

CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on **Monday, March 9, 2020** in the Council Chambers located at 25 High Street, **6:00 pm**.



- 1. Roll Call**
- 2. Invocation / Inspirational Thought**
- 3. Pledge of Allegiance**
- 4. Public Forum**
- 5. City Council Minutes**
 - a. February 10, 2020 Regular Meeting
 - b. February 24, 2020 Regular Meeting
- 6. Bid Openings, Awards, and Appointments**
 - a. Appointment of Housing Board Member
 - b. Appointment of Citizens to New Police Station Stakeholder Group
- 7. New Business & Adoption of Ordinances and Resolutions**
 - a. Discussion Regarding 2020 Revenue Projections
 - b. Discussion Regarding City Procurement Policy
 - c. Discussion Regarding City Charter Revision Procedures
 - d. Discussion Regarding City Investments
- 8. Old Business**
 - a. Discussion Regarding City Membership in the Aroostook Area Chamber of Commerce
 - b. Discussion Regarding City Council Priorities for 2020
 - c. Discussion and Possible Action Regarding Sale of Tax Acquired Property at 142 Lower Lyndon
- 9. Reports and Discussion by Mayor and Council Members**
- 10. City Manager's Report**
- 11. Reports by Staff and Appointed Officials**
- 12. Executive Session(s)** (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)
 - a. Real estate and economic development under §405.6.C
- 13. Next Meeting(s):** March 23, April 6 & 20
- 14. Adjournment**

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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

20-05

Council Agenda Item #1: Roll Call

The Caribou City Council held a regular meeting Monday, February 10, 2020 at 6:00 p.m. in Council Chambers with the following members present: Deputy Mayor Thomas Ayer, Joan L. Theriault, Hugh A. Kirkpatrick, Jody R. Smith, and Douglas C. Morrell. Mayor R. Mark Goughan and Nicole L. Cote was absent and excused.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson (Tax Assessor), Kenneth G. Murchison (Zoning Administrator), Scott Susi (Fire Chief), Christina Kane-Gibson (Events & Marketing Director), and Gary Marquis (Supt. of Parks and Recreation), plus Adam Chartier and Luke Brabant (Caribou Fire/Ambulance Department).

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

Council Agenda Item #2: Invocation / Inspirational Thought

Councilor Theriault read a prayer.

Council Agenda Item #3: Pledge of Allegiance

The Deputy Mayor led the Pledge of Allegiance.

Council Agenda Item #4: Public Forum

- Ben Zetterman – EMT – former regional director for Aroostook Regional V EMS Council, Inc. – provided a brief explanation of the available training centers in Maine and the amount of necessary training required to be an EMT and/or paramedic.
- Milo Haney – suggested that people need to look at the whole picture when looking at the ambulance service. Mr. Haney made a comparison between number of roads and public works costs with the Town of Fort Fairfield and the City of Caribou. He stated that Caribou is in a crisis, and noted that three businesses have closed since the first of the year. Mr. Haney challenged the Council to review the budget numbers to determine if they could do better.
- Jennifer Quinlin – spoke in support of the Caribou Fire & Ambulance by sharing her very personal experience with the department. Ms. Quinlin explained how she is alive today because of the care the department provided her four years ago.
- Richard Learnard – a pay call fire fighter – asked if the City can choose not to respond to an emergency call in another community.
The City Manager stated that the City doesn't have to respond unless the community has a contract with Caribou.
- Wilfred Martin – stated that Caribou does have a "pretty good" fire and ambulance service. Mr. Martin disagrees that it can't be done as well in the private sector and further he stated that is the only way for the City to go. He believes that ambulance service should be closely tied to the hospital and believes the hospital could do a better job. Mr. Martin stated that the way the fire & ambulance are integrated causes a lot of overtime. He commented that it is hard to keep people here including the students.

Ben Zetterman – Mr. Zetterman noted that Aroostook Regional V EMS Council, Inc. includes all of Aroostook County, parts of Washington County, Penobscot County, and Piscataquis County and services over 75,000 people. There are approximately 240 EMS providers with roughly 85 of those are paramedics and 16 of the paramedics are with Caribou Fire & Ambulance.

Council Agenda Item #5: City Council Minutes

a. January 13, 2020 Regular Meeting

Motion made by D. Morrell, seconded by J. Smith, to accept the minutes of the January 13, 2020 Council meeting as presented. (5 yes) So voted.

b. January 27, 2020 Regular Meeting

Motion made by J. Smith, seconded by H. Kirkpatrick, to accept the minutes of the January 27, 2020 Council meeting as presented. (5 yes) So voted.

Council Agenda Item #6: Financials – December 2019

2019 year end and unaudited numbers.

A question was asked about line for the Caribou Community Band. The City Manager will research the account to see if there are any strings attached to the funds or could they be moved to another line.

The December 2019 Financials reflects the actions taken by the Council at the January 27th meeting under Council Agenda Item #7d.

Motion made by H. Kirkpatrick, seconded by J. Theriault, to accept the December 2019 Financials as presented. (4 yes, 1 abstention, D. Morrell) So voted.

Council Agenda Item #7: Bid Openings, Awards, and Appointments

a. Wanda Theriault, Library Board

Motion made by H. Kirkpatrick, seconded by J. Smith, to appoint Wanda Theriault to the Caribou Library Board of Trustees for a three year term. (5 yes) So voted.

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

a. Discussion and Possible Action Regarding Extension of Northern Maine Brew Pub Alcohol License for a Special Event

Motion made by H. Kirkpatrick, seconded by J. Theriault, to approve a Request for Extension of License on Premise by the Northern Maine Brewing Company, LLC as presented. (5 yes) So voted.

b. Discussion and Possible Action Regarding 212 Old Washburn Road Property Reclamation

Motion made by J. Smith, seconded by D. Morrell, to accept \$1,700.00 from the former owner Michael Tompkins and to waive approximately \$135.00 of interest and other charges and quit-claim 212 Old Washburn Road to the previous owner to keep the property on the tax rolls. (4 yes, 1 no, H. Kirkpatrick) So voted.

c. Discussion and Possible Action Regarding Bid for Tax Acquired Property at 7 Lower Lyndon

Manager Marker noted that a gentleman has offered a bid amount of \$166.22, which was the tax amount in 2017 when it became acquired.

Motion made by J. Smith, seconded by D. Morrell, to accept a bid amount of \$166.22 to cover any account balances and authorize city staff to execute conveyance deeds to the gentleman bidder. (5 yes) So voted.

d. Discussion and Possible Action Regarding Bids for 142 Lower Lyndon Property

142 Lower Lyndon property has been out to bid for a minimum bid of \$150,000. No bids were received. The \$150,000 amount would have made both the City and the Caribou Utilities District (CUD) "whole". Manager Marker recommended that the minimum bid be lowered to \$95,000, which would make the City "whole" and provide a smaller amount for the CUD.

Discussion as to advertising of the bid. Councilor Kirkpatrick recommended that the City place the property back out to bid and to advertise to a larger area.

Motion made by H. Kirkpatrick, seconded by D. Morrell, to rebid the property with a minimum bid of \$150,000 and advertise in more places than it was previously advertised. (5 yes) So voted.

Council Agenda Item #9: Old Business

a. Discussion Regarding City Council Priorities for 2020

The Council decided to rescore their Council Priorities for 2020 with the understanding they would score "1" for their lowest priorities and "5" for their highest priorities.

b. Discussion Regarding Creation of Personal Property Accounts with a Taxable Value Less Than \$1,000

Tax Assessor Penny Thompson reviewed her memo dated February 5, 2020 on the subject of Business Personal Property.

Memo highlights include: a history of the department's practice of not creating new accounts with a taxable value determined to be less than \$1,000 as this is seen as operational efficiency, cited the state statute that justifies the \$1,000, and that it isn't lawful for the municipality to create an exemption or credit for any amount of personal property this is otherwise taxable under State law.

In the evening on March 17th at the Wellness Center, the Tax Assessor will be available to assist taxpayers with any necessary paperwork. Additionally in March, Ms. Thompson will be speaking at a Rotary Club Meeting.

To be more equitable to everyone, going forward starting in 2020, the Assessing Department plans to send out personal property taxes bills to everyone that has personal property items regardless of the valuation.

Councilor Morrell noted that his original question about giving a \$1,000 exemption on personal property was to make the City more business friendly. The Councilor commented that he has been doing his own research on this topic and wonders how Home Rule plays in the matter. Manager Marker spoke about operational efficiency for

the department and the work necessary to create a personal property tax account for businesses with less than \$1,000 in valuation.

Deputy Mayor Ayer stated that this topic is a First Read and this topic is tabled to the next meeting.

c. Discussion Regarding EMS Transfer Operations

Manager Marker presented a PowerPoint Presentation titled "Caribou EMS Transfer Operations" (Exhibit A).

Councilor Morrell read into the record several questions that he wants answered:

- What year did the air ambulance start?
- Who does the Department bill for a 2-hour minimum OT call-in if the staff doesn't respond to a 911 call or perform a transfer?
Chief Susi has said this is billable . . . who pays for it?
- What's the total number of OT hours worked per year (not dollars)?
From 2008 to 2019, ambulance service only . . .
- What year did Caribou Fire & Ambulance begin serving: New Sweden, Woodland, Connor, T16-R4, Westmanland, Washburn, Wade, etc. (ambulance service only)?
- For each of those towns, and each year served, what was the contracted per capita rate?
- Assuming the Department started with 2 ambulances in 1984:
What year was the 3rd ambulance purchased/operated?
What year was a 4th ambulance purchased/operated?
What year was a 5th ambulance purchased /operated?
- For just the transfers, and only going back to 2008:
What example; in 2013 there were 2,009 transfers
How many were privately insured
How many had Federal Medicare/Medicaid
How many had State/Mainecare insurance
How many were not insured?

Discussion. About 80% of the ambulance service payer mix is Medicare/Medicaid. The City Manager noted that changes have been made to save monies include the stacking of calls.

Deputy Mayor Ayer requested, in the future, all presentations to be included in the packet so there is time for Council to review.

d. Discussion Regarding Airport Services and Staffing

The Manager reviewed activities and services at the airport. Before 2016, a Fixed Based Operator (FBO) oversaw activities and services. Once the FBO left, the Public Works Director went and completed the necessary training to operate the fueling station and to file NOTAMS. The Manager estimated that it would take around five hours a week to complete the duties. During 2019, the Public Works Director was given a stipend to compensate him for the additional duties and responsibilities until a FBO was in place. The Manager wants to hire a part-time person to complete these tasks and relieve the Public Works Director of this responsibility. To share a fuel attendant with the City of Presque Isle would cost \$85.00 an hour plus transportation costs.

Councilor Morrell asked if the fuel system could be “pickled” and whether the area pilots could step up and help. Councilor Theriault suggested that it might be cheaper to have the Public Works Director continue doing those activities. The Manager commented that Airport duties are not included in the Public Works Director’s job description. Councilor Theriault spoke in favor of continuing with the Director doing the necessary work and for him to be compensated. Councilor Morrell suggested leasing the fueling system to the area pilots and let them run it.

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

Councilor Morrell: asked the City Manager about purchase orders and the City’s purchasing practices. The Manager stated that he reviews, and signs all warrants.

Council Agenda Item #11: City Manager’s Report

The City Manager reviewed his report dated February 7, 2020.

Council Agenda Item #12: Reports by Staff and Appointed Officials

The City Clerk updated the Council on dog licensing, late fees, absentee ballots, and, registering to vote. The City Clerk asked about the City’s Catastrophic Leave program.

Council Agenda Item #13: Executive Session(s) (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)

a. Collective Bargaining Negotiations with Public Works Union

8:46 p.m. Motion made by H. Kirkpatrick, seconded by J. Smith, to move to executive session to discuss collective bargaining negotiations with Public Works Union under MRSA Title 1, §405(6)(D). (5 yes) So voted.

9:15 p.m. Council returned from executive session.

Motion made by J. Smith, seconded by H. Kirkpatrick, that the City proceed with mediation efforts to resolve issues with the Public Works Union and authorize the Manager to take the appropriate actions. (5 yes) So voted.

Motion made by H. Kirkpatrick, seconded by D. Morrell, that the City Manager prepare an RFP for snow removal and plowing services in the urban compact area. Councilor Smith asked if that would include sidewalks. Councilor Morrell noted that it should as well as parking lots and the work being done during night hours to avoid traffic conflicts. The Manager should draft the RFP and a contract for the Council to consider. (5 yes) So voted.

9:25 p.m. Motion made by D. Morrell, seconded by H. Kirkpatrick, to move to executive session to discuss real estate matters under MRSA Title 1, §405(C). (5 yes) So voted.

9:35 p.m. Council returned from executive session.

No action taken.

Council Agenda Item #14: Next Meeting(s): February 24

Council Agenda Item #15: Adjournment

Motion made by H. Kirkpatrick, seconded by D. Morrell, to adjourn the meeting at 9:35 p.m. (5 yes) So voted.



Caribou EMS

Transfer Operations

Costs

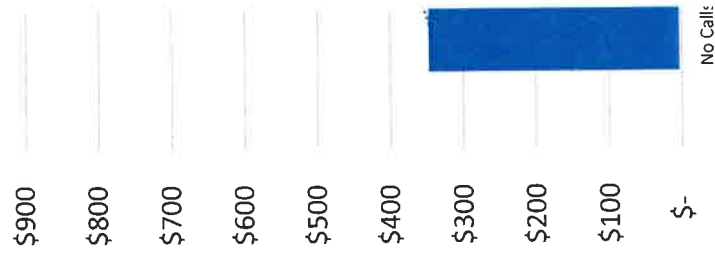
- Responding Personnel
 - 1 Call = 1 Regular Time + 1 OT
- Vehicles
 - More Miles = More cost
- Facilities
- Ambulance Billing

Revenues

- Call Type
- Payor Mix
 - Variable Reimbursement Rates
- Speed of Travel
 - Improve Efficiency = Generate \$
- Distances
 - More Miles = More Revenue

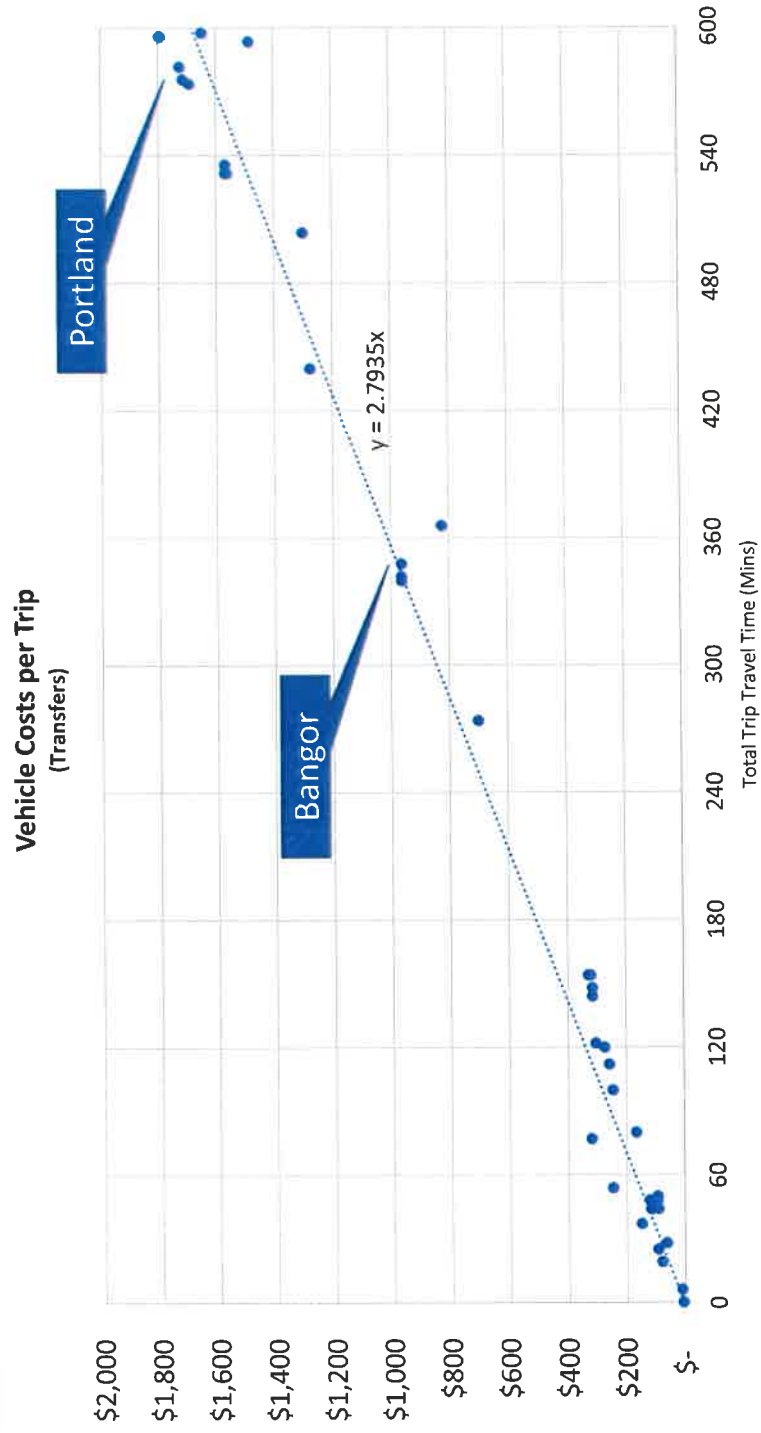
Personnel

Hourly Responding Personnel Costs
(Fully Burdened)



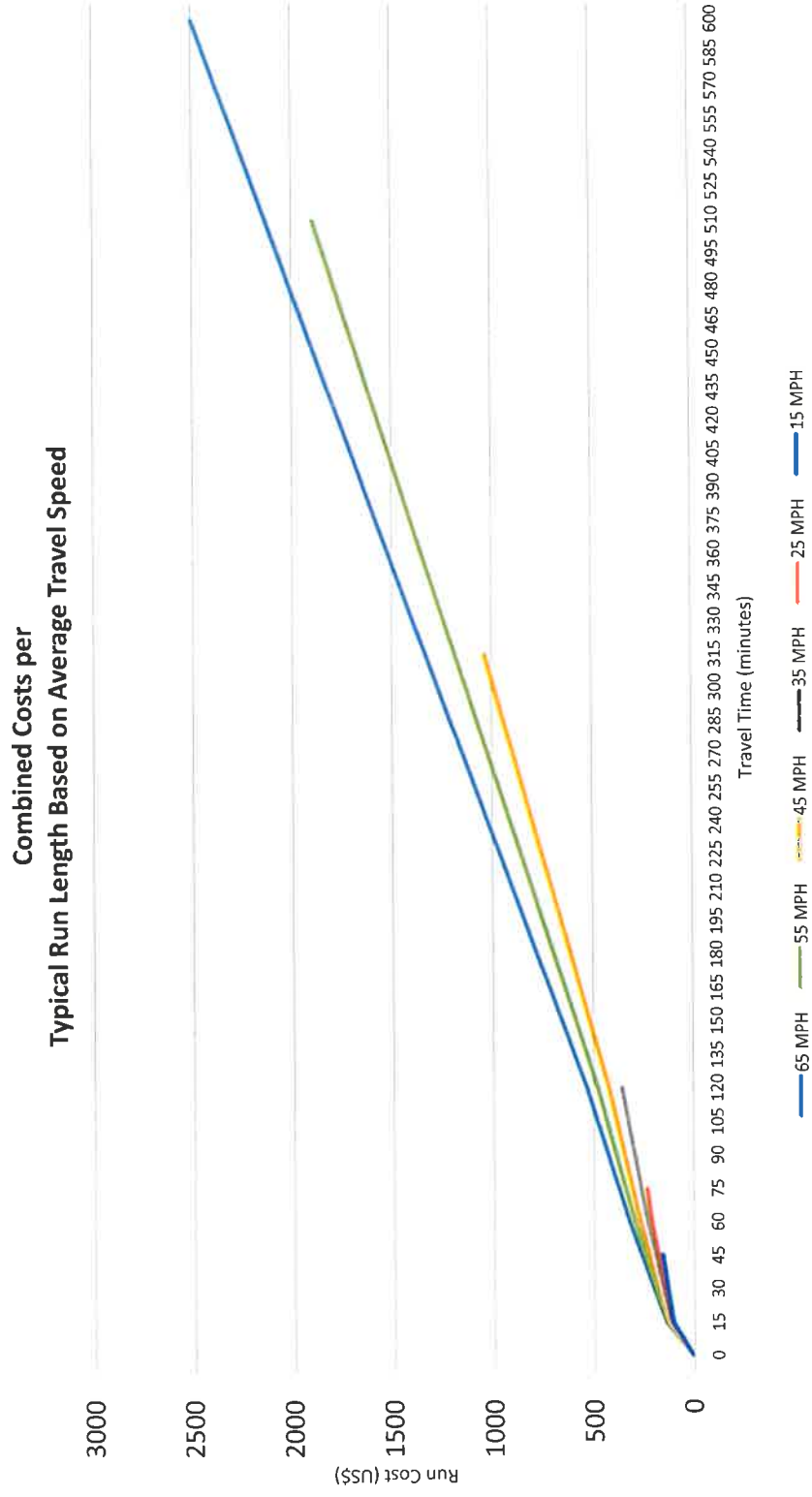
- **Maintain 4 members in the house at all times.** This provides coverage for an ambulance and fire truck in town if needed.
- 5 Person Shifts
- 1st call out brings 1 OT person in
- More call outs at same time bring in 2 more OT personnel per call
- 3 Calls out = 6 in field + 4 in house.

Vehicle Costs



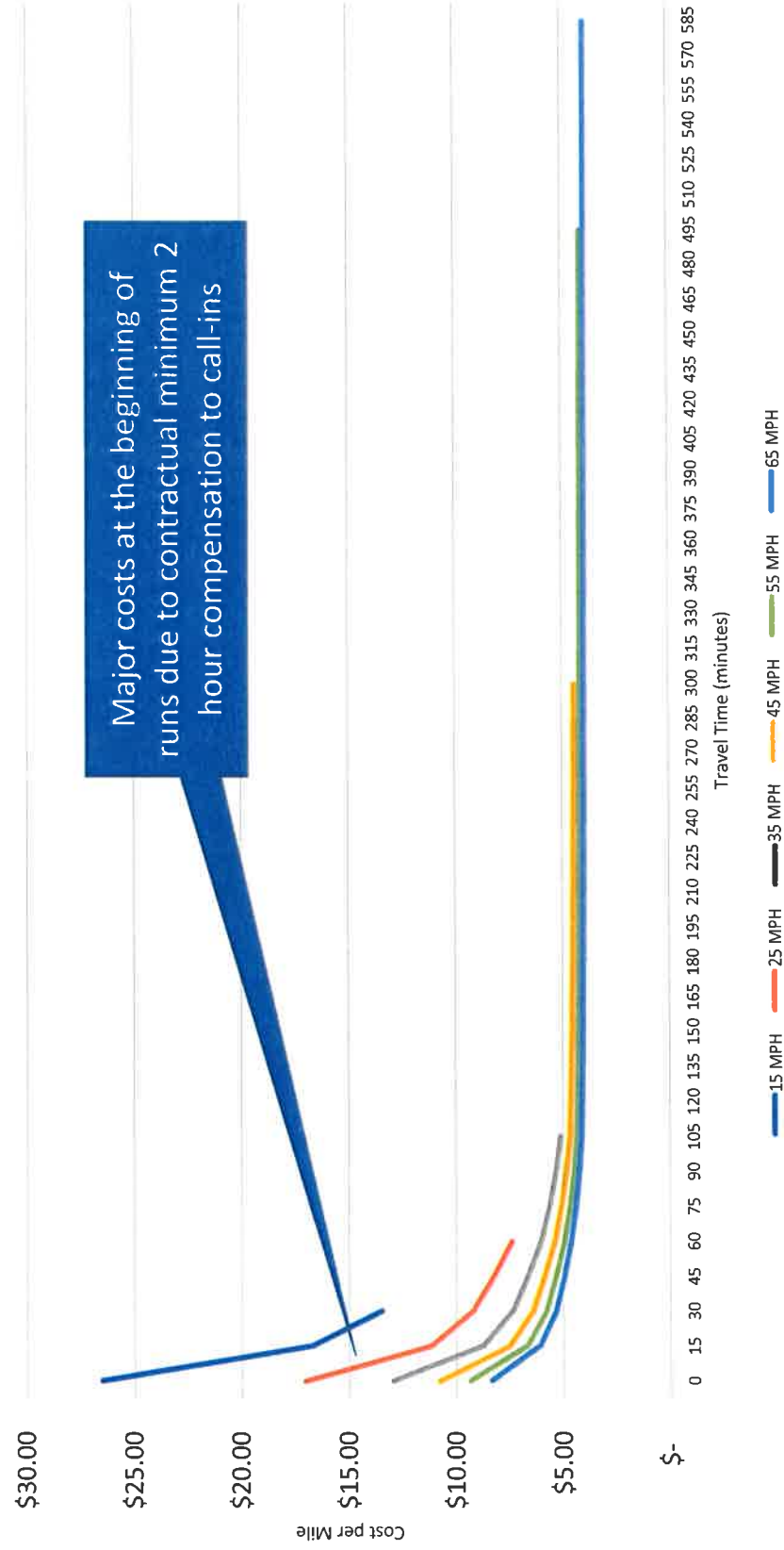
Assumes \$2.8 per mile to cover fuel, wear & tear, insurance, and replacement costs, storage, etc.

Personnel and Vehicle Cost



Personnel and Vehicle Cost

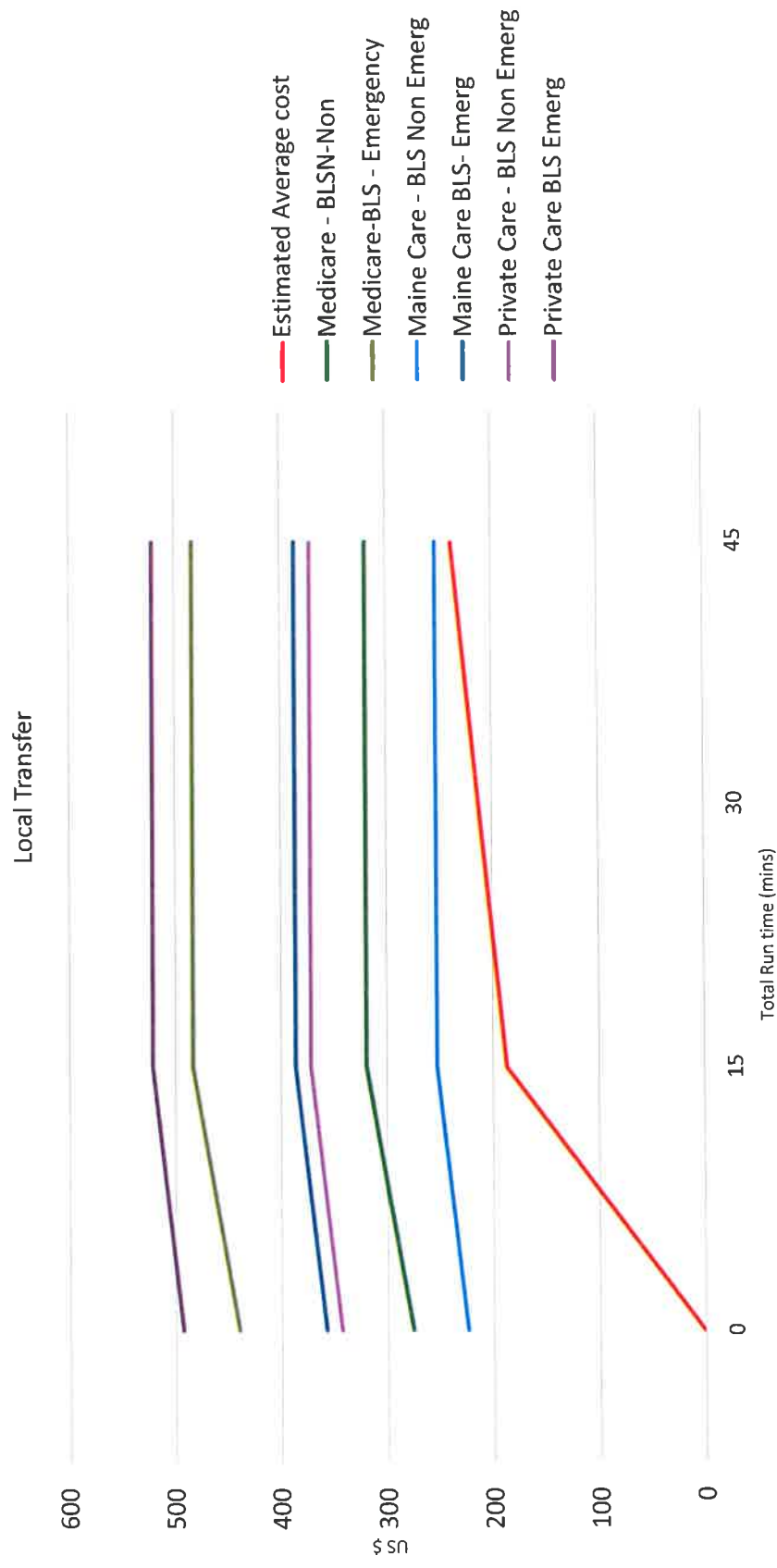
Cost Per Mile Per Average Travel Speed and Typical Run Time



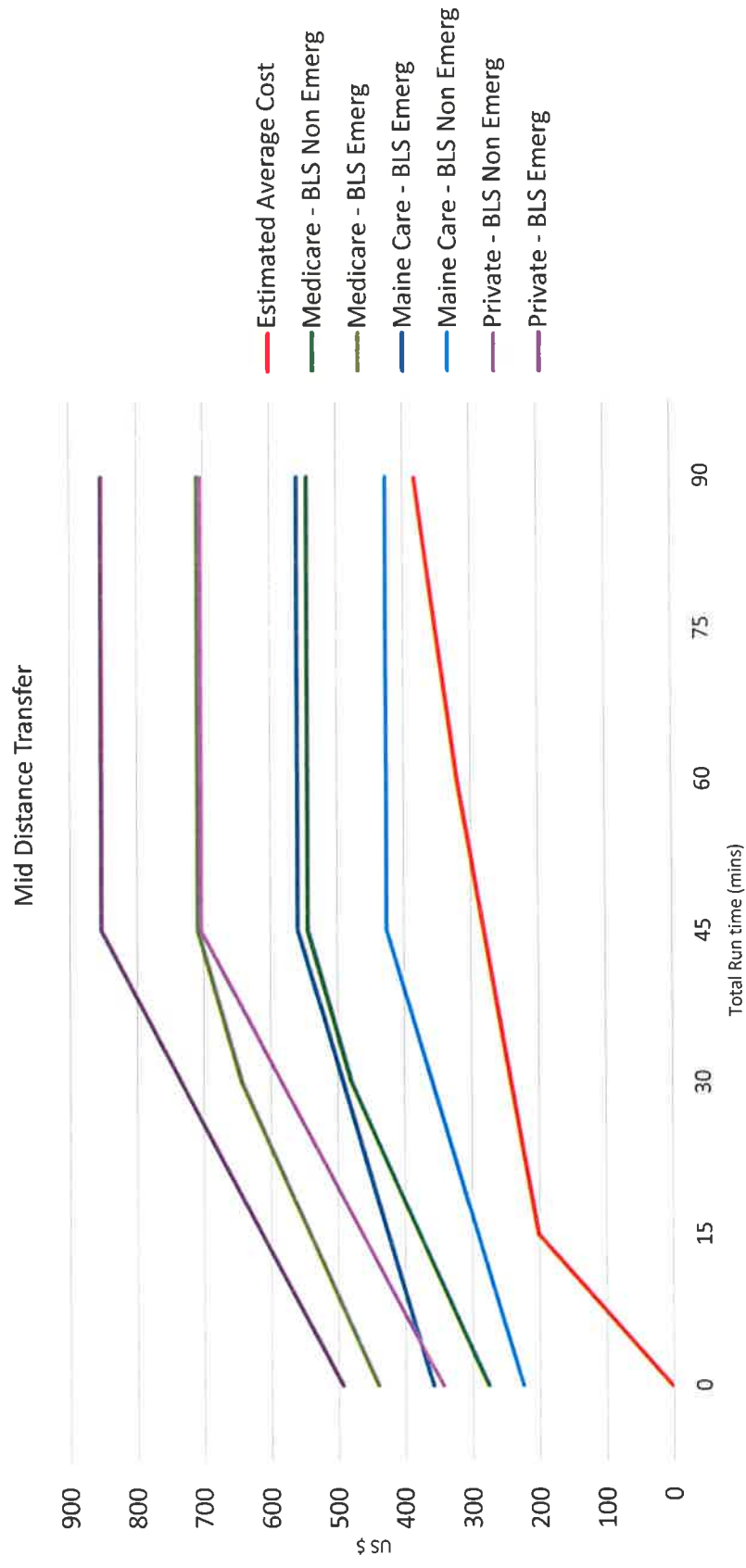
Reimbursement Rates

	Medicare Rates	Maine Care Rates	Private Rates
	0-17 Miles	0-17 Miles	0-17 Miles
	18+	18+	18+
BLSN	\$274.49	\$222.8	\$313
BLSN-Non	\$274.49	\$222.8	\$342
BLS - Emer	\$439.18	\$356.48	\$492
ALS1-Emer	\$251.52	\$423.32	\$588

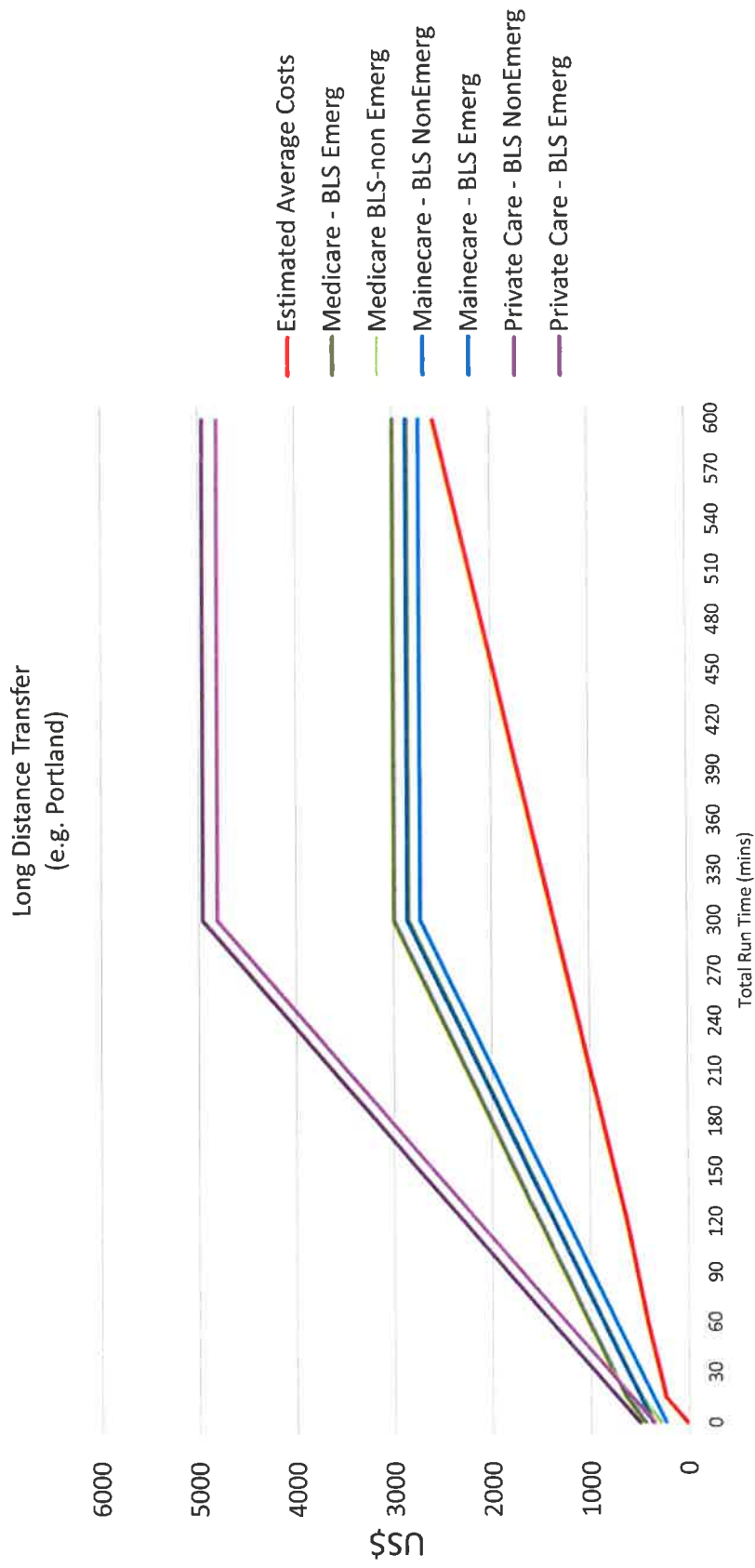
Calculated Costs and Revenues for Transfers



Calculated Costs and Revenues for Transfers



Calculated Costs and Revenues for Transfers



Now What

Operational and Administrative Changes being considered

- Possible changes to union contracts to address front loaded run costs
- Staffing changes to eliminate time and ½ wage costs for every call
- Limiting non-emergency transfers to day time hours
- Fleet changes for non-emergency runs during day time hours
- After trial period, we'll be able to revisit contractual costs to outside communities.



Caribou EMS

Questions?

20-07

Council Agenda Item #1: Roll Call

The Caribou City Council held a regular meeting Monday, February 24, 2020 at 6:00 p.m. in Council Chambers with the following members present: Mayor R. Mark Goughan, Deputy Mayor Thomas Ayer, Joan L. Theriault, Nicole L. Cote, Jody R. Smith, and Douglas C. Morrell. Hugh A. Kirkpatrick was absent and excused.

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Kenneth G. Murchison (Zoning Administrator), Scott Susi (Fire Chief), and Christina Kane-Gibson (Events & Marketing Director).

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

Council Agenda Item #2: Invocation / Inspirational Thought

Mayor Goughan read an invocation.

Council Agenda Item #3: Pledge of Allegiance

The Mayor led the Pledge of Allegiance.

Council Agenda Item #4: Public Forum

- Harold Schneider – 51 Collins Street – requested STOP signs to make the intersection of Collins and Prospect a four-way STOP intersection.

This item will be added to the next Council agenda.

Council Agenda Item #5: City Council Minutes

a. February 17, 2020 Special Meeting

Motion made by T. Ayer, seconded by J. Theriault, to accept the minutes of the February 17, 2020 Special Council meeting as presented. (6 yes) So voted.

Council Agenda Item #6: Financials – January 2020

The City Manager reviewed the January 2020 Financials and pointed out the City's Rainy Day Account labeled on the General Ledger as Resource Reserve Account. The Aroostook Waste Solutions funds and the 2019 unexpended funds have been moved to this new account for a total of \$718,750.76. From a bookkeeping standpoint, the Finance Department is unable to move to the Resource Reserve Account the additional revenues of \$156,521.

Line 600 Fund Balance is at \$2,305,113.66.

Revenues through January total \$355,362.11.

The Mayor requested a 10 to 15-minute presentation on revenues and for it to be added to an upcoming agenda.

Motion made by J. Smith, seconded by D. Morrell, to accept the January Financials as presented. (6 yes) So voted.

Council Agenda Item #7: Bid Openings, Awards, and Appointments

a. AnaLee Marker, Library Board

Motion made by T. Ayer, seconded by D. Morrell, to appoint AnaLee Marker to the Caribou Library Board of Trustees for a three year term. (6 yes) So voted.

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

a. Discussion and Possible Action Regarding Reclamation of Tax Acquired property located at 374 West Presque Isle Road

Two women in the audience spoke about the tax acquired property. One woman stated that the former owners were their grandparents, and both have passed away. Currently the eldest son is living there.

Motion made by J. Smith to accept \$1,712.21 as payment in full. Discussion that the amount doesn't include the cost. Councilor Theriault stated that she is willing to waive interest, but not the cost. Councilor Smith withdrew his motion. Motion made J. Theriault, seconded by D. Morrell, to accept \$1,776.61 as payment in full (taxes and costs) and to waive interest fees for 374 West Presque Isle Road. (6 yes) So voted.

b. Discussion and Possible Action Regarding a Liquor License for the Caribou Country Club at 723 New Sweden Road

Motion made by T. Ayer, seconded by J. Theriault, to approve the renewal of a liquor license for Caribou Country Club at 723 Sweden Street as presented. (6 yes)

c. Discussion and Possible Action Regarding a Liquor License for the Caribou Inn & Convention Center at 19 Main Street

Motion made by T. Ayer, seconded by D. Morrell, to approve the renewal of a liquor license for KBS Enterprises, Inc. dba Caribou Inn & Convention Center at 198 Main Street as presented. (6 yes) So voted.

d. Discussion and Possible Action Regarding Municipal Partnership with DOT for North Main Street Road Repair Estimated at \$400,000

City Manager fielded several questions from the Council.

Motion made by D. Morrell, seconded by T. Ayer, to approve the State of Maine Department of Transportation Municipal Partnership Agreement, WIN 21932.21, Regarding North Main Street Paving as presented. (6 yes) So voted.

e. Discussion and Possible Action Regarding Over Weight Limit Permit for Route 1 DOT Work between Fort Fairfield Road and Cary Medical Center.

City Manager outlined the over limit permit request.

Motion made by T. Ayer, seconded by N. Cote, to approve MDOT's over limit permit request for Project No. 2445900 as presented. (6 yes) So voted.

f. Discussion and Possible Action Regarding Fire and EMS Agreements with Other Towns

Towns of Limestone and Caswell have agreed to the \$100 per person for EMS Services. The fee from the two communities is approximately \$230,000, which is more than the City collected in 2019 from all EMS Services contracts.

Town of Washburn and Wade are going to use the City of Presque Isle for EMS Services.

The City Manager assured the Council that the Fire and Ambulance will not need additional staff or assets to cover the Towns of Limestone and Caswell.

Motion made by N. Cote, seconded by T. Ayer, to approve the Ambulance Coverage Interlocal Cooperation and Fire/Ambulance Coverage Interlocal Cooperation Templates as presented and to authorize the City Manager to execute the same upon final action by the towns as long as the signed Interlocal Agreements do not require additional staff or assets. (6 yes) So voted.

g. Discussion Regarding Houlton Ambulance Billing Reconsideration

The Town of Houlton is requiring a reconsideration of Caribou's decision of not continuing to provide Houlton ambulance billing services.

Councilor Morrell suggested the Council should hold a Workshop on this topic. He wants to be assured that the City isn't subsidizing ambulance billing for other communities.

In addition to Caribou, the City provides ambulance billing for Patten and Calais. Manager Marker noted how small the number of ambulance billings is generated by Island Falls, but as of now the City hasn't agreed to provide them the service. Providing ambulance billing services for Island Falls could be added to a Workshop agenda.

The Mayor agreed with Councilor Morrell that he would like to discuss this more in a Workshop setting. A date for the Workshop wasn't set.

No action was taken.

Council Agenda Item #9: Old Business

a. Discussion Regarding City Council Priorities for 2020

One Councilor hasn't turned in his 2020 Priorities form.

Manager Marker reviewed the incomplete 2020 Priorities.

b. Discussion and Possible Action Regarding Sale of 60 Access Highway Building

The City building located at 60 Access Highway has been on the market for \$200,000. The recommendation is to reduce the price. Discussion.

The Mayor stated that the Council, later in the evening, will go into executive session to discuss the lowering of the asking price and what it should be for 60 Access Highway.

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

Councilor Ayer: no reports or discussion items

Councilor Cote: no reports or discussion items

Councilor Smith: no reports or discussion items

Councilor Morrell: company vehicles and the City having a policy that company vehicles are to stay on work site rather than going home with those employees. He requested a Workshop on this topic.

Councilor Theriault: no reports or discussion items

Mayor Goughan: asked the City Manager to see what it would take to place items on the November ballot concerning any changes to the current City Charter. In the near future,

the Mayor would like to discuss this as he has a few items he would like to see changed in the City Charter. He mentioned changing the date the expense budget must be adopted from December to March. Councilor Morrell wondered if such a change could be done by Council Resolution rather than a Referendum vote.

Mayor wants to know how much it would cost to join the Central Aroostook Chamber of Commerce.

Regarding the River Road, Mayor Goughan expressed his feelings about the quality of work done by the engineering firm hired by the City. He doesn't feel the City received what was paid for. He wonders if the City should pursue this or not. The Mayor wants the City ready if there is another disaster on the River Road and being ready could include owning another piece of land along the river.

On March 23rd, Councilor Kirkpatrick will present a PowerPoint that he previously presented November 18, 2019. The Mayor wants the citizens of Caribou to understand his vote. He wants the facts to be heard. The Mayor extended an invitation to John and Judy Smith to attend the March 23rd meeting so there can be an open dialogue between the Smiths and the Mayor.

Council Agenda Item #11: City Manager's Report

The City Manager noted that his February 21, 2020 report was included in the Council packet.

Manager Marker will contact Dana Cassidy about a ribbon cutting date for his new business Playtime Adventures on Bennett Drive.

Brief discussion about Birdseye and coming up with a more concrete plan for redevelopment.

Council Agenda Item #12: Reports by Staff and Appointed Officials

The Clerk reminded voters that absentee ballots for the March 3 Presidential Primary are available through the end of business on Thursday, February 27th. The Clerk's Office will be closed March 3rd as the three staff members will be at the polls.

Council Agenda Item #13: Executive Session(s) (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)

a. Collective Bargaining Negotiations with Public Works Union

7:10 p.m. Motion made by J. Smith, seconded by N. Cote, to move to executive session to discuss collective bargaining negotiations with Public Works Union under MRSA Title 1, §405(6)(D). (6 yes) So voted.

7:44 p.m. Council returned from executive session.

No action taken.

b. Personnel Matter

7:45 p.m. Motion made by N. Cote, seconded by J. Smith, to move to executive session to discuss a personnel matter under MRSA Title 1, §405(6)(A). (6 yes) So voted.

7:47 p.m. Council returned from executive session.

No action taken.

c. 60 Access Highway

7:47 p.m. Motion made by N. Cote, seconded by J. Smith, to move to executive session to discuss a real estate matter under MRSA Title 1, §405(6)(C). (6 yes) So voted.

8:00 p.m. Council returned executive session.

Motion made by J. Smith, seconded by N. Cote, to reduce the asking price for 60 Access Highway from \$200,000 to \$170,000. (6 yes) So voted.

Mayor Goughan informed the Council that he invited the local scout troop to attend the March 23rd meeting. The troop leader will run the start of the Council meeting and the troop chaplain will offer the invocation. Honorary certificates will be provided.

Council Agenda Item #14: Next Meeting(s): March 9th and 23rd

Council Agenda Item #15: Adjournment

Motion made by N. Cote, seconded by T. Ayer, to adjourn the meeting at 8:02 p.m. (6 yes) So voted.

Jayne R. Farrin, Secretary

CITIZEN BOARD APPLICATION FORM

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

Name: Leather Bartlett

Physical Address: 31 Crosby Ave Caribou, Me

Mailing Address: 31 Crosby Ave Caribou, Me

Phone Number: 207-325-4996 Home _____ Work _____

_____ Cell _____ Email _____

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

Education: High School / some college

Present Employer Name & Address: Care and Comfort

207-764-3071 Presque Isle, Me

Job Title: Personal Support Specialist

I am Interested in serving on the following committee:

Housing Board

Are you willing to serve on ANY committee if needed?

YES ☒ NO

Heather Bartlett

Signature of Applicant

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: New Police Station Stakeholder Group
DATE: March 3, 2020

DISCUSSION ITEM

The stakeholder group for the new police station met on Thursday, March 5 to discuss information provided by Artifex Architects. The stakeholder group currently consists of the following:

City Councilor Morrell – Chair of the Council Municipal Buildings Committee
City Councilor Ayer – Member of the Council Municipal Buildings Committee
City Councilor Kirkpatrick - Member of the Council Municipal Buildings Committee
City Manager Marker
Chief of Police, Mike Gahagan
Sergeant, Mark Gahagan
Chief Building Official, Penny Thompson
Bruce Hagelstein
Milo Haney
Freeman Cote

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: 2020 Revenue Projections
DATE: March 3, 2020

DISCUSSION ITEM

Attached are the revenue projections for 2020. The most significant changes within the departments are outlined below. Operation revenues are projected to be \$10,164,628 or 6.1% (\$583,512) above 2019 budgeted amounts. Enterprise accounts are estimated to be down 6% (-\$36,118) from 2019. Total projected revenues are \$10,730,736, which is a 5.4% (\$547,394) increase from 2019.

10 - General Government

- Revenue Sharing. 25% increase to state revenue sharing based on the state approved budget for 2020. This is estimated to bring \$142,000 more in revenue.
- Franchise Fees. Reduction of 17% (\$22,445) in cable TV franchise fees. This is based on the FCC rulings that permit cable companies to deduct city facility connections from required fees. The franchise agreement with Spectrum is still under renegotiation and some federal bills are being proposed that would reverse the FCC rulings. For current purposes, the estimate assumes the FCC ruling will remain in place.
- Property Taxes. It is assumed that property taxes will increase 0.6% due to a 4.7% increase requested from the County and increases from RSU 39.

12 - Nylander Museum

Rentals. In 2019 the City provided office space to be shared with the Aroostook Chamber of Commerce and the Center for the Advancement of Rural Living. These groups pay minimal rent while acting as volunteer staff for museum programs and increased hours.

17 - Health & Sanitation

In 2019, the city utilized \$170,000 of one-time funds to off-set general expenses. No one-time funds will be used in 2020.

22 - Tax Assessment

- Veterans Reimbursement. In 2019, the legislature increased the veterans' exemption amount. An 8.7% increase in reimbursement to cover those increases is anticipated.
- Homestead Reimbursement. In 2019, the legislature increased the homestead tax exemption from \$20,000 to \$25,000. This means a slight reduction in property tax revenue, but the state also increased the Homestead reimbursement rate to towns to make up the difference. Hence the 3.2% increase in homestead exemption reimbursements.

25 - Library

The library miscellaneous income remains the same for 2020 but a decrease in non-resident fees is reflected based on yearly trends. Overall a reduction of 8.3% or \$550 from last year.

31 - Fire and Ambulance Services

2019 was a major year for legislative action and operation analysis. This caused significant changes to reimbursement rates at the state level and participatory fees from outside communities.

- **Mainecare.** The 2019 legislature increased the Mainecare reimbursement rates to more closely mirror federal rates. Where the city was receiving 40% of the federal rate, new allowances bring the city closer to 60%. Based on payor mixes for 2019 this is estimated to generate another \$70,000 in revenue. Because the state increased the reimbursement rate, this means there will be less contractual allowance. For 2020, we assume the same allowance numbers as last year, simply because we will have more outside community calls due to services in Limestone.
- **Medicare.** There are no reimbursement changes anticipated with federal insurance, but an increase in medicare patients is expected with services in Limestone and Caswell. Because of the increased patients the revenues are slightly higher than 2019 with a similar contractual allowance amount.
- **Private Pay.** Revenues for private payers remains the same, but some additional contractual allowances are provided based on historic trends.
- **Self Pay.** The number of self-pay patients decreased in 2019 and an equivalent reduction in revenues is projected.
- **Outside Community EMS Contracts.** Contract amounts for standby EMS services were increased from \$11.50 per person to \$100 per person to help address department shortfalls. Lines 20-29 show those towns who have indicated they would continue with EMS services despite the price increase. Additionally, the town of Limestone and Caswell would be added to the service area. The new contracts represent a revenue change from \$46,000 in 2019 to over \$477,000 in 2020.
- **Ambulance Billing Services.** The ambulance billing department staffing was reduced and corresponding reduction in services to outside communities was initiated. Due to lag time in claims processing and notice timeframes for termination of the services, there will still be some revenue from Houlton, but at a significant reduction from 2019.
- **Outside Community Fire Contracts.** Contract amounts for standby Fire services were decreased based on the 2019 financial study. Lines 50-53 represent a decrease from \$128,000 in 2019 to \$53,000 in 2020.
(Note: Even with increased revenues from outside community contracts, the Fire and EMS department expenses are still not covered. The revenue difference from department operations and capital expenses is estimated to be around -\$760,000. This deficit results in a Caribou cost of \$99.81 per resident using the latest Census population estimate. This rate is slightly higher if proportionate city administration costs were also included in the calculation.)

35 - Police

The most significant change is in line 14, Salary Reimbursements. Caribou lost three patrol officers since January 1, 2020 and the towns that hired them are required to reimbursement part of our training costs associated with the lost officers. Caribou pays the fee to other agencies when we “steel” one of their officers.

39 – Emergency Management

No increase in revenues is anticipated. These are flat rates payed by outside communities for Caribou to act as the emergency operations center in the event of an extreme emergency.

40 – Public Works

No increase in revenues is anticipated. Funding for the Public Works department primarily comes through city general funds. The little revenue received comes through state highway programs to offset rural road maintenance costs. No change to the Connor snow plowing contract is currently anticipated.

50 – Recreation

The recreation revenues are projected to be \$2,000 less than 2019. The Rental income should be the same as 2019 yearend. Program fees have been increased slightly to help offset their costs.

51 – Parks

Park rentals are the primary source of income which are growing fewer. Revenues are projected to be down 55% or roughly \$1,200.

60 – Airport

Airport revenues assume the city will maintain all airport operations for the full calendar year.

- Hangar Rents. Rental revenues are based on the all T-hangars remaining occupied. We receive some rental fees for the communal main hangar, but such are not assured and therefore not included in the estimates.
- Fuel Sales. Airport fuel sales for 2019 exceeded \$27,000. It is assumed there will be similar activity this year. The state recommends a portion of all sales be reserved to help defray fuel tank replacement costs in the future, thus only \$25,000 is shown as revenue and the additional amounts would be placed in separate airport fuel tank reserves.

61 – Trailer Park

There is one less trailer in the park this year and thus a reduction in lot rent receipts by \$3,500.

70 – Insurance & Retirement

Occasionally the city receives a refund from workers compensation depending on usage and city wages. Because this is an unknown, no revenues are currently anticipated.

Enterprise Accounts

11 – Economic Development

TIF Funds are estimated to drop by 11% in 2020 from the 2019 budgeted amounts, but this still represents an increase of \$38K from 2019 unaudited year end amounts. The new Dunkin Donuts and houses built in 2019 will help increase the TIF funds received.

24 – Housing

Administration revenues will likely be the same in 2020 at \$70,000. Some major equipment purchases are anticipated in 2020 so the expense reimbursement amount is increased by \$2,000 but is still less than the \$26,160 at the end of 2019.

52 - Snowmobile Trails

These funds come from the state in the form of a grant. Indications from the state are that these funds may be increased, but without knowing for sure, only a slight increase is projected at 0.8%.

96 – FSS

The FSS grant was awarded earlier this year and was for 13.1% more than 2019.

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2020 Revenue Projections Budget

	Fund	2018			2019			2020	
		3 yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget	Estimate	Change from 2019 Budget
Department GENERAL FUNDS 10 General Government	01 - TAX LIEN COSTS COLLECTED	\$ 18,805	\$ 20,305	1.5%	\$ 19,500	\$ 18,073	-7.3%	\$ 18,000	-7.7%
	02 - DELINQ. TAX INTEREST	\$ 66,300	\$ 67,547	10.7%	\$ 62,500	\$ 68,678	9.9%	\$ 65,000	4.0%
	03 - SUPPLEMENTAL TAX	\$ 364	\$ -	-100.0%	\$ 1,000	\$ -	-100.0%	\$ -	-100.0%
	04 - PYMTS IN LIEU OF TAX	\$ 59,074	\$ 57,581	1.0%	\$ 58,000	\$ 61,663	6.3%	\$ 58,000	0.0%
	05 - CITY OWNED PROPERTY	\$ 36,086	\$ 9,801	-72.0%	\$ 30,000	\$ 49,314	64.4%	\$ 30,000	0.0%
	06 - EXCISE TAX	\$ 1,511,166	\$ 1,508,753	4.4%	\$ 1,475,000	\$ 1,544,857	4.7%	\$ 1,525,000	3.4%
	07 - BOAT EXCISE TAX	\$ 4,339	\$ 4,177	-2.9%	\$ 4,100	\$ 4,465	8.9%	\$ 4,200	2.4%
	08 - BOAT REG FEE (LOCAL)	\$ 408	\$ 423	20.9%	\$ 400	\$ 415	3.8%	\$ 400	0.0%
	09 - SNOWMOBILE REGISTRATION	\$ 649	\$ 708	18.0%	\$ 625	\$ 602	-3.7%	\$ 600	-4.0%
	10 - ATV REGISTRATION LOCAL FEE	\$ 827	\$ 817	-6.6%	\$ 800	\$ 778	-2.8%	\$ 750	-6.3%
	11 - Aircraft Excise	\$ 835	\$ 370	-74.8%	\$ 370	\$ 662	79.0%	\$ 600	62.2%
	12 - Travel Reimbursement	\$ 981	\$ 2,031	#DIV/0!	\$ 1,200	\$ 651	-45.8%	\$ 350	-70.8%
	15 - MISC. LICENSES	\$ 2,288	\$ 2,239	11.9%	\$ 2,200	\$ 2,406	9.3%	\$ 2,200	0.0%
	16 - VEHICLE REGISTRATION	\$ 15,641	\$ 15,211	-1.9%	\$ 15,000	\$ 16,168	7.8%	\$ 15,500	3.3%
	17 - 60 ACCESS HIGHWAY	\$ -	\$ -	-100.0%	\$ -	\$ -	0.0%		0.0%
	18 - STATE REVENUE SHARING	\$ 643,733	\$ 585,535	4.3%	\$ 740,000	\$ 782,679	5.8%	\$ 925,000	25.0%
	19 - CONNOR EXCISE FEE	\$ 1,803	\$ 1,778	-11.1%	\$ 1,750	\$ 1,677	-4.2%	\$ 1,700	-2.9%
	21 - BIRTH RECORDS	\$ 7,955	\$ 7,945	13.5%	\$ 7,250	\$ 8,292	14.4%	\$ 8,000	10.3%
	22 - DEATH RECORDS	\$ 6,676	\$ 5,457	-9.1%	\$ 4,800	\$ 7,842	63.4%	\$ 6,000	25.0%
	23 - MARRIAGE RECORDS	\$ 3,238	\$ 3,243	-7.4%	\$ 3,150	\$ 3,025	-4.0%	\$ 2,750	-12.7%
	25 - DOG LICENSES	\$ 3,344	\$ 1,411	-78.3%	\$ 1,800	\$ 1,169	-35.1%	\$ 1,150	-36.1%
	26 - FISHING LICENSES	\$ 463	\$ 486	-2.8%	\$ 450	\$ 426	-5.3%	\$ 425	-5.6%
	28 - CABLE TV FRANCHISE	\$ 100,206	\$ 100,349	14.0%	\$ 103,500	\$ 107,225	3.6%	\$ 85,780	-17.1%
	29 - MISC. INTEREST	\$ 39,025	\$ 43,352	140.8%	\$ 30,000	\$ 44,109	47.0%	\$ 42,000	40.0%
	30 - MISC. INCOME	\$ 4,776	\$ 4,296	7.4%	\$ 4,250	\$ 5,347	25.8%	\$ 4,500	5.9%
	32 - PROPERTY TAXES	\$ 4,015,878	\$ 4,054,884	0.0%	\$ 4,027,637	\$ 4,027,637	0.0%	\$ 4,050,606	0.6%
	34 - PROPERTY TAX OVERLAY	\$ 70,440	\$ 77,008	0.0%	\$ 54,306	\$ 54,306	0.0%		-100.0%
	40 - HOUSING P/Y RECONCILIATION	\$ 4,595	\$ 10,589	0.0%	\$ 3,500	\$ 3,197	-8.6%	\$ 3,500	0.0%
	42 - CDC LOAN IRP INTEREST	\$ 1,441	\$ 1,445	0.0%	\$ 1,400	\$ 1,320	-5.7%	\$ 1,200	-14.3%
	43 - DISPOSAL OF SURPLUS	\$ 1,667	\$ 5,000	0.0%	\$ 1,200	\$ -	-100.0%	\$ 600	-50.0%
	44 - RSU Payment	\$ 47,392	\$ 142,175	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
	47 - HUNTING LICENSES	\$ 670	\$ 670	-4.3%	\$ 625	\$ 604	-3.4%	\$ 550	-12.0%
	51 - Contracted Fees Elections	\$ 4,287	\$ 5,023	112.8%	\$ 2,360	\$ 2,898	22.8%	\$ 4,000	69.5%
	52 - Investment Interest	\$ 90,846	\$ 89,932	-1.2%	\$ 91,000	\$ 90,901	-0.1%	\$ 90,000	-1.1%
	Totals	\$ 6,766,196	\$ 6,830,540	1.5%	\$ 6,749,673	\$ 6,911,383	2.4%	\$ 6,948,361	2.9%

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2020 Revenue Projections Budget

Department	Fund	2018			2019			2020	
		3 yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget	Estimate	Change from 2019 Budget
12 Nylander Museum	01 - Nylander Museum	\$ 918	\$ -	0.0%	\$ -	\$ 918		\$ 1,500	66.7%
	03 - Nylander Museum Rentals	\$ 1,350			\$ 900	\$ 1,350		\$ 1,500	66.7%
	Totals	\$ 2,268	\$ -	0.0%	\$ 900	\$ 2,268	0.0%	\$ -	-100.0%
17 Health & Sanitation	01 - Tri-Community Dividends	\$ 143,616	\$ 260,848	0.0%	\$ 170,000	\$ 170,000	0.0%	\$ -	-100.0%
	Totals	\$ 143,616	\$ 260,848	0.0%	\$ 170,000	\$ 170,000	0.0%	\$ -	-100.0%
18 Municipal Buildings	01 EOC Rentals	\$ 4,000	\$ 4,000	0.0%	\$ 4,000	\$ 4,000	0.0%	\$ 4,000	0.0%
	Totals	\$ 4,450	\$ 4,000	0.0%	\$ 4,000	\$ 4,000	0.0%	\$ 4,000	0.0%
20 General Assistance	01 - Connor Administration Fees	\$ 4,800	\$ 4,800	0.0%	\$ 4,800	\$ 4,800	0.0%	\$ 4,800	0.0%
	02 - State Reimbursement	\$ 17,774	\$ 16,443	-21.3%	\$ 20,500	\$ 15,960	-22.1%	\$ 15,500	-24.4%
	Totals	\$ 22,574	\$ 21,243	-17.3%	\$ 25,300	\$ 20,760	-17.9%	\$ 20,300	-19.8%
22 Tax Assessment	01 - TREE GROWTH REIMBURSEMENT	\$ 3,557	\$ 3,569	11.5%	\$ 3,450	\$ 3,816	10.6%	\$ 3,450	0.0%
	02 - VETERANS EXEMPTION REIMB	\$ 12,736	\$ 14,040	27.6%	\$ 11,500	\$ 13,647	18.7%	\$ 12,500	8.7%
	04 - HOMESTEAD EXEMPTION REIMB	\$ 575,922	\$ 612,221	0.0%	\$ 631,497	\$ 631,497	0.0%	\$ 651,500	3.2%
	05 - BETE REIMBURSEMENT	\$ 110,689	\$ 101,451	0.1%	\$ 131,159	\$ 131,323	0.1%	\$ 125,000	-4.7%
	06 - Printing Fees	\$ 535	\$ 133	-86.7%	\$ 250	\$ 422	68.9%	\$ 50	-80.0%
	Totals	\$ 703,439	\$ 731,414	0.4%	\$ 777,856	\$ 780,705	0.4%	\$ 792,500	1.9%
23 Code Enforcement	01 - ELECTRICAL PERMITS	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	02 - BUILDING PERMITS LOCAL FEE	\$ 2,763	\$ 2,350	2.2%	\$ 2,000	\$ 3,340	67.0%	\$ 2,000	0.0%
	03 - PLUMBING PERMITS LOCAL FEE	\$ 4,196	\$ 2,621	-12.6%	\$ 3,000	\$ 6,760	125.3%	\$ 3,000	0.0%
	07 - SITE DESIGN REVIEW APP FEES	\$ 720	\$ 720	-10.0%	\$ 600	\$ 540	-10.0%	\$ 550	-8.3%
	10 - DEMO PERMIT FEES	\$ 8		#DIV/0!	\$ -	\$ 25	#DIV/0!	\$ 300	#DIV/0!
	11 - SIGN PERMITS	\$ 650	\$ 800	166.7%	\$ 400	\$ 500	25.0%	\$ 300	-25.0%
	12 - SUBDIVISION REVIEW	\$ 60	\$ -	-100.0%	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	13 - MISCELLANEOUS INCOME	\$ -		#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	14 - Heating Permits	\$ -		#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 8,730	\$ 6,491	-0.9%	\$ 6,000	\$ 11,165	86.1%	\$ 6,150	2.5%
25 Library	01 Miscellaneous Income	\$ 4,778	\$ 4,818	7.1%	\$ 4,600	\$ 4,750	3.3%	\$ 4,600	0.0%
	02 Non-Resident Fees	\$ 2,075	\$ 2,491	66.1%	\$ 2,050	\$ 1,677	-18.2%	\$ 1,500	-26.8%
	03 Passport Services	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 6,853	\$ 7,308	21.8%	\$ 6,650	\$ 6,428	-3.3%	\$ 6,100	-8.3%

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2020 Revenue Projections Budget

Department	Fund	2018			2019			2020	
		3 yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget	Estimate	Change from 2019 Budg
31 Fire & Ambulance	01 - MAINECARE	\$ 359,255	\$ 350,114	-14.3%	\$ 360,000	\$ 327,524	-9.0%	\$ 430,000	19.4%
	03 - MaineCare Contractual Allowance	\$ (187,566)	\$ (171,746)	40.7%	\$ (174,000)	\$ (219,213)	26.0%	\$ (174,000)	0.0%
	04 - MEDICARE	\$ 679,722	\$ 617,383	-17.3%	\$ 660,000	\$ 762,450	15.5%	\$ 800,000	21.2%
	06 - MediCare Contractual Allowance	\$ (258,116)	\$ (248,334)	38.4%	\$ (260,460)	\$ (219,350)	-15.8%	\$ (250,000)	-4.0%
	07 - PRIVATE INSURANCE	\$ 428,681	\$ 430,070	1.1%	\$ 415,000	\$ 422,015	1.7%	\$ 415,000	0.0%
	09 - Contractual Allowance - Private	\$ (16,200)	\$ (15,932)	54.8%	\$ (13,500)	\$ (20,434)	51.4%	\$ (18,000)	33.3%
	10 - SELF PAY	\$ 210,257	\$ 253,957	58.5%	\$ 220,000	\$ 169,200	-23.1%	\$ 175,000	-20.5%
	12 - Dis Contract - Self Pay	\$ (1,578)	\$ (592)	-237.7%	\$ (2,000)	\$ (482)	-75.9%	\$ (2,000)	0.0%
	15 - Contractual Allow - VA	\$ (5,833)	\$ (7,323)	52.2%	\$ (7,200)	\$ (3,209)	-55.4%	\$ (6,000)	-16.7%
	16 - Contractual Allow - Other	\$ (60)	\$ -	#DIV/0!	\$ (500)	\$ -	-100.0%	\$ (500)	0.0%
	20 - WASHBURN PER CAPITA FEE	\$ 3,233			\$ 9,700	\$ 9,700	0.0%	\$ -	-100.0%
	21 - WOODLAND PER CAPITA FEE	\$ 13,950	\$ 13,950	0.0%	\$ 13,950	\$ 13,950	0.0%	\$ 103,100	639.1%
	22 - NEW SWEDEN PER CAPITA FEE	\$ 6,923	\$ 6,923	0.0%	\$ 6,923	\$ 6,923	0.0%	\$ 59,300	756.6%
	23 - WESTMANLAND PER CAPITA FEE	\$ 713	\$ 713	0.0%	\$ 713	\$ 713	0.0%	\$ 7,900	1008.0%
	24 - STOCKHOLM PER CAPITA FEE	\$ 2,909	\$ 2,909	0.0%	\$ 2,909	\$ 2,909	0.0%	\$ 24,600	745.7%
	25 - CONNOR PER CAPITA FEE	\$ 5,244	\$ 5,244	0.0%	\$ 5,244	\$ 5,244	0.0%	\$ 41,500	691.4%
	26 - PERHAM PER CAPITA FEE	\$ 4,439	\$ 4,439	0.0%	\$ 4,439	\$ 4,439	0.0%		-100.0%
	27 - MADAWASKA LAKE PER CAPITA	\$ 1,265	\$ 1,265	0.0%	\$ 1,265	\$ 1,265	0.0%	\$ 14,200	1022.5%
	29 - WADE PER CAPITA FEE	\$ 514			\$ 1,541	\$ 1,541	0.0%	\$ -	-100.0%
	XX - CASWELL PER CAPITA FEE	\$ -						\$ 24,100	#DIV/0!
	XX - LIMESTONE PER CAPITA FEE	\$ -						\$ 203,000	#DIV/0!
	35 - MISC. INTEREST	\$ 400	\$ 324	224.1%	\$ 300	\$ 4	-98.6%	\$ 150	-50.0%
	36 - RECOVERY OF BAD DEBT	\$ 2,676	\$ 5,779	15.6%	\$ 2,500	\$ 1,736	-30.5%	\$ 2,500	0.0%
	37 - Ambulance Insurance Reports	\$ 213	\$ 190	-5.0%	\$ 190	\$ 189	-0.7%	\$ 200	5.3%
	40 - AMB BILLING HOULTON	\$ 41,856	\$ 39,111	-0.7%	\$ 40,000	\$ 42,805	7.0%	\$ 10,000	-75.0%
	41 - AMB BILLING CALAIS	\$ 28,592	\$ 24,327	-14.3%	\$ 27,500	\$ 29,112	5.9%	\$ 28,332	3.0%
	43 - AMB BILLING ISLAND FALLS	\$ 1,795	\$ 2,234	6.4%	\$ 2,000	\$ 1,553	-22.4%	\$ 500	-75.0%
	44 - AMB BILLING PATTEN	\$ 9,892	\$ 12,552	56.9%	\$ 9,000	\$ 9,002	0.0%	\$ 10,336	14.8%
	50 - FIRE PROTECTION CONNOR	\$ 28,593	\$ 28,508	0.0%	\$ 29,078	\$ 29,078	0.0%	\$ 10,375	-64.3%
	51 - FIRE PROTECTION NEW SWEDEN	\$ 34,881	\$ 34,764	0.0%	\$ 35,459	\$ 35,459	0.0%	\$ 14,825	-58.2%
	52 - FIRE PROTECTION WESTMANLAND	\$ -		#DIV/0!	\$ -	\$ -	#DIV/0!	\$ 1,975	#DIV/0!
	53 - FIRE PROTECTION WOODLAND	\$ 63,251	\$ 63,041	0.0%	\$ 64,302	\$ 64,301	0.0%	\$ 25,775	-59.9%
	60 - Fire Insurance Reports	\$ 137	\$ 114	#DIV/0!	\$ 150	\$ 60	-60.0%	\$ 125	-16.7%
	62 - Fire Permits	\$ 5,196	\$ 4,792	-7.8%	\$ 5,000	\$ 5,068	1.4%	\$ 5,000	0.0%
	63 - Misc Income	\$ 333	\$ 1,000		\$ -	\$ -	#DIV/0!	\$ 1,000	#DIV/0!
	Totals	\$ 1,600,969	\$ 1,459,777	-15.2%	\$ 1,459,503	\$ 1,483,554	1.6%	\$ 1,958,293	34.2%

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2020 Revenue Projections Budget

Department	2018				2019		2020		
	Fund	3 Yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget	Estimate	Change from 2019 Budget
35 Police	01 - MISC. FEES INSURANCE REPORT	\$ 1,422	\$ 1,234	-17.7%	\$ 1,300	\$ 1,354	4.2%	\$ 1,300	0.0%
	02 - POLICE DISPATCHING	\$ 1,778	\$ 2,000	100.0%	\$ 1,300	\$ 2,000	53.8%	\$ 2,000	53.8%
	03 - FINGERPRINTING FEES	\$ 59	\$ 60	20.0%	\$ 50	\$ 66	32.0%	\$ 60	20.0%
	04 - CONCEALED WEAPON PERMITS	\$ 455	\$ 580	54.7%	\$ 460	\$ 325	-29.3%	\$ 400	-13.0%
	05 - COPS GRANT REIMBURSEMENT	\$ 158	\$ 475	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	06 - Prisoner Boarding Reimbursement	\$ 9,419	\$ 8,424	-19.8%	\$ 9,000	\$ 9,512	5.7%	\$ 9,000	0.0%
	07 - Dog Violation	\$ 597	\$ 575	15.0%	\$ 600	\$ 451	-24.8%	\$ 500	-16.7%
	08 - Prisoner Meals	\$ 4,280	\$ 3,136	-34.0%	\$ 4,500	\$ 3,568	-20.7%	\$ 3,500	-22.2%
	09 - Court Reimbursement	\$ 1,798	\$ 1,502	-24.9%	\$ 1,600	\$ 2,103	31.4%	\$ 1,600	0.0%
	10 - Lamination Fees	\$ 248	\$ 290	45.0%	\$ 200	\$ 210	5.0%	\$ 200	0.0%
	11 - Misc Fees	\$ 508	\$ 855	71.0%	\$ 500	\$ 233	-53.4%	\$ 350	-30.0%
	12 - False Alarm Fees	\$ -			\$ -	\$ -	#DIV/0!	\$ 500	#DIV/0!
	13 - Fines	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	14 - Salary Reimbursement	\$ 29,548	\$ 26,921	22.4%	\$ 23,000	\$ 27,207	18.3%	\$ 50,000	117.4%
	15 - Contract Inc	\$ 1,150	\$ -	-100.0%	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	16 - School Resource Officer	\$ 30,825	\$ 17,260	#DIV/0!	\$ 69,460	\$ 75,215	8.3%	\$ 75,000	8.0%
Totals		\$ 82,246	\$ 63,312	36.5%	\$ 111,970	\$ 122,244	9.2%	\$ 144,410	29.0%
39 Emergency Management	01 - Fees Woodland	\$ 200	\$ 200	0.0%	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	02 - Fees New Sweden	\$ 200	\$ 200	0.0%	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	03 - Fees Westmandland	\$ 200	\$ 200	0.0%	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	04 - Fees Perham	\$ 200	\$ 200	0.0%	\$ 200	\$ 200	0.0%	\$ 200	0.0%
	05 - State EOC Reimbursement	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	06 - Tower Rent	\$ 1,800	\$ 1,800	0.0%	\$ 1,800	\$ 1,800	0.0%	\$ 1,800	0.0%
Totals		\$ 2,600	\$ 2,600	0.0%	\$ 2,600	\$ 2,600	0.0%	\$ 2,600	0.0%
40 Public Works	01 - URIP/LRAP	\$ 141,656	\$ 139,552	-1.7%	\$ 143,000	\$ 143,156	0.1%	\$ 143,000	0.0%
	03 - Salary Reimbursement	\$ 180	\$ 521	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	04 - Equipment Rental	\$ 92	\$ 276	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	05 - FEMA Reimbursement	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	06 - Brush Removal Permit Fees	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	07 - Connor Contract	\$ 59,736	\$ 59,724	0.8%	\$ 60,415	\$ 61,217	1.3%	\$ 60,415	0.0%
	08 - Presque Isle Contract	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	09 - School Dept Snow Plowing	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	30 - Misc Income	\$ -			\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	Totals		\$ 201,664	\$ 200,073	-0.6%	\$ 203,415	\$ 204,373	0.5%	\$ 203,415

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2020 Revenue Projections Budget

Department	Fund	2018			2019			2020	Change from 2019 Budget
		3 yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget		
50 Recreation	01 Rental Income	\$ 13,505	\$ 15,396	23.2%	\$ 13,000	\$ 10,586	-18.6%	\$ 11,000	-15.4%
	02 Program Fees	\$ 8,497	\$ 10,174	13.0%	\$ 10,000	\$ 7,120	-28.8%	\$ 10,000	0.0%
	03 Special Events	\$ 685	\$ -	-100.0%	\$ 1,000	\$ 685	-31.5%	\$ 1,000	0.0%
	04 Swimming Pool Fees	\$ -	\$ -		\$ -	\$ -	#DIV/0!		#DIV/0!
	05 Rec Program Fees	\$ -	\$ -		\$ -	\$ -	#DIV/0!		#DIV/0!
	Totals	\$ 22,687	\$ 25,570	11.2%	\$ 24,000	\$ 18,391	-23.4%	\$ 22,000	-8.3%
51 Parks	01 Miscellaneous Income	\$ 719	\$ 556	-44.5%	\$ 750	\$ 112	-85.0%	\$ 500	-33.3%
	02 Rental Income	\$ 1,023	\$ -	-100.0%	\$ 1,500	\$ 1,500	0.0%	\$ 500	-66.7%
	Totals	\$ 1,742	\$ 556	-81.5%	\$ 2,250	\$ 1,612	-28.3%	\$ 1,000	-55.6%
60 Airport	02 - AIRPORT RENT	\$ 10,210	\$ 1,858	-79.4%	\$ 11,000	\$ 28,633	160.3%	\$ 16,000	45.5%
	03 - FUEL REVENUE	\$ 22,991	\$ 18,896	529.9%	\$ 8,000	\$ 27,085	238.6%	\$ 25,000	212.5%
	Totals	\$ 25,537	\$ 20,755	73.0%	\$ 19,000	\$ 55,719	193.3%	\$ 41,000	115.8%
61 Trailer Park	01 - Lot Rent Receipts	\$ 17,494	\$ 18,621	9.5%	\$ 18,000	\$ 14,625	-18.8%	\$ 14,500	-19.4%
	02 - Year End Close	\$ (585)	\$ (1,621)			\$ 3,375	#DIV/0!		#DIV/0!
	Totals	\$ 16,909	\$ 17,000	0.0%	\$ 18,000	\$ 18,000	0.0%	\$ 14,500	-19.4%
70 Insurance & Retirement	01 - MMA WORKERS COMP REFUND	\$ 2,042	\$ 6,127	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	04 - HRA Credit	\$ -	\$ -		\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	Totals	\$ 2,042	\$ 6,127	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
	Sub-Total	\$ 9,612,561	\$ 9,657,612	-1.3%	\$ 9,581,117	\$ 9,812,752	2.42%	\$ 10,164,628	6.1%

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2020 Revenue Projections Budget

		2018			2019		2020		
		3 yr Avg (2017-19)	Year End	% of Budget	Budget	Unaudited Year-End	% Diff from Budget	Estimate	Change from 2019 Budget
Department ENTERPRISE FUNDS	Fund								
	11 Economic Development								
	01 - TIF Dollars Received	\$ 364,204	\$ 342,788		\$ 417,688	\$ 334,754	-19.9%	\$ 372,561	-10.8%
	02 - Comm Project - New Events	\$ 1,381	\$ 1,381			-	#DIV/0!		#DIV/0!
	Interest	\$ 1,250			\$ -	-	#DIV/0!		#DIV/0!
	Totals	\$ 351,248	\$ 344,169	93.4%	\$ 417,688	\$ 334,754	-19.9%	\$ 372,561	-10.8%
24 Housing	01 - Section 8 Administration	\$ 84,523	\$ 70,000		\$ 70,000	\$ 70,000	0.0%	\$ 70,000	0.0%
	02 - Expense Reimbursement	\$ 16,619	\$ 23,696		\$ 20,000	\$ 26,160	30.8%	\$ 22,000	10.0%
	Totals	\$ 101,142	\$ 93,696	104.8%	\$ 90,000	\$ 96,160	6.8%	\$ 92,000	2.2%
52 Snowmobile Trails	01 - Miscellaneous Income	\$ 5,217	\$ 5,550		\$ 4,500	\$ 5,600	24.4%	\$ 5,000	11.1%
	02 - State Grant	\$ 38,961	\$ 39,000		\$ 39,000	\$ 39,000	0.0%	\$ 39,000	0.0%
	03 - Snow Sled Reg (State)	\$ 140	\$ 30		\$ 250	\$ 360	44.0%	\$ 100	-60.0%
	04 - Year End Close	\$ -				-	#DIV/0!		#DIV/0!
	Totals	\$ 44,318	\$ 44,580	99.1%	\$ 43,750	\$ 44,960	2.8%	\$ 44,100	0.8%
96 FSS Revenues	01-FSS Reimbursement	\$ 50,101	\$ 50,787		\$ 50,787	\$ 50,787	0.0%	\$ 57,446	13.1%
	02 - From/To Reserve	\$ -				-	#DIV/0!		#DIV/0!
	Totals	\$ 50,101	\$ 50,787	100.0%	\$ 50,787	\$ 50,787	0.0%	\$ 57,446	13.1%
Sub-Total		\$ 546,809	\$ 533,232	96.3%	\$ 602,225	\$ 526,661	-12.5%	\$ 566,107	-6.0%
TOTAL ALL FUNDS		\$ 10,159,370	\$ 10,190,844	98.5%	\$ 10,183,342	\$ 10,339,413	1.5%	\$ 10,730,736	5.4%

PURCHASING POLICIES & PROCEDURES

A. General Policies –

1. Employees shall comply with all applicable federal laws and regulations, state laws, and city ordinances and resolutions regarding the purchasing of goods.
2. All purchases of goods to be made by or on behalf of the city shall be made only by a department head or such other person as may be authorized by a purchase order.
3. All purchases are to be made on city approved business accounts or with city issued credit or business cards. No credit accounts may be established except by authorization of the City Manager and City Finance Director. Credit cards are to be used in accordance with the city's credit card policy.

B. Procurement Thresholds - The following purchasing policy thresholds and related procurement practices are intended to facilitate daily operations while providing greater integrity and transparency in the use of public funds. The thresholds are based on total invoice or purchase amounts and not on individual items.

- I. Purchases of Less than \$1,000. Purchases less than \$1,000 made by authorized individuals within their departments do not require a purchase order. The City Manager or his/her designee may, at his or her discretion, require approval of all purchases by an individual employee or department of less than \$1,000 if in his or her discretion there is concern regarding proper and prudent spending of public monies.
- II. Purchases of \$1,000 to \$3,000. Purchases of \$1,000 to \$3,000 require a purchase order, properly completed and identified with the appropriate expense line coding, signed and approved by the head of the department for which the funds are being drawn and must include a descriptive note as to which project, property, equipment, function, or purpose for the purchase request.
- III. Purchases from \$3,000 to \$25,000. In addition to standards above, purchases between \$3,000 and \$25,000 require obtaining and documenting at least three quotes for the good or service, which must be approved by the Manager, or his/her designee in advance of the purchase. Supporting signatures may include the Manager, the Functional Area Director over the department for which the funds are being drawn, and the head of the department for which the funds are being drawn. All quotes must be maintained in accordance with state record retention guidelines. New equipment must have been previously approved with the capital purchases plan or receive Council authorization prior to purchase.
- IV. Purchases from \$25,000 to \$100,000. Purchases from \$25,000 to \$100,000 require obtaining at least three written bids for the good or service and a purchase order with information as noted previously in this section. Obtaining the written bids shall be done as outlined in section B below. Supporting

signatures may include the city manager, the Functional Area Director over the department for which the funds are being drawn, and the head of the department for which the funds are being drawn. New equipment must have been previously approved with the capital purchases plan or receive Council authorization prior to purchase.

- V. Purchases Over \$100,000. Purchases or one-time contractual obligations of more than \$100,000 require City Council approval or prior authorization. Prior authorization shall include Council approved and on-going, sole-provider contracts such as for fuel deliveries. Purchases in this category must complete notice requirements under threshold IV.
- C. Waiver of Requirements: On a case-by-case basis, the City Council may waive any of the foregoing threshold requirements upon recommendation of the Manager and its determination that said waiver is in the best interests of the city.
- D. Emergency Purchases: Each department supervisor shall be allowed to purchase emergency supplies for the following situations:
- Any unanticipated problem which could cause equipment downtime.
 - Broken service lines.
 - Traffic obstructions.
 - Major crimes.
 - Auctions; persons as only designated by the Manager may purchase at auctions, including on-line clearing houses or government surplus venues, but must obtain manager approval before bidding on any specific items.
 - Fuel and oil purchases.
 - Health and public safety emergencies.
- E. Bidding Requirements -
1. Informal Bids: Prior to any purchase of goods in an amount greater than \$3,000 and less than \$25,000, at least 3 informal bids must be obtained and submitted to and approved by the City Manager.
 2. Notification Of Intent To Purchase: Prior to any purchase of goods in an amount of \$25,000 or more, the City shall advertise in a newspaper of general circulation in such a format notifying sellers and providers of the city's intent to purchase a specific item or service. Said notice shall be run twice, once a week, for two (2) consecutive weeks, with a specific closing date identified, which date is at least five (5) days after the last publication date. In addition, notice shall be published on the city's website for the duration of the bid period.
 3. Formal Bids Submitted: Prior to any purchase of goods in excess of \$50,000, a Notification of Intent to Purchase shall be provided and at least three (3) formal sealed bids must be obtained and submitted to the City.
 4. City Not Limited: Nothing herein limits the city from rejecting any and all bids, nor requires the city to accept the lowest bid. Bids may be rejected for lack of

information, documented past performance issues, or failure to comply with bidding instructions.

5. The city may utilize a vendor located in Caribou even though they are not the low bidder on a project, so long as their bid is not more than 2% above an apparent low bid and all service elements are equal to or better than the low bidder.
- F. Violation. Any violation the provisions of this section may result in disciplinary action, up to or including termination of employment.

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City of Caribou

Credit Card Policy

The primary advantages of establishing a Credit Card Program are the various ways that the City and the Departments utilizing the program can establish limits and restrictions on individual purposes. Prompt payment to vendors enhances the City's relationship with suppliers.

The success of the City of Caribou Credit Card Program relies on the cooperation and professionalism of all personnel associated with this initiative. The cardholder is the most important participant and is the key element in making this program successful.

PURPOSE

To establish those procedures under which departments will control the use of Credit Cards assigned to and utilized by City employees for materials and services. These procedures are intended to accomplish the following:

1. To ensure that the procurement with Credit Cards is accomplished in accordance with the policy and procedures.
2. To enhance productivity, significantly reduce paperwork, improve controls, and reduce overall costs with purchases.
3. To ensure appropriate internal controls are established within each departments procuring with Credit Cards so that they are used only for authorized purposes.
4. To ensure that the City bears no legal liability from inappropriate use of credit cards.

SCOPE

The City Manager, along with the Finance Director, will make all decisions regarding the issuing of individual cards and the establishment of any and all additional control for their use.

USE OF CREDIT CARD

THE CREDIT CARD IS TO BE USED FOR CITY PURCHASES ONLY. CASH ADVANCES THROUGH BANK TELLERS OR AUTOMATED TELLER MACHINES ARE PROHIBITED.

The Credit Card will not be used for personal purchases of any kind. Use of the Credit Card for personal purchases or expenses with the intention of reimbursing the City is prohibited and will result in immediate suspension without pay during the investigation process. Immediate termination will follow if investigation finds the employee at fault.

Each Credit Card shall only be used by those in each department. Cardholders are responsible for the security of their Credit Card. All precautions shall be used to maintain confidentiality of the Cardholder's account number and expiration date of the Credit Card.

When using the Credit Card, the Cardholder should:

1. Ensure that the goods or services to be purchases are budgeted and allowable or authorized by the City Manager.
2. Determine if the intended purpose is with the Cardholder's Credit Card limits.
3. Tell the supplier/merchant that the purchase will be made using the Credit Card issued by the Credit Card Issuer through the City of Caribou.

4. Inform the merchant that the purchase is tax exempt. The tax exempt number is E80505. Review the receipt before leaving the store and request a credit if taxes were charged in error.
5. The Cardholder is responsible for managing any returns or exchanges and ensuring that proper credit is received for returned merchandise.

DOCUMENTATION, RECONCILIATION, AND PAYMENT PROCEDURES

It is important to the success of the Credit Card Program that Cardholders adhere to the following procedures. Failure to keep adequate receipts or frequent abuse of these provisions/procedures will result in cancellation of the Cardholder's Credit Card and other disciplinary action.

1. Documentation – Any time a purchase is made using the Credit Card, the Cardholder is to obtain a customer copy of the receipt, which will become the accountable document.
2. Missing Documentation – If the card holder does not have a receipt or documentation to submit with the purchase order, a reconciliation statement that includes a description of the item, date of purchase, merchant's name, and an explanation for the missing support documents must be submitted to the Finance Director. Frequent instances of missing documentation will cause a Cardholder's Credit Card use privilege to be revoked.
3. Receipt & Invoice Procedures – Receipts and/or invoices must be submitted to the Finance Department with the purpose of the purchase, the account number to be charged, and the department head signature on them.
4. Cardholder will ensure that statements are given to the Finance Department for timely payment to ensure no interest accrues on the account.

RETURNED ITEMS

If items purchased with the credit card are found defective or the repair or services faulty, the Cardholder has the responsibility to return the items to the merchant for replacement or credit. **CASH REFUNDS WILL NOT BE PERMITTED.**

LOST OR STOLEN CREDIT CARDS

It is the responsibility of the Cardholder to immediately notify the Finance Director of a lost or stolen Credit Card.

Failure to promptly notify the issuing bank of the theft or loss of the Credit Card could make the City responsible for any fraudulent use of the card and result in loss of privileges for the Cardholder.

TERMINATION OR TRANSFER

Upon termination of employment for any reason, a Cardholder must relinquish their credit card at the time of separation from the City. The Finance Director will notify the Credit Card issuer and the Cardholder's card will be immediately deactivated. A Cardholder who fraudulently uses the Credit Card after separation from the City will be subject to legal action.

I have read and understand the Credit Card Policy for the City of Caribou.

Employee Signature

Date

Witness Signature

Date

ADMINISTRATIVE REGULATION

AGREEMENT TO ACCEPT CITY CREDIT CARD

I, hereby acknowledge receipt of a City of Caribou Credit Card, number _____.

As a cardholder, I agree to comply with the terms and conditions of this Agreement and the applicable provisions of the City of Caribou's Credit Card Policy, as may subsequently be revised. I acknowledge receipt of such and I have read and understand the terms and conditions. I understand the City of Caribou is liable to the financial institution for all the charges made by me.

As the holder of this credit card, I agree to accept responsibility for the protection and proper use of this card as outlined in the policy. I understand that I am responsible for retaining all receipts for processing to the Finance Department and that failure to provide receipts may result in revocation of credit card use. I understand that I CAN NOT use the credit card for personal use even if the intent is to reimburse the City.

I further understand that improper use of this credit card may result in disciplinary action, up to and including TERMINATION of employment. I also agree to allow the City of Caribou to collect any amounts owed by me even if I am no longer employed by the City. If the City initiates legal proceedings to recover amounts owed by me under this agreement, I agree to pay all legal fees incurred by the City in such proceedings.

I understand the City may terminate my rights to use this card at any time for any reason. I agree to return the credit card to the City of Caribou immediately upon request or upon termination of employment.

Cardholder

Date

City Manager

Date

Finance Director

Date

Charter Revision Options

Based on M.R.S. Title 30-A Part 2

Can be Initiated By		Requirements						Effective Date		
Council	Citizens	Council Public Hearing	Committee	Circulation	Clerk Certification	Vote to Create A Commission	Charter Commission (§2103)		Legal Opinion	Citizen Vote on Change (§2105)
Charter Adoption (§2102)							Yes, 6 Members Elected by Voters (No specifics on commission member elections - default to city processes)	Yes (§2103.5.D)	Regular or Special election held 35 days after final Commission report is received	First day of the new fiscal year unless Council enables sooner
Charter Revision (§2105)	20% of voters in last Gubernatorial Election	No	Yes, 5 voters	Yes	Yes	Yes				
Charter Modification	It appears from §2105 that a revision is to be treated similar to a charter adoption.									
	Although this term is used in statute, there are no specific procedures related to it. Default process would be to use stricter requirements.									
Charter Amendment (§2104)	Ordinance	20% of voters in last Gubernatorial Election	Yes, Date to be set within 10 days of Ordinance or citizens petition	Applicable for petitions initiated by citizens. See Charter Adoption		No, Unless determined necessary by Council then see Charter Adoption	No, Unless determined necessary by Council then see Charter Adoption	Yes (§2104.5.B)	Yes. On regular ballot if 120 days prior or at a Special Election before end of year	

Prepared by Dennis L. Marker, Caribou City Manager on March 6, 2020

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: City Investments
DATE: March 3, 2020

DISCUSSION ITEM

The city has a five-year, \$3 Million investment CD that will expire the end of July 2020. The CD is currently held with a local bank and generates \$90,000 per year in interest. Those funds are used to cover state mandated retirement savings on behalf of city employees.

It is administration's recommendation that we evaluate reinvestment options and conduct a competitive bidding process to determine the future of the funds.

No other recommendation is ready at this time. We've determined that municipal investment of funds is regulated under M.R.S. Title 30-A, Part 2, subpart 9, Chapter 223, Subchapter 3-A. These regulations affect how and where the funds or portions of the funds may be invested. We need to obtain additional guidance from our auditors before proceeding with any changes to these funds.

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: Aroostook Area Chamber of Commerce Membership
DATE: March 3, 2020

DISCUSSION ITEM

At the direction of the Council, staff contacted The Aroostook Area Chamber of Commerce to determine membership requirements. Administration met with LaNiece Sirois to discuss options. She indicated that Caribou could be a full member of the organization for \$2,500. Some of the benefits would include access to chamber staff for city volunteer efforts and event promotion, additional advertising options, increased presence and support to Caribou businesses through monthly lunch and learns, networking, and general regional cooperation and coordination on economic development efforts. The city's membership would not cover all businesses in Caribou, just the city itself.

The Chamber already recognizes many businesses in Caribou. On March 3, they honored Bechard's Grille with a customer service award; March 6 they had a ribbon cutting ceremony at Playtime Adventures, and they have a planned ribbon cutting ceremony for the new owner of Burger Boy on Monday March 9, at 9am.

2020 City Council Priorities and Goals

City staff compiled a list of on-going projects or focus areas for the City Council to consider for 2020 priorities. Councilors were invited to pick their top projects within each category and then rank them. A Councilor's top project in each category is indicated by a score of 5 points, their second highest priority received 4 points, etc. The final score is a total of priority points given. The "Councilor Votes" column summarizes the number of Councilors giving points to the particular project. The number of votes is the primary indicator of priority with the final score being second. This means that if a majority of Councilors voted for a project, that fact would be more important than one or two Councilors having another project as a high priority.

	Final Scoring	Councilor Votes	Therault	Morrell	Smith	Goughan	Cote	KirkPatrick	Ayer
PUBLIC SAFETY PRIORITIES									
(Rank top 3)									
Fire Station Structural Upgrades	27	7	4	5	4	4	3	4	3
Ambulatory Service Contracts	22	5		3	5	5	4	5	
Opioid and Drug Enforcement	20	5	3	4	3		5		5
Police Station Design and Referendum	12	3	5			3			4
Other:	0	0							
Infrastructure									
(Rank top 5)									
Facility Maintenance Audits/Plans	15	7	1	5	1	3	1	1	3
Sidewalks and Pedestrian Safety	19	5	5			1	5	3	5
Capital Equipment Plan	18	5	2	3	5	5	3		
Other: Street Lights in Dark Areas	18	5	3	2		4	4	5	
Airport Development	9	3		1				4	4
River Road Reconstruction	7	3	4				2		1
North Maine Reconstruction	7	2		4	3				
60 Access Highway Reuse	6	2			4	2			
Other: Gateway Enhancements	2	1						2	
Overlay of Hwys in Urban Compact Zone	2	1			2				
Public Parking Lot Resurfacing	2	1							2
Storm Drain System Inventory	0	0							
City Hall Accessibility	0	0							
LEISURE SERVICE PRIORITIES									
(Rank top 5)									
Teague Park Construction Completion	24	5	5		4	5	5		5
Collins Pond Dam & Trail System	17	5	1			4	4	5	3
Gateway Enhancements	14	4		5	3	3	3		
Thursdays on Sweden	11	4	4		5	1	1		
Other: Marathon; increase runners & Sponsors	9	4	2		1		2	4	
Nylander Inventory & Operations	5	3			2			2	1
Library Business Resource Center	6	2	3					3	
Library Programs	4	2				2			2
Maine 200 Storytelling Festival	0	0							
Other:	0	0							
ADMINISTRATION PRIORITIES									
(Rank top 4)									
Union Contract Negotiations	22	6	5	2	5	2	5		3
Health Insurance Changes	15	5	4	1	4	3		3	
Budget Preparation Process Changes	14	4	3	5		4			2
FBO Services at Airport	13	4	2				2	4	5
Other: Fix \$2.2M Net Increase in 3 Departments	13	3		3		5		5	
Procurement Policy	11	3		4			3		4
Non-Union Compensation Policy	8	3			3	1	4		
Other: Succession Planning	2	1						2	
Quarterly Tax Assessing Implementation	2	1			2				
Citizens University	0	0							
Other:	0	0							
ECONOMIC DEVELOPMENT PRIORITIES									
(Rank top 5)									
Other: Small Business Retention	22	6	5	5	5	3		3	1
Other: Blight Removal	21	5	4	3		5	4	5	
Landbank Creation	17	5	2	4		4		4	3
Façade Improvement Grants	16	4		2	4		5		5
Downtown Revitalization	10	4	1				3	2	4
Other: CEGC	8	4	3		2		1		2
Other: Utilize NMDC and Chamber More	5	2			3	2			
Rental Assistance Program	2	2		1		1			
Sure Site Program	2	1					2		
Build Your Business Series	1	1			1				
Waterfront Redevelopment	1	1						1	
COMMUNITY DEVELOPMENT PRIORITIES									
(Rank top 5)									
EPA Brownfield Grant for Birdseye	20	5	5	1	5	4		5	
Zoning Regulations Rewrite	14	5	1		4	2		4	3
Business Directory & Newsletter	11	5		2	2	3		2	2
Blight Removal	18	4	4	5			5		4
Blight Survey of Community	12	4	3	4			2	3	
Ribbon Cutting Ceremonies	11	4		3	3	1	4		
Complete General Plan Update	7	2	2						5
Weekly Business Visits (Coffee with ...)	2	2			1				1
New Branding & Marketing Campaign	5	1				5			
Beautification Committee	3	1					3		
Land Use Survey of Community	1	1						1	
GIS System Available on Web	0	0							
Other:	0	0							

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



MEMO

TO: Caribou City Council Members and Department Heads
FROM: Dennis Marker, City Manager
RE: 142 Lower Lyndon Street Bid
DATE: February 21, 2020

DISCUSSION AND POSSIBLE ACTION ITEM

The subject property was advertised for public bid through local sources in January with a minimum bid of \$150,000 requested. No bid was received.

At the direction of the Council during their February 10, 2020 meeting, City administration re-advertised the property's availability. The notice was sent out via the Kennebec Journal, Portland Press Herald, Bangor Daily News and again on the city's website. Again, no bids were received.

It is recommended that the Council authorize re-advertising this property for public bid with a minimum bid amount of \$95,000. This bid amount is roughly 35% of the assessed value of the property, which is the city's standard bid request for tax acquired properties. The \$95,000 will cover the current account balance on the property (\$70,566.92 as of March 4) and roughly \$11,000 of additional city costs incurred since tax acquisition. Any amounts received over the city's \$81,567 would be received as property sale revenue and can be applied toward current CUD accounts in accordance with the city's interlocal agreement with CUD.

Council Action Needed:

- 1) Decision to re-advertise the powerplant property for public bid with a new minimum bid.

CITY CLERK'S OFFICE REPORT	Jan-20		Feb-20		Total # of Transactions	YTD Total Amount Collected
	# of transactions	amount collected	# of transactions	amount collected		
ATV REGISTRATION	4	\$ 317.25	1	\$ 2.00	5	\$ 319.25
BIRTH RECORDS	39	\$ 657.00	47	\$ 759.00	86	\$ 1,416.00
BOAT REG	4	\$ 199.60	1	\$ 56.00	5	\$ 255.60
BUILDING PERMITS	0	\$ -	1	\$ 50.00	1	\$ 50.00
CITY OWN PROPERTY	0	\$ -	1	\$ 500.00	1	\$ 500.00
CONNOR BOAT	0	\$ -		\$ -	0	\$ -
DEATH RECORDS	16	\$ 574.00	21	\$ 835.00	37	\$ 1,409.00
DOG LICENSES	300	\$ 2,717.00	56	\$ 2,020.00	356	\$ 4,737.00
FAX FEE & PHOTO COPY	2	\$ 9.00	4	\$ 14.25	6	\$ 23.25
FISHING LICENSE	27	\$ 729.00	8	\$ 230.00	35	\$ 959.00
HUNTING LICENSE	35	\$ 1,192.50	11	\$ 402.00	46	\$ 1,594.50
IN TOWN REG	1	\$ (143.38)	3	\$ 116.00	4	\$ (27.38)
MARRIAGE RECORDS	19	\$ 396.00	10	\$ 200.00	29	\$ 596.00
MISC. INCOME	0	\$ -	1	\$ 10.00	1	\$ 10.00
MISC. LICENSES	4	\$ 80.00	5	\$ 90.00	9	\$ 170.00
MISC. RECEIPTS	4	\$ 2,327.50	0	\$ -	4	\$ 2,327.50
MOTOR VEHICLE	461	\$ 107,263.42	457	\$ 104,412.39	918	\$ 211,675.81
NOTARY FEES	7	\$ 115.00	11	\$ 135.00	18	\$ 250.00
PERSONAL PROPERTY PAYMENT	15	\$ 2,920.82	3	\$ 431.00	18	\$ 3,351.82
PLUMBING PERMITS	1	\$ 40.00	0	\$ -	1	\$ 40.00
PYMTS. IN LIEU OF TAX	2	\$ 6,709.78	0	\$ -	2	\$ 6,709.78
REAL ESTATE PAYMENT	325	\$ 153,317.38	279	\$ 91,601.44	604	\$ 244,918.82
SIGN PERMITS	0	\$ -	1	\$ 50.00	1	\$ 50.00
SITE DESIGN REVIEW	0	\$ -	0	\$ -	0	\$ -
SNOWMOBILE REGISTRATION	165	\$ 10,626.13	53	\$ 3,455.62	218	\$ 14,081.75
TAX ACQUIRED REAL ESTATE PAYMENT	1	\$ 1,212.11	1	\$ 422.26	2	\$ 1,634.37
TAX ACQUIRED LIEN PAYMENT	2	\$ 11,405.72	4	\$ 2,877.74	6	\$ 14,283.46
TAX LIEN PAYMENT	14	\$ 9,103.96	12	\$ 2,342.38	26	\$ 11,446.34
TRAILER PARK LOT RENT	10	\$ 1,150.00	11	\$ 1,368.00	21	\$ 2,518.00
TOTAL:	1458	\$ 312,919.79	1002	\$ 212,380.08	2460	\$ 525,299.87

Caribou Housing Authority
*Housing Choice Voucher (Section 8),
 Family Self-Sufficiency & Homeownership Programs*

February 2020

Waiting List Statistics

	2019 YTD	Jan-20	Feb-20	YTD
Applications Received	N/A	10	13	23

	2019 YTD	Jan-20	Feb-20	YTD
Applicants in Jurisdiction	N/A	89	105	105
VAWA Preference		6	8	8
Veteran's Preference		3	2	2
Natural Disaster		0	0	0
Living in Caribou		51	69	69

	2019 YTD	Jan-20	Feb-20	YTD
Applicant's Pulled	0	0	0	0
Vouchers Issued	0	1	0	1
Leased Up	0		0	0
Voucher Expired	0	1	0	1
Vouchers Pending	0	0	0	0

Housing Choice Voucher Program

	2019 YTD	Jan-20	Feb-20	YTD
HUD Allocated Vouchers	386	193	193	386
Total Vouchers Leased	366	188	190	378
Port Outs	4	2	3	5
Homeownership	0	1	1	2
All Other Vouchers	362	185	186	371
YTD Openings	20	5	3	8
Vouchers on Street	2	5	0	5
Total HAP Expense	\$ 152,091	\$ 82,167	\$ 80,802	162,969.00
Housing Assistance Payments, Landlords	\$ 141,579	\$ 74,750	\$ 74,197	148,947.00
Utility Reimbursements, Participants	\$ 446	\$ 327	\$ 168	495.00
Port Out Payments	\$ 1,628	\$ 761	\$ 1,162	1,923.00
Homeownership HAP	\$ -	\$ 332	\$ 332	664.00
FSS Escrow, Participants Account	\$ 8,438	\$ 5,997	\$ 4,943	10,940.00

YTD Numbers are:
 January - End of Current Month

Housing Choice Voucher Program (cont.)

	2019 YTD	Jan-20	Feb-20	YTD
Lease Up Rates				
HUD Allocated -vs- Leased	N/A	98%	98%	98%
HUD Funded -vs- HAP Expense	N/A	109%	90%	100%

Housing Quality Standards Inspections

	2019 YTD	Jan-20	Feb-20	YTD
Initial	0	6	0	6
Passed (I)	0	4	0	4
Failed (I)	0	2	0	2
Re-Inspected (I)	0	1	0	1
Annual Inspection	0	0	0	0
Passed (A)	0	0	0	0
Failed (A)	0	0	0	0
Re-Inspected (A)	0	0	0	0
Tenant/Landlord Requested	0	0	0	0
Passed (R)	0	0	0	0
Failed (R)	0	0	0	0
Re-Inspected (R)	0	0	0	0

Family Self-Sufficiency

	2019 YTD	Jan-20	Feb-20	YTD
Number of Participants	73	42	40	82
Number Earning Escrow	32	20	18	38
FSS Escrow, Participants Account	\$ 8,438	\$ 5,997	\$ 4,943.00	\$ 15,872
FSS Families, Disbursement	N/A	\$ 4	0	4
FSS Disbursement Amount		\$ 1,051	\$ -	\$ 1,051
FSS Graduate, Families	N/A	\$ 1	0	1
FSS Graduate, Escrow		\$ 9,550	\$ -	\$ 9,550
FSS Forfeiture, Families	N/A	\$ -	1	1
FSS Forfeiture, Escrow		\$ -	\$ 510.66	\$ 510.66

Homeownership

	2019 YTD	Jan-20	Feb-20	YTD
Number of Participants	0	1	1	2
Homeownership HAP	\$ -	\$ 332	\$ 332	\$ 664

YTD Numbers are:
January - End of Current Month

Monthly Permit Report

February 2020

	CURRENT MONTH	YEAR TO DATE	PRIOR YEAR MONTH	PRIOR YEAR TO DATE
BUILDING PERMITS	2	3	0	2
HOMES	0	0	0	0
MOBILE HOMES	0	0	0	0
MULTI-FAMILY	0	0	0	0
COMMERCIAL	1	2	0	2
EXEMPT	0	0	0	0
PLUMBING PERMITS				
INTERNAL	0	1	1	1
EXTERNAL	0	0	0	0
DEMO PERMITS	0	0	1	2
SIGN PERMITS	1	1	1	3

Year-to-Date is January 2020 to December 2020



Caribou Public Library

DIRECTOR'S REPORT

**To: Mayor and City Councilors
Dennis Marker, City Manager**
From: Hope Shafer, Library Director

February 2020 Report

Dear Honorable Mayor, City Councilors and Mr. Marker,

WAHOO! February was a ride! Your library was hopping with people despite weather closures and holidays – oh what fun we had! We even saw some warmer days, as our poem below promises:

February Promises
I like February for the
Hints that winter is going away.
He seems to whisper in my ear
That soon the birds will sing and play!
He tells me to get ready,
For warmer days are on the way.
~Lenore Hetrick

In February we hosted a Library Lovers' Raffle and it was a huge success! We raffled off a book purchased in someone's honor, 6 months of no fines, and a large basket filled with chocolate goodies! We raised \$74 for the Library's Memorial Fund! Everyone is tickled with their winnings. We will plan another for later in the year. It was a fun way to celebrate February 14th, which is Library Lovers' Day as well as Valentine's Day. We gave away bookmarks and stickers to our patrons!

We had some different programming in February. Our passive Tape Town saw 43 little ones driving their toy cars along the tape roads in the Children's Room. They visited a car wash, a library, a farm, a zoo, and more! At each stop was book to look at/read as they made their way along the tape highways.

We also hosted the Maine Arts Commission's Arts Iditarod. Participants spent the day with members of the ME Arts Commission learning all they offer for those

who both practice and support all forms of art in Maine. We received wonderful feedback from those who participated.

We also began our own Iditarod race... Caribou Public Library's 2020 IditaREAD! We have over 60 people currently participating and more sign up every day! Children, teens and adult are reading along the Iditarod Trail, working their way 975 miles (pages/minutes) to Nome! We have a few children who are super close to completing their goal and we are only started February 18th!

The Getting to Know Your Instant Pot classes were a HUGE success! These were done in collaboration with Cary Medical Center and the University of Maine Cooperative Extension. Participants were excited after the first two classes and that excitement has continued throughout the course of the classes. We had two sets of classes every Thursday. I am excited to continue this partnership and have happily volunteered the library for future classes.

I am running out of room, so I had better give you some highlights for March before our report ends up being 10 pages long! LOL!

- Dr. Seuss's Birthday & LEGO day will be the first Monday of the month. – Combining two such fun events are sure to be a blast!
- National Bubble Week is March 8th-14th and the library will be hosting 3 bubble-themed story times that week! We have a bubble machine, music and bubbles for the kids (and adults!) to blow! Guaranteed fun! Come join us!
- Our STEAM programming is Glow-in-the-dark Geometry. We will be having two programs, one for elementary students and one for preschoolers. Both will be fun! How can you not have fun with glow sticks???
- We are hosting our 3rd Annual Limerick Writing Contest! This is a super popular event every year! We award three prizes – child, teen and adult.
- Our computer class in March is a Beginner Microsoft Word Class. This will be a 3-part class on Tuesdays, March 17th, 24th & 31st. If you need to brush up on your skills or learn from scratch, Robert is an excellent teacher with the patience of Job!

I hope you can find time to join us for at least one of our events in March. We would love to have you!

As always,
Happy Reading!
~Hope

CIRCULATION STATISTICAL COMPARISON													
MATERIAL TYPE	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEPT 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
Adult books	630	779	761	636	574	772	721	639	598	497	531	564	529
Juvenile books	690	1,085	1,079	887	841	986	888	736	761	542	548	648	709
Teen/YA books	69	103	83	67	65	115	74	74	103	57	52	45	44
DVDs	360	374	398	229	240	355	360	369	333	270	376	353	372
eBooks/Audiobooks	156	206	189	161	157	144	141	131	143	110	128	133	145
Magazines	66	91	56	40	35	38	41	52	81	62	74	62	60
Interlibrary loans	55	90	67	96	67	109	72	128	80	65	61	117	68
Renewals												482	488
TOTAL NUMBERS	2,026	2,728	2,633	2,116	1,979	2,519	2,297	2,129	2,099	1,603	1,770	2,404	2,415

** As of 2020 the Maine State Library is now requiring that public libraries track renewals as part of their statistics. **

OVERALL MONTHLY STATISTICAL COMPARISON

MATERIAL TYPE	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEPT 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
Circulation	2,026	2,728	2,633	2,116	1,979	2,519	2,297	2,129	2,099	1,603	1,770	1,922	2,328
Library Visitors	4,652	6,186	6,499	5,971	5,408	6,533	6,381	5,500	6,328	4,394	5,833	5,710	4,991
Wi-Fi access	4,049	4,696	6,638	6,805	6,470	7,722	8,371	8,032	7,193	5,751	8,236	8,802	10,628
Books added	196	100	140	162	159	213	123	137	137	106	181	221	90
Books withdrawn	18	355	198	129	235	184	100	15	63	9	143	48	54
Program Participation	223	403	516	350	437	453	381	292	473	206	346	401	378
New registered patrons	10	26	35	15	23	18	32	20	26	6	13	22	17
Archives (# of users)	35	45	49	30	41	66	52	39	36	27	24	38	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	1,603	1,770	26,853
2020	2,404	2,415											4,819

Mailing Address:

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Caribou, Maine 04736-0605

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Fort Fairfield, Maine 04742



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Phone: 207-473-7840

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AROOSTOOK WASTE SOLUTIONS

Board of Directors Meeting

January 17, 2020

MINUTES

CALL TO ORDER: The meeting was called to order by Vice President Puckett at 7:37 am.

MEMBERS PRESENT: Stev Rogeski, Martin Puckett, Dana Fowler, Walt Elliott, Ken Murchison, Mark Goughan, Dennis Marker (arrived later).

MEMBERS ABSENT: Andrea Powers

OTHERS PRESENT: Sharon Raymond, Mark Draper

1. Election of Officers

The following slate of officers was recommended for 2020:

President	Martin Puckett
Vice President	Andrea Powers
Treasurer	Mark Draper
Secretary	Dennis Marker

A motion was made by Stev Rogeski; and was seconded by Ken Murchison; to approve the slate of officers for 2020 as recommended. The motion carried unanimously.

2. Review and approve the minutes of the November 22, 2019 meeting.

A motion was made by Dana Fowler; and was seconded by Stev Rogeski; to approve the minutes as presented. The motion carried unanimously.

3. Review and approve the financial statements for the period ending November 30, 2019

Mark briefly reviewed the financial notes in the Board packet. He also noted that the 2019 year-end audit process has begun, but was held up slightly due to computer accounting software issues. Those issues have been resolved. **A motion was made by Ken Murchison; and was seconded by Walt Elliott; to approve the financial statements as presented. The motion carried unanimously.**

We are an equal opportunity employer and provider.

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4. Review and approve the warrant for checks numbered 23806 through 24001.

Mark noted that the warrant includes checks issued in both November and December of 2019. **A motion was made by Ken Murchison; and was seconded by Walt Elliott; to approve the warrant as presented. The motion carried unanimously.**

5. Solid Waste Directors report

Mark reported on the following:

- a. PILF flare issues: There has been significant downtime with this unit during the second half of 2019. Efforts to diagnose and fix the problem have failed so far. Continued communication with the manufacturer may lead to a solution.
- b. PILF flare air license amendment: this amendment reduces the flare gas sampling frequency from twice to once per year, which will save thousands of dollars annually.
- c. PILF landfill compactor: this machine suffered a major mechanical failure and will be transported to the Caterpillar shop in Brewer for further diagnosis of the problem. Depending on the extent of necessary repairs, it may be advantageous to rebuild the machine while it is in the shop. Mark reviewed with the Board the Capital Improvement Plan, which includes \$35,000 set aside for major repairs to PILF equipment; and \$200,000 for a rebuild of this machine in 2025. To minimize machine downtime, Mark requested that the Board allow him the discretion to determine which option to pursue upon receiving all of the cost and downtime information from Milton Cat. He would then bring any changes to the Capital Improvement Plan back to the Board for approval. There was no objection from Board members to this approach.
- d. Legislative update: Mark referred to, and reviewed, information he provided in the Board packet regarding three bills that are being discussed by the Environment and Natural Resources Committee during the Second Regular Session of the 129th Legislature. The bills are L.D. 1832, L.D. 988, and a draft bill regarding a proposed extended producer responsibility program for packaging. AWS opposed L.D. 988 during the first regular session, and Mark testified to that effect in April of 2019. The Committee has continued to debate this bill since then, and carried it over to the Second session. The packaging bill could be beneficial to AWS. Mark will continue to monitor these and participate as necessary/possible.
- e. 2020 projects and plans: In addition to the routine operations and projects, Mark reviewed with the Board two (2) particular efforts he is planning for 2020. Those are: (1) to provide the advanced training mandated by the Maine DEP rules for landfill key personnel, which include the Foremen at both landfills; and (2) to evaluate landfill waste placement and covering techniques at TCL in an effort to reduce the amount of leachate generation, and to subsequently reduce cost. AWS's consultants, CES, Inc. and Woodard & Curran will be involved with both efforts.

6. Authorize the Solid Waste Director to seek bids to invest \$1.5 million for 4 years.

Upon receipt of the funds recently from the City of Presque Isle to cover the calculated closure/post-closure care liability for the Presque Isle Landfill as of the merger date, Mark is seeking authorization to invest these funds, along with additional closure reserve funds, into a 4-year CD; and is requesting authorization from the Board to seek bids from local banks. **A motion was made by Stev Rogeski; and was seconded by Walt Elliott; to authorize the Solid Waste Director to seek bids for the investment of \$1.5 million for a 4-year period. The motion carried unanimously.**

7. Review and approve the final amendments to the 2020 budget

Mark reminded the Board that they had provisionally adopted the 2020 budget at the November meeting, but that there were a handful of line items that needed to be finalized. Changes to those line items would be balanced with other line items internally, so fees and assessments that were set in November would not change. Mark and Sharon reviewed the final proposed changes that were outlined in the Board packet. Following a brief discussion, **a motion was made by Walt Elliott; and was seconded by Stev Rogeski; to approve the final budget as proposed. The motion carried unanimously.**

8. Schedule next meeting

The next meeting was scheduled for February 28, 2020.

9. Other business

Dana Fowler raised the question of varying the mix of recyclable materials being collected in the igloos to eliminate the lower value ones to focus on higher value ones...particularly office paper. Mark noted, and Ken Murchison confirmed, that efforts to collect office paper in igloos in the past did not work well. Mark did agree, however, that office paper is a product that tends to have a high value for recycling, but that collection has been an issue.

With no further business to discuss, the meeting was adjourned at 9:02 am.

Respectfully submitted,

Dennis Marker, Secretary



**Board of Directors
February 10, 2020
5:30 p.m.**

Present:

Doug Plourde, Chairman, Carl Soderberg, Sue White, Chris Bell, Neal Griffith, Kevin Barnes, Dr. Shawn Laferriere, Dr. Irene Djuanda, Kris Doody, RN, CEO; Chelsea Desrosiers, CFO; Dr. Regen Gallagher, CMO, Dr. Carl Flynn, COS; Leslie Anderson, COO, Jen Plant, RN, ACNO; Chip Holmes, QHR (via ZOOM), Kevin Barnes, PHS Board Member and Peg McAfee

Welcome:

Doug Plourde, Chairman, Board of Directors welcomed everyone to the meeting, including Chip Holmes, QHR, via ZOOM and Kevin Barnes, PHS Board member.

EDUCATION:

One Day Surgery and Maternal/Child Renovations – Leslie Anderson and Kris Doody provided a review of the One Day Surgery and Maternal/Child Renovation architectural drawings, distributed at the meeting. The approximate cost for both projects is \$3M. On December 31st, 2019, the Caribou Hospital District voted unanimously to borrow up to \$3M for these two projects. The recommendation, by Administration, is to move forward with both projects and to obtain a loan. Loan rates have not been obtained to date. Discussions have occurred with Katahdin Bank. Plans are to contact Rural & Economic Development regarding loan rates.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
REGULAR MEETING			
1. Call to Order & Welcome	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 6:10 p.m. Welcome – Doug Plourde welcomed Chip Holmes, via ZOOM and Kevin Barnes, PHS Board Member to the meeting.		
2. Review and Approval of Minutes	Upon motion duly made and seconded, it was so VOTED to approve the January 13, 2020 meeting minutes as presented.	Informational.	
3. Report of Chief of Staff	Dr. Flynn provided the following updates from the January 29 th Medical Staff Executive Committee Meeting: Lawrence Kaler, MD (Radiology): The complete appointment application and provider profile of Lawrence Kaler, MD was reviewed with no discrepancies. He reported one malpractice claim with no payment. The report from the National Practitioner's Data Bank contained no reports. Upon motion duly made and seconded, it was so VOTED to recommend approving provisional appointment of Lawrence Kaler, MD to the Consulting Medical Staff with privileges as requested through June 30, 2021. Dr. Laferriere was appointed as proctor for Dr. Lawrence Kaler during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.	Upon motion duly made and seconded, it was so VOTED to approve the Report of the Chief of Staff as presented. Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Lawrence Kaler, MD to the Consulting Medical Staff.	

**Board of Directors
February 10, 2020
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Resignation – Kristin Casey, MD – A resignation letter was received for Kristin Casey, MD effective September 10, 2019. Upon motion duly made and seconded, it was so VOTED to recommend accepting the resignation letter from Kristin Casey, MD effective September 10, 2019. This recommendation was forwarded to the Board of Directors for action.</p> <p>Resignation – Wendell Myers, MD – A resignation letter was received for Wendell Myers, MD effective October 8, 2019. Upon motion duly made and seconded, it was so VOTED to recommend accepting the resignation letter from Wendell Myers, MD effective October 8, 2019. The recommendation was forwarded to the Board of Directors for action.</p> <p>Resignation – Susan Park, MD – A resignation letter was received for Susan Park, MD effective October 31, 2019. Upon motion duly made and seconded, it was so VOTED to recommend accepting the resignation letter from Susan Park, MD effective October 31, 2019. This recommendation was forwarded to the Board of Directors for action.</p> <p>Resignation – Rafael Vargas, MD – A resignation letter was received for Rafael Vargas, MD effective September 3, 2019. Upon motion duly made and seconded, it was so VOTED to recommend accepting the resignation letter from Rafael Vargas, MD effective September 3, 2019. This recommendation was forwarded to the Board of Directors for action.</p> <p>2020 Physician Recruitment Plan – The Medical Staff Executive Committee voted to approve the 2020 Physician Recruitment Plan with the recommendation to move 2 from Family Practice to Internal Medicine and to add 1 to Anesthesia Physician.</p> <p>Utilization Review/Case Management Program Plan – The MSEC voted to approve the UR/CM Program Plan.</p> <p>Hospital-Wide Quality Management Plan – The MSEC voted to approve the Hospital-Wide QM Plan.</p> <p>Other Policies Reviewed – New policies regarding active shooter and lockdown programs were discussed at the MSEC Meeting.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the resignation of Kristin Casey, MD.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the resignation of Wendell Myers, MD.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the resignation of Susan Park, MD.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the resignation of Rafael Vargas, MD.</p> <p>Informational.</p> <p>Informational.</p> <p>Informational.</p> <p>Informational.</p>	

**Board of Directors
February 10, 2020
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Physician Updates – Dr. Morin has announced her retirement in May 2020. Dr. Flynn Reported a process is being reviewed to provide timely notification to staff regarding departures of providers.</p> <p>Tufts/MMC Students – Our current Tufts/MMC medical students are departing next week. A farewell has been planned for Thursday, February 20th. Two new medical students will be arriving in June.</p> <p>Coronavirus Update – Dr. Gallagher, CMO, has been updating the organization as information is available. Cary's Special Communicable Disease Policy was reviewed. The equipment in storage was evaluated in the event it is needed. Cary Medical Center follows the CDC information regularly to keep up to date. Signage throughout the hospital has been updated.</p>	<p>Informational.</p> <p>Informational.</p> <p>Informational.</p>	
<p>4. Quality Management Committee</p> <p>Hospital Wide Quality Management Plan and Utilization Review/Case Management Program Plan</p>	<p>Dr. Regen Gallagher provided the following updates from the January 15th meeting:</p> <p>Utilization and Case Management – The PEPPER Report was reviewed by the QM Committee which includes review of the 30-day readmission rate.</p> <p>Quality Management Compliance Indicators – Indicators reviewed included: Infection Control (reportable diseases, hand hygiene, surgical site infections and foley days); Environment of Care, Pharmacy, Pulmonary & Cardiac Rehab and Radiology.</p> <p>Hospital Wide Quality Management Plan– The plan has been approved by the QM Committee and Medical Staff Executive Committee. Dr. Gallagher provided an overview of the minor changes to the plan, which included adding: age friendly 4M's, focus on NDNQI, NHSN and infection control reporting to the CDC. The plan is presented to the Board of Directors for review and approval.</p> <p>Utilization Review/Case Management Program Plan – The plan has been approved by the QM Committee and Medical Staff Executive Committee. Dr. Gallagher provided an overview of the one change to the plan. The plan is presented to the Board of Directors for review and approval.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee report as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the Hospital-Wide QM Plan as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the UR/CM Program Plan as presented.</p>	



**Board of Directors
February 10, 2020
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p>Dashboard</p>	<p>Dashboard – Dr. Gallagher reported the 2020 Dashboard will be populated with the new quality management indicators as noted in the 2020 QM Plans.</p> <p>Inpatient Core Measures – Sepsis compliance was 100% in September for a 3rd Q compliance of 95%. This data is reported to CMS. Prenatal delivery elective delivery maintains compliant through October at 0%. Prenatal measure PC2 C-section rate is at 50% for October.</p> <p>Medical Staff Quality Indicators – Compliance on the medical staff quality indicators is good.</p> <p>Departmental Quality Indicators – Most of the 4th quarter data have been reported. The final 2019 Dashboard will be reported and the 2020 dashboard will be added next month.</p> <p>Leslie Anderson provided the following updates:</p> <p>Patient Satisfaction Scores – The Customer Service Team is working in collaboration with the Nursing Leadership Team to address ongoing issues with patient satisfaction scores. Wheels have been replaced on carts to assure a quieter delivery process on the patient floors. Ceiling tiles in the ACU area will be replaced with acoustic panels that will provide a quieter environment. Bedside rounding is also being considered.</p> <p>Patient Complaints – The Q4 2019 patient complaints were reviewed. Discussion ensued regarding perception of care, the highest category of complaints for 2019. Leslie noted that each patient complaint is reviewed, researched and responded to by an Administrator.</p> <p>Patient Safety Committee Minutes – The minutes of the January 2019 meeting were reviewed by the QM Committee.</p>		
<p>Patient Safety Committee Minutes</p> <p>5. Report of Chairman, Board of Directors – Doug Plourde – Chairman</p> <p>a. Committee Assignments</p>	<p>Doug Plourde provided the following updates:</p> <p>Committee Assignments – The updated 2020 Committee Assignments list was included in the packet noting the addition of Darlene Higgins, Community Member, added to the Quality Management Committee list.</p>	<p>Informational.</p> <p>Informational.</p> <p>Informational.</p>	



**Board of Directors
February 10, 2020
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
b. Report from Board Members – PHS Board; MSEC; CEO Evaluation Pines Health Services & Cary Medical Center CEO Staffing Agreement	<p>PHS Board – Doug Plourde reported that Pines Health Services Board of Directors reviewed and approved the CEO Evaluation and the CEO Staffing Agreement. Pines Board approved \$500k forgiveness of monies owed to Pines by Cary Medical Center. A lengthy discussion took place regarding the EMR transition. Kevin Barnes has decided to step down from Pines Health Services Board of Directors.</p> <p>MSEC Meeting – Kevin Barnes reported a lively discussion took place regarding safety issues in the Emergency Department.</p> <p>CEO Evaluation – Doug reported the CEO Evaluation summary was emailed to all Board Members.</p> <p>Pines Health Services & Cary Medical Center CEO Staffing Agreement – The shared CEO Staffing Agreement between Pines Health Services and Cary Medical Center was updated and reviewed by the Executive Committee of PHS and CMC. Upon recommendation from the Executive Committee of PHS and CMC, the two-year agreement was approved by Pines Health Services Board of Directors. The Executive Committee of PHS and CMC recommend approval of the agreement by Cary Medical Center Board of Directors.</p>	<p>Informational.</p> <p>Informational.</p> <p>Informational.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the CEO Staffing Agreement as recommended by the Executive Committee of PHS and CMC.</p>	
Strategic Plan Q4 2019 Update	<p>Strategic Plan Q4 Update – Kris Doody provided an overview of the Q4 2019 updates to the Strategic Plan. Items reviewed included: a 2nd joint recruitment fair for CMC and PHS in 2020, evaluation of high cost specialty drugs for employees making health insurance a priority in 2020, increased visibility and responsibilities of financial counselors, new Business Office Updates regarding inter-departmentally addressing issues related to payroll, accounts payable invoice approvals and capital and operating budgets; review of the current Diabetes program and feasibility of additional clinic specialties; marketing and promotion of services; evaluate expanding relationships through the MRHC, ACO, ACHN and tertiary centers and review of transportation services through a CDBG Grant received in partnership with the City of Caribou.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Strategic Plan Q4 Update as presented.</p>	
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"> Pathology - Dr. Bhunesh Maheshwari has signed a contract, he and his family will be arriving August 2020. Dr. Mike Porter is returning part-time from medical leave. Dr. Boonelieng Wongchaowart arrived on February 5th, he is providing coverage off and on throughout the next year until the arrival of Dr. Maheshwari. 	<p>Informational.</p>	



Board of Directors
February 10, 2020
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<ul style="list-style-type: none"> • OB/GYN – Dr. Justin Salerno has signed a contract. His start date is April 27, 2020. • Emergency Medicine – Dr. Tiff Abrahamian and Dr. Brett May completed a site visit January 24th-26th. Offers have been extended to both Dr. Abrahamian and Dr. May. We are currently awaiting their decision after their last site visit in March. • Site Visits – Plans are to schedule two pediatrician site visits in the near future. <p>2020 Physician Recruitment Plan – The 2020 Physician Recruitment Plan will be reviewed for approval in March.</p> <p>Year In Review 2019 – Kris Doody reported this presentation will be provided at the March Board Meeting.</p> <p>SCH Appeal/340b Update – A meeting was held January 24th to review options to pursue the SCH appeal. Senators Collins and King staff have called to pledge their support of the appeal. To date, approximately ten hours of planning has occurred.</p> <p>Chelsea Desrosiers provided the following updates:</p> <p>CMC Financials – An overview was provided of the December financials for Cary Medical Center, including review of: gross patient revenue, expenses, travelers/locums, health insurance and net income.</p> <p>Sliding Fee Discount Policy – Annually the free care information is reviewed and approved by the Board of Directors. The information was distributed for review. The Finance & Personnel Committee approved the sliding fee discount for free care and recommends approval by the Board of Directors.</p> <p>2019 HR Annual Competency Report – Kris Doody provided an overview of the report:</p> <p>Items reviewed included: Performance Evaluation met benchmark of 95% completion, Annual Required Training (online Relias Training), 100% compliance with a benchmark of 97%; Human Resources Orientation met benchmark with 100% compliance; New Employee Orientation met benchmark with 98% compliance; Nursing Competency met benchmark with 95% compliance.</p>		
b. Year In Review			
c. SCH Appeal/340b Update			
7. Report of Finance & Personnel Committee			
a. December Financials		<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance & Personnel Committee as reported.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the Sliding Fee Discount Policy as presented.</p>	
8. HR Annual Competency Report		<p>Upon motion duly made and seconded, it was so VOTED to approve the 2019 HR Annual Competency Report as presented.</p>	



Board of Directors
February 10, 2020
5:30 p.m.

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	<p>During 2019 there were 39 locums travelers utilized in ACU, ICU, Maternal Child, OR, ED, Imaging and Rehab. Licensure, HR Orientation and Unit Specific Orientation were all at 100% compliance for travelers.</p> <p>There are fifteen new nurses beginning employment at Cary Medical Center.</p>		
9. Pines Health Services Quarterly Report	<p>Kris Doody provided the following updates:</p> <p>Effective January 2020, Pines has implemented a new EMR, changed the financial management system to BlackBaud from PeachTree and automated the payroll system and check stubs. Payroll has shifted to the Cary Medical Center Payroll Clerk. On April 14th, 15th and 16th Pines will experience their Triennial Survey Operational Site Visit (OSV) with HRSA.</p>	Informational.	
10. MRHC Quarterly Report	<p>Kris Doody provided an overview of the MRHC Year In Review 2019 Report included in the packet.</p> <p>The same six hospitals continue as members of the Maine Rural Health Collaborative. Upcoming events include: a Strategic Planning Session and Leadership Sessions in May and October. Groups representing Human Resources, Billing and Compliance continue to meet on a regular basis. Peggy Pinkham, CEO of the Collaborative is retiring at year-end 2020.</p>	Informational.	
11. Safety Quarterly Report	<p>Leslie Anderson presented an overview of the Safety Committee Quarterly Report, including:</p> <p>The EOC 2019 goals are completed. EOC 2020 goals have been established. Other items presented include: dashboard, L'Acadie dashboard, MEMIC Executive Summary as of December 31, 2019, Simply Safety Sessions and Emergency Management EOP/MCI's completed at CMC and L'Acadie. Life Safety Management Fire Drills have been completed at CMC and L'Acadie.</p> <p>Security Updates - A Security Task Force has been established. Plans are to review the current Workplace Violence Team. Mitch Wheeler has been hired as the Director of Security. He is currently a Physical Therapy Assistant and was a former Deputy Sheriff. There will be many updates regarding security over the next several months. Cary Medical Center is reviewing options to increase security, including bullet proof glass in the ER registration area or changing the area due to many windows and sliders. There are issues with our current company, Securitas. Meetings are ongoing with local law enforcement for increased coverage at Cary Medical Center.</p> <p>The Dorothea Dix facility in Bangor is adding additional psychiatric beds. There is a great need for psychiatric beds for adolescent and geriatric patients.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Safety Quarterly Report as presented.</p> <p>Informational.</p>	



**Board of Directors
February 10, 2020
5:30 p.m.**

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	<p>Acadia Hospital is currently working on a contract with Cary Medical Center for tele-psychiatry management of patients while in the Emergency Department at Cary Medical Center. Currently support is provided by AMHC providers.</p> <p>Chip Holmes, QHR provided the following updates:</p> <p>Dashboard – The dashboard was in the packet for review. Information contains a 3 month and 12 month report of data.</p> <p>Price Transparency 2020 Presentation – The presentation by Jody Pigg, Vice President of Finance Practice, was included in the packet. Chip Holmes recommends this as a must read.</p> <p>Consulting Deployment and Support Plan – A newly updated CSDP was included in the packet. Items reviewed were:</p> <ul style="list-style-type: none"> • Strategic Planning – Market update Q3/Q4 2020. • Accreditation Readiness Support Mock Survey – Target Q3/Q4 2020. • Case Management Assessment – The kick-off meeting was completed in January and the data request sent. Plans are to have a site visit in the near future. • Financial Operations Review (FOR) – Review will occur in May and October 2020. • QPA/GPO Review – In May 2020 plans are to explore Advantage Trust opportunity for Pines to purchase supplies. • National Trustee & Annual Leadership Conference – A reminder that the Trustee Conference is scheduled March 3-5 in Phoenix, AZ. • Compliance Risk Assessment – Plans are to conduct the Compliance Risk Assessment later this year. • Estimated Benefits and Savings – benefits and savings were outlined in the deployment plan. • Annual Contract Management Fee – The 2020 annual professional fee is \$325,000. <p>Other:</p> <p>Renovations to One Day Surgery and Maternal Child Unit - Discussion ensued regarding the presentation of upgrading One Day Surgery and Maternal Child Unit.</p>		
12. Quorum Health Resources Updates			
13. Adjournment, Other & Next Meeting		<p>Upon motion duly made and seconded, it was so VOTED to approve both renovation projects as presented and to borrow up to \$3M.</p>	



Board of Directors
February 10, 2020
5:30 p.m.

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	<p>Adjournment - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 7:28 p.m.</p> <p>Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, March 2, 2020, 5:30 p.m.</p>		

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

Respectfully submitted,

Kris Doody, RN, MSB
Chief Executive Officer