024								\$ 155,000	Replace T-7 plow
Rec	Facilities	2020	2020	\$ 6,375	Security Camera Upgrades @ Rec Center							
Rec	Facilities	2021	2022			\$ 4,650	Balance maintenance fund	\$ 4,650	Balance maintenance fund			
Rec	Equipment	2020	2020	\$ 1,200	2 computers							
Rec	Facilities	2020	2020	\$ 8,000	Replace Hardware on gym doors	\$ 8,000	Replace Hardware on gym doors					
Rec	Facilities	2021	2022			\$ 2,000	Replace old entry doors	\$ 2,000	Replace old entry doors			
Rec	Facilities	2021	2025			\$ 12,000	Replace Old Rec Roof	\$ 12,000	Replace Old Rec Roof	\$ 12,000	Replace Old Rec Roof	
					1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	\$ 43,211	1/9 allocation toward revaluation in 2027 OR hire PT help for quarterly reval work	
Tax A.	Program	2019	2027									
Tax A.	Equipment	2020	2020	\$ 1,200	1 CAD computer							
Tax A.	Equipment	2021	2021	\$ (1,200)	Use of Current Reserves - Tax A. Computers							
Tax A.	Equipment	2022	2023		Plotter/Scanner in 2021	\$ 7,000	Plotter/Scanner					
	Equipment							\$ 1,600	1/2 CAD computer in 2022 (\$1600)			
Tax A.	Equipment	2022	2023						\$ 800	1/2 CAD computer in 2024	\$ 800	1/2 CAD computer in 2024

Exhibit C:
2019 Revenue Projections Budget

Department	Fund	3 yr Avg (2016-18)	2018	2019			2020	
			Year End	Budget	Projected Year End	% Diff from Budget	Estimate	Change from 2019 Budg
GENERAL FUNDS								
10 General Government	01 - TAX LIEN COSTS COLLECTED	\$ 20,155	\$ 20,305	\$ 19,500	\$ 17,937	-8.0%	\$ 20,000	2.6%
	02 - DELINQ. TAX INTEREST	\$ 65,742	\$ 67,547	\$ 62,500	\$ 56,163	-10.1%	\$ 64,000	2.4%
	03 - SUPPLEMENTAL TAX	\$ 4,172	\$ -	\$ 1,000	\$ -	-100.0%	\$ -	-100.0%
	04 - PYMTS IN LIEU OF TAX	\$ 56,151	\$ 57,581	\$ 58,000	\$ 62,443	7.7%	\$ 59,000	1.7%
	05 - CITY OWNED PROPERTY	\$ 39,999	\$ 9,801	\$ 30,000	\$ 46,414	54.7%	\$ 50,000	66.7%
	06 - EXCISE TAX	\$ 1,461,837	\$ 1,508,753	\$ 1,475,000	\$ 1,635,716	10.9%	\$ 1,510,000	2.4%
	07 - BOAT EXCISE TAX	\$ 4,297	\$ 4,177	\$ 4,100	\$ 4,459	8.8%	\$ 4,200	2.4%
	08 - BOAT REG FEE (LOCAL)	\$ 408	\$ 423	\$ 400	\$ 414	3.5%	\$ 400	0.0%
	09 - SNOWMOBILE REGISTRATION	\$ 662	\$ 708	\$ 625	\$ 660	5.6%	\$ 650	4.0%
	10 - ATV REGISTRATION LOCAL FEE	\$ 884	\$ 817	\$ 800	\$ 850	6.3%	\$ 800	0.0%
	11 - Aircraft Excise	\$ 1,104	\$ 370	\$ 370	\$ 662	78.9%	\$ 600	62.2%
	12 - Travel Reimbursement	\$ 1,153	\$ 2,031	\$ 1,200	\$ 850	-29.2%	\$ 1,000	-16.7%
	15 - MISC. LICENSES	\$ 2,105	\$ 2,239	\$ 2,200	\$ 2,700	22.7%	\$ 2,400	9.1%
	16 - VEHICLE REGISTRATION	\$ 15,610	\$ 15,211	\$ 15,000	\$ 15,890	5.9%	\$ 15,250	1.7%
	17 - 60 ACCESS HIGHWAY	\$ -	\$ -	\$ -	\$ -	#DIV/0!		#DIV/0!
	18 - STATE REVENUE SHARING	\$ 563,869	\$ 585,535	\$ 740,000	\$ 788,295	6.5%	\$ 975,000	31.8%
	19 - CONNOR EXCISE FEE	\$ 1,972	\$ 1,778	\$ 1,750	\$ 1,742	-0.4%	\$ 1,750	0.0%
	21 - BIRTH RECORDS	\$ 8,017	\$ 7,945	\$ 7,250	\$ 8,806	21.5%	\$ 7,750	6.9%
	22 - DEATH RECORDS	\$ 6,691	\$ 5,457	\$ 4,800	\$ 7,102	48.0%	\$ 5,500	14.6%
	23 - MARRIAGE RECORDS	\$ 3,466	\$ 3,243	\$ 3,150	\$ 2,961	-6.0%	\$ 3,000	-4.8%
	25 - DOG LICENSES	\$ 5,053	\$ 1,411	\$ 1,800	\$ 736	-59.1%	\$ 1,500	-16.7%
	26 - FISHING LICENSES	\$ 491	\$ 486	\$ 450	\$ 471	4.7%	\$ 450	0.0%
	28 - CABLE TV FRANCHISE	\$ 93,821	\$ 100,349	\$ 103,500	\$ 135,210	30.6%	\$ 90,000	-13.0%
	29 - MISC. INTEREST	\$ 29,861	\$ 43,352	\$ 30,000	\$ 39,139	30.5%	\$ 38,000	26.7%
	30 - MISC. INCOME	\$ 5,161	\$ 4,296	\$ 4,250	\$ 5,389	26.8%	\$ 4,500	5.9%
	32 - PROPERTY TAXES	\$ 3,939,484	\$ 4,054,884	\$ 4,027,637	\$ 4,027,637	0.0%	\$ 4,225,193	4.9%
	34 - PROPERTY TAX OVERLAY	\$ 83,289	\$ 77,008	\$ 54,306	\$ 54,306	0.0%	\$ 158,329	191.6%
	40 - HOUSING P/Y RECONCILIATION	\$ 3,530	\$ 10,589	\$ 3,500	\$ 3,197	-8.7%	\$ 3,500	0.0%
	41 - CDC REVOLVING LOAN INT	\$ -		\$ -	\$ -	#DIV/0!		#DIV/0!
	42 - CDC LOAN IRP INTEREST	\$ 1,558	\$ 1,445	\$ 1,400	\$ 1,400	0.0%	\$ 1,400	0.0%
	43 - DISPOSAL OF SURPLUS	\$ 1,667	\$ 5,000	\$ 1,200	\$ -	-100.0%	\$ 600	-50.0%
	44 - RSU Payment	\$ 71,088	\$ 142,175	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	47 - HUNTING LICENSES	\$ 748	\$ 670	\$ 625	\$ 548	-12.4%	\$ 575	-8.0%
	51 - Contracted Fees Elections	\$ 4,250	\$ 5,023	\$ 2,360	\$ 2,360	0.0%	\$ 5,000	111.9%
	52 - Investment Interest	\$ 91,201	\$ 89,932	\$ 91,000	\$ 91,000	0.0%	\$ 91,000	0.0%
	53 - Transfer In	\$ -			\$ -	#DIV/0!		#DIV/0!
	Totals	\$ 6,565,800	\$ 6,830,540	\$ 6,749,673	\$ 7,015,458	3.9%	\$ 7,341,346	8.8%

Exhibit C:
2019 Revenue Projections Budget

Department	Fund	3 yr Avg (2016-18)	2018	2019			2020	
			Year End	Budget	Projected Year End	% Diff from Budget	Estimate	Change from 2019 Budg
17 Health & Sanitation	01 - Tri-Community Dividends	\$ 86,949	\$ 260,848	\$ 170,000	\$ 170,000	0.0%		-100.0%
	Totals	\$ 86,949	\$ 260,848	\$ 170,000	\$ 170,000	0.0%	\$ -	-100.0%
18 Municipal Buildings	01 EOC Rentals	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,999	0.0%	\$ 4,000	0.0%
	03 Nylander Rentals	#DIV/0!	\$ -	\$ 900	\$ 900	0.0%	\$ -	-100.0%
	Totals	\$ 4,000	\$ 4,000	\$ 4,900	\$ 4,899	0.0%	\$ 4,000	-18.4%
20 General Assistance	01 - Connor Administration Fees	\$ 4,898	\$ 4,800	\$ 4,800	\$ 4,800	0.0%	\$ 4,800	0.0%
	02-State Reimbursement	\$ 19,448	\$ 16,443	\$ 20,500	\$ 20,000	-2.4%	\$ 16,500	-19.5%
	Totals	\$ 24,347	\$ 21,243	\$ 25,300	\$ 24,800	-2.0%	\$ 21,300	-15.8%
22 Tax Assesment	01 - TREE GROWTH REIMBURSEMENT	\$ 3,364	\$ 3,569	\$ 3,450	\$ 3,400	-1.4%	\$ 3,450	0.0%
	02 - VETERANS EXEMPTION REIMB	\$ 11,863	\$ 14,040	\$ 11,500	\$ 13,647	18.7%	\$ 12,500	8.7%
	04 - HOMESTEAD EXEMPTION REIMB	\$ 486,499	\$ 612,221	\$ 631,497	\$ 576,731	-8.7%	\$ 651,500	3.2%
	05 - BETE REIMBURSEMENT	\$ 94,532	\$ 101,451	\$ 131,159	\$ 125,000	-4.7%	\$ 130,000	-0.9%
	06 - Printing Fees	\$ 788	\$ 133	\$ 250	\$ 50	-80.0%	\$ 50	-80.0%
	Totals	\$ 597,046	\$ 731,414	\$ 777,856	\$ 718,828	-7.6%	\$ 797,500	2.5%
23 Code Enforcement	01 - ELECTRICAL PERMITS	\$ -	\$ -	\$ -		#DIV/0!	\$ -	#DIV/0!
	02 - BUILDING PERMITS LOCAL FEE	\$ 7,035	\$ 2,350	\$ 2,000	\$ 3,240	62.0%	\$ 2,000	0.0%
	03 - PLUMBING PERMITS LOCAL FEE	\$ 3,343	\$ 2,621	\$ 3,000	\$ 6,502	116.7%	\$ 3,000	0.0%
	07 - SITE DESIGN REVIEW APP FEES	\$ 827	\$ 720	\$ 600	\$ 360	-40.0%	\$ 600	0.0%
	10 - DEMO PERMIT FEES	\$ 50		\$ -		#DIV/0!	\$ 500	#DIV/0!
	11 - SIGN PERMITS	\$ 650	\$ 800	\$ 400	\$ 350	-12.5%	\$ 300	-25.0%
	Totals	\$ 13,440	\$ 6,491	\$ 6,000	\$ 10,452	74.2%	\$ 6,400	6.7%
25 Library	01 Miscellaneous Income	\$ 4,594	\$ 4,818	\$ 4,600	\$ 5,000	8.7%	\$ 4,600	0.0%
	02 Non-Resident Fees	\$ 2,048	\$ 2,491	\$ 2,050	\$ 1,800	-12.2%	\$ 2,050	0.0%
	03 Passport Services	\$ 150	\$ -	\$ -		#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 6,791	\$ 7,308	\$ 6,650	\$ 6,800	2.3%	\$ 6,650	0.0%
31 Fire & Ambulance	01 - MAINECARE	\$ 368,558	\$ 350,114	\$ 360,000	\$ 310,203	-13.8%	\$ 590,000	63.9%
	02 - MAINECARE AIR AMBULANCE	\$ 32,462		\$ -	\$ -	#DIV/0!		
	03 - MaineCare Contractual Allowanc	\$ (174,564)	\$ (171,746)	\$ (174,000)	\$ (206,220)	18.5%	\$ (45,000)	-74.1%
	04 - MEDICARE	\$ 638,286	\$ 617,383	\$ 660,000	\$ 708,056	7.3%	\$ 690,000	4.5%
	05 - MEDICARE AIR AMBULANCE	\$ 231,997		\$ -	\$ -	#DIV/0!		
	06 - MediCare Contractual Allowance	\$ (282,221)	\$ (248,334)	\$ (260,460)	\$ (212,203)	-18.5%	\$ (250,000)	-4.0%
	07 - PRIVATE INSURANCE	\$ 421,115	\$ 430,070	\$ 415,000	\$ 386,714	-6.8%	\$ 401,778	-3.2%
	08 - PRIVATE INS AIR AMBULANCE	\$ 112,619		\$ -	\$ -	#DIV/0!		
	09 - Contractual Allowance - Private	\$ (10,793)	\$ (15,932)	\$ (13,500)	\$ (14,819)	9.8%	\$ (16,000)	18.5%
	10 - SELF PAY	\$ 203,063	\$ 253,957	\$ 220,000	\$ 186,739	-15.1%	\$ 69,202	-68.5%
	11 - SELF PAY AIR AMBULANCE	\$ 79,790		\$ -	\$ -	#DIV/0!		
	12 - Dis Contract - Self Pay	\$ (1,867)	\$ (592)	\$ (2,000)	\$ (594)	-70.3%	\$ (2,000)	0.0%

Exhibit C:
2019 Revenue Projections Budget

Department	Fund	3 yr Avg (2016-18)	2018	2019			2020	
			Year End	Budget	Projected Year End	% Diff from Budget	Estimate	Change from 2019 Budg
	13 - VA Air	\$ -		\$ -	\$ -	#DIV/0!		
	14 - VA Land	\$ 16,894		\$ -	\$ -	#DIV/0!		
	15 - Contractual Allow - VA	\$ (5,841)	\$ (7,323)	\$ (7,200)	\$ (3,957)	-45.0%	\$ (6,000)	-16.7%
	16 - Contractual Allow - Other	\$ (710)	\$ -	\$ (500)	\$ -	-100.0%	\$ (500)	0.0%
	20 - WASHBURN PER CAPITA FEE	\$ -		\$ 9,700	\$ 9,700	0.0%	\$ 9,894	2.0%
	21 - WOODLAND PER CAPITA FEE	\$ 13,950	\$ 13,950	\$ 13,950	\$ 13,950	0.0%	\$ 14,229	2.0%
	22 - NEW SWEDEN PER CAPITA FEE	\$ 6,923	\$ 6,923	\$ 6,923	\$ 6,923	0.0%	\$ 7,061	2.0%
	23 - WESTMANLAND PER CAPITA FEE	\$ 713	\$ 713	\$ 713	\$ 713	0.0%	\$ 727	2.0%
	24 - STOCKHOLM PER CAPITA FEE	\$ 2,909	\$ 2,909	\$ 2,909	\$ 2,909	0.0%	\$ 2,967	2.0%
	25 - CONNOR PER CAPITA FEE	\$ 5,244	\$ 5,244	\$ 5,244	\$ 5,244	0.0%	\$ 5,349	2.0%
	26 - PERHAM PER CAPITA FEE	\$ 4,439	\$ 4,439	\$ 4,439	\$ 4,439	0.0%	\$ 4,528	2.0%
	27 - MADAWASKA LAKE PER CAPITA	\$ 1,265	\$ 1,265	\$ 1,265	\$ 1,265	0.0%	\$ 1,290	2.0%
	28 - LORING DEV PER CAPITA FEE	\$ -		\$ -		#DIV/0!		
	29 - WADE PER CAPITA FEE			\$ 1,541	\$ 1,541	0.0%	\$ 1,541	0.0%
	35 - MISC. INTEREST	\$ 444	\$ 324	\$ 300	\$ 300	0.0%	\$ 300	0.0%
	36 - RECOVERY OF BAD DEBT	\$ 3,108	\$ 5,779	\$ 2,500	\$ 2,050	-18.0%	\$ 2,500	0.0%
	37 - Ambulance Insurance Reports	\$ 193	\$ 190	\$ 190	\$ 220	15.8%	\$ 200	5.3%
	40 - AMB BILLING HOULTON	\$ 41,804	\$ 39,111	\$ 40,000	\$ 41,000	2.5%	\$ 41,381	3.5%
	41 - AMB BILLING CALAIS	\$ 29,387	\$ 24,327	\$ 27,500	\$ 30,418	10.6%	\$ 28,332	3.0%
	42 - AMB BILLING VAN BUREN	\$ -		\$ -		#DIV/0!		#DIV/0!
	43 - AMB BILLING ISLAND FALLS	\$ 1,959	\$ 2,234	\$ 2,000	\$ 1,620	-19.0%	\$ 1,915	-4.3%
	44 - AMB BILLING PATTEN	\$ 10,087	\$ 12,552	\$ 9,000	\$ 8,840	-1.8%	\$ 10,336	14.8%
	50 - FIRE PROTECTION CONNOR	\$ 28,025	\$ 28,508	\$ 29,078	\$ 29,078	0.0%	\$ 29,660	2.0%
	51 - FIRE PROTECTION NEW SWEDEN	\$ 34,201	\$ 34,764	\$ 35,459	\$ 35,459	0.0%	\$ 35,459	0.0%
	52 - FIRE PROTECTION WESTMANLAN	\$ 5,361		\$ -		#DIV/0!	\$ -	#DIV/0!
	53 - FIRE PROTECTION WOODLAND	\$ 62,015	\$ 63,041	\$ 64,302	\$ 64,302	0.0%	\$ 64,301	0.0%
	54 - T16 R4	\$ -		\$ -		#DIV/0!	\$ -	#DIV/0!
	60 - Fire Insurance Reports	\$ 160	\$ 114	\$ 150	\$ 50	-66.7%	\$ 125	-16.7%
	61 - Fire Insurance Recovery	\$ -		\$ -		#DIV/0!		#DIV/0!
	62 - Fire Permits	\$ 5,289	\$ 4,792	\$ 5,000	\$ 6,200	24.0%	\$ 5,000	0.0%
	63 - Misc Income	\$ 500	\$ 1,000	\$ -		#DIV/0!		#DIV/0!
	Totals	\$ 1,726,889	\$ 1,459,777	\$ 1,459,503	\$ 1,420,139	-2.7%	\$ 1,698,575	16.4%

Exhibit C:
2019 Revenue Projections Budget

Department	Fund	3 yr Avg (2016-18)	2018	2019			2020	
			Year End	Budget	Projected Year End	% Diff from Budget	Estimate	Change from 2019 Budg
35 Police	01 - MISC. FEES INSURANCE REPORTS	\$ 1,445	\$ 1,234	\$ 1,300	\$ 1,670	28.5%	\$ 1,300	0.0%
	02 - POLICE DISPATCHING	\$ 1,278	\$ 2,000	\$ 1,300	\$ 2,460	89.2%	\$ 2,000	53.8%
	03 - FINGERPRINTING FEES	\$ 56	\$ 60	\$ 50	\$ 80	60.0%	\$ 60	20.0%
	04 - CONCEALED WEAPON PERMITS	\$ 470	\$ 580	\$ 460	\$ 400	-13.0%	\$ 460	0.0%
	05 - COPS GRANT REIMBURSEMENT	\$ 237	\$ 475	\$ -		#DIV/0!		#DIV/0!
	06 - Prisoner Boarding Reimbursemer	\$ 8,707	\$ 8,424	\$ 9,000	\$ 10,176	13.1%	\$ 9,000	0.0%
	07 - Dog Violation	\$ 601	\$ 575	\$ 600	\$ 530	-11.7%	\$ 600	0.0%
	08 - Prisoner Meals	\$ 4,344	\$ 3,136	\$ 4,500	\$ 3,900	-13.3%	\$ 3,200	-28.9%
	09 - Court Reimbursement	\$ 1,522	\$ 1,502	\$ 1,600	\$ 2,600	62.5%	\$ 1,600	0.0%
	10 - Lamination Fees	\$ 263	\$ 290	\$ 200	\$ 260	30.0%	\$ 200	0.0%
	11 - Misc Fees	\$ 645	\$ 855	\$ 500	\$ 300	-40.0%	\$ 500	0.0%
	12 - False Alarm Fees	\$ -		\$ -		#DIV/0!	\$ -	#DIV/0!
	13 - Fines	\$ 13		\$ -		#DIV/0!	\$ -	#DIV/0!
	14 - Salary Reimbursement	\$ 27,570	\$ 26,921	\$ 23,000	\$ 25,000	8.7%	\$ 23,000	0.0%
	15 -Contract Inc	\$ 1,725	\$ -	\$ -		#DIV/0!	\$ -	#DIV/0!
	16 - School Resource Officer	\$ 8,630	\$ 17,260	\$ 69,460	\$ 69,460	0.0%	\$ 70,000	0.8%
	Totals	\$ 53,970	\$ 63,312	\$ 111,970	\$ 116,836	4.3%	\$ 111,920	0.0%
39 Emergency Management	01 -Fees Woodland	\$ 200	\$ 200	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	02 - Fees New Sweden	\$ 200	\$ 200	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	03 - Fees Westmandland	\$ 200	\$ 200	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	04 - Fees Perham	\$ 200	\$ 200	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	05 - State EOC Reimbursment	\$ 3,073		\$ -		#DIV/0!	\$ -	#DIV/0!
	06 - Tower Rent	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	0.0%	\$ 1,800	0.0%
	Totals	\$ 4,648	\$ 2,600	\$ 2,600	\$ 2,600	0.0%	\$ 2,600	0.0%
40 Public Works	01 - URIP/LRAP	\$ 139,137	\$ 139,552	\$ 143,000	\$ 143,000	0.0%	\$ 143,000	0.0%
	03 - Salary Reimbursement	\$ 180	\$ 521	\$ -		#DIV/0!	\$ -	#DIV/0!
	04 - Equipment Rental	\$ 92	\$ 276	\$ -		#DIV/0!	\$ -	#DIV/0!
	07 - Connor Contract	\$ 58,279	\$ 59,724	\$ 60,415	\$ 60,000	-0.7%	\$ 60,415	0.0%
	30 - Misc Income	\$ 148		\$ -		#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 197,787	\$ 200,073	\$ 203,415	\$ 203,000	-0.2%	\$ 203,415	0.0%
50 Recreation	01 Rental Income	\$ 13,409	\$ 15,396	\$ 13,000	\$ 12,500	-3.8%	\$ 14,000	7.7%
	02 Program Fees	\$ 9,291	\$ 10,174	\$ 10,000	\$ 9,000	-10.0%	\$ 13,750	37.5%
	03 Special Events	\$ 917	\$ -	\$ 1,000	\$ 600	-40.0%	\$ 1,000	0.0%
	Totals	\$ 23,616	\$ 25,570	\$ 24,000	\$ 22,100	-7.9%	\$ 28,750	19.8%
51 Parks	01 Miscellaneous Income	\$ 884	\$ 556	\$ 750	\$ 130	-82.7%	\$ 600	-20.0%
	02 Rental Income	\$ 1,198	\$ -	\$ 1,500	\$ -	-100.0%	\$ -	-100.0%
	Totals	\$ 2,082	\$ 556	\$ 2,250	\$ 130	-94.2%	\$ 600	-73.3%

Exhibit C:
2019 Revenue Projections Budget

Department	Fund	3 yr Avg (2016-18)	2018	2019			2020	
			Year End	Budget	Projected Year End	% Diff from Budget	Estimate	Change from 2019 Budg
60 Airport	02 - AIRPORT RENT	\$ 712	\$ 1,858	\$ 11,000	\$ 7,500	-31.8%	\$ 15,500	40.9%
	03 - FUEL REVENUE	\$ 18,896	\$ 18,896	\$ 8,000	\$ 27,000	237.5%	\$ 22,000	175.0%
	Totals	\$ 7,010	\$ 20,755	\$ 19,000	\$ 34,500	81.6%	\$ 37,500	97.4%
61 Trailer Park	01 - Lot Rent Receipts	\$ 19,656	\$ 18,621	\$ 18,000	\$ 15,000	-16.7%	\$ 15,500	-13.9%
	02 - Year End Close	\$ (3,578)	\$ (1,621)		\$ (1,600)	#DIV/0!		#DIV/0!
	Totals	\$ 16,077	\$ 17,000	\$ 18,000	\$ 13,400	-25.6%	\$ 15,500	-13.9%
70 Insurance & Retirement	01 - MMA WORKERS COMP REFUND	\$ 2,042	\$ 6,127	\$ -		#DIV/0!	\$ -	#DIV/0!
	04 - HRA Credit	#DIV/0!		\$ -		#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 2,042	\$ 6,127	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
Sub-Total		\$ 9,332,496	\$ 9,657,612	\$ 9,581,116.52	\$ 9,763,942	1.9%	\$ 10,276,055	7.3%
ENTERPRISE FUNDS						#DIV/0!		
11 Economic Development	01 - TIF Dollars Received	\$ 364,204	\$ 342,788	\$ 417,688	\$ 410,000	-1.8%	\$ 388,951	-6.9%
	02 - Comm Project - New Events	\$ 1,381	\$ 1,381			#DIV/0!		#DIV/0!
	Interest	\$ 1,250		\$ -		#DIV/0!		#DIV/0!
	Totals	\$ 365,497	\$ 344,169	\$ 417,688	\$ 410,000	-1.8%	\$ 388,951	-6.9%
24 Housing	01 - Section 8 Administration	\$ 91,609	\$ 70,000	\$ 70,000	\$ 64,700	-7.6%	\$ 70,000	0.0%
	02 - Expense Reimbursement	\$ 11,848	\$ 23,696	\$ 20,000	\$ 26,800	34.0%	\$ 20,000	0.0%
	Totals	\$ 99,508	\$ 93,696	\$ 90,000	\$ 91,500	1.7%	\$ 90,000	0.0%
52 Snowmobile Trails	01 - Miscellaneous Income	\$ 4,738	\$ 5,550	\$ 4,500	\$ 4,000	-11.1%	\$ 5,000	11.1%
	02 - State Grant	\$ 39,055	\$ 39,000	\$ 39,000	\$ 39,000	0.0%	\$ 39,000	0.0%
	03 - Snow Sled Reg (State)	\$ 25	\$ 30	\$ 250	\$ 360	44.0%	\$ 100	-60.0%
	04 - Year End Close					#DIV/0!		#DIV/0!
	Totals	\$ 43,818	\$ 44,580	\$ 43,750	\$ 43,360	-0.9%	\$ 44,100	0.8%
96 FSS Revenues	01-FSS Reimbursement	\$ 49,415	\$ 50,787	\$ 50,787	\$ 50,787	0.0%	\$ 50,787	0.0%
	02 - From/To Reserve	\$ -				#DIV/0!		#DIV/0!
	Totals	\$ 49,415	\$ 50,787	\$ 50,787	\$ 50,787	0.0%	\$ 50,787	0.0%
Sub-Total		\$ 560,881	\$ 533,232	\$ 602,225	\$ 595,647	-1.1%	\$ 573,838	-4.7%
TOTAL ALL FUNDS						#DIV/0!		
		\$ 9,890,734	\$ 10,190,844	\$ 10,183,342	\$ 10,359,589	1.7%	\$ 10,849,894	6.5%

City Manager's Report
November 8, 2019

High Street	All road asphalt is completed. Discussed curbing with MDOT. removing the curbing would be more detrimental to the road surface than leaving the existing curbing in place.
2020 Budget	On-going
Union Negotiations.	Met with Public Works and Police Officers representatives. To discuss in Council executive session at the November 12 meeting.
60 Access Highway	The realtor has engaged multiple parties. Received a written offer. Counter offers have been exchanged. This will be discussed in upcoming meeting.
Cable Franchise Renewal	No new updates
Public Safety Building	This will be discussed with Council during the November 12 meeting.
LED Conversion	Real Term is finalizing documents for submittal to EMERA for status to LED and then will provide lowest rate possible.
Fire/EMS Structural Study	The study is complete. The 2020 capital expense budget now includes repairs.
Birdseye Cleanup	Waiting for McGillan's to do a final site walk with us. Working on environmental documents and prepare an application for 2020 EPA funding. November 25 mtg to present the EPA application for comment. Attended EPA training on Nov 6.
Blight Cleanup	Waiting on contractors to complete asbestos work.
Events and Marketing	Caribou Arts and Craft Fair was a success again. Making preparations for gingerbread night.
Wage and Classification Policy.	This will now be drafted based on feedback received from the council
Teague Park	Work completion date was set for the end of October.
General Plan Update	Ken is working through revisions and still working toward final draft for end of the year.
Dunkin Donuts	Open house is planned for next week.
River Road	Final drawings are now being reviewed.
Hilltop Senior Living	Interior work is on-going
Title 13 ReWrite	On hold through budget season

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



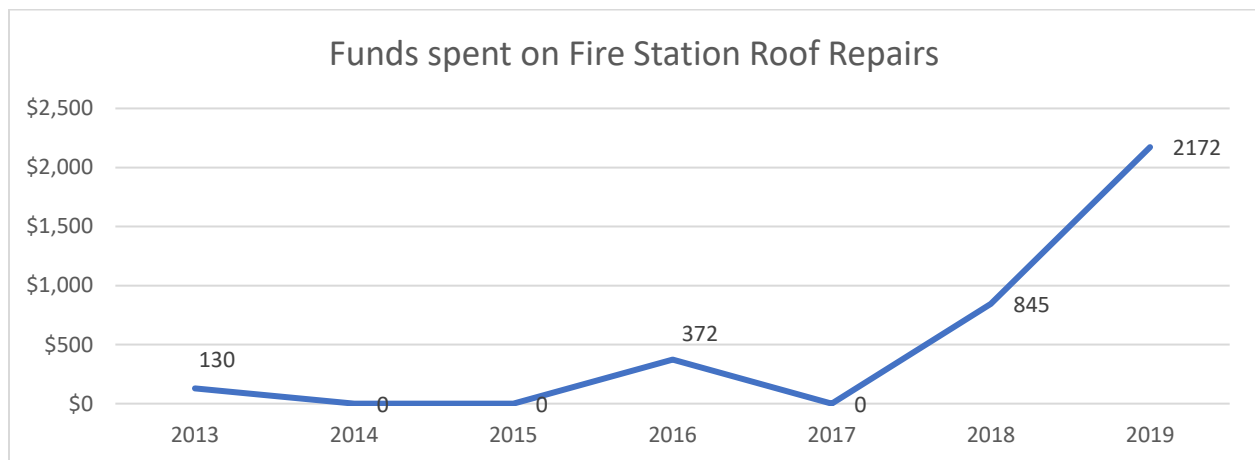
MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Council Requested Information
DATE: October 8, 2019

During the last City Council meeting, questions were asked about the following topics:

What expenses have been incurred with the fire station roof over the past few years?

The following are costs/year since 2013 and total over \$3,500 with an additional \$300+ job needing to be done before snow this year (includes \$1,500 used for engineering review).



What is the interest rate the city is paying on the pellet boilers that don't work?

The average annual interest rate on the pellet boiler system is 3.591%. Payments started in 2012 with the principal amount being \$986,268. The financing package for the boilers included a variable payment structure with lower annual payments earlier (see attached). The loan is financed through 2025. The current capital payment plan anticipates paying off the loan in 2023 by rolling the annual fire engine payments into the boilers when the engine is paid off.

PAYMENT SCHEDULE

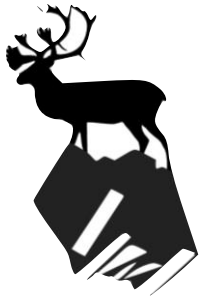
Principal Amount: \$986,268

Interest Rate: 3.591%

Commencement Date: October 11, 2012

Rental payments will be made in accordance with Section 9 and this Payment Schedule.

Rental Payment Date	Total Rental Payment	Interest Portion	Principal Portion	Purchase Price *
7/1/2013	\$44,205.00	\$25,807.97	\$18,397.03	\$987,228.39
1/1/2014	44,205.00	17,378.12	26,826.88	959,864.97
7/1/2014	44,145.00	16,896.45	27,248.55	932,071.45
1/1/2015	44,145.00	16,407.20	27,737.80	903,778.89
7/1/2015	45,607.00	15,909.17	29,697.83	873,487.11
1/1/2016	45,607.00	15,375.94	30,231.06	842,651.43
7/1/2016	47,125.00	14,833.14	32,291.86	809,713.73
1/1/2017	47,125.00	14,253.34	32,871.66	776,184.64
7/1/2017	48,702.00	13,663.13	35,038.87	740,444.99
1/1/2018	48,702.00	13,034.01	35,667.99	704,063.64
7/1/2018	50,339.00	12,393.59	37,945.41	665,359.32
1/1/2019	50,339.00	11,712.28	38,626.72	625,960.07
7/1/2019	52,039.00	11,018.74	41,020.26	584,119.40
1/1/2020	52,039.00	10,282.22	41,756.78	541,527.49
7/1/2020	53,804.00	9,532.48	44,271.52	496,370.54
1/1/2021	53,804.00	8,737.58	45,066.42	450,402.79
7/1/2021	55,636.00	7,928.41	47,707.59	399,771.73
1/1/2022	55,636.00	7,071.82	48,564.18	350,479.08
7/1/2022	57,539.00	6,199.85	51,339.15	298,369.85
1/1/2023	57,539.00	5,278.06	52,260.94	245,324.99
7/1/2023	59,514.00	4,339.71	55,174.29	189,323.09
1/1/2024	59,514.00	3,349.06	56,164.94	132,315.67
7/1/2024	61,565.00	2,340.62	59,224.38	72,202.93
1/1/2025	61,565.00	1,277.24	60,287.76	11,010.85
7/1/2025	<u>11,042.94</u>	<u>194.81</u>	<u>10,848.13</u>	0.00



Caribou Public Library

DIRECTOR'S REPORT

**To: Mayor and City Councilors
Dennis Marker, City Manager**
From: Hope Rumpca, Library Director
Date: November 5, 2019

Dear Honorable Mayor, City Councilors and Mr. Marker,

I just finished reading my first Christmas book yesterday and this morning it snowed at my house. Coincidence? I think not! I am so excited for the snow I am just hopping on the inside! Since my insides and outside often seem to mesh this makes for a bit of bouncing each time I think about SNOW! The girls here at the library just shake their heads at my exuberance, but what is not to love about fresh snow??? I can't wait!

October was AMAZING!!! October first was the second day of the Maine Library Association conference. I attended with Erin Albers, our Children's Librarian, and it was WONDERFUL! It was great to be surrounded by librarians – we are such a quirky lot! – and to learn what is working for other libraries both in programming and policy. I learned so much and came away feeling uplifted, excited and even MORE enthusiastic about our library, if you can even image me more enthusiastic! I am excited and have already began implementing the some of the things I learned.

I have also been accepted into the Academy for Small and Rural Library Directors! I am beyond excited to be able to attend and participate in this continuing education! I firmly believe that you never stop learning! I applied with the thought that it would be wonderful if I was accepted but I had been warned that this year there would be competition among the applicants. Imagine my surprise at being accepted! Our first meeting is November 15th and I am excited to begin!

I always come to you stating that the previous month was busy but in looking back over the past months your library hosts between 30-45 programs/events every month! That does not include the various meetings held here for other entities like, Caribou Utilities, Aroostook County Genealogy Society, etc. The library hosted 39 different programs/events in October and was the meeting place for 7 other non-book/library meetings. We had everything from children's early literature programs to classes on pet essential oils. There were Middle/high school coding classes, knitting/handcrafting club, the writer's group, and even a space weather program just to name a few! There are so many things happening at your library!

We also hosted the Stonewall Exhibit last month. I am *THRILLED* to tell you that we have had 3x + 1 more positive comments than negative and over 35 people came to view the exhibit. This was so incredibly important for Caribou in general. I personally got to see the heart of so many of our patrons and friends. Most were filled with caring, love, and acceptance; it was truly beautiful to see! It was also wonderful to listen to and read the comments that came from people out of the County, some even out of State. They thanked the library for being brave enough to attempt to meet the needs of ALL our patrons in a way that was tasteful and appropriate. In applauding us, they were applauding YOU, the City of Caribou!

Let me give you a few highlights for the upcoming month of November:

- November is the “thankful” month and we are thankful for our patrons! We have instituted “No Fine November” as a way of saying thank you to our patrons. No fines will be accrued during the month of November! (If you already have fines, see below!)
- The library is hosting a Food Drive this month. We are offering our patrons 10 cents off their previous fines for each item donated! So, if you have fines, bring back those books and DVDs along with some non-perishable food items and we will help you take care of that fine.
- Beginning Computer Classes, the 12th & 19th.
- Fall Book Sale the 15th & 16th.
- Night Sky Viewing on the 18th using our telescope and with help from members of the Aroostook Astronomy Club.
- Elementary STEAM trunk from Maine State Library & Cornerstones of Science. It is all about CREATIVITY! We are going to have so much fun with that!

I have come to the end of my page and have given you so much information that I will close. Please remember, I am only a phone call or email away if you need more information on any of our programs. Also, if you have any ideas for new programming, please do not hesitate to call or email! Frequently our program ideas come from others' fertile minds. 😊

Happy Reading!
~Hope

MONTHLY STATISTICAL COMPARISON FOR CIRCULATION													
MATERIAL TYPE	OCT 2018	NOV 2018	DEC 2018	JAN 2019	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEPT 2019	OCT 2019
Adult books	721	809	663	829	630	779	761	636	574	772	721	639	598
Juvenile books	1,335	946	747	1,299	690	1,085	1,079	887	841	986	888	736	761
Teen/YA books	72	73	61	60	69	103	83	67	65	115	74	74	103
DVDs	487	463	328	394	360	374	398	229	240	355	360	369	333
eBooks/Audiobooks	143	177	159	171	156	206	189	161	157	144	141	131	143
Magazines	78	78	79	94	66	91	56	40	35	38	41	52	81
Interlibrary loans	58	41	67	77	55	90	67	96	67	109	72	128	80
TOTAL NUMBERS	2,894	2,587	2,104	2,924	2,026	2,728	2,633	2,116	1,979	2,519	2,297	2,129	2,099

OVERALL MONTHLY STATISTICAL COMPARISON													
MATERIAL TYPE	OCT 2018	NOV 2018	DEC 2018	JAN 2019	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEPT 2019	OCT 2019
Circulation	2,894	2,587	2,104	2,924	2,026	2,728	2,633	2,116	1,979	2,519	2,297	2,129	2,099
Library Visitors	7,051	6,121	5,091	5,411	4,652	6,186	6,499	5,971	5,408	6,533	6,381	5,500	6,328
Wi-Fi access	7,787	6,350	5,024	4,862	4,049	4,696	6,638	6,805	6,470	7,722	8,371	8,032	7,193
Books added	186	126	249	179	196	100	140	162	159	213	123	137	137
Books withdrawn	257	57	144	229	18	355	198	129	235	184	100	15	63
Program Participation	377	243	200	209	223	403	516	350	437	453	381	292	473
New registered patrons	21	20	12	14	10	26	35	15	23	18	32	20	26
Archives (# of users)	32	34	24	41	35	45	49	30	41	66	52	39	36

YEAR-TO-DATE MONTHLY CIRCULATION COMPARISON													
Year	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
2017	1,429	1,647	2,165	1,671	1,782	2,053	2,086	2,225	1,995	2,335	2,284	2,094	23,766
2018	1,789	1,755	2,396	2,758	2,192	2,501	2,629	3,166	2,727	2,894	2,587	2,104	29,498
2019	2,924	2,026	2,728	2,663	2,116	1,979	2,519	2,297	2,129	2,099			23,480

Monthly Permit Report

October 2019

	CURRENT MONTH	YEAR TO DATE	PRIOR YEAR MONTH	PRIOR YEAR TO DATE
BUILDING PERMITS	1	57	7	42
HOMES	0	3	0	6
MOBILE HOMES	0	2	0	0
MULTI-FAMILY	1	2	0	0
COMMERCIAL	0	13	2	8
EXEMPT	0	1	2	5
PLUMBING PERMITS				
INTERNAL	3	11	0	5
EXTERNAL	4	12	2	9
DEMO PERMITS	1	12	0	11
SIGN PERMITS	0	7	4	14

Year-to-Date is January 2019 to October 2019

CITY CLERK'S OFFICE REPORT	19-Aug		Sep-19		Oct-19		YTD	
	# of	amount	# of	amount	# of	amount	Total #	Total Amount
	transactions	collected	transactions	collected	transactions	collected	of Transactions	Collected
ATV REGISTRATION	59	\$ 3,394.07	14	\$ 888.50	6	\$ 580.50	626	\$ 38,298.70
BIRTH RECORDS	74	\$ 1,132.00	46	\$ 775.00	45	\$ 728.00	516	\$ 8,393.00
BOAT REG	11	\$ 651.90	1	\$ 43.00	1	\$ 34.38	270	\$ 19,959.77
BUILDING PERMITS	9	\$ 550.00	8	\$ 450.00	1	\$ 50.00	56	\$ 3,190.00
CITY OWN PROPERTY	2	\$ 6,006.48	1	\$ 500.00	1	\$ 1,370.41	17	\$ 36,991.09
CONNOR BOAT	1	\$ 43.00	0	\$ -	0	\$ -	21	\$ 769.00
DEATH RECORDS	26	\$ 796.00	25	\$ 650.00	25	\$ 991.00	265	\$ 6,198.00
DOG LICENSES	2	\$ 37.00	2	\$ 12.00	88	\$ 723.00	587	\$ 5,873.00
FAX FEE & PHOTO COPY	8	\$ 22.00	12	\$ 18.50	9	\$ 164.00	60	\$ 312.25
FISHING LICENSE	5	\$ 135.00	3	\$ 63.00	0	\$ -	193	\$ 5,152.00
HUNTING LICENSE	22	\$ 530.00	58	\$ 1,563.50	47	\$ 1,033.00	267	\$ 8,066.50
IN TOWN REG	2	\$ 276.15	5	\$ 298.58	2	\$ 2,688.96	13	\$ 4,240.41
MARRIAGE RECORDS	21	\$ 410.00	13	\$ 282.00	9	\$ 266.00	125	\$ 2,557.00
MISC. INCOME	0	\$ -	1	\$ 22.00	2	\$ 70.00	9	\$ 229.36
MISC. LICENSES	5	\$ 50.00	4	\$ 550.00	6	\$ 155.50	75	\$ 2,205.50
MISC. RECEIPTS	5	\$ 1,951.62	5	\$ 3,358.40	5	\$ 2,850.37	68	\$ 24,617.69
MOTOR VEHICLE	721	\$ 161,944.36	664	\$ 170,473.58	599	\$ 154,556.78	6973	\$ 1,560,479.63
NOTARY FEES	11	\$ 155.00	10	\$ 75.00	14	\$ 80.00	98	\$ 875.00
PERSONAL PROPERTY PAYMENT	95	\$ 53,807.75	149	\$ 227,854.74	25	\$ 12,208.85	331	\$ 310,343.30
PLUMBING PERMITS	3	\$ 555.00	3	\$ 505.00	9	\$ 1,160.00	27	\$ 9,175.00
PYMTS. IN LIEU OF TAX	1	\$ 6,680.44	0	\$ -	1	\$ 3,611.62	9	\$ 34,094.71
REAL ESTATE PAYMENT	1013	\$ 1,509,673.07	2323	\$ 4,318,243.82	469	\$ 453,599.90	6015	\$ 6,646,438.03
SIGN PERMITS	2	\$ 150.00	1	\$ 50.00	0	\$ -	6	\$ 350.00
SITE DESIGN REVIEW	0	\$ -	0	\$ -	1	\$ 90.00	4	\$ 360.00
SNOWMOBILE REGISTRATION	0	\$ -	0	\$ -	3	\$ 551.50	218	\$ 15,156.75
TAX ACQUIRED REAL ESTATE PAYMENT	0	\$ -	0	\$ -	0	\$ -	13	\$ 10,113.56
TAX ACQUIRED LIEN PAYMENT	3	\$ 1,616.90	0	\$ -	25	\$ 14,217.70	83	\$ 50,460.75
TAX LIEN PAYMENT	42	\$ 12,052.71	42	\$ 14,106.42	38	\$ 15,014.29	379	\$ 218,369.38
TRAILER PARK LOT RENT	13	\$ 1,280.00	9	\$ 1,000.00	11	\$ 1,260.00	106	\$ 12,285.00
TOTAL:	2156	\$ 1,763,900.45	3399	\$ 4,741,783.04	1442	\$ 668,055.76	17430	\$ 9,035,554.38



Board of Directors
October 7, 2019
5:30 p.m.

Present:

Doug Plourde, Chairman, Dennis Marker, Neal Griffith, Mike Quinlan, Carl Soderberg, Chris Bell, Kevin Barnes, Dr. Shawn Laferriere, Dr. Carl Flynn, Matt Hunter, Sue White, Kris Doodly, RN, CEO; Chelsea Desrosiers, CFO; Paula Parent, RN, CNO; Leslie Anderson, COO; Dr. Regen Gallagher, CMO; Dr. Irene Djuanda, COS; Paula Parent, RN, CNO; Chip Holmes, QHR; Norm Collins, PHS and Peg McAfee

Welcome:

Doug Plourde, Chairman, Board of Directors welcomed Chip Holmes, QHR and Norm Collins, PHS Board Member.

EDUCATION: Genomics in Northern Maine – A Partnership with JAX – Dr. Espinosa and Dr. Gallagher – Dr. Espinosa provided an overview of the partnership with JAX. Also, the video created by JAX along with Cary Medical Center was viewed.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION		PLAN OF ACTION	PERSON RESPONSIBLE
REGULAR MEETING				
1. Call to Order	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:44 p.m.		Informational.	
2. Review and Approval of Minutes	Upon motion duly made and seconded, it was so VOTED to approve the September 9, 2019 meeting minutes as presented.		Informational.	
3. Report of Chief of Staff	<p>Dr. Djuanda provided the following updates from the September 24th and October 2nd Medical Staff Executive Committee meeting and September 24th General Medical Staff Meeting:</p> <p>New Privilege Request – Josee Romann, FNP - Josee Romann, FNP has requested privileges in Oncology/Hematology. 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 the additional privileges requested by Josee Romann, FNP with direct supervision for ten cases which will be recorded and submitted to the Department of Medicine for review. Privileges will be approved through December 31, 2020. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Active Medical Staff – Jarryd Rossignol, DO (Family Medicine); The complete appointment application and provider profile of Jarryd Rossignol, DO 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 Jarryd Rossignol, DO to the Active Medical Staff with privileges as requested through December 31, 2020. Dr. Flynn was appointed as proctor for Dr. Jarryd Rossignol during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p>		<p>Upon motion duly made and seconded, it was so VOTED to approve the Chief of Staff report as presented. Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the additional privileges requested by Josee Romann, FNP.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Jarryd Rossignol, DO to the Active Medical Staff.</p>	

Board of Directors
October 7, 2019
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Appointment Courtesy Medical Staff – Andrea Iyekepolo, MD (Pediatrics); The complete appointment application and provider profile of Andrea Iyekepolo, 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 Andrea Iyekepolo, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2020. Dr. Karunasiri was appointed as proctor for Dr. Andrea Iyekepolo during her provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Allied Health Professional Staff – Tyler Stoliker, FNP; The complete appointment application and provider profile of Tyler Stoliker, FNP 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 Tyler Stoliker, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2020 with Dr. Espinosa as his supervising physician and proctor. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Medical Staff – John Goodrich, MD (Pediatrics); The complete appointment application and provider profile of John Goodrich, 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 John Goodrich, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2020. Dr. Karunasiri was appointed as proctor for Dr. John Goodrich during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Allied Health Professional Staff – Daryl Lavigne, CRNA; The complete appointment application and provider profile of Daryl Lavigne, CRNA was reviewed. The report from the National Practitioner’s Data Bank contained 8 Board of Nursing licensure actions and four exclusion/debarment actions with the HHS Office of Inspector General. There were four board actions reported by the Maine Board of Nursing and four board actions reported by the South Carolina Board of Nursing. He retired in March of 2019 and has not had hospital privileges since that time. He was also on a medical leave with no hospital privileges June 2011 through July 2013. There was a lengthy review and discussion regarding the above reports. There are no current restrictions on his licenses or the OIG. It was noted he has had limited general surgery cases as he was most recently working endoscopy and ophthalmology cases only. It was recommended that he be directly proctored for all cases except endoscopy and ophthalmology procedures for up to six months. He needs to send case logs to the</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Andrea Iyekepolo, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Tyler Stoliker, FNP to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of John Goodrich, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Daryl Lavigne, CRNA to the Allied Health Professional Staff.</p>	

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Department of Surgery monthly for review. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Daryl Lavigne, CRNA to the Allied Health Professional Staff with privileges as requested through June 30, 2021 with direct proctoring for all cases except endoscopy and ophthalmology procedures for up to six months. He will send case logs to the Department of Surgery monthly for review. Dr. Smith was appointed as proctor and supervising physician for Daryl Lavigne, CRNA during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p>		
<p>4. Quality Management Committee</p> <p>a. September 18, 2019 Meeting</p> <p>b. Patient Safety Committee – September 11, 2019</p> <p>c. Dashboard 2019</p>	<p>Dr. Regen Gallagher provided the following updates from the September 18th Quality Management Committee meeting:</p> <p>Utilization/Case Management – Reports reviewed included readmission rates, PEPPER Report, Medicare Spending per Beneficiary, MOON Notice, Delays in Stay and CHF Readmission Audit.</p> <p>Risk Management – There was nothing new to report.</p> <p>Patient Safety – Reports reviewed included Reportable Diseases, Medication Incidents, NEDS (Organ Donation) Report.</p> <p>Joint Commission Follow-up – The first tracer reviewed Infection Control. No major issues were noted.</p> <p>Quality Management Compliance Indicators – Indicators reviewed were: HIS, Laboratory, Radiology and Infection Control.</p> <p>Patient Safety Committee – The minutes from the Patient Safety Committee meeting were included in the board packet for informational purposes.</p> <p>Dashboard – The following information was reviewed:</p> <ul style="list-style-type: none"> • Inpatient and Outpatient Core Measures • Medical Staff Quality Indicators – Department of Medicine Verbal Orders Authenticated within 48 hours and Verbal Orders Electronically Authenticated within 48 hours continue to be below compliance. • Hospital Departmental Quality Indicator data for the 2nd quarter is almost complete. The 3rd quarter data is not due yet. • HCAHPS – Leslie Anderson provided an overview of the Press Ganey customer satisfaction information. New graphs have been added to the Dashboard denoting Hospital Compare 	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee report as presented.</p>	



Board of Directors
October 7, 2019
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>'Willingness to Recommend' and Overall Hospital Rating. One set of graphs denotes rating over time. The other set denotes where Cary Medical Center compares to the other County Hospitals, Maine hospitals average and National hospitals average.</p> <ul style="list-style-type: none"> • Patient Complaints were reviewed. The highest category for 2019 is perception of care. 		
<p>5. Report of Chairman, Board of Directors – Doug Plourde</p> <p>a. Report from Board Members – PHS BOD – Carl Flynn</p>	<p>Doug Plourde and members of the Board of Directors provided the following updates:</p> <p>PHS Board of Directors Meeting – Carl Flynn provided the following updates:</p> <ul style="list-style-type: none"> • Lighting Project – Pines is working with Efficiency Maine to update lights. • Accounting Program – The accounting program is being changed to Blackbaud. • 340b – The 340b program is over budget year-to-date. • Opiate community options were discussed. • EMR Transition – The EMR transition to a new product is currently in the preparation phase. <p>MSEC & GMS Meetings – Mike Quinlan reported the following items were discussed:</p> <ul style="list-style-type: none"> • Preoperative Glucose Control – The Anesthesia Department will review options to revise the quality indicator regarding glucose control for patients. • Crown Ambulance – It was announced that Crown Ambulance will no longer be serving 911, thus no longer providing emergency services to the communities they currently cover. Meetings are ongoing to discuss emergency transport needs as it is important to have coverage for all people in the County. 	<p>Informational.</p> <p>Informational.</p>	
<p>b. Meeting with Superintendent Doak</p>	<p>Community Contribution – Doug Plourde, Bill Flagg and Kris Doody met with Superintendent Doak regarding the microscope program through Fisher Scientific. Mr. Doak is excited about the option and that it would serve grades K-12. Currently the program requires information from the Superintendent's Office. Once the information is obtained, Bill Flagg will present the request to Fischer Scientific. Mr. Doak asked if any physicians would be interested in speaking with the students about interest in the medical field.</p>	<p>Informational.</p>	
<p>c. Other</p>	<p>Other – Doug Plourde, Norm Collins and Kris Doody met with Dennis Marker to review the former Mecon Building next to Pines Health Services regarding potential options to purchase the building to house Pines physicians, Cary Fiscal Services and Public Relations. Discussion ensued regarding cost per square foot, deconstruction and construction of the site, pros and cons and preliminary numbers to do so compared to the option of establishing a new Medical Office Building on the Cary Medical Center</p>	<p>Informational.</p>	



Board of Directors
October 7, 2019
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	campus. Discussion included whether or not Cary and Pines should pursue purchase of the building. Information from past research for a MOB and the current information, including preliminary work will be compiled. A spreadsheet will be created regarding the affordability of such an endeavor. It was decided that representatives of the Caribou Hospital District, Pines Health Services and Cary Medical Center will meet to review the information and discuss options.		
6. Report of CEO – Kris Doody a. Physician Recruitment	<p>Kris Doody reported the following, noting more information is available in the CEO and Provider Activity Reports:</p> <p>Physician Recruitment –</p> <ul style="list-style-type: none"> • Departures – Dr. Sharma has accepted a job in New York. Both Dr. Sharma and Dr. Gautam will be relocating after the beginning of the year. • There are 3 site visits scheduled for this weekend, two for pathology and one for pediatrics. Some are J1 candidates. • Site visit planning for pediatrics and ER is currently in progress. • Leads are still being pursued in pediatrics, pathology, OB and ER. <p>Contract Renewal – There is one Pines Health Services contract renewal due in December.</p>	Informational.	
b. SCH Status & 340b	SCH Status – Kris Doody report that no updates have been received to report on the SCH (Sole Community Hospital) status.		
c. CHNA	CHNA – A draft of the Community Health Needs Assessment (CHNA) completed by Rachel Witt, QHR Consultant, was included in the packet for review. This will be on the agenda in November for approval by the Board of Directors.		
d. Other	<p>Community Health Options – Contracts with Community Health Options dating back to 2015 were contested with the company. Cary Medical Center has received a settlement check for \$215,000 for payments not received between the years 2015-2019.</p> <p>Cary Medical Center Employee Banquet – Kris Doody reported that the Cary Medical Center Employee Banquet is scheduled for Friday, October 18th at the Caribou Inn. This year 70 people will be recognized for 780 years of service. Bill Flagg will be recognized for 40 years of service to Cary Medical Center.</p> <p>Best Place to Work – Pines Health Services received the 'Best Places in Maine to Work' award. Several staff members attended the ceremony in Augusta.</p>	Review and approval of the CHNA will be at the November Board Meeting.	



Board of Directors
October 7, 2019
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
7. Report of Finance & Personnel Committee a. August Financials	<p>Chelsea provided the following updates:</p> <p>CMC Financials – An overview was provided of the August financials for Cary Medical Center, including a review of: gross patient revenue, expenses, net income and AR and a positive bottom line.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance & Personnel Committee as reported.</p>	
8. Quorum Health Resources Updates	<p>Chip Holmes provided the following updates:</p> <ul style="list-style-type: none"> Consulting Deployment Support Plan – Page 3 provides a QPA summary. Full Transparency – QHR strives to provide full transparency to its member hospitals. Items of importance on Page 1 are highlighted in yellow 	<p>Informational.</p>	
9. Adjournment, Other & Next Meeting	<p>Other: Upon motion duly made and seconded, it was so VOTED to enter Executive Session at approximately 7:00 p.m.</p> <p>The Executive Session ended at approximately 7:14 p.m.</p> <p>Adjournment - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 7:15 p.m.</p> <p>Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, November 4, 2019, 5:30 p.m.</p>	<p>Informational.</p>	

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

Respectfully submitted,

Kris Doody, RN, MSB
Chief Executive Officer

The Monthly Meeting of Caribou Utilities District was held Wednesday, October 9, 2019, in the Conference Room at 176 Limestone Street, Caribou, Maine

Trustees Present;

Others Present;

Janine Murchison, President
Nancy Solman, Treasurer
David Belyea, Trustee
Philip McDonough, Trustee
Jay Kamm, Trustee

Hugh Kirkpatrick, General Manager
Sue T Sands, District Clerk, Office Mgr.

President Janine Murchison opened the meeting at 7:30 A.M. Due to the fact that President Murchison had another commitment, Manager Kirkpatrick revised the format of the agenda.

An e-mail received from the customer with the high-water usage on Lower Lyndon Street was discussed. After reviewing all information, the Trustees advised Manager Kirkpatrick to send another Certified Letter to the customer explaining that the District has no new information which would reverse the prior decision made on abatement.

President Murchison was excused from the meeting at 8:30 due to another commitment. Dave Belyea moved and Phil McDonough seconded the motion to approve the minutes of the September 11, 2019 meeting. UNANIMOUSLY VOTED. After reviewing the September Budget and Financial report, Philip McDonough moved and Dave Belyea seconded the motion to approve the reports as presented. UNANIMOUSLY VOTED.

Revision Energy is waiting for an easement describing the Canadian Pacific Railroad right of way that is located on Caribou Utilities District land on the River Road where the solar project will be located. The information was requested by the Solar Array owner before major construction is started and will answer all legal questions that might come up in the future regarding this plot of land. Joe Donahue from Preti Flaherty Law office is handling all necessary approval by the PUC.

Jim Lord, Engineer from Dirigo Engineering will be forwarding a signed contract from Sargent Corporation for Manager Kirkpatrick to sign and return to Dirigo in a few days. Paul Rossignol, Wastewater Superintendent has started lowering the ponds in anticipation of the (box culverts) to be put in before winter.

Dave Libby who manages wireless leases for several Districts in the southern part of the State will be invited to attend either the November or December Trustees meeting.

Manager Kirkpatrick discussed that he has currently interviewed 5 applicants for job positions with the water and wastewater divisions with two of those being potential new hires.

Trustee McDonough discussed the PFAS issue being distributed through our leachate. Manager Kirkpatrick explained that AWS currently does not test for PFAS in their monthly reports. The District has had the sludge at our ponds tested and we have only a minimal amount showing.

Trustee Jay Kamm spoke of a Regional Project for grants that is available through the Northern Maine Development Commission for water and wastewater technical assistance and training. Manager Kirkpatrick expressed an interest for GIS mapping and training to Mr. Kamm, and he will look into the matter.

Philip McDonough moved and Dave Belyea seconded the motion to adjourn the meeting at 9:30 AM. The next scheduled meeting will be Wednesday, November 13, 2019 AT 7:30 A.M.

Sue T. Sands, District Clerk

