



CARIBOU

2020 Annual Report






Annual Report 2020

TABLE OF CONTENTS

| | | | |
|--|----|---|----|
| Administration..... | 2 | Library..... | 29 |
| City Manager | 3 | Nylander Museum | 30 |
| Legislature..... | 5 | Parks & Recreation | 31 |
| Boards, Committees, Commissions..... | 10 | Police Department..... | 32 |
| Cary Medical Center..... | 11 | Tax Assessment..... | 34 |
| Clerk & General Assistance | 16 | Utilities District..... | 37 |
| Code Enforcement | 18 | Jefferson Cary Endowment Fund..... | 39 |
| Eastern Aroostook Regional School Unit 39..... | 20 | Municipal Audit Report..... | 41 |
| Emergency Management | 22 | Utilities District Audit Report..... | 44 |
| Events & Marketing | 23 | Personal Property Taxes Unpaid 2015–2019..... | 55 |
| Fire & Ambulance | 25 | Real Estate Taxes Unpaid 2019..... | 57 |
| Housing Agency..... | 27 | Tax Liens..... | 63 |

| | |
|---|-------------------------------|
|  | CITY OF CARIBOU, MAINE |
| | 20_____ |
| | TAX CLUB |
| Name _____ | |
| Address _____ | |
| Account No. _____ | Amount Per Month \$ _____ |

TAX CLUB

The City of Caribou has for many years offered taxpayers a monthly payment plan for current taxes. Payments start in January of each year and are divided into 12 payments, based on the previous year tax amount. Tax bills are normally mailed in July and any necessary adjustments will be made to the remaining payments.

Payments must be received on or before the 20th of each month in order to qualify for the “no interest” benefit.

This plan has been well received by many Caribou taxpayers, especially by senior citizens and others on fixed incomes. Anyone interested in participating is invited to come to the City Office to set up payments. All participants for the current year will automatically be provided a payment book for next year, providing payments have all been made as agreed.

If you have any questions about our Tax Club, please call 493-3324 Menu Option #1.

Printed by VC Print, Caribou



Administration

CITY COUNCIL

Mayor R. Mark Goughan

First elected 2017 • Current term ends 12/31/2020

Deputy Mayor Thomas Ayer

First elected 2018 • Current term ends 12/31/2021

Councilor Jody Smith

First elected 2018 • Current term ends 12/31/2021

Councilor Douglas C. Morrell

First elected 2019 • Current term ends 12/31/2022

Councilor Joan L. Theriault
Appointed 2012; Elected 2013
Current term ends 12/31/2022

Councilor Nicole Cote
Appointed 03/2017; Elected 11/2017
Current term ends 12/31/2020

Hugh Kirkpatrick
First elected 2017 • Current term ends 12/31/2020

ADMINISTRATION

| | |
|---|--------------------|
| City Manager | Dennis Marker |
| Finance & HR Director | Carl Grant |
| Tax Collector & Treasurer | Carl Grant |
| Deputy Tax Collector | Holly Nadeau |
| Deputy Treasurer | Holli Doody |
| Tax Assessor & Building Inspector | Penny Thompson |
| Deputy Tax Assessor & Alt Building Inspector | Tony Michaud |
| CEO & Zoning Administrator | Kenneth Murchison |
| Deputy Code Enforcement Officer | Tony Michaud |
| Plumbing Inspector | Brandon Saucier |
| City Clerk & G.A. Administrator | Danielle Brissette |
| Deputy City Clerk | Susan Skidgell |
| Fire Chief & Ambulance Director | Scott Susi |
| Health Officer | Scott Susi |
| Housing Director | Lisa Plourde |
| Library Director | Hope Shafer |
| Parks & Recreation Superintendent | Gary Marquis |
| Police Chief & EMA Director | Michael Gahagan |
| Public Works Director | David Ouellette |
| Municipal Auditor | Felch & Company |
| Cary Medical Center CEO | Kris Doody, R.N. |
| Eastern Aroostook RSU 39 Superintendent | Timothy Doak |
| Asst Superintendent of Curriculum & Instruction | Jane McCall |
| Middle School Principal | Leland Caron |
| High School Principal | Travis Barnes |
| Teague Park School Principal | Cheryl Hallowell |
| Utilities District General Manager | Hugh Kirkpatrick |
| Water Plant Operator/Distribution Foreman | Russell Plourde |

CALENDAR

TAX ASSESSOR

April 1: Tax Situs Day; Property tax exemption (Veteran, Homestead, Blind) paperwork must be filed on or before this date to be considered for exemption

April 15: Business Personal Property declarations due; annual Mobile Home Park Owner's List due

May 1: BETE paperwork due

June 1: Ratio Declaration & Reimbursement Application filing deadline

July 1: Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation.

August 1: BETR program for previous year's taxes begins

November 1: Annual Municipal Valuation Return filing deadline

December 31: Annual deadline for BETR program applications

**** 185 days from commitment date is the deadline to file for an abatement on taxes committed for that year ****

CITY CLERK

Dog Licenses expire December 31st each year. Late fee after January 31st is \$25.00. Rubbish Hauler Permits, Taxicab Licenses and Taxicab Drivers' Licenses expire on April 30th.

CITY COUNCIL

Typically meets the second and fourth Monday of each month at 6:00 p.m. View the City's website calendar for meeting dates: www.cariboumaine.org/index.php/calendar

PLANNING BOARD & ZONING BOARD OF APPEALS

Planning Board: Meets the second Thursday of the month at 5:30 p.m. Board of Appeals: Meets on an as needed basis.

EASTERN AROOSTOOK RSU 39 BOARD OF EDUCATION

Generally meets the first and third Wednesday of each month at 6:00 p.m.

AROOSTOOK WASTE SOLUTIONS HOURS OF OPERATION

8 a.m. – 3:45 p.m. Monday through Friday

8 a.m. – 2:45 p.m. Saturdays

Closed Sundays

8 a.m. – 12 p.m. Martin Luther King Day, President's Day, Columbus Day, Veteran's Day and Christmas Eve

Closed New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day & Christmas Day



City Manager

The seeming chaos that took place in 2020 due to the Coronavirus pandemic showed us all how truly prepared we as a city and society are for disruptions to routine. Who will ever forget walking down the toilet paper aisle and seeing bare shelves, or wondering if there would ever be another bag of flour available? And then there was masking and social distancing that brought isolation, increased depression, and disconnect from one another. At the same time, 2020 enabled us to refocus on our greatest priorities and make changes to be better prepared for the future. The city was also affected.

In 2020, the city had a total revenue shortfall of \$676,323. To make up that difference, training budgets were slashed, programs halted, seasonal and part-time positions were not hired, new equipment purchases were delayed, and certain maintenance needs were deferred. Thanks be to the professional department heads and city staff who pinched pennies and made the adjustments. The end of year savings to the expense budget was \$657,125 or a net result around -\$19,200 or 0.18% loss for the year, which was covered with available emergency reserve funds.

Despite the need to find savings, the city also used available resources to be better prepared for the future. Some of the projects accomplished include:

- Completed study of each public building to determine the immediate and long-term maintenance needs so that a 10–15-year capital maintenance plan could be implemented.
- Designed and began repairs on upgrades to the fire station. This project included shoring of the roof truss system and replacing the roof membrane to prolong the life the building.
- We conducted additional environmental study of the former Birdseye vegetable processing site. The city tax acquired the property in 2016 and has been working to clean it up for redevelopment. The testing results found that rather than needing \$1.8M as previously estimated to clean up the site, we could likely complete the basic cleanup for less than \$250,000.
- Completed the Blight Toolkit, which is a playbook of options, tools, stakeholders, and policy changes the city can utilize to fight the growing scourge of blight around the city.
- Completed establishing a façade improvement program for area businesses. This will be funded by Tax Increment Finance (TIF) dollars and help city businesses make necessary repairs and upgrades to their buildings and property.

The City even moved forward with funding a new splash pad and Teague Park improvements as an investment in the city's

quality of life. Total project cost is estimated at \$382,000 and will be completed in summer 2021.

2020 not only brought change to operations but the faces in our operations. The City Clerk, Jayne Farrin, retired after serving 10 years with the City. Our former Deputy Clerk, Danielle Brissette stepped into the Clerk role and is doing great work. Mr. Jim Burby of the Public Works Department stepped down after 20 years. The beloved native of England, Mary Anderson, retired from the Library's front desk after 23 years. Finally, William "Billy" Gahagan who was born in the City Manager's office in 1944 and worked for the city for 52 years decided to retire, take long drives and seek out the best pizza in Aroostook County. We will miss these individuals as part of the Caribou family.



*William Gahagan retired after 52 years with the city.
Photo credit Chris Bouchard, Fiddlehead Focus,
March 8, 2019*

For me, that family priority goes a little deeper as I step down from this City Manager position in Caribou to focus on my personal family. We've truly been blessed by the opportunity you've given us to be part of the Caribou connection. You welcomed us with smiles, handshakes (before COVID), love and memories that will last a lifetime. Thank you for the sports, the songs, tumbling, sledding, lakes, rivers, wildlife, scenery, and your friendships.

My friends, Adieu.

Dennis L. Marker, AICP, MPA
Caribou City Manager



Governor



STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

Dear Friends:

When I took the oath of office as Maine's 75th governor, I never imagined that we would face a deadly pandemic. But that is our reality, and it is my responsibility to guide our state through this time, to keep Maine people safe and healthy, and to put our economy on a path to recovery.

COVID-19 has wreaked havoc on our national economy, dealing heavy losses to businesses of all sizes, and leaving millions of people unemployed. Here in Maine it has taken the lives of hundreds of people and sickened many more. Since the arrival of the first vaccines in December 2020, we have been working to get as many shots into the arms of Maine people as quickly and efficiently as possible.

While our spirits are lifted and we share in a collective sense of relief, particularly for frontline health care workers who are exhausted and have been working around the clock to save lives, it will take months to administer the vaccine to all Maine people and we must keep our guard up. In the coming months, I look forward to working with you in fully opening our schools and businesses across the state. We will hasten our state's recovery if we wear our masks, watch our distance, avoid gatherings, and wash our hands.

My Administration, in collaboration with public health experts and business leaders across the state, developed a plan to gradually and safely restart Maine's economy. We also formed an Economic Recovery Committee charged with assessing the economic impacts of the pandemic on Maine's economy and providing recommendations for policy changes to deal with these impacts. Together, drawing on the hard work and resilience of Maine people, we will rebuild and strengthen our economy and rise from this unprecedented challenge to be a stronger, better state than ever.

I continue to be amazed by the strength and courage of the Maine people and businesses who have found different ways to do business and the brave first responders in your town and in our health care facilities. Thank you to the people of Maine who have demonstrated patience, kindness, and compassion during this difficult time.

Please take care,

Janet T. Mills
Governor

P.S. For the latest information and guidance on Maine's response to COVID-19, as well as resources for assistance during this time, please visit www.maine.gov/covid19/.

PHONE: (207) 287-3531 (Voice)

888-577-6690 (TTY)

FAX: (207) 287-1034

www.maine.gov



Legislature

SUSAN M. COLLINS
MAINE

415 DIRKSEN SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1904
(202) 224-3923
(202) 224-2553 (FAX)

United States Senate
WASHINGTON, DC 20510-1904

COMMITTEES:
SPECIAL COMMITTEE
ON AGING
CHAIRMAN
APPROPRIATIONS
HEALTH, EDUCATION,
LABOR, AND PENSIONS
SELECT COMMITTEE
ON INTELLIGENCE

Dear Friends:

It is an honor to represent Maine in the United States Senate. I am grateful for the trust the people of our State have placed in me and welcome this opportunity to reflect on 2020, an incredibly challenging year for Maine families, small businesses, and communities.

When the pandemic struck, our country faced the specter of an overwhelmed health care system and devastation to our small businesses and the millions of people they employ. I immediately worked with Republicans and Democrats to pass multiple laws allocating approximately \$3 trillion to respond to this public health and economic crisis, including more than \$8 billion directed to Maine to support testing, schools, the economy, and other purposes — that is nearly double Maine’s annual state budget.

I am especially proud of the bipartisan Paycheck Protection Program (PPP) I co-authored. This program has provided three out of four Maine small businesses with nearly \$2.3 billion in forgivable loans, which has helped sustain more than 250,000 Maine jobs. I have met thousands of Maine small employers and employees in all 16 counties who are surviving because of the PPP. As one small business owner told me, the PPP provided “exactly what we needed at exactly the right time.” The PPP also allowed employers to maintain benefits, such as health care, during this challenging time. Another round of PPP is needed to sustain small businesses and their employees.

While the pandemic continues across Maine, our nation, and the world, I thank the first responders, health care professionals, teachers, grocery store employees, factory workers, farmers, truck drivers, postal employees, and so many others who continue to stay on the job during this difficult time. With the deployment of the first vaccines, better tests, and the incredible speed with which these life-saving responses were developed, I am hopeful we can emerge from this crisis in the next few months.

While providing relief to American families was my focus throughout 2020, other accomplishments include the passage of the Great American Outdoors Act, which provides full funding of the Land and Water Conservation Fund and addresses the maintenance backlog at our national parks, forests, and wildlife refuges. As Chairman of the Transportation Appropriations Subcommittee, in 2020 alone, I secured \$132 million to improve Maine’s roads, bridges, airports, buses, rail, ferries, and seaports. Finally, as Chairman of the Aging Committee, I led the reauthorization of the Older Americans Act, which funds programs that improve the well-being, independence, and health of our nation’s seniors and their caregivers, and I authored laws to reduce the cost of prescription drugs and protect individuals with Alzheimer’s disease.

As the end of 2020 is approaching, I have cast more than 7,535 votes, never having missed one. In the New Year, my focus remains to work with colleagues to find common ground on policies to help support the health and safety of Mainers and the safe, responsible opening of our communities. If ever I or my staff can be of assistance to you, please do not hesitate to contact one of my state offices. May the coming year be a successful one for you, your family, your community, and our state.

Sincerely,

Susan M. Collins
United States Senator



Legislature

ANGUS S. KING, JR.
MAINE

133 HART SENATE OFFICE BUILDING
[202] 224-5344
Website: <http://www.King.Senate.gov>

United States Senate
WASHINGTON, DC 20510

COMMITTEES:
ARMED SERVICES
BUDGET
ENERGY AND
NATURAL RESOURCES
INTELLIGENCE
RULES AND ADMINISTRATION

January 1, 2021

Dear Friends,

2020 was a year unlike any in our lifetimes. Our state and nation dealt with unprecedented challenges--the coronavirus pandemic, ensuing economic fallout, and a prolonged, heavily divisive campaign season each took a significant toll on all of us. The worst part? In order to protect each other, we had to face these challenges in isolation. But a new year represents new possibilities; a chance to take stock of what we're grateful for and focus on the opportunities in front of us. As we reflect back on 2020, we will remember heartbreak and loss -- but we cannot forget the shining rays of hope that broke through the darkness, reminding us all that better days are ahead.

Throughout the pandemic, my top focus has been on bridging the partisan divide in Washington in order to deliver desperately-needed relief for Maine people. Joined by colleagues last March, we pushed for bipartisan negotiations to produce a strong bill that helped fellow Mainers, businesses, and institutions weather this storm. In the weeks and months after the *CARES Act* passed, our team stayed in close contact with people throughout the state to determine how we should adjust our response to best support our citizens. Unfortunately, the aid provided by the *CARES Act* lapsed without Congressional action, leaving too many families and businesses in limbo. I never stopped pushing for a bipartisan relief bill and, after extensive negotiations, we ended the year on a good note by breaking the gridlock and passing new relief legislation. This new bill isn't perfect; in fact, it should just be the start our renewed response. As we enter 2021 with a new administration and new Congress, we must fight for additional legislation to help restore stability to our working families and rebuild our economy and public health infrastructure.

In the midst of this crisis, Congress did manage to accomplish a few successes that will outlast this awful pandemic. Among these was the *Great American Outdoors Act*, a bipartisan bill which was enacted into law in August 2020 and will help address a \$12 billion backlog at our national parks so future generations of Americans can enjoy these beautiful lands and create lifelong memories. Also, as we learn more about the recent hacks of our nation's networks, there is help on the way: 27 of the cybersecurity recommendations made by the Cyberspace Solarium Commission -- which I co-chair with Republican Congressman Mike Gallagher-- made it into this year's defense bill. While there is no guarantee that these provisions would have prevented the massive hack, they will certainly improve our cyber defenses.

Despite the challenges, I'm hopeful for the future. Vaccines are being distributed across our state -- starting with our healthcare heroes, who have sacrificed so much throughout this unprecedented catastrophe and deserve our eternal gratitude. If there can be a silver lining from these challenges of 2020, maybe it will be this: I hope that, in the not-so distant future, we will be able to come together physically and we will be reminded of our love for each other. We have differences, without a doubt. But as Maine people stepped up to support each other, we saw again and again that our differences pale in comparison to the values we share. We are one state, and one community -- and there is nothing we cannot or will not do for each other. Mary and I wish you a happy and healthy 2021. We can't wait to see you soon.

Best Regards,

Angus S. King, Jr.
United States Senator

AUGUSTA
4 Gabriel Drive, Suite F1
Augusta, ME 04330
(207) 622-8292

BANGOR
202 Harlow Street, Suite 20350
Bangor, ME 04401
(207) 945-8000

BIDDEFORD
227 Main Street
Biddeford, ME 04005
(207) 352-5216

PRESQUE ISLE
109 Academy Street, Suite A
Presque Isle, ME 04769
(207) 764-5124

In Maine call toll-free 1-800-452-1899
Printed on Recycled Paper



Legislature



Troy D. Jackson
President of the Senate

THE MAINE SENATE
130th Legislature

3 State House Station
Augusta, Maine 04333

March 10, 2021

Dear residents of Caribou,

I am humbled by the opportunity to serve again as your State Senator. I am honored to represent your community and to be re-elected by my peers to serve as President of the Maine Senate — the first person from Aroostook County to serve in this position for two consecutive terms.

There is no doubt that the COVID-19 pandemic brought unexpected challenges to Mainers all across our state last year. In March of last year, all four legislative leaders came together and agreed to temporarily adjourn the legislature after passing measures to support small businesses, Maine workers and the health and well-being of our people during this crisis. It was a tough decision, but we recognized the leadership the moment required.

During these trying times, so many Mainers came together to do what is right to get us through this crisis. As we continue our work in the 130th Legislature, we need to harness our best ideas and work across party lines, geographical differences and more to ensure our state comes through this period of our history stronger than we entered it.

As always, I know there is a long road ahead and more work to do to make Maine a great place to live. I promise to continue that fight as we begin the legislative session this year.

If you have other concerns or ideas for legislation, my door is open. Please feel free to call or email me anytime. You can also go to www.troyjackson.org to find out more about what I am working on in Augusta or to sign up for my newsletter.

Sincerely,

Troy Jackson
Senate District 1

State House (207) 287-1500 * TTY (207) 287-1583 * Fax (207) 287-5862 * Toll Free 1-800-423-6900
Email: Troy.Jackson@legislature.maine.gov * Web Site: legislature.maine.gov/senate



Legislature

Washington Office
1223 Longworth House Office Building
Washington, D.C. 20515
Phone: (202) 225-6306
Fax: (202) 225-2943
www.golden.house.gov



Committee on Armed Services

Committee on Small Business

Chairman, Subcommittee on Contracting
and Infrastructure

Jared Golden
Congress of the United States
2nd District of Maine

Dear Friends,

I hope this letter finds you safe and well. I know that this year has been challenging for many of our communities. In the midst of these challenges, it remains a privilege to represent you, and I appreciate the opportunity to update you on what I have been working on in Congress for the people of the Second Congressional District.

The coronavirus pandemic has made this year an especially difficult one. We've seen the struggles of small businesses, workers and families, hospitals, and states and towns. COVID-19 has been a serious threat to public health that requires a comprehensive, ongoing response. In March, Congress passed the largest of three bipartisan pieces of relief legislation, the *Coronavirus Aid, Relief, and Economic Security (CARES) Act*. The *CARES Act* was a \$2 trillion economic relief package to provide immediate assistance for some of those hit hardest by the pandemic. While an important start, many of the programs and benefits created by the *CARES Act* were set to expire by the end of 2020 at a time when COVID-19 cases were on the rise. That's why in late December, Congress passed another bipartisan bill to provide COVID-19 relief to small businesses and hospitals, the unemployed, and families struggling to put food on the table. However, the action Congress took at the end of 2020 cannot distract from its failure to act sooner. The unwillingness of many members of Congress to accept compromise throughout the fall left many Mainers struggling and led to a rushed process that produced a bill with serious flaws. In 2021, Congress needs to step up, come together, and lead the country through this pandemic and get our economy back on track.

There are a few bright spots that came out of the work done by Congress this year. As a member of the House Armed Services Committee, I helped advocate for a national defense bill that would include important priorities for American national security, Maine shipbuilders, and servicemembers and their families. The legislation authorizes a new DDG-51 Arleigh Burke-class destroyer to be constructed at Bath Iron Works and helps BIW compete for new work by encouraging a new multi-year procurement process for the DDG-51 Flight III. This funding bill also makes permanent new federal guidelines proposed by Senator King and me to allow Gold Star Families free admission to national parks and other federal lands.

I've been working to improve mental health services for veterans for years, and I led the Maine delegation's effort to address the need for long-term mental health substance abuse treatment for veterans in our state. This past fall the Veterans Administration announced we were successful. Construction starts next year on a new, 24-bed facility at Togus that will ensure Maine veterans won't be sent out of state to receive residential care for substance use disorder and associated mental health issues. This is one result that I am especially proud to deliver for my fellow Maine veterans.

As I reflect upon what I am most grateful for this year, I am especially glad to be able to share that my wife Izzy and I are expecting a baby in 2021. We are excited about this new addition to our family and look forward to the blessings ahead.

This period is challenging for Mainers as we all take steps to limit the spread of the coronavirus, protect our families and our communities, and lean on each other to withstand this pandemic and economic hardship. My staff and I stand ready to assist Mainers as we work through these challenges together. I look forward to continuing to work on your behalf in 2021.

Respectfully,

Jared Golden
Member of Congress

6 State Street, Suite 101
Bangor, ME 04401
Phone: (207) 249-7400

7 Hatch Drive, Suite 230
Caribou, ME 04736
Phone: (207) 492-6009

179 Lisbon Street
Lewiston, ME 04240
Phone: (207) 241-6767



Legislature



HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002
(207) 287-1440
TTY: (207) 287-4469

Sue Bernard

70 Grimes Road
Caribou, ME 04736
Phone: (207) 210-0518
Sue.Bernard@legislature.maine.gov

January 2021

Caribou Municipal Building
25 High Street
Caribou, ME 04736

Dear Friends and Neighbors,

Thank you for electing me to serve as your State Representative. Serving the residents of House District 149 in the Maine Legislature is a responsibility that I take seriously and I am honored that you have entrusted me to be your voice at our State Capitol.

On December 2nd, the 130th Legislature was sworn-in at the Augusta Civic Center instead of the chambers at the State House as a safety precaution due to the ongoing COVID-19 pandemic.

This session, our biggest priority is addressing the next biennial budget with which we're facing a serious budget shortfall over the next three years. Difficult decisions will have to be made for prioritizing resources to make ends meet.

I encourage you to actively participate in your state government. Phone calls and letters are always a welcomed avenue for providing feedback. This session, with the increased utilization in remote meetings and hearings, happenings in Augusta are now even more accessible. Using the homepage of the Maine Legislature: Legislature.Maine.Gov, you will find access to Zoom meetings, public hearings, and YouTube videos providing updates on the latest at our State Capitol.

To join my weekly eNewsletter featuring current state news, please contact me at Sue.Bernard@legislature.maine.gov and I will happily add you to my distribution.

Again, thank you for giving me the honor of serving you in Augusta and may you all have a safe and healthy 2021.

Sincerely,

Sue Bernard
State Representative

District 149 Caribou, New Sweden & Westmanland



Boards, Committees Commissions

AIRPORT ADVISORY COMMITTEE

Darrell Bouchard
David Barbosa
Mark Jones
Shane McDougall
Tom Goetz
Hugh Kirkpatrick

BOARD OF ASSESSORS

Michael Quinlan
Romeo J. Parent
John Weeks

CARY BOARD OF DIRECTORS

Carl Soderberg
Christopher Bell
Doug Plourde
Dr. Irene Djuanda
Shawn Laferriere
Matthew Hunter
Michael Quinlan
Neal Griffith
Susan White
Dennis Marker, Ex-Officio

HOSPITAL DISTRICT

Bryan Cullins
Doug Plourde
Paul Camping

HOUSING AUTHORITY BOARD OF COMMISSIONERS

James Belanger, Jr.
Jay Kamm
Mary-Kate Barbosa
R. Mark Goughan
Gail Michaud
Thomas Ayer

JEFFERSON CARY MEMORIAL HOSPITAL FUND

Athill Hebert
Betty J. Hatch
Kevin C. Barnes

LIBRARY BOARD

Gail Hagelstein
Jane Foster
Janine Murchison
Kathryn Olmstead

NYLANDER MUSEUM BOARD

Gail Hagelstein
Carol Wolfington
Kimber Noyes
Travis Michaud
Heather Hale
Dana G. Jones
Philip McDonough II

PLANNING BOARD

Robert White
Daniel Bagley
Christine Solman
Amanda Jandreau
Frank McElwain
David Corriveau
Drew Ayer

RECREATION COMMISSION

Jane Mavor-Small
Kyle Corrigan
Matthew Holabird
Susan White
Troy Barnes
Gary Marquis, Ex-Officio
Dennis Marker, Ex-Officio

REGIONAL SCHOOL UNIT #39

Betheny Anderson
Jan Umphrey-Tompkins
Ronald Willey
Tanya Sleeper

REGISTRATION BOARD OF APPEALS

Judy-Ann Corrow
Gary Sanfacon
John Shaw

REGISTRAR OF VOTERS

Danielle Brissette

UTILITIES DISTRICT

Janine Murchison
Nancy Solman
Jay Kamm
David Belyea
Philip McDonough II

ZONING BOARD OF APPEALS

Donald Cote
Lewis Cousins
George Howe
Robert Ouellet
Margaret Pierce

AROOSTOOK WASTE SOLUTIONS

Kenneth Murchison, Jr.
R. Mark Goughan



Cary Medical Center

Cary Medical Center 2020 City Report

Cary Medical Center began the year 2020 with great enthusiasm following the celebration of the hospital's 95th Anniversary in 2019. The hospital was primed for a very successful year with an expanding medical staff, a dynamic relationship with Pines Health Services, and plans for major renovations of the Maternal Child Unit and One Day Surgery. Little did we know that all the best laid plans were about to be dramatically changed as the result of one of the worst pandemics to impact the United States and the World in more than 100 years. Looking back on the past year while monitoring this ongoing COVID 19 virus we are in awe of the remarkable and courageous performance our staff displayed at every level.

At the outset of this virus, Cary and Pines CEO, Kris Doody, RN, placed Dr. Regen Gallagher, Cary Chief Medical Officer in charge of all things COVID. To say that Dr. Gallagher took on this responsibility with some trepidation, since none of us could have imagined the longevity and devastating consequence of the pandemic, would be fair, but her amazing leadership and commitment to the effort was extraordinary. She began by establishing weekly virtual meetings with all departmental leadership and with a firm hand to set standards as to how the hospital would respond. Masking, social distancing, handwashing, avoidance of gatherings, hospital visitation policies, personal protective equipment, testing, cleaning, staff deployment, the list of essential actions seemed endless. Thanks to this coordinated effort and the vigilance Dr. Gallagher took to the crisis, Cary Medical Center was able to weather the COVID 19 storm and continue our critical role of caring for patients and families while protecting our staff.

While the end of 2020, to the dismay and disappointment of everyone, did not bring an end to this pandemic, there is the proverbial light at the end of the tunnel and by December we were anticipating the arrival of life-saving vaccines.

A Community Responds

Aroostook County is famous for its hospitality. It is also known for its fierce independence. But when a crisis strikes there is probably no place that comes together faster in support of each other. So it was in 2020 when COVID 19 became a reality. As it became clear that the virus would impact virtually every aspect of our lives, particularly the hospital, people, literally, came out of the woodwork to help. Volunteers made hundreds of facemasks, and face shields. Local restaurants donated food to the hospital, donuts and coffee, pizza and more pizza, personal protective

equipment, the Caribou Fire and Ambulance Department donated ventilators. The support was gratifying and meant so much to our beleaguered staff.

Business Not as Usual

Imagine, after 95 years of welcoming patients and visitors to the hospital COVID 19 created a situation where we had to discourage people from coming to the hospital. Early on during the pandemic we were forced to pause all elective procedures, shut down many of our outpatient services, and even restrict visitors, including family members from visiting hospitalized patients. While some exceptions were made for patients in their last days the painful experience of refusing traditional visitation was very difficult for everyone. We know the value of family in support of healing and this was so arbitrary to our 'Family' approach to care. Still, the continuing infections occurring at long-term care facilities and what was happening at other healthcare organizations made staying on course a critical responsibility.

Another dynamic that impacted the hospital was the redeployment of hospital staff. One area in particular that illustrated this was our Physical and Occupational Therapy Department. Once outpatient visits were cancelled the therapists willingly joined the hospitals overwhelmed housekeeping department. The increased need for sanitizing all the areas of the hospital was in itself a major challenge. Our therapists were not intimidated by the prospect and enthusiastically took on the task. They performed so well that the hospital shined like never before making patients and staff feel more secure, comfortable and confident. Along with our clinical staff our housekeeping staff went above and beyond and their combined efforts held our COVID 19 cases to a minimum.

Testing

We also needed a strategy to isolate patients being tested for COVID 19 away from other patient or staff populations. Working together with Pines Health Services in March we opened a Respiratory Clinic initially directed by Dr. Carl Flynn who tested thousands of patients. We also worked hard to keep patients who tested positive out of the hospital and to manage them at home. This proved to be a very good strategy and kept the hospital from becoming overwhelmed and kept positive patients from infecting others. Pines Health Services provided patients with a thermometer and pulse oximeter along with daily contact in case symptoms worsened.



Cary Medical Center

One of the ways that COVID 19 impacted the hospital was in the hospital laboratory. It became clear at the outset that testing for the virus was going to be absolutely critical to managing the pandemic. Thankfully Cary Medical Center has a very sophisticated diagnostic lab and some very dedicated staff. Initially we had to be granted permission from the State to test patients for COVID but eventually we began testing using the PCR method and ultimately we worked with numerous outside labs to help with the volume of testing. We tested our first positive patient, ironically an employee on October 20th. By the end of the year we had performed over 4,000 tests, of those, 63 tested positive for COVID 19. Our testing efforts were helped with the purchase of a second PCR machine thanks to a generous donation from the Aroostook Federal Savings and Loan in Caribou.

Screening

The need to keep the hospital as safe as possible and to stop avoidable spread created a need for 'screeners'. Every patient, every employee, every visitor was required to be screened for temperature and symptoms prior to going through the hospital. This involved the deployment of staff as screeners, the hiring of additional staff and the support of hospital security. Masking was required from the very beginning of the pandemic and the vast majority of people accepted the requirement.

Epilogue

There are many more stories to tell about 2020 and the Pandemic. The tragedy of lives lost, of events cancelled or virtual schooling and yet by the end of the year we could see a light at the end of the tunnel ever how dim with vaccines on the way. Time passes quickly and months from now, God willing, this pandemic will be behind us. We must never forget the remarkable work of our front line health workers, including all those who supported the clinical professionals, the administrative and business office personnel who kept operations functioning in spite of fear and anxiety and concern about their own families. It was truly a team effort and one that will be woven into the fabric of Cary Medical Center as we approach 100 years of caring.

Life Goes On...

While the pandemic raged all around us, the work of the hospital continued. At the end of 2019 the hospital completed its, every three year, Community Health Needs Assessment (CHNA). This process is used to determine the most consequential health issues facing the hospital's primary service area. Based on these findings the hospital

designs a strategic approach to address the health issues with a goal of reducing their burden on the populations we serve. The 2019 CHNA highlighted six significant health issues: Substance Use Disorder, Mental Health, Obesity, Cancer, Tobacco Use, and Diabetes. Through the hospital's Community Relations Department and the award winning 'Healthy You' program, a number of health promotion activities and programs were launched to address these issues.

Caribou Recovery House

Prior to 2020 Cary CEO, Kris Doody, RN, recognized the growing crisis of opiate addiction and overdose death in the County. In 2017 she tasked long-time Cary Public Relations Director, Bill Flagg with initiating a community wide effort to address the issue. That work led to the founding of Recovery Aroostook, a grassroots organization of former addicts, health professionals and families impacted by addiction. The group worked diligently to expand resources and help to build a 'Recovery Community'. With the support of the hospital and a Caribou based nonprofit, The Center for the Advancement of Rural Living (CARL) the efforts gained momentum and in August 2020 Caribou's only Men's Recovery House 2020 was opened. The house provides a structured alcohol and drug free living environment for men in recovery.

Additional efforts to combat substance use disorder continued in 2020 through the Power of Prevention Coalition. Funded by a grant from the 'Fund for Healthy Maine', the project provides ongoing prevention work in schools and the community. Staff with the project work in the County jail to teach an evidence based prevention program, 'Prime for Life'. The project updated its 'Resource Guide' and continued to pursue specific strategies as outlined in a dynamic work plan.

Finally Cary was also involved in a major grant from the Federal Health Resources and Services Administration focusing on the Opiate crisis. The grant provides ongoing professional education, and is working with Emergency Departments in the Maine Rural Health Collaborative to enhance Medication Assisted Treatment or MAP. The goal is to introduce MAP when a patient is in the ED as a result of substance use and to connect the patient with support services in the community upon discharge.

Zero Suicide

In addressing Mental Health Cary became a partner in addressing the very serious issue of suicide. Working with Sweetzer (sweetser.org) a Maine based nonprofit



Cary Medical Center

community mental health provider the hospital began reviewing its approach to suicide awareness and prevention. A committee was established and a survey was conducted among hospital staff to identify stigma associated with suicide. Efforts are now underway to increase awareness and to provide support and follow up for patients at risk.

Screen Aroostook

Cary also continued its efforts to promote cancer screening through the 'Screen Aroostook' project. Thanks to a grant from the Maine Cancer Foundation and the collaboration of the four County hospitals a major effort was undertaken to increase awareness on the importance of screening for colorectal cancer. This County-Wide effort saw the largest distribution of colon cancer prevention strategies when 54,000 postcards were delivered to every residential household in Northern Maine.

Prevent T2

The high incidence of Diabetes was another key finding in the 2019 CHNA. In 2020 Cary continued its work with the National Type 2 Diabetes Prevention Program. Under the direction of Nancy Holmquist and with the support of the Siruno Stroke Prevention Program, the hospital has gained preliminary certification from the U. S. Centers for Disease Control and Prevention to administer this program. The program is now delivered in both Caribou and Presque Isle on an ongoing basis.

Social Media Expanding Reach

Other activities associated with the community health promotion were reflected in the hospital Award Winning 'Healthy You' program. With the impact of the COVID 19 Pandemic program director, Bethany Zell, came up with a dynamic approach to deliver health promotion programs virtually. Using her social media skill, she was able to offer weekly live Facebook presentations, interviewing health professionals as well as organization representatives offering resources to support healthy lifestyle. The hospital's annual health fair was held virtually with some 600 people engaged in various aspects of the event. Multiple health organizations were featured in the virtual programming. Cary's reach into the community dramatically expanded in 2020 with nearly 4,500 Facebook Likes and 4500 Facebook Followers. We can now reach 8,000 people through our social media program. This was vital during COVID 19 as we developed daily updates on the virus, which was also featured on our Website.

The use of Social Media also allowed us to expand on our physical activity programs as we offered two fitness challenges 100 Miles in 100 days and 200 miles in 200 days. Several hundred people participated in these activities which were sponsored by Hebert's Rexall Pharmacy in Van Buren and Sleepers in Caribou.

Cary continued its annual Free Flu Shot community program in 2020, providing nearly 1,000 flu vaccines in communities served by the hospital. The hospital also continued its support of Red Cross Blood Drives

We hosted four blood drives in 2020. We collected 253 units of blood.

Age Friendly Community

Cary continued to expand on its Age Friendly Community (AFC) status. Working with the AFC committee we provided sand buckets to improve safety during the winter. We collected the 5 gallon buckets from local restaurants and volunteers filled them with sand and delivered them to the homes of older adults. Elizabeth Singer, Coordinator of the Age Friendly Caribou program, was selected as a Lifelong Community Fellow. The Maine Community Foundation provided a \$1,000 grant for this program to Age Friendly Caribou. We also partnered with Caribou Parks and Recreation to host a Senior Santa program. People in the community donated new items like blankets, toiletries, puzzles, etc. A team of volunteers wrapped and sorted the presents, and they were delivered to recipients of meals on wheels, Caribou Gardens and Lyndon Heights residents, and other people that community members noted could use a 'pick-me-up' during the holidays.

In 2020 Cary was recognized as an Age Friendly Health System joining a national Age-Friendly Health Care Movement. The goal of the movement is to improve health care for older adults, contributing to a goal of 20 percent of U.S hospitals and health systems becoming age-friendly by 2020.

As part of the Age-Friendly Health Systems initiative, the John A. Hartford Foundation, and the Institute for Healthcare Improvement, in partnership with the American Hospital Association and the Catholic Health Association of the United States, are helping hospitals and other care settings implement a set of evidence-based interventions specifically designed to improve care for older adults.



Cary Medical Center

2020 - Award Winning Health Care

Cary Medical Center is one of the most recognized and award winning rural hospitals in America. In 2020 the hospital earned a number of significant awards:

- 2020 Platinum Level Status for Tobacco-Free Hospital Gold Star Standards of Excellence (9th Consecutive year receiving tobacco free award)
- 2020 Fall Grade of "A" 3rd consecutive "A" for Hospital Safety Score by the Leapfrog Group. Cary is one of only 84 of the nation's 2600 general hospitals participating in the survey to have earned such distinction and one of only three in Maine.
- 2020 Best Maternity Care Hospital as named by Newsweek & The Leapfrog Group
- 2020 Bronze Level Status, Cribs for Kids National Safe Sleep Hospital Certification designation
- 2020 Women's Choice Award – America's Best Hospitals for Patient Experience in Patient Safety
- 2020 Women's Choice Award – America's Best Hospitals for Patient Experience in Obstetrics, (6th time we have received the award, also received in 2013, 2015, 2016 and 2017, 2018)
- 2020 Aster Awards "Gold" winner for the Jefferson Cary Cancer Center Patient Handbook, top award honoring excellence in healthcare advertising and marketing.

2020 Recruitment Success

One of the most significant challenges in rural health care is the recruitment of health care professionals. The year 2020 was very productive in this regard, especially in the Department of Emergency Medicine. For the first time in more than a decade Cary now has a full contingent of Emergency Department Physicians. In addition to Emergency Medicine we were also able to add specialists in Pathology, Anesthesiology, Obstetrics & Gynecology, Oncology/Hematology:

- Len Clow, M.D. Emergency Medicine
- Peter Levasseur, M.D., Emergency Medicine
- Jorge Insignares, M.D., Emergency Medicine
- Bhunesh Maheshwari, M.D. Pathology
- Wojciech Franzl, M.D. Anesthesiologist
- Magid Abujahir, M.D., Hematology/Oncology
- Justin Salerno, M.D. Obstetrics/Gynecology
- Danya St. Peter, Family Nurse Practitioner
- Brandi Rossignol, Family Nurse Practitioner

WCARY MEDICAL CENTER BOARD OF DIRECTORS 2020

Doug Plourde, Chair
Irene Djuanda
Carl Soderberg
Kevin Barnes
Michael Quinlan, Vice Chair
Sue White
Neal Griffith
Dennis Marker
Chris Bell
Shawn Laferriere, D.O

CARIBOU HOSPITAL DISTRICT MEMBERS 2020

Doug Plourde, President
Bryan Cullins, Treasurer
Paul R. Camping, Clerk
Kris Doody, RN, CEO
Chelsea Desrosiers, CFO
Leslie Anderson, COO

JEFFERSON CARY ESTATE (Jefferson Cary Memorial Hospital Fund*) BOARD OF DIRECTORS 2020

Kevin Barnes, Chairman
Betty Hatch
Athill Hebert

JEFFERSON CARY FOUNDATION BOARD OF DIRECTORS 2020

Peter Doebener, President *
Pamela Scheppele, President
Norman Collins, Treasurer
Craig Small, O.D.
Mary Ann Chasse
Kris Doody, RN
David Wakem
Shawn Laferriere, DO
Craig Staples
Tamra Kilcollins, MSB, Executive Director

*Peter Doebener served as president of the board until his untimely death in October 2020



Cary Medical Center

CARY MEDICAL CENTER AND CARIBOU HOSPITAL DISTRICT

Combined Statements of Revenues, Expenses and Changes in Net Position Years Ended December 31, 2020 and 2019

| | 2020 | 2019 |
|--|-------------------|----------------------|
| Revenue | | |
| Net Patient Service Revenue | 48,144,000 | \$ 55,819,000 |
| Other Revenue | 4,224,000 | 4,222,000 |
| HHS Stimulus Revenue | 7,685,000 | - |
| TOTAL OPERATING REVENUE | 60,053,000 | \$ 60,041,000 |
| Operating Expenses | | |
| Salaries and Benefits | 29,862,000 | \$ 28,986,000 |
| Supplies and Other | 27,802,000 | 28,568,000 |
| Depreciation and Amortization | 1,595,000 | 1,720,000 |
| TOTAL OPERATING EXPENSES | 59,259,000 | \$ 59,274,000 |
| OPERATING INCOME | 794,000 | \$ 767,000 |
| Non-Operating Revenues (Expenses) | | |
| Investment Income | 94,000 | \$ 163,000 |
| Contributions and Program Support | 2,000 | 12,000 |
| Interest | (7,000) | (23,000) |
| TOTAL NON-OPERATING REVENUES (EXPENSES) | 89,000 | \$ 152,000 |
| EXCESS OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS | 883,000 | \$ 919,000 |
| Capital Contributions | 39,000 | \$ 6,000 |
| INCREASE IN NET ASSETS | 922,000 | \$ 925,000 |

Combined Balance Sheets December 31, 2020 and 2019

| | 2020 | 2019 |
|--|----------------------|----------------------|
| ASSETS | | |
| Current Assets | | |
| Cash and Cash Equivalents | \$ 20,094,000 | \$ 3,894,000 |
| Patient Accounts, net of estimated uncollectibles of: \$2,791,000 in 2020 and \$2,472,000 in 2019 | 8,082,000 | 9,700,000 |
| Estimated Third-Party Payor Settlements | 3,622,000 | 2,435,000 |
| Supplies, Prepaid Expenses and Other Current Assets | 2,221,000 | 2,094,000 |
| TOTAL CURRENT ASSETS | \$ 34,019,000 | \$ 18,123,000 |
| Assets Limited as to Use | \$ 5,153,000 | \$ 4,988,000 |
| Capital Assets | \$ 7,019,000 | \$ 8,054,000 |
| Other Assets | | |
| Other Receivables, net of estimated uncollectibles of: \$321,000 in 2020 and \$455,000 in 2019 | \$ 993,000 | \$ 1,147,000 |
| TOTAL ASSETS | \$ 47,184,000 | \$ 32,312,000 |
| LIABILITIES AND FUND BALANCE | | |
| Current Liabilities | | |
| Current Portion of long-term Debt | \$ - | \$ 261,000 |
| Accounts Payable and Accrued Expenses | 3,780,000 | 4,586,000 |
| Accrued Salaries and Related Amounts | 2,153,000 | 1,887,000 |
| Estimated Third-Party Payor Settlements | 3,624,000 | 2,601,000 |
| Medicare accelerated payments | 6,000,000 | - |
| Paycheck Protection Program (PPP) refundable advance | 4,788,000 | - |
| Deferred U.S. Department of Health and Human Services Stimulus Revenue | 2,666,000 | - |
| Other Current Liabilities | 865,000 | 618,000 |
| TOTAL CURRENT LIABILITIES | \$ 23,876,000 | \$ 9,953,000 |
| Long-Term Debt, Excluding Current Portion | \$ 47,000 | \$ - |
| Deferred Lease Revenue | \$ 173,000 | \$ 193,000 |
| TOTAL LIABILITIES | \$ 24,096,000 | \$ 10,146,000 |
| Net Assets | | |
| Invested in Capital Assets Net of Related Debt | \$ 6,972,000 | \$ 7,792,000 |
| Restricted Expendable for Specific Operating Activities | 74,000 | 72,000 |
| Unrestricted | 16,042,000 | 14,302,000 |
| TOTAL NET ASSETS | \$ 23,088,000 | \$ 22,166,000 |
| TOTAL LIABILITIES AND NET ASSETS | \$ 47,184,000 | \$ 32,312,000 |



Clerk & General Assistance

2020 in Review

Merriam-Webster: Definition of city clerk:

A public officer charged with recording the official proceedings and vital statistics of a city.

PERSONNEL:

Susan "Sue" Skidgell joined our team as the new Deputy City Clerk. Sue was hired to assist with all aspects of the Clerk's office and came to us with several years of experience. Sue has since joining us earned the designation of Certified Municipal (CMC) Clerk through the International Institute of Municipal Clerk's (IIMC). This achievement requires a tremendous amount of dedication and professional development.

Assistant City Clerk Cherie Garman has continued her training and attended the New Clerk training course and continues to be a great asset to our team.

Ms. Jayne R Farrin has retired on August 3, 2020 after serving the citizens of Caribou for 13.5 years. Jayne was a mentor for many clerks through the state and is a wealth of knowledge. Jayne received a very prestigious award during the Clerk's Networking day in September. The Ethelyn Stuart Marthia Award was awarded to Jayne to honor the memory and legacy of Ethelyn Stuart Marthia and is bestowed upon a praiseworthy clerk that has embraced the many of Ethelyn's traits and strengths during their tenure.

Danielle Brissette, Deputy City Clerk moved into the Clerk position following Jayne's retirement. She has attended many trainings and has become proficient in the aspects of her position. She is working towards receiving the designation of Certified Municipal Clerk.

ELECTIONS:

- March 3, 2020 Presidential Preference Primary
 - 1,327 votes were casted
- June 23, 2020 RSU 39 Budget Meeting
 - 23 Caribou Voters Attended
- July 14, 2020 State Primary/ Special Referendum & RSU 39 Budget Validation Referendum
 - 1,310 votes were casted
- November 3, 2020 General / State Referendum & Municipal Election
 - 3,895 votes were casted

Registered Voters as of December 31, 2020: 5850

COUNCIL SECRETARY:

According to the City Charter, "The Council shall appoint an officer of the City who shall have the title of City Clerk and the City Clerk shall be the ex officio secretary of the Council." One of the duties as their secretary, the Clerk's office keeps a record of attendance for each Council member and submits quarterly a bill so they will receive their proper compensation. During 2020, there were a total of 32 meetings (1 organizational, 3 special, 2 workshop and 26 regular).

VITAL RECORDS- BIRTHS, DEATHS & MARRIAGES:

Births

| | |
|------------------------------------|-----|
| Residents | 48 |
| Nonresidents | 149 |
| Resident Births outside of Caribou | 19 |
| Total Births Recorded | 216 |

Deaths – Caribou Residents 121

Marriages

Intentions filed & Marriages Recorded 52

Public Access Officer:

Since 2017, all Freedom of access requests are handled through the Clerk's Office.

Dogs Licensed: 906

Miscellaneous Licenses:

| | |
|---------------------------|----|
| Rubbish Haulers | 5 |
| Taxi Companies | 4 |
| Special Amusement Permits | 11 |
| Local Liquor Licenses | 12 |
| Sole Proprietorships | 8 |



Clerk & General Assistance

Services Provided by this Office:

- Property Tax Collections
- Vital Records
- Excise & Motor Vehicle Registrations
- Dog Licenses
- IF&W Registrations
- IF&W Licenses
- Trailer Park Lot Rent Collections
- Supervise Elections
- Voter Registration
- Absentee Ballots
- Business Licenses plus recording of Sole Proprietorships and Partnerships
- Code Enforcement Permit Fees
- Airport Hangar Lease Payments
- Copying – fee
- Fax – fee
- Notary Public Service – fee

General Assistance:

General Assistance is an emergency assistance program regulated by state statute and municipal ordinance. The program is designed to provide Caribou residents with assistance for basic needs. All assistance is granted in voucher form and no cash assistance is granted. Prior to making an appointment, an individual should pursue other sources because General Assistance is intended to be a program of last resort.

Once in 2020, the council adopted changes to the City's General Assistance Ordinance.

The state reimbursement rate is 70% and the city receives 100% reimbursement plus an administrative fee of \$4,800 for processing any Connor General Assistance applications.

General Assistance Expenses for 2019

CARIBOU: Processed 99 applications, paid for 95 cases which included 113 people.

| | |
|-------------------------------|--------------|
| Aid to Caribou Residents | \$20,155.19 |
| Minus Total Amount Reimbursed | -\$14,108.63 |
| Cost to the City of Caribou | \$6,046.56 |

CONNOR: Processed 1 application, paid for 1 case which included 1 person.

| | |
|--------------------------------|------------|
| Aid to Connor Residents | \$1,175.00 |
| (Fully Reimbursed by State) | |
| Administrative Fees for Connor | \$4,800.00 |

Cherie Garman, Assistant City Clerk
Susan Skidgell, Deputy City Clerk
Danielle Brissette, City Clerk
General Assistance Administrator
Motor Vehicle Agent





Code Enforcement

“The Blight Fight is Real!”

Downtowns and villages across the State struggle to overcome the impact of properties that are vacant, abandoned, and trapped in a cycle of neglect. More than ever, we must find ways to reinvest in our existing villages, towns, and cities, take advantage of existing public investments in infrastructure, and support our State’s community and economic centers.

On April 22nd, 2019 Mayor Goughan empaneled a Citizens Advisory Board for Residential and Urban Renewal. This board consisted of volunteers who embarked on a study of the problem. The recommendations outlined in their report resulted in the Blight Commission that would further shape the City of Caribou’s Blight Initiative.

In the Spring of 2020, the Commission began the work of defining our “Blight” Initiative and identifying the tools available to assist the City in our work to combat blight in the community. The Caribou City Council resolved to accept the “Blight Toolkit” on September 21, 2020.



At the same time an ambitious Blight Study was undertaken to map the actual conditions throughout the City. Staff conducted a windshield survey and collected more than 23000 lines of data. This data allowed the City to analyze blighted conditions in the community and to better identify areas of concern.

While working to better understand blight in our community staff moved forward with the actual work of abating a backlog of dangerous, abandoned, and nuisance (blighted) buildings. Our initial list consisted of six tax acquired dilapidated buildings.



Additionally, the City identified one other chronically tax acquired and dilapidated building that Caribou Public Works was able to demolish at great savings to the City.

All told the City removed 7 buildings from blighted properties, assisted private property owners with two more demolition projects and continue cleanup work at the former Birdseye site for a total of 10 blight related projects for 2020.





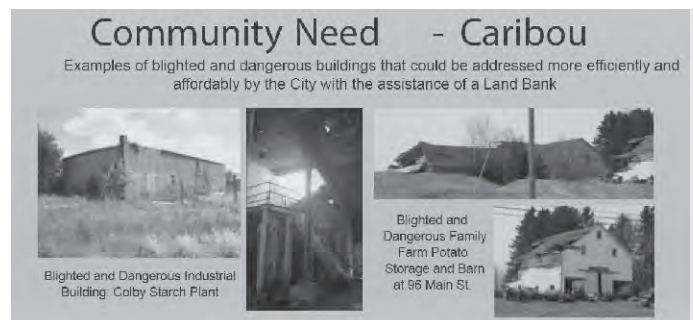
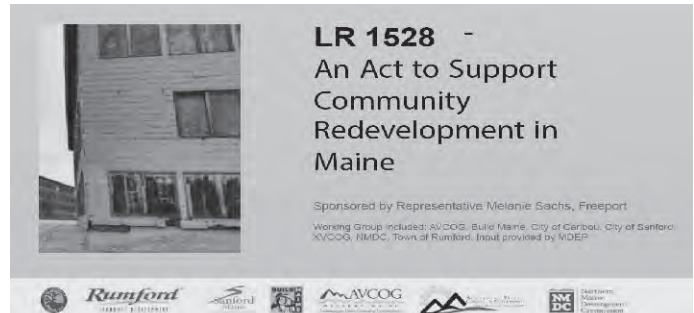
Code Enforcement



We continue to refine the methods and techniques outlined in our Blight Toolkit. One of these tools that we have identified is the concept of Land Banks. Typically, land banks are created as public entities by a local ordinance, pursuant to authority provided in state-enabling legislation.

Land banking programs can also be developed within existing entities, such as redevelopment authorities, housing departments, or planning departments.

City Staff have been working with the Maine Land Bank Stakeholders Group to draft such legislation to make the State of Maine the 20th State to ratify Land Banking, opening the door to State and Federal funding and to the techniques that would allow Caribou to benefit from Land Bank assistance locally, regionally and at the State level. Currently the Stakeholders Group is working to get this draft legislation to committee.



What's going on?

The new RSU 39 has opened!

Caribou Senior Living, LLC an ambitious project renovating the former Hilltop School into an independent living senior housing complex has opened.

Caribou has three proposed solar arrays pending construction.

The former Birdseye complex is nearing final clean up as we contemplate redevelopment.



Eastern Aroostook Regional School Unit 39



OFFICE OF THE SUPERINTENDENT
Timothy L. Doak, Superintendent
75 Glenn Street
Caribou ME 04736
207-496-6311 (Phone)
207-498-3261 (Fax)
www.rsu39.org

March 3, 2021

RE: Caribou Community School Grade 5: Green Model

Dear Parents/Guardians:

The Eastern Aroostook RSU No. 39 School District values the health and well-being of our students, staff, and families. Our team of professionals work throughout the school year to promote healthy schools. Safety is our number one priority today and every day.

On Friday, November 20, 2020, Maine Department of Education sent to all Maine schools new guidelines and restrictions for mask/face covering and group sizes. Governor Mills issued an executive order to tighten face covering requirements and limit the number of people in any one indoor space. Here are some of the highlighted requirements:

- A. Ensure the number of people (including staff and students) in any one indoor setting, including hallways, entryways and areas where students may congregate, do not **exceed 50**.
- B. In addition to the time during which students may be eating or drinking with a minimum of 6' **physical distancing**, school staff should offer only highly structured and well supervised mask breaks during the school day.

After reviewing these new restrictions and working with Caribou Community School Administration, I have made the decision to return Caribou Community School's Grade 5 students to a green model. In order to return to a safe environment a number of changes around lunchtime procedures, the process of school dismissal, and hallway movement had to be in place.

Caribou Community School's green model will still remain four days a week with Wednesday's being a remote learning day for all students in RSU 39 schools. These remote Wednesdays help our teaching staff plan and work with RSU 39 district remote only students. Currently, RSU 39 has 90 Caribou Community School remote learners and 90 Caribou High School remote learners. Once the transition for Grade 5 students is successful, plans will be made to safely bring additional grades levels back to a green model status if current safety guidelines and the six (6) safety requirements can be met for Caribou Community School.

The return to school for Grade 5 students will start on Monday, March 8, 2021.

In addition, please take social distancing seriously: avoid crowds, stay at home, and maintain at least a six-foot distance from other people. We recommend that you act to help limit the spread of COVID-19, even if your child is not experiencing symptoms.

Equal Opportunity Employer



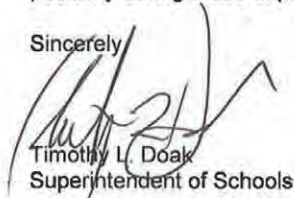
Eastern Aroostook Regional School Unit 39

The most important things you can do:

- Make sure your child is wearing a mask.
- Make sure your child is washing their hands.
- Keep your child home if they are sick.
- Call your primary care provider if you or your child has symptoms of COVID-19.

I want to thank our families for the continued patience during these difficult times. Having to manage home life and school life together can be very challenging for all of us. Your continued support and positivity during these unprecedented times is greatly appreciated.

Sincerely,



Timothy L. Doak
Superintendent of Schools

Equal Opportunity Employer



Emergency Management

First off, I'd like to thank the members of the Community Emergency Response Team (CERT) for their hard work and dedication to the City of Caribou. Their dedication to keeping the city safe is so much appreciated. Due to COVID-19, most public events in which CERT is utilized were cancelled. CERT members participate in training and are readily available in the event they are needed to assist emergency personnel. Their service to Caribou EMA and the citizens is unpaid and strictly volunteer.

Updates to the Emergency Operations Center (EOC) continued, keeping the local meeting place for first responders and emergency personnel up to date in technology. Both police and fire agencies utilize the EOC for trainings mandated by the state.

The Caribou Emergency Management Agency works closely with the Aroostook County Emergency Management Agency, which is also in Caribou. I would like to thank Darren Woods, John Gibson, Brian Goff and Joyce Findlen for their continued support.

I would like to encourage residents to be prepared for any disaster by having an emergency kit available in cases of inclement weather, power outages, or any other disaster. Things to keep in your "disaster preparedness kit" should include bottled water, non-perishable food, candles, battery powered radio, flashlight, extra batteries, etc. Remember, being prepared could save you and your loved one's life.

Respectfully Submitted,
Chief Michael W. Gahagan
Director of Caribou Emergency Management Agency



Events & Marketing



2020 Started Strong

- Build Your Business with New Ventures
- Empower with New Ventures
- Business Basics Classes & free domains
- Entered the Hometown Takeover Contest
- Visiting with Businesses
- Videos With Businesses
- Cultural Tourism
- Adding Videos to the YouTube Channel
- Work/collaboration/graphic assistance: Chamber
- Caribou Spec Sheets for Businesses
- Enhanced Events & Marketing Tabs: website
- Created Downtown Team Page on Website
- Comprehensive List of Local Businesses (always evolving)
- Began Comprehensive List of Local Organizations (always evolving)
- Saved Architectural elements from CMS for Downtown Fundraising Auction
- Façade Grant Re-Write
- Boys & Girls Club Board
- Vikings Sendoff Event
- Drive In Movie at Roller Rink with BGCA
- Halloween Drive-Thru
- Gingerbread House Drive-Thru
- “Gnome for the Holidays”: Tutorials Artist Zoom Series

Graphic Assistance for Departments

- Job Listings
- Blight Fight
- New Snowmobile Ad
- Event Covers & Social Media

Working With New Organizations

- Boys & Girls Club
- Islandport Press
- Border Patrol - Marathon Teams
- Kathryn Olmstead - Double Book Launch
- Magnetize Maine
- Porvair
- Versant

New Business Assistance

COVID Related

- Info Posts & Website Updates
- Online & Remote Services for Depts.
- #smallbizsupport via social posts
- “Teddy Bear Hunt” Event
- DIY egg hunt kits were a big success.
- Photo Contest
- Pineland Farms Food Giveaway Promotion
- “Tooling Tuesdays” Event
- Assisted with Seniors/Graduation “Parade”
- Flannery’s Pub
- Vitality+
- Maine Janitorial
- Pronto Burrito
- Savilinx
- Mud Room Records Business Plan
- Rigor’s Reef Business Plan
- Maker Space Business Plan
- Two Dog Grooming Businesses



Events & Marketing



Worked on Gaining a Better Understanding of Starting a Business in Aroostook County

- Personally Going through the Process - SBA
- Joined two Caribou start-ups at SBA meetings
- Meetings with NMDC & SBA
- Event Collaboration with NMDC & SBA
 - Entrepreneur Help

Trainings & Virtual Programs

- “Pocket Parks”
- NBRC 2020 Informational Meeting
- Leadership Maine/MDF - once a month through October 2020 - various topics
- Build Maine Virtual Conference with Charles Marohn of Strong Towns
- Maine Office of Tourism Stakeholders Virtual Meeting
- DECD Updates with Commissioner Johnson
- Main Street - weekly checkins - various topics
- MDF Leadership: Women Transforming Leadership



Ribbon Cuttings & Resolutions

- Job Corp
- Adventure Playtime
- Porvair w/Susan Collins

Downtown Team

- Public Art Research
- Downtown Light Installation sponsored by Versant Power
- Reindeer & Tree Lighting Event
- Fundraising & Holiday Shoppe

In the Works

- Virtual Welcome Wagon
- City Services Booklet
- Economic Development Tool Kit



Fire & Ambulance

2019, A YEAR TO BE PROUD OF



The Caribou Fire and Ambulance is a combination fire and ambulance department. All of our full-time and some of the paid call personnel are cross-trained to handle either fire or EMS jobs. By doing this, the citizens of Caribou enjoy top quality service at about

half the cost incurred in other communities. We have one of the lowest costs in the State compared to other similar departments. We have 16 Full-time members and 27 Paid Call members.

During 2020 the department has:

- Traveled 79,651 miles by all Fire and Ambulance Units
- Used 224,200 gallons of water
- Used 9,200' of hose in various sizes
- Used 283' of ladders in various sizes
- Inspected 68 buildings
- 960.4 - man hours of training time (reduced due to COVID)
- Throughout the year well over 12-man hours were devoted to the Learn Not to Burn Program and because of COVID guidelines, in person training was not permitted.
- Over 36 people trained in Fire Extinguisher Classes (reduced due to COVID)
- Tommy Trauma, first aid, health class and a variety of other classes reduced due to COVID

Total Fire and Ambulance Calls for 2020 was 2,338.

| | <u>2017</u> | <u>2018</u> | <u>2019</u> | <u>2020</u> |
|---------------------------|-------------|-------------|-------------|-------------|
| Total Fire / Rescue Calls | 186 | 196 | 167 | 204 |
| Total Ambulance Calls | 2,246 | 2,150 | 2,181 | 2,134 |
| Total Combined Calls | 2,432 | 2,346 | 2,348 | 2,338 |

As shown in our statistics, our fire and ambulance calls have been consistent in the past four years,

Of these 2,338 calls of which we had many that were overlapping, meaning two or more units, fire and / or

ambulance, being out of this station at the same time. With that being said, it is very important to have available trained personnel to provide the needed Fire and EMS coverage for our citizens and our contracted areas.

This department provided Ambulance service to eight communities in 2020: Caribou, Woodland, New Sweden, Connor, Westmanland, Stockholm, Limestone and T16 R4 (Madawaska Lake area).

Caribou Fire and Ambulance also has an Ambulance Billing Dept. that collects ambulance fees for the City of Caribou and also collects for Island Falls, Patten and Calais Ambulance Services for a fee of \$22.00 a call/run. This is a hard-working dept. consisting of one fulltime billing clerk and one part-time clerk that work with insurance companies and citizens for reimbursement for services.

On the Fire side of the Department, we provide protection to four communities: Caribou, Woodland, New Sweden and Connor. All these communities pay a share of the operational costs of the Fire side of the Department.

This is a very busy department. Beyond handling 2,338 emergency Fire and Ambulance calls, we have a very aggressive Public Education and Safety Programs such as:

- Learn Not to Burn in all schools
- Inspections of businesses & private homes on request
- School fire drills
- Juvenile Firesetter Program
- Operating Fire Extinguisher Programs
- Pre-planning for fire and other emergencies
- Tommy Trauma Safety Program
- Regional Fire Training Center
- Smoke Alarm Installation project
- CPR/FIRST AID

We like to think these programs have helped in reducing loss of life and property in the communities we serve and provide education to our young people.

The Caribou Fire and Ambulance maintains and operates a fleet of 5 ambulances, 3 Engines, a Ladder Truck, brush / grass fire truck, and rescue sled with rescue boggin.

We have tried to stay current in the latest technology. We have changed our website to cariboufire.com, this site features a Common Questions Section, Fire Safety Tips, and a host of other items. Also, located in our lobby is



Fire & Ambulance

a display on Sprinkler Systems. Along with the changing times we also have a Facebook page so check it out for updates on the Department.

Once again, this department conducted the Caribou Fire Department Toy Project. We had help from other organizations, businesses, clubs and individuals. There were countless man-hours donated to this project and provided families in seven communities with toys. As always, special “thank you” goes to those who want their donation’s kept anonymous and help keeping this long tradition in place for years to come.

This department, in an effort to protect life and property, has taken on the project of installing smoke ALARMS in homes for those who cannot, it gets us into the community and provide some fire education and preplanning. Over the past years, the department responsibilities have multiplied. Fire personnel are fulfilling their traditional mission of fighting fires plus face changing needs and now provide advanced life support EMS, Fire Prevention and Inspections, Hazardous Material Incidents plus a host of other duties. We have met that challenge with a dedicated group of personnel year after year.

Training is one of our most time demanding jobs. All department members train on Firefighting, Emergency Medical Services, Confined Space Rescue and Hazardous Materials Incidents. Every Tuesday evening, members of this department, fulltime and volunteer, are committed to training here at the Fire Station to meet both the needs of the department, but also the requirements set by the Department of Labor and the Maine Fire Service. In 2020, members of the Caribou Fire and Ambulance Department put in 960.4 hours of training to meet the needs of the state and the community following COVID restrictions, training still had to be met.

This Department also has some very dedicated members who spend countless hours of their own time to train and practice for an Honor / Color Guard Unit to represent the Department as well as the City. In 2020 the Honor Guard did not train much due to COVID restrictions. The Caribou Fire and Ambulance is very fortunate to have a fire training area behind the station including a LP Burn Simulator, Burn Building and new in 2012, through

donation, a below ground training area for confined space and rope rescue training. This year we continued to conduct training with the Simulator, to practice fighting LP fires around tanks. Along with this we send firefighters to Massachusetts, sharing the expense with Daigle Oil Co., to receive training on large LP Storage areas for fire protection. We have had this program for four years now and the training is invaluable for our area.

In order for this department to operate, we must have very dedicated and caring personnel. The City of Caribou has superior quality personnel within this department:

“I would like to thank the City Council, the City Manager, the Caribou community and each member of this department for the overwhelming support and dedication they have shown”. “Our people give up holidays, birthdays and special events and work on the coldest or warmest days and nights as well, not because they have to, it’s what they want to do for their community”.

— Chief Susi

We will continue to strive for excellence in property conservation and patient care. We will also strive for fire prevention rather than suppression.

Caribou Fire & Ambulance has had several fundraisers over the years to raise money for a number of community projects such as the Learn Not to Burn, Pine Tree Burn Foundation, local area Boy Scouts, Cary Medical Center’s Camp Adventure (Diabetes Camp) and Caribou Fire Dept. Toy Project and countless other projects. The Fire Department would like to thank its supporters and wish everyone a safe year.

Respectfully submitted,
Scott Susi, MCFOII
Fire Chief / Ambulance Director

“If your actions inspire others to dream more, learn more, do more and become more - then you are a leader.” — John Quincy Adams



Housing Agency

Caribou Housing Agency

Serving Local Needs Since 1977

Although 2020 was not an ordinary year, we continue to be focused on our core work of providing rental assistance for affordable housing and becoming self-sufficient. As an “essential service”, housing authorities have had to adapt quickly amid the COVID-19 outbreak to keep providing necessary and critical services to participants. Our goal was and is to maintain the same level of service as before the pandemic. A few of the services that COVID-19 has affected were and still are:

Staffing: Per order of Governor Mills, our office closed to the public in March. While other Public Housing Authorities in the state made arrangements for staff to work from home, Caribou Housing staff worked in-house, serving our families and landlords to the best of our ability. After we opened to the public, Housing staff asked families and landlords to remain conducting business via phone, email, fax, and mail; for the safety of everyone.

New Applicants & Annual Reexaminations: All new applicants, including all Re-examinations were changed from being conducted in-person to being conducted by mail. Staff changed many letters, forms, and time frames to better meet the needs of those being served. To date, a good part of our business is still being conducted by mail.

Inspections: Inspections took on a different face and time frame in 2020. Not knowing what staff was going to be faced with and the road that COVID would take, all annual/biennial/special inspections were postponed from starting in May until late July. The inspector not only had to carry their normal inspection tools, but also started wearing the proper face covering, non-latex gloves and hand sanitizer; taking the proper precautions between every unit being conducted.

Starting in November 2020, Caribou Housing adopted the “Owner Certification” in lieu of conducting inspections on all Initial and Biennial Inspections. The only inspections that staff are conducting are by request of the participant.

HUD Waivers: Throughout the year, staff was busy keeping track of Housing and Urban Development (HUD) who was exercising their authority under the CARES ACT establishing waivers and administrative flexibility for the Housing Authorities in response to the COVID-19

Pandemic. Waivers that Caribou Housing Agency adopted were: conducting New Applicant Briefings via mail (vs in person), delaying Biennial Inspections until 06/30/2021 (unless life-threatening); adopting and putting into place new policies in the Administrative Plan without Board approval until 03/31/2021, which will be formally adopted by the end of June 2021.

CARES Act Funding: In 2020, Caribou Housing Agency received \$51,756 in Cares Act Funding. Being a Housing Choice Voucher Housing Agency only, we are very limited on what we can use the funding for. To date, Caribou Housing has used some of the funds to purchase personal protective equipment (i.e. face covering, gloves, hand sanitizer) for staff; webcams for our Zoom meetings, and postage cost increases (mailings of reexamination packages to families).

- Shortly before Christmas, Caribou Housing mailed out a “Winter Wellness Package” to every program family that contained non-alcohol hand sanitizer, sanitizing wipes, a forehead thermometer, and a reusable/washable face covering (for every household member).

- Landlord Incentive Program was created and put into effect on December 1st. Due to COVID-19, rental units are very hard to find, not just in Caribou, but everywhere in the State of Maine. Caribou Housing Agency is offering \$500 to new landlords who are new to the Section 8 Program; along with a \$100.00 bonus to landlords who recommend their current non-Section 8 tenant(s) to sign up for the Section 8 Program and enters a new lease. To date, Caribou Housing has three (3) new landlords, and two (2) landlord recommendations.

The staff of Caribou Housing Agency is proud of the fact that not one individual or family in our programs lost their housing due to any economic hardships because of the pandemic. Our Agency represents 2,174 households on the Section 8 Program. Landlords who participate in the Section 8 Voucher Program were also protected in terms of the full rent they receive. The program alone brings \$940 thousand annually into our community.

We are deeply grateful for the support of the Housing Board of Commissioners, the City Council, the City Manager, all City Departments, participating landlords, partnering organizations, and the community at large for our past and future endeavors to provide housing and services.



Housing Agency

2020 Year in Review

2,174 Households Served

(181 Families/Month)



- 25% Elderly
- 7% Single Person
- 64% Disabled
- 4% Family

Household Income



- 8 - TANF
- 10 - Zero Income
- 31 - Social Security
- 41 - Wages
- 91 - Disability

Average Annual Household Income: \$12,602/Year

\$948,847 In Rental Assistance



- 57 Total Property Owners
- 36 Reside in Caribou
- Average Housing Assistance Payment: \$392

181 Rental Units



- 0 - 0 Bedrooms
- 77 - 1 Bedroom
- 80 - 2 Bedrooms
- 31 - 3 Bedrooms
- 0 - 4 Bedrooms

Common Unit Failures



- Inoperable Smoke Detector
- Missing Carbon Monoxide Detector
- Missing 911 Unit Number
- Inoperable GFCI Outlets

492 FSS Participants



- 42 Families Per Month
 - 33 Working
 - 1 Attending School

Escrow Contributions



- Total Escrow Deposits \$59,179
- Average Escrow Deposit \$1,849

FSS Graduates



- 2 Graduates
- \$12,040 received in Escrow payments
- 95 Graduates since 1993

Respectfully Submitted,
Lisa Plourde
Housing Director



Library

CARIBOU PUBLIC LIBRARY

2020 | YEAR IN REVIEW

Statistics For 2020

Total Circulation: 26,435
Library Visitors: 33,146
Wi-fi Access: 183,449
Books Added: 1,491
Books Withdrawn: 930
Program Participation: 24,625
New Patrons: 116
Archive Users: 287
Website Views: 6,656



SERVICES ADDED IN RESPONSE TO COVID

- Curbside Pickup
- Virtual Programming
- Grab-and-Go Art Kits
- Add More



The library closed March 16, 2020 due to COVID.
The library reopened for curbside pickup only on June 1, 2020.
The library reopened fully to the public July 6, 2020.



33,146

Visitors to the Library

116

New Cardholders



26,435

Items Checked Out
(Including Curbside)

465

Programs Offered
(Virtual From March On)

24,625

Program Attendance
(Including Virtual)

Financials:

\$2,782.70 - fines, copies, faxes,
new cards, inter-library loans

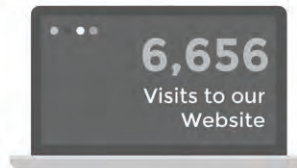
\$1,059.50 - non-resident fees

\$3,842.20 - total collected



6,656

Visits to our
Website



6

Library Staff
That Contributed
Expertise



Caribou Public Library

30 High St. | Caribou, Maine 04736 | (207) 493-4214 | www.cariboupubliclibrary.org



Nylander Museum

In the midst of a difficult 2020, the Nylander Museum adjusted to meet Covid 19 restrictions, and continued to provide services and opportunities for learning, creativity and culture. The museum was closed in March and reopened in July with the Saturday and Sunday, 1 to 3 PM walk in schedule. Public interaction with the museum has continued when many venues across the country have been unable to provide services. Groups are also welcome for tours with contact through the Nylander Facebook page. Following are accomplishments of the Nylander Museum during a year which required shifts in presentation of the collection and the mission.

Since hands-on activities in the museum were not options, Take N' Makes became a substitute activity. These are kits based on seasons and the established yearly programs. Required items and instructions were supplied and made available each month. Children could make these at home with basic items most families have in their homes.

The Nylander Facebook page increased its presence and provided ideas for at home family centered activities relating to the museum mission. The Nylander Chronicles which the

Board submits to the Aroostook Republican continued and will now be featured once monthly on the Facebook page.

Caribou grade 3 classes were due to visit the week the Nylander Museum closed its doors. A board member adopted a class as pen pals during the closure to the end of school in May. Topics were linked to the Nylander mission and age and grade level standards.

Once the museum reopened in July, in addition to local visitors, summer tourists from Southern Maine visited and enjoyed the collections.

The art gallery was painted by Board Members. Artists now have a fresh background for their nature themed art.

Junior volunteers contributed time and growing expertise interacting with and guiding visitors, plus assisted with project development.

Challenges of Covid 19 did not dim the enthusiasm for the Nylander Museum which proved its value as an educational and enrichment center where all can experience and learn.



Parks & Recreation

Wow what a year 2020 was. We were going full bore with programs, rentals and the like until March 16th and that is when the pandemic hit, and we closed the doors for several months. While staff continued to work in the offices it was decided that we should paint the gymnasium as it had been 12 years since we had opened the doors to the new Wellness Center. Fulltime staff and a few part timers began the arduous job of painting the gym. We did not just stop there, the main office, hallways, game room and stairwell were also painted. New perimeter lights were installed in the gym as well. Once the doors were opened to the public the positive feedback from the citizens was wow the place looks great.

Staff along with a local vendor began the final preparations of getting the generator up and running. The wellness center is now the American Red Cross shelter. The generator had been secured from government surplus and needed a few components to get it running properly.

While the uncertainty of Covid was running wild staff along with other local agencies and through out the state began trying to figure out if programs could be conducted safely. We did offer programs outdoors such as baseball, tennis, soccer, biking, golf, hiking, kayaking, and horseback riding. We limited the numbers and had multiple cleaning stations. The programs worked well and parents along with participants were very appreciative that we offered programs. As fall approached staff became more creative in how we could do activities, such as a drive by trick or treat, and the ever-popular gingerbread decorating was also a drive through. The recreation staff during this year remained positive and are to this day still working hard to make the Caribou Parks and Recreation Department the best in the State.

The Parks Department might have had the easiest of seasons regarding mowing as it was one of the driest of summers on record. This allowed the department to do other jobs that have not been done through out the years. Staff spent days down along the Collins Pond Walkway brushing and general repairs. Two Eagle Scout projects were completed during the Fall months. First project involved Painting the Collins pond building and the Soucy Memorial Complex building. The second scouts project was completed up at North Caribou Park, this included trimming of large trees, reclaiming the horseshoe pits, and painting of all picnic tables.

The new park construction was in full force during the summer of 20. By September, the park became ours as this was a school project. Staff began planting trees, installing a new electronic scoreboard, purchasing new playground equipment, and purchasing the components for the Splash Park. The splash park will be constructed in 2021.

The Caribou Parks and Recreation Commission and staff wish to extend a sincere thank you to all the clubs and service organizations and volunteers that afford the Department the opportunity to provide the services Caribou residents so enjoy continuing to be delivered to ensure the enhancement of the quality of life for the entire Caribou community.

Respectfully submitted,
Caribou Parks and Recreation Commission
Susan White, *Chair*
Troy Barnes, *Vice Chair*
Jane Mavor Small
Kyle Corrigan
Mathew Holabird

Gary Marquis
Supt. Parks and Recreation



Police Department

2020 was a busy year for Caribou Police Department, even with the COVID-19 pandemic. More than 4,300 calls for service were answered, 234 accidents were responded to, 604 criminal summonses and 532 traffic summonses were issued, and 680 warnings were handed out. We did close our jail, the only active jail North of Houlton, for a good part of 2020 as COVID prevented us from safely holding prisoners here, Officers transported approximately 60 prisoners to the Aroostook County Jail.

Unfortunately, in 2020, Caribou Police Officers dealt with drugs more often than in 2019. There was almost a 300% increase in drug related offenses in 2020. Our department continues working with Recovery Aroostook to help assist individuals seeking help for their substance use disorder (SUD). Caribou Police Officers participated in 156 hours of Cease and Desist Training put on by Cary Medical Center and the Rural Recovery Network grant to better understand issues surrounding substance use disorder. We encourage anyone who needs help with SUD stop into our department or reach out to us.

2020 brought three retirements. William "Billy" Gahagan retired after 51 and a half years of service to the City, the last 15 years as the custodian at the police department. He was a dedicated employee and was loved by everyone. He is greatly missed and is enjoying his retirement. Officer Dwight Wilcox retired after 41 years in law enforcement with the last 16 patrolling the streets in Caribou. Officer Wilcox worked many cases over the years and answered many calls for service in the central Aroostook County area. Officer Bobbie Worley retired after 28 years of faithful service to the citizens of Caribou. Officer Worley was a great role model to the young Officers he helped guide and was a very dedicated public servant. We wish all three of these men the best in their retirement. Our department welcomed Officers Amanda Baker, Kyle Scott and Hunter Flynn.

Officer Kevin St. Peter continued his assignment as the School Resource Officer. We continue to receive positive reviews of the School Resource Officer position. I believe this positive interaction results in a major reduction in crimes committed by juveniles, juvenile offenses are down drastically to just 2.6% of all crimes charged by Caribou Police Officers.

In 2020, Caribou Police Department started a K-9 program with the help of a generous donation from the newly reinstated D.A.R.E. Program. K-9 Ace and handler Officer Kegan McPherson completed the required training and K-9 Ace has been actively working to sniff out drugs. During the last 4 months of 2020, K-9 Ace was deployed 35 times with an indication of drugs 12 times, 29 items were seized, and 7 people were arrested with a total of 18.77 grams of methamphetamine and 24 grams of heroin/fentanyl.

We are very happy with his results and we look forward to what will come with Ace!

Caribou Police Department, in conjunction with the Aroostook County Sheriff's Office, will be switching our records management program to Spillman, a state-of-the-art system that will provide many more efficiencies, options and will allow information sharing among all Aroostook County police departments. We look forward to using this new system.

Remember, our department continues to collect unused/outdated/expired prescription medications and properly packaged medical sharps. You can drop these off at the station 24 hours a day, our door is always open. We applaud the citizens and their diligence of removing unused medications and keeping their home safe.

I would like to thank all our personnel, including our Reserve Officers, for another year of dedicated service. COVID-19 made a lot of things very uncertain, but their dedication and faithfulness kept the train chugging along. Their commitment to law enforcement and keeping the citizens of Caribou safe is outstanding and so much appreciated. I would also like to thank the countless members of the community for the encouragement, treats and support during one of the most difficult years I have seen. Our department sincerely appreciates the support.

In closing, I would like to thank our City Manager Dennis Marker and for his help and assistance to the police department, we wish him and his family the best in his new journey. I would also like to thank our City Councilors, City department heads and employees, and most of all the citizens of Caribou. Your support of our department and continued efforts to help prevent crime and solve cases does make a difference and makes our jobs much easier. We work much better as a team than alone. The department looks forward to serving you in 2021.

Respectfully,
Chief Michael W. Gahagan



Donation presented to Caribou Police Chief Michael Gahagan, July 2020. DARE Board Members include (from L-R) Darrell Ouellette, Rick Williams, Vicki Labrie, Chief Gahagan, Brent Jepson, Cathy Donovan.



Police Department

ANNUAL CRIME REPORT 2019 AND 2020 COMPARISONS

| | 2019 | 2020 |
|---------------------------------|-----------------|-----------------|
| Crime Rate | 56.29 | 78.44 |
| | 1,000 residents | 1,000 residents |
| Clearance Rate | 76% | 77% |
| Major Crimes | | |
| MURDER/MANSLAUGHTER | 0 | 1 |
| RAPE | 0 | 0 |
| ROBBERY | 2 | 0 |
| ASSAULT | 44 | 36 |
| BURGLARY | 19 | 27 |
| THEFT | 97 | 102 |
| MOTOR VEHICLE THEFT | 10 | 17 |
| ARSON | 0 | 1 |
| Other | | |
| STOLEN PROPERTY | \$159,022.00 | \$291,514.00 |
| RECOVERED PROPERTY | \$69,573.00 | \$173,111.00 |
| COMPLAINTS | 4,143 | 4,348 |
| CRIMINAL OFFENSES | 434 | 604 |
| DRUG CHARGES | 31 | 90 |
| HATE CRIMES | 0 | 0 |
| SUBJECTS BOOKED | | |
| THROUGH OUR DEPARTMENT | 486 | 125 |
| SUBJECTS KEPT AT | | |
| OUR DEPARTMENT | 332 | 265 |
| AID TO OTHER AGENCIES | 310 | 316 |
| ESCORTS | 37 | 30 |
| UNLAWFUL SEXUAL CONTACT | 8 | 5 |
| GROSS SEXUAL ASSAULT | 5 | 9 |
| CHILD ABUSE INVESTIGATIONS | 19 | 12 |
| ASSAULT ON AN OFFICER | 1 | 3 |
| DOMESTIC ASSAULT | 24 | 12 |
| 33% of assaults are domestic | all cleared | all cleared |
| ANIMAL CONTROL COMPLAINTS | 100 | 103 |
| STOLEN MOTOR VEHICLES RECOVERED | 8 | 16 |
| ACCIDENTS | 321 | 234 |
| TRAFFIC SUMMONSES | 953 | 532 |
| WARNINGS ISSUED | 1820 | 680 |
| OUI CHARGES | | |
| 36% are OUI drugs | 33 | 33 |
| ALARMS | 143 | 124 |
| 911 HANGUPS | 85 | 206 |
| MENTAL SUBJECT | 50 | 50 |
| WEAPONS VIOLATIONS | 15 | 9 |



Tax Assessment

It is the mission of the tax assessment department to discover, list and measure all property within the City of Caribou to ensure the fairness and equity of all real and personal property values while efficiently and professionally delivering customer service excellence, high quality information and accurate outcomes to the public and our co-workers.

Municipal Valuation

Commitment Date: July 20, 2020

| | |
|-------------------------------------|---------------|
| Taxable value of land: | \$94,310,300 |
| Taxable value buildings: | \$235,867,900 |
| Taxable value of personal property: | \$13,307,900 |
| TOTAL taxable valuation: | \$343,486,100 |
| 2020 Property Tax Rate: | .02355 |

Property Tax Exemptions

Certain classes of property are tax exempt by law. Fully exempt property may include real estate or personal property owned by governmental entities, school systems and other institutions. Partially exempt property relates to the following categories:

Homestead Exemption – This program provides a measure of property tax relief for certain individuals that have owned homestead property in Maine for at least twelve months and make the property they occupy on April first their permanent residence. Property owners would receive an exemption of up to \$25,000 in valuation. In 2020, Caribou granted 2,124 Homestead Exemptions of which 85 were fully exempt.

Veteran Exemption – A veteran who served during a recognized war period and is 62 years or older; or, is receiving 100% disability as a Veteran; or became 100% disabled while serving, is eligible an exemption of up to \$6,000 in valuation. In 2020, Caribou granted 313 Veteran Exemptions.

Paraplegic Veteran – A veteran who received a federal grant for a specially adapted housing unit may receive an exemption of up to \$50,000 in valuation. In 2020, Caribou granted 2 Paraplegic Veteran exemption.

Blind Exemption – An individual who is determined to be legally blind may receive an exemption of up to \$4,000 in valuation. In 2020, Caribou granted 5 Blind Exemptions.

Partial exemptions must be adjusted by the City of Caribou's certified assessment ratio. For 2020, the certified ratio was 100%. The State of Maine will reimburse the municipality for a portion of the revenue lost by administering these exemptions.

Business Equipment Tax Exemption – is a 100% property tax exemption program for eligible property that would have

been first subject to tax in Maine on or after 4/1/08. In 2020, Caribou approved 303 applications for BETE Exemptions. The total amount of exempted value was \$13,259,600. As a result, Caribou was eligible for "Enhanced BETE" reimbursement of over 53.7% of the lost revenue which amounted to a total reimbursement of \$167,759.21.

There was a marked increase in the number of BETE exemptions due to the efforts of the department to discover, list and value the business personal property in apartment units in 2020.

A new reimbursable exemption in 2020 is for solar and wind energy equipment. There are three installations of renewable energy equipment located in Caribou with a total exempt value of \$1,412,100. Note: this equipment was previously taxable.

All exemptions require completion of an application. Exemption claims may require additional information to support the claim for exemption and must be delivered to the tax assessment office no later than April 1 of the tax year.

Current Land Use Programs

The State of Maine offers four "current use" programs which offer the property owner a reduction in their assessed value: Tree Growth, Farmland, Open Space and Working Waterfront.

All four programs are available to the property owner through an application process with the tax assessment office. Applications must be filed on or before April first. Certain criteria must be met for each program and any future change in the use of the land which would cause disqualification would result in a penalty.

In 2020, Caribou had 1,484 acres in Tree Growth. No new parcels were first enrolled for the 2020 tax year. A 1.5-acre portion of a parcel was withdrawn in 2020, and a penalty assessed and paid. In the Farmland current use program which totaled 983 acres for 2020, Caribou had 482 acres in crop land and 501 acres in farm woodland. Currently there is only one parcel in the Open Space current use program with 37 acres and there are no properties in the Working Waterfront program.



Tax Assessment

Important Dates

April 1

Tax Situs Day; Property tax exemption paperwork due

April 15

Business Personal Property declarations due

May 1

BETE paperwork due

June 1

Ratio Declaration & Reimbursement Application filing deadline

July 1

Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation.

August 1

BETR program for taxes paid on personal property in previous year begins

November 1

Annual Municipal Valuation Return filing deadline

December 31

Annual deadline for BETR program applications

**** 185 days from commitment date is the deadline to file for an abatement on taxes committed for that year ****

36 MRS § 841

City of Caribou has much of its property information online. This provides citizens and businesses with the ability to retrieve property values and information online. There is a link on the tax assessment department page along with instructions to do a property search. Other items online include exemption forms and information, commitment books, tax maps, transfer tax declarations, and tax bills.

The State of Maine does not require that the City send out tax bills. When a municipality issues a property tax bill, each bill must include the following information per Title 36, § 507:

AS A RESULT OF THE MONEY OUR MUNICIPALITY RECEIVES FROM THE STATE LEGISLATURE THROUGH THE STATE MUNICIPAL REVENUE SHARING PROGRAM, HOMESTEAD EXEMPTION AND BETE REIMBURSEMENT AND STATE AID TO EDUCATION, YOUR PROPERTY TAX BILL HAS ALREADY BEEN REDUCED BY 62%.

INTEREST AT 8% PER ANNUM BEGINS 10/01/2020
EFFECTIVE JUNE 30, 2020, THE CITY OF CARIBOU HAS
NO BONDED INDEBTEDNESS.

Title 36, §507 also requires each bill issued must indicate the percentage of local property taxes distributed to:
education, local and county government.

| | |
|---------------------------|-------|
| AROOSTOOK COUNTY: | 6.5% |
| RSU # 39 (SCHOOL): | 46.9% |
| MUNICIPAL APPROPRIATIONS: | 46.6% |

The Caribou Board of Assessors is responsible for signing all documents for the annual tax commitment as well as other forms required to be filed with the State of Maine. The Board meets as needed throughout the year to act on abatement applications. For the 2020 tax year, the Board of Assessors approved three requests for partial abatement. Additionally, the Caribou Board of Assessors are involved with prioritizing work within the department. Members of the 2020 Caribou Board of Assessors are: Romeo Parent, John Weeks, and Michael Quinlan, Chairman.

Revenue Generators

This department works to generate revenue for the City of Caribou in several ways:

- Discover value when no permit obtained
- List/measure property
- List business property
- Promote exemption and reimbursement options
- Submit documents to State of Maine in timely a manner

Assessor Penny Thompson started writing a monthly editorial column called "Community Connections" in the Aroostook Republican with the intent to reach out to citizens with news from the department. Although the COVID-19 pandemic changed the way staff carried out their work, the creativity and resiliency of Caribou residents helped staff accomplish all tasks for the 2020 tax commitment.

Respectfully submitted,
Penny Thompson,

RES CMA-4, Tax Assessor, Chief Building Official
&

Tony K. Michaud,
CMA, Deputy Tax Assessor, Deputy Building Official
Deputy Code Enforcement Officer



Tax Assessment

The tax assessment department staff also serve in the capacity as Building Officials for the City of Caribou. This was a year for major building projects in the City. Here are some photos from their 2020 field work.



Building Official Tony Michaud (left); Zoning Administrator / Code Enforcement Officer Ken Murchison (right)



Penny Thompson (left); Tony Michaud (top right); Local Plumbing Inspector Steve Wentworth (lower right)

CARIBOU COMMUNITY SCHOOL



The Caribou Community School welcomed students on November 9, 2020. Deputy Mayor Thomas Ayer (left) on an inspection with staff and (right) Local Plumbing Inspector Brandon Saucier signing the Certificate of Occupancy after the final plumbing inspection on October 23, 2020.



Clerk of the Works and Caribou native Gregg Bouchard (above left) of CHA Architecture reviews CCS plans with Caribou City Manager Dennis Marker (above right).



Kevin Bowman of Bowman Constructors gives the key to the new park building to Parks & Recreation Superintendent Gary Marquis.



Staff members Steve Wentworth, Ken Murchison, & Tony Michaud with Shawn Pelletier of Caribou Senior Housing, LLC at the Hilltop Heights complex.

| 2020 Annual Permit Report | | | | | |
|---------------------------|------|------|------|------|------|
| | 2020 | 2019 | 2018 | 2017 | 2016 |
| BUILDING PERMITS | | | | | |
| Total | 55 | 59 | 47 | 54 | 52 |
| Homes | 7 | 3 | 6 | 2 | 7 |
| Commercial | 18 | 14 | 10 | 16 | 11 |
| Exempt | 4 | 1 | 5 | 3 | 0 |
| PLUMBING PERMITS | | | | | |
| Internal | 14 | 13 | 14 | 20 | 19 |
| External | 20 | 12 | 9 | 13 | 18 |
| DEMO PERMITS | 19 | 15 | 13 | 19 | 4 |
| SIGN PERMITS | 6 | 9 | 15 | 13 | 9 |



Utilities District

The Caribou Utilities District is a quasi-municipal entity created by charter from the Maine Legislature in 1945 to provide water and wastewater services to the City. Predecessor private companies included the Caribou Water Company (1889) and the Caribou Sewer Company (1905), both of which were eventually purchased by the Caribou Utilities District. The District is directed by a five-member Board of Trustees appointed by the Caribou City Council. The District is self-financed through rates paid by its customers and maintains its own budget separate from the City.

The District produces all drinking water from two gravel aquifer wells on the River Road. These sources provide high quality water for our customers. A new water treatment plant was completed in 2006 and is capable of producing up to 2 million gallons of water per day. The District also maintains 32 miles of water mains, two booster stations, four standpipes and 150 fire hydrants.

Wastewater is collected by 42 miles of sewer mains, 700 manholes and treated at three aerated lagoons located on the Grimes Road. The Grimes Road treatment plant was completed in 1984 and is capable of processing up to 1.71 million gallons of wastewater per day on a monthly average. The District also maintains eleven lift stations, a primary treatment screen and two large pumping stations.

In 2020, the Board of Trustees held twelve regular meetings. Janine Murchison was President, with Nancy Solman serving as Treasurer, and Sue Sands serving as Clerk. Other Trustees include David Belyea, Jay Kamm, and Phil McDonough. District meetings are normally held the second Wednesday of each month at the District office building at 176 Limestone Street and are open to the public.

Caribou Utilities District was awarded the Maine Rural Water Association 30th Annual Maine's Best Tasting Drinking Water in December 2016. Communities and small water systems throughout the state submitted

samples including recent past winners Limestone and Bangor.

In early 2017 the State of Maine Department of Environmental Protection issued a new discharge license for a five-year period, expiring December 31, 2021.

Funding, final design and construction of an upgrade to the Grimes wastewater treatment plant commenced in 2019. Construction continued in the spring of 2020 and will end in the fall of 2021. The project includes removing over 3,200 tons of sludge, new lagoon liners, new blowers and aeration system, upgraded electrical, controls as well as larger piping to increase process flows through the facility. These upgrades are necessary to address maintenance upgrades and in anticipation of future, stricter regulatory and discharge license requirements.

A new solar array was constructed on the River Road in 2019 which produces about 85% of the electricity the District uses each year across both divisions. The array has 2,756 individual panels and a total fenced in footprint of just under 5 acres.

The Caribou Utilities District can be reached:

In person: 176 Limestone Street

Office telephone: 207-496-0911

Emergency/after hours 207-493-3301

Website:

<http://www.cariboumaine.org/index.php/living-in-caribou/utilities-district/>

Email: cud@gwi.net

Facebook:

www.facebook.com/CaribouUtilitiesDistrict

Hugh A Kirkpatrick
General Manager



Water treatment plant located on the River Road



*Fire hydrant on
Glenn Street*



Wastewater treatment plant located on the Grimes Road



Audits



Jefferson Cary Hospital Endowment Fund

FELCH & COMPANY, LLC

Certified Public Accountants

P.O. BOX 906
CARIBOU, MAINE 04736
(207) 498-3176
FAX (207) 498-6278
E-MAIL: CPA@FELCHCPA.COM

Independent Accountants' Review Report

To the Trustees of the
Jefferson Cary Hospital Endowment Fund

We have reviewed the accompanying financial statements of Jefferson Cary Hospital Endowment Fund (a nonprofit Organization), which comprise the statements of financial position as of December 31, 2020 and December 31, 2019, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountants' Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Felch, Company LLC

January 22, 2021



Jefferson Cary Hospital Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

Statements of Financial Position
December 31, 2020 and December 31, 2019

ASSETS

| | <u>2020</u> | <u>2019</u> |
|---|-------------------|-------------------|
| CASH AND TEMPORARY INVESTMENTS (Note 2) | \$ 9,590 | \$ 5,257 |
| INVESTMENTS (Note 3) | <u>906,659</u> | <u>734,602</u> |
| | <u>\$ 916,249</u> | <u>\$ 739,859</u> |

LIABILITIES AND NET ASSETS

| | | |
|---------------------------------------|-------------------|-------------------|
| CURRENT LIABILITIES | \$ - | \$ - |
| NET ASSETS WITHOUT DONOR RESTRICTIONS | <u>788,809</u> | <u>612,419</u> |
| NET ASSETS WITH DONOR RESTRICTIONS | | |
| Jefferson Cary | 111,940 | 111,940 |
| Caribou Grange | 10,000 | 10,000 |
| Spaulding | 1,000 | 1,000 |
| Bearce | 1,000 | 1,000 |
| Getchell | 1,000 | 1,000 |
| Hardison | 1,000 | 1,000 |
| Russ | 500 | 500 |
| Sincock | <u>1,000</u> | <u>1,000</u> |
| | <u>127,440</u> | <u>127,440</u> |
| Total Net Assets | <u>\$ 916,249</u> | <u>\$ 739,859</u> |



Municipal Audit Report

To view the Municipal Audit Report, go to the City's website at:
www.cariboumaine.org/index.php/departments/finance-department/audits/

FELCH & COMPANY, LLC
Certified Public Accountants

P.O. BOX 906
CARIBOU, MAINE 04736
(207) 498-3176
FAX (207) 498-5278
E-MAIL: CPA@FELCHCPA.COM

Independent Auditors' Report

To the City Council of the
City of Caribou, Maine

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the City of Caribou, Maine as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the basic financial statements of the City's primary government as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the City of Caribou, Maine, as of December 31, 2020, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.



Municipal Audit Report

To the City Council of the
City of Caribou, Maine

Emphasis of Matter

As discussed in Note 1, the financial statements referred to above include only the primary government of the City of Caribou, Maine, which consists of all funds, organizations, institutions, agencies, departments, and offices that comprise the City's legal entity. These primary government financial statements do not include financial data for the City's legally separate component units, which accounting principles generally accepted in the United States of America require to be reported with the financial data of the City's primary government. As a result, the primary government financial statements do not purport to, and do not present fairly the financial position of the reporting entity of the City of Caribou, Maine, as of December 31, 2020, the changes in its financial position or, where applicable, its cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

We have audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of the reporting entity of the City of Caribou, Maine, as of and for the year ended December 31, 2020, and our report thereon, dated July 19, 2021, expressed an unmodified opinion on those financial statements.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary information and public pension information on Pages I through V and Supplements 1 through 4, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Caribou's basic financial statements. The supplementary schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is also not a required part of the basic financial statements.

The supplementary schedules and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary schedules and the schedule of expenditures of federal awards are fairly stated in all material respects in relation to the basic financial statements as a whole.



Municipal Audit Report

To the City Council of the
City of Caribou, Maine

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 19, 2021 on our consideration of the City of Caribou's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City of Caribou's internal control over financial reporting and compliance.

Felch & Company LLC

July 19, 2021



Utilities District Audit



Chester M. Kearney

Certified Public Accountants

12 Dyer Street, Presque Isle, Maine 04769-1550
207-764-3171 Fax 207-764-6362

Barbara E. McGuire, CPA, CGMA
Timothy P. Poitras, CPA, CGMA

To the Board of Trustees
Caribou Utilities District
Caribou, Maine

INDEPENDENT AUDITORS' REPORT

Report on the Financial Statements

We have audited the accompanying financial statements of the proprietary activities of the Caribou Utilities District, as of and for the years ended December 31, 2020 and 2019, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Utilities District Audit

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of the Caribou Utilities District, as of December 31, 2020 and 2019, and the respective changes in financial position, and, where applicable, cash flows, thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 4 through 6 and the Schedules of changes in Net OPEB Liability and Employer's Share of OPEB contributions on page 21 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information on pages 22 to 26 and the schedule of expenditures of federal awards as required by *Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The accompanying supplementary information on pages 22 to 26 and the schedule of expenditures of federal awards on page 27 have been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



Utilities District Audit

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated March 17, 2021 on our consideration of Caribou Utilities District's internal control over financial reporting and on our tests of compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Caribou Utilities District's internal control over financial reporting and compliance.

Chester M. Kearney

Presque Isle, Maine
March 17, 2021



Utilities District Audit

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Caribou Utilities District we offer readers of the District's financial statements this narrative overview and analysis of the financial activities of the District for the fiscal year ended December 31, 2020. We encourage readers to consider the information presented here in conjunction with the District's financial statements.

FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the Caribou Utilities District exceeded its liabilities and deferred inflows of resources at the close of the most recent fiscal year by \$5,632,179 (net position).
- The District's total net position decreased by \$132,054.
- The District's total long-term debt increased by \$3,476,665 during the current fiscal year. The change was a result of new borrowing in the amount of \$7,599,998 and debt retired of \$4,123,333.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Caribou Utilities District's basic financial statements. The District's basic financial statements are prepared in conformity with generally accepted accounting principles. They consist of the Statements of Net Position, Statements of Revenues, Expenditures and Changes in Net Position, and Statements of Cash Flows.

The Statements of Net Position present information on all of the District's assets, liabilities and deferred inflows and outflows of resources, with the difference reported as net position. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The Statements of Revenues, Expenditures and Changes in Net Position present information showing how the District's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected revenue and earned but unused vacation leave).

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes to the financial statements can be found on pages 10 to 20 of this report.

NET POSITION

As noted earlier, net position may serve over time as a useful indicator of the District's financial position. In the case of the District, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$5,632,179 at the close of the most recent fiscal year.

A significant portion of the District's net position (66%) reflects investment in capital assets net of related debt.



Utilities District Audit

CARIBOU UTILITIES DISTRICT MANAGEMENT'S DISCUSSION AND ANALYSIS

| | Water Department | | Sewer Department | | Total | |
|---|------------------|-----------|------------------|-----------|-----------|-----------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| Invested in capital assets, net of related Debt | 2,533,071 | 2,470,668 | 1,160,253 | 1,588,181 | 3,693,324 | 4,058,849 |
| Unrestricted | 678,054 | 675,297 | 1,260,801 | 1,030,087 | 1,938,855 | 1,705,384 |
| Net position | 3,211,125 | 3,145,965 | 2,421,054 | 2,618,268 | 5,632,179 | 5,764,233 |

STATEMENTS OF OPERATIONS

- User fee revenues decreased by \$112,145 (9.5%) for the Water Department and decreased \$51,226 (5.2%) for the Sewer Department. Decreased usage was a factor for both decreases in user fee revenues.

- Operating expenses decreased by \$51,139 (4.9%) for the Water Department and increased by \$167,003 (16.7%) for the Sewer Department. Operating expenses are further detailed in the Schedules of Operating Expenses found on pages 23 and 24.

- Operations resulted in an increase in net position of \$128,988 for the Water Department compared to an increase in net position of \$164,609 in 2019. The Sewer Department's operations produced an decrease in net position of \$193,048 compared to an increase in net position of \$29,243 in 2019. There was an interdivision payment for miscellaneous services rendered to the sewer department not billed by the water department including costs for utility billing, equipment usage, and other use of assets dating back to 2003, which resulted in \$32,351 of additional income to the Water Department and \$32,351 of expense in the Sewer Department in 2020.

PROPERTY, PLANT, AND EQUIPMENT

The District's property, plant, and equipment as of December 31, 2020, amounts to \$11,473,910, (net of accumulated depreciation). This investment in capital assets includes land, buildings, transmission and distribution lines, meters, hydrants, pumping and purification systems, standpipes, and general equipment. The total increase in the District's property, plant, and equipment for the current fiscal year was 37.2%. This increase is represented by an increase of \$3,827,765 of property in service and an increase in accumulated depreciation of \$716,625.

Additional information on the District's capital assets can be found in the Schedule of Changes in Property, Plant, and Equipment on page 22 of this report.

LONG-TERM DEBT

At the end of the current fiscal year, the District had total bonded debt outstanding of \$3,470,379 and a note payable outstanding in the amount of \$4,310,207. All of this debt is backed by the full faith and credit of the district. Information on bonds and notes payable can be found in note 5 on pages 13-15 of this report.



Utilities District Audit

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

ECONOMIC FACTORS AND FUTURE EVENTS

The District continues to search for ways to provide the best service at the lowest possible cost to its users and rate payers. The District must continue to maintain strict standards for both the Water and Sewer Departments to comply with drinking water and environmental regulations. The District is currently exploring financing options including grants and loans for projects under consideration for 2021. The District is currently assessing the impact of the disruption caused by the COVID-19 pandemic on its operations.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Caribou Utilities District finances for all those with an interest in the District's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Board of Trustee's, Caribou Utilities District, PO Box 10, Caribou, Maine 04736.



Utilities District Audit

CARIBOU UTILITIES DISTRICT
STATEMENTS OF NET POSITION
DECEMBER 31, 2020 AND 2019

| | WATER DIVISION | | SEWER DIVISION | | TOTAL | |
|--|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| CURRENT ASSETS | | | | | | |
| Cash | 337,270 | 329,986 | 778,302 | 603,382 | 1,115,572 | 933,368 |
| Accounts receivable, net | 99,628 | 115,218 | 27,638 | 28,232 | 127,266 | 143,450 |
| Accrued revenues receivable | 63,728 | 67,254 | 53,430 | 57,750 | 117,158 | 125,004 |
| Due from Water Division | - | - | 26,870 | 83,205 | 26,870 | 83,205 |
| Inventories | 76,074 | 89,419 | 6,358 | 6,358 | 82,432 | 95,777 |
| Prepaid expenses | 5,561 | 5,814 | 4,083 | 6,083 | 9,644 | 11,897 |
| | <u>582,261</u> | <u>607,691</u> | <u>896,681</u> | <u>785,010</u> | <u>1,478,942</u> | <u>1,392,701</u> |
| PROPERTY, PLANT AND EQUIPMENT | 12,204,480 | 12,141,727 | 16,290,455 | 12,525,443 | 28,494,935 | 24,667,170 |
| Less accumulated depreciation and amortization | <u>6,441,040</u> | <u>6,122,091</u> | <u>10,579,985</u> | <u>10,182,309</u> | <u>17,021,025</u> | <u>16,304,400</u> |
| | <u>5,763,440</u> | <u>6,019,636</u> | <u>5,710,470</u> | <u>2,343,134</u> | <u>11,473,910</u> | <u>8,362,770</u> |
| OTHER ASSETS | | | | | | |
| Restricted cash | - | - | 438,514 | - | 438,514 | - |
| Standpipe painting, net of amortization | 201,925 | 231,541 | - | - | 201,925 | 231,541 |
| Construction in progress | - | - | - | 317,957 | - | 317,957 |
| Investments - ICMA deferred compensation plan | - | - | 1,200,023 | 832,795 | 1,200,023 | 832,795 |
| | <u>201,925</u> | <u>231,541</u> | <u>1,638,537</u> | <u>1,150,752</u> | <u>1,840,462</u> | <u>1,382,293</u> |
| TOTAL ASSETS | <u>6,547,626</u> | <u>6,858,868</u> | <u>8,245,688</u> | <u>4,278,896</u> | <u>14,793,314</u> | <u>11,137,764</u> |
| DEFERRED OUTFLOWS OF RESOURCES | | | | | | |
| OPEB related outflows | <u>4,553</u> | <u>2,078</u> | <u>4,553</u> | <u>2,078</u> | <u>9,106</u> | <u>4,156</u> |
| | <u>4,553</u> | <u>2,078</u> | <u>4,553</u> | <u>2,078</u> | <u>9,106</u> | <u>4,156</u> |
| CURRENT LIABILITIES | | | | | | |
| Long-term serial bonds and notes payable due within one year | 322,621 | 317,478 | 163,695 | 404,737 | 486,316 | 722,215 |
| Accounts payable | 15,434 | 17,131 | 29,521 | 26,129 | 44,955 | 43,260 |
| Accrued expenses | 36,799 | 37,651 | 24,307 | 27,266 | 61,106 | 64,917 |
| Due to Sewer Division | 26,870 | 83,205 | - | - | 26,870 | 83,205 |
| | <u>401,724</u> | <u>455,465</u> | <u>217,523</u> | <u>458,132</u> | <u>619,247</u> | <u>913,597</u> |
| LONG-TERM LIABILITIES | | | | | | |
| Serial bonds and notes payable | 1,230,369 | 3,548,968 | 4,550,217 | 754,953 | 7,780,586 | 4,303,921 |
| Less amount due in one year | <u>322,621</u> | <u>317,478</u> | <u>163,695</u> | <u>404,737</u> | <u>486,316</u> | <u>722,215</u> |
| | 2,907,748 | 3,231,490 | 4,386,522 | 350,216 | 7,294,270 | 3,581,706 |
| Deferred compensation benefits | - | - | 1,200,023 | 832,795 | 1,200,023 | 832,795 |
| OPEB Liabilities | 20,886 | 20,210 | 20,886 | 20,210 | 41,772 | 40,420 |
| | <u>2,928,634</u> | <u>3,251,700</u> | <u>5,607,431</u> | <u>1,203,221</u> | <u>8,536,065</u> | <u>4,454,921</u> |
| TOTAL LIABILITIES | <u>3,330,358</u> | <u>3,707,165</u> | <u>5,824,954</u> | <u>1,661,353</u> | <u>9,155,312</u> | <u>5,368,518</u> |
| DEFERRED INFLOWS OF RESOURCES | | | | | | |
| Customer deposits | 6,463 | 6,463 | - | - | 6,463 | 6,463 |
| OPEB related inflows | <u>4,233</u> | <u>1,353</u> | <u>4,233</u> | <u>1,353</u> | <u>8,466</u> | <u>2,706</u> |
| | <u>10,696</u> | <u>7,816</u> | <u>4,233</u> | <u>1,353</u> | <u>14,929</u> | <u>9,169</u> |
| NET POSITION | | | | | | |
| Invested in capital assets, net of related debt | 2,533,071 | 2,470,668 | 1,160,253 | 1,588,181 | 3,693,324 | 4,058,849 |
| Unrestricted | <u>678,054</u> | <u>675,297</u> | <u>1,260,801</u> | <u>1,030,087</u> | <u>1,938,855</u> | <u>1,705,384</u> |
| | <u>3,211,125</u> | <u>3,145,965</u> | <u>2,421,054</u> | <u>2,618,268</u> | <u>5,632,179</u> | <u>5,764,233</u> |

See notes to financial statements



Utilities District Audit

CARIBOU UTILITIES DISTRICT

STATEMENTS OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION

YEARS ENDED DECEMBER 31, 2020 AND 2019

| | WATER DIVISION | | SEWER DIVISION | | TOTAL | |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| OPERATING REVENUES | | | | | | |
| Water user fees | 1,063,167 | 1,175,312 | - | - | 1,063,167 | 1,175,312 |
| Sewer user fees | - | - | 929,786 | 981,012 | 929,786 | 981,012 |
| Other operating revenues | 64,591 | 39,206 | 42,581 | 46,643 | 107,172 | 85,849 |
| | <u>1,127,758</u> | <u>1,214,518</u> | <u>972,367</u> | <u>1,027,655</u> | <u>2,100,125</u> | <u>2,242,173</u> |
| OPERATING EXPENSES | <u>998,770</u> | <u>1,049,909</u> | <u>1,165,415</u> | <u>998,412</u> | <u>2,164,185</u> | <u>2,048,321</u> |
| EARNINGS (LOSS) FROM OPERATIONS | 128,988 | 164,609 | (193,048) | 29,243 | (64,060) | 193,852 |
| NON-OPERATING INCOME AND (DEDUCTIONS) | <u>(63,828)</u> | <u>(61,225)</u> | <u>(4,166)</u> | <u>(2,149)</u> | <u>(67,994)</u> | <u>(63,374)</u> |
| CHANGE IN NET POSITION | 65,160 | 103,384 | (197,214) | 27,094 | (132,054) | 130,478 |
| NET POSITION, BEGINNING OF YEAR | <u>3,145,965</u> | <u>3,042,581</u> | <u>2,618,268</u> | <u>2,591,174</u> | <u>5,764,233</u> | <u>5,633,755</u> |
| NET POSITION, END OF YEAR | <u>3,211,125</u> | <u>3,145,965</u> | <u>2,421,054</u> | <u>2,618,268</u> | <u>5,632,179</u> | <u>5,764,233</u> |

See notes to financial statements



Utilities District Audit

CARIBOU UTILITIES DISTRICT

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Caribou Utilities District is a quasi-municipal water and sewer utility. The Water Division is regulated by the State of Maine Public Utilities Commission which provides for an approval process on water rates charged, consistent with the public interest and other requirements of law.

The District prepares its financial statements on the accrual basis of accounting. Under the accrual basis of accounting, revenue is recognized when earned and measurable and expenses are recognized when incurred and measurable.

Management reviews outstanding receivables for uncollectible balances on an ongoing basis and reserves those balances for which collection is questionable. As of December 31, 2020 and 2019, the District's allowance for doubtful accounts is \$70,000. When management determines accounts to be uncollectible, they are charged to the allowances for doubtful accounts when that determination is made.

Inventories of pipes, materials and supplies are stated at cost. Cost is determined substantially on the first-in, first-out basis.

Donated assets are recorded at their fair value at the date of donation; all other assets are recorded at cost.

Depreciation is provided by the straight-line method at rates that are designed to amortize the original costs of the assets over their estimated useful lives. These rates range from fifty to one hundred years for reservoirs and water mains; twenty to fifty years for other water distribution equipment and sewer treatment plants, facilities, pump stations and buildings; and from five to twenty years for other equipment.

The District has received refunds and credits to long-term debt intended to reduce the effective interest rate on bonds payable. The refunds and credits are recorded as deferred revenue at the time they are received and are amortized over the life of the bonds.

For the purposes of the statements of cash flows, the District considers all highly liquid investments with maturities of three months or less when purchased to be cash.

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts and disclosures of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses. Actual results could differ from these estimates.

The District's financial instruments consist of cash, cash equivalents, accounts receivable, accounts and accrued payables, and notes payable. The fair values for the financial instruments that are current liabilities or current assets approximate their carrying amounts. The fair value of long-term notes payable has not been disclosed because management believes that their fair values cannot reasonably be determined.



Unpaid Taxes





Personal Property Taxes Unpaid

2016-2020 as of December 31, 2020

| | | | |
|--------------------------------------|------------|-----------------------------------|-------------|
| FIVE STAR HOME MAINTENANCE, LLC | \$150.72 | MICHAUD, ANDREW J | \$282.60 |
| FOX DEN TATTOO | \$58.88 | MORIN, PAUL G | \$30.62 |
| FRANK, ROB, MARTHA & BRADLEY | \$343.83 | NOBLE, CAROLYN JOYCE | \$673.53 |
| GAGNON, ANGELA & JOHN | \$247.28 | OFFICEMAX INCORPORATED #6939 | \$1,029.14 |
| GODIN, SONIA | \$70.65 | OUELLETTE, KEITH | \$9.42 |
| GRIFFIN, KIP | \$235.50 | PIERCE, KELLEY & PAULA | \$63.59 |
| GUERRETTE FARMS, CORP | \$67.76 | RICHARDSON, DERRELL | \$88.10 |
| HAMILTON, JON D | \$4.71 | RICHARDSON, DERRELL | \$101.27 |
| HANEY, CHRISTOPHER A | \$176.63 | ROGESKI, STEV B | \$4.71 |
| HANSON, MICHELLE | \$887.84 | ROLLINS TRANSPORT LLC | \$216.66 |
| HANSON, MICHELLE | \$1,309.38 | ROSSIGNOL, GARY | \$40.04 |
| HARRIS CORP-GCSD | \$63.59 | SA TAX & FINANCIAL SERVICES, INC. | \$167.21 |
| HARRIS CORP-MISSION SUPPORT | \$857.22 | SHAW, ROBERT | \$4,867.79 |
| HERBERT, JACK | \$68.30 | ST. PETER, RUDOLPH | \$4.71 |
| HUNTER, MATTHEW A | \$73.01 | TBK NORTHERN MAINE LLC | \$23.55 |
| IRELAND, DAVID E | \$4.71 | THERIAULT, SHANE | \$5,668.49 |
| J.F. LIQUIDATING CORPORATION | \$845.45 | THOMPSON, ADAM E | \$141.30 |
| KEAR, SIDNEY J & FRANCESCA M | \$11.78 | TIMEPAYMENT CORP | \$73.01 |
| LAMOTHE, HEIDI | \$25.91 | WESSON, BRUCE E | \$70.65 |
| LAVOIE, LOUIS | \$70.65 | WILLARD, T.W. | \$143.66 |
| LAVOIE, LOUIS J JR | \$70.65 | WILLIAMS, KARLYN | \$122.46 |
| MAPLE RIDGE PROPERTY MANAGEMENT, LLC | \$105.98 | YOUR JOURNEY, LLC | \$14.13 |
| MARTIN, SCOTT | \$3,150.99 | | |
| MARTINS POINT HEALTH CARE | \$44.75 | | \$33,759.49 |
| MCKEEN, STEPH | \$58.88 | | |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|---------------------------------------|------------|---|------------|
| ADAMS, RITA A | \$3,845.72 | BLACKWELL, DWAYNE H | \$110.69 |
| ADLER, MARGARET I. - DEV | \$4.00 | BLACKWELL, DWAYNE H | \$701.79 |
| AKERSON, BEATRICE M | \$548.72 | BLACKWELL, DWAYNE H | \$982.04 |
| AKERSON, JEFFREY | \$857.22 | BLACKWELL, DWAYNE H | \$1,090.37 |
| AKERSON, JEFFREY | \$1,834.55 | BOAZ, CLIFFORD L JR | \$2,730.98 |
| AKERSON, JOHN - DEV | \$1,467.17 | BOUCHARD, BRIAN J | \$1,205.76 |
| AKERSON, JOHN W. - DEV | \$1,469.52 | BOUCHARD, BRIAN J | \$2,379.07 |
| AKERSON, JOHN W. - DEV | \$1,610.82 | BOUCHARD, CHRISTOPHER | \$268.47 |
| ALBERT, ROLAND P | \$965.55 | BOUCHARD, DORINA M | \$1,629.84 |
| AMERO, DANIEL J | \$544.01 | BOUCHARD, KEVIN P | \$579.33 |
| ANDERSON, GREGORY CLIFTON | \$446.86 | BOUCHARD, MAYNARD L. - HEIRS | \$48.12 |
| ANDERSON, MARY LEE | \$219.59 | BOUCHARD, RICKEY A | \$2,333.81 |
| ARCHER, RICHARD S | \$1,059.75 | BOUCHARD, RICKEY A | \$3,450.08 |
| ARGRAVES, RICHARD P | \$2,030.01 | BOUCHARD, SCOTT A. ET AL | \$1,182.21 |
| ARGRAVES, RICHARD, ALMA, & BRANDON M. | \$127.17 | BOUCHER, JAMES | \$1,161.02 |
| AROOSTOOK BAND OF MICMACS | \$121.04 | BOURGOINE, DANIEL | \$1,205.76 |
| AROOSTOOK BAND OF MICMACS | \$235.50 | BOURGOINE, DANIEL J | \$251.99 |
| AROOSTOOK BAND OF MICMACS | \$280.25 | BOURGOINE, DANIEL J | \$963.20 |
| AROOSTOOK BAND OF MICMACS | \$1,992.33 | BOUTOT, ARMOND Z | \$1,128.05 |
| ATCHESON, THOMAS J | \$1,848.81 | BOYD, KASIE L | \$239.56 |
| ATCHESON, THOMAS J | \$3,166.39 | BRAGDON, GLEN JR | \$715.92 |
| BABIN, STEVE N | \$1,778.03 | BRECHT, LINDA | \$529.88 |
| BACON, JAMES | \$6,024.09 | BROWN, TIMOTHY L | \$685.31 |
| BACON, JAMES D | \$1,434.20 | BROWN, TIMOTHY L | \$765.38 |
| BACON, JAMES D JR | \$1,123.34 | BRUNETTE, VINCENT J | \$607.59 |
| BACON, JAMES D JR | \$1,601.40 | BURBY, JAMES L | \$1,126.13 |
| BACON, JAMES D JR | \$4,554.57 | BURGESS, HENRY | \$494.55 |
| BALLARD, KEITH | \$1,664.99 | BURGESS, HENRY | \$1,102.14 |
| BALLARD, WAYNE B | \$734.76 | BURGESS, HENRY | \$1,186.92 |
| BARD, GARY J | \$603.76 | BURTT, JEFFREY J | \$332.96 |
| BARRETT, MICHAEL S | \$1,130.08 | BURTT, KEVIN S | \$82.88 |
| BARRETT, MICHAEL S. - TRUSTEE | \$299.09 | C. RAY MANAGEMENT LLC | \$2,564.60 |
| BEAULIEU, GERRY J | \$1,832.19 | C. RAY MANAGEMENT, LLC | \$1,641.44 |
| BEAULIEU, MATTHEW W | \$211.95 | C. RAY MANAGEMENT, LLC | \$1,876.94 |
| BEAULIEU, MATTHEW W | \$230.79 | C. RAY MANAGEMENT, LLC | \$4,022.34 |
| BEAUSOLEIL, ARMAND R | \$2,187.80 | CAIN BROOK REALTY TRUST | \$89.49 |
| BECHARD, WILFRED | \$26.61 | CAMPBELL, RYAN J | \$63.69 |
| BELL, ALEXANDER J | \$668.82 | CANXUS BROADCASTING CORP. | \$156.97 |
| BELL, DAVID A | \$1,606.11 | CANXUS BROADCASTING CORP. | \$4,142.34 |
| BELLEFLEUR, NORMAND - DEC | \$461.22 | CAPAROTTA, ANTHONY L | \$440.39 |
| BERHALTER, JOSEPH P | \$5.46 | CAPAROTTA, ANTHONY L | \$605.24 |
| BERNAICHE, MICHAEL P | \$2,105.37 | CARON, CHARLES C | \$310.86 |
| BERNAICHE, TRAVIS | \$2,357.36 | CARON, DANA P | \$551.07 |
| BERNAICHE, TRAVIS | \$4,601.67 | CARON, DANA P | \$1,375.32 |
| BICKFORD, BRIAN | \$1,547.24 | CARON, DANA P. AND BEVERLY J. - LIFE ESTATE | \$2,227.25 |
| BIELINSKI, GRETA T | \$805.41 | CARON, RICHARD S | \$1,323.49 |
| BLACKSTONE, BREEN | \$2,037.08 | CASSIDY, DANA | \$513.60 |
| BLACKSTONE, SAMUEL S. & | \$279.52 | CAVAGNARO, CHAD L | \$150.72 |
| BLACKSTONE, SAMUEL S. & | \$2,270.22 | CHADSEY, ERIC | \$280.24 |
| BLACKSTONE, SAMUEL S. & | \$5,153.31 | CHALOULT, CLIFFORD - DEC | \$44.75 |
| BLACKWELL, DWAYNE | \$967.91 | CHALOULT, GARY M | \$287.31 |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|---|------------|--|------------|
| CHAMPAGNE, RODNEY | \$2,230.19 | DREW, DAVID K | \$407.42 |
| CHAMPAGNE, RONALD A., JR. | \$1,456.86 | DRINKALL, GLENN D | \$572.18 |
| CHESTNUT, JEFFREY S | \$454.52 | DRISCOLL, DOUGLAS A | \$1,606.11 |
| CLARK, DANIEL | \$588.75 | DROST, CHERYL | \$909.03 |
| CLARK, LISA A | \$226.08 | DUBOIS, RICHARD K | \$2.64 |
| CLARK, ROBERT P | \$478.07 | DUNCAN, JASON B | \$266.12 |
| CLEVETTE, KEVIN | \$228.44 | DUNCAN, JASON B | \$2,835.42 |
| CMJ RAILROAD, LLC. | \$131.88 | DUPLESSIE, PHILLIP | \$445.10 |
| COLBATH, JULIE R ELLIS- | \$122.46 | ELLIS, GENE | \$423.60 |
| COLBATH, JULIE R ELLIS- | \$122.46 | ESPLING, DEBRA | \$178.98 |
| COLBATH, JULIE R ELLIS- | \$127.17 | EVANS, RITA M - DEV | \$1,596.69 |
| COLBATH, JULIE R ELLIS- | \$134.24 | EWING, BRIAN E | \$2,006.46 |
| COLE, DONALD E | \$906.68 | EWING, CLARK | \$1,664.45 |
| COLLINS, JAMES P. & AMY M. & JAMES P. JR. | \$7.97 | FISHER, DWAYNE (SR) & FISHER, ANGELA | |
| COLLINS, JAMES P. & AMY M. & JAMES P. JR. | \$12.31 | & FISHER, DWAYNE (JR) | \$482.78 |
| COMPOUND HOLDINGS LLC | \$103.62 | FIVE STAR HOME MAINTENANCE, LLC | \$367.38 |
| COOK, JEFF | \$779.51 | FIVE STAR HOME MAINTENANCE, LLC | \$3,322.91 |
| CORBIN, JOSEPH F | \$503.97 | FORD, RANDOLPH, et.al. & TREVOR J.D. | |
| CORBIN, JOSEPH F | \$1,005.59 | & SUSAN P. PARR | \$423.90 |
| CORMIER, TIMOTHY T | \$916.10 | FORTIN, LINDA | \$572.27 |
| CORRIVEAU, ELLIE J | \$463.94 | FORTIN, LINDA | \$828.96 |
| CORRIVEAU, MARK L | \$659.78 | FOSTER, DARREL J | \$1,080.28 |
| COTE, MATTHEW | \$1,599.05 | FOURNIER, CURTIS F | \$301.60 |
| COUTURE, BOBBI-JO | \$1,130.40 | FOURNIER, FRANKLIN | \$36.48 |
| CRAWFORD, CHRISTOPHER S | \$42.52 | FOX, PETER R | \$3,782.13 |
| CRESSMAN, MARTIN L | \$996.17 | FRONTIER TRANSPORT, INC. | \$292.02 |
| CULLINS, TERRY S | \$2,007.77 | FROST RENTAL PROPERTIES, LLC | \$14.45 |
| CURRIE, ERNIE J | \$1,021.96 | FROST RENTAL PROPERTIES, LLC | \$23.36 |
| CURTIS, JONATHAN M | \$675.89 | FROST, LELAND | \$859.58 |
| CYR, LON L | \$2,599.92 | FROST, LELAND - LIFE ESTATE | \$3,318.20 |
| CYR, NANCY M. - HEIRS | \$377.36 | FUHRMANN, FRANCIS | \$657.76 |
| CYR, ROWENA G | \$590.36 | FURZE, NONA C | \$80.07 |
| DAIGLE, LORI | \$1,255.22 | GAGNON, ANGELA | \$1,705.02 |
| DAMBOISE, ORRICK | \$1,005.59 | GAGNON, ANGELA C | \$1,453.04 |
| DAVID, JODY | \$47.10 | GAGNON, ANGELA C | \$2,409.17 |
| DAVID, JODY | \$247.28 | GAGNON, DEBRA | \$65.94 |
| DAVIE, MARY LOUISE | \$525.17 | GAGNON, DEBRA L | \$515.75 |
| DEDAM, GERALD | \$1,849.61 | GAGNON, DEBRA L | \$657.05 |
| DEE, MARK A | \$5.19 | GAGNON, ERIC | \$1,332.93 |
| DELWOOD TRAILER PARK | \$129.53 | GAGNON, MICHAEL E | \$1,688.54 |
| DEMERCHANT, KENT D | \$2,331.45 | GAGNON, NICHOLAS B | \$1,839.26 |
| DEMOURA - DEC, ANTONE | \$739.47 | GAGNON, NICHOLAS B | \$4,797.14 |
| DEWLEY, KELLY L | \$67.38 | GAGNON, NICHOLAS B. & GAGNON, TAMMY A. | |
| DINSMORE, RONALD W | \$448.23 | & GAGNON, ROBERT | \$171.92 |
| DIONNE, APRIL A | \$619.37 | GAGNON, NICHOLAS B. & GAGNON, TAMMY A. | |
| DOAK, RICKY L | \$190.76 | & GAGNON, ROBERT | \$859.58 |
| DOODY, KENNETH D | \$557.40 | GAGNON, NICHOLAS B. & GAGNON, TAMMY A. | |
| DOODY, KENNETH D | \$722.30 | & GAGNON, ROBERT | \$939.65 |
| DRAKE, FORREST - DEV | \$98.91 | GAGNON, NICHOLAS B. & GAGNON, TAMMY A. | |
| DRAKE, FORREST - DEV | \$101.27 | & GAGNON, ROBERT | \$1,110.90 |
| DRAKE, JUDSON | \$361.55 | GAGNON, RONALD L | \$722.03 |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|----------------------------------|------------|-------------------------------|------------|
| GAGNON, TAMMY A | \$2,315.41 | HAMEL, TERESITIA M | \$301.44 |
| GALLAGHER, GAIL L | \$1,050.33 | HAMMONDS, RICHARD | \$207.24 |
| GANDEE, DIANA | \$781.86 | HANES, JAMES T | \$1,396.14 |
| GAUVIN, RANDY F | \$621.72 | HANEY, CHRISTOPHER A | \$1,179.86 |
| GIGGEY, LENA M | \$1,417.71 | HANEY, CHRISTOPHER A | \$1,309.38 |
| GILBERT, JOHN A | \$223.73 | HANEY, DALE D | \$3,374.72 |
| GIRARD, KAREN T | \$2,903.72 | HANEY, NATHAN | \$1,090.37 |
| GRAY, JAMIE L | \$280.25 | HANSON, DANA L | \$2,058.27 |
| GREENE, SCOTT B | \$1,361.19 | HANSON, MICHELLE | \$2,244.32 |
| GREENIER INC. | \$1,128.05 | HANSON, MICHELLE A | \$3,052.79 |
| GRIFFETH, SHARON L | \$482.78 | HARMON, COLLEEN | \$206.22 |
| GRIFFIN, KIP A | \$1,208.12 | HARMON, COLLEEN | \$1,412.70 |
| GUERRETTE FARMS CORP | \$5.28 | HARMON, EVA AS TRUSTEE OF THE | \$9.42 |
| GUERRETTE FARMS CORP | \$5.71 | HARMON, PAUL F | \$2,103.02 |
| GUERRETTE FARMS CORP | \$5.79 | HARTLEY, ALLYN D | \$70.65 |
| GUERRETTE FARMS CORP | \$5.88 | HAZELL, ANNETTE | \$1,149.24 |
| GUERRETTE FARMS CORP | \$8.70 | HEDSTROM, ALTON S | \$168.98 |
| GUERRETTE FARMS CORP | \$8.81 | HERBERT, JACK | \$1,676.76 |
| GUERRETTE FARMS CORP | \$9.33 | HEWITT, FLINT A | \$824.25 |
| GUERRETTE FARMS CORP | \$9.58 | HOBBS, DALE JR | \$294.37 |
| GUERRETTE FARMS CORP | \$9.93 | HOLDSWORTH, GHENT II | \$405.06 |
| GUERRETTE FARMS CORP | \$10.83 | HOLDSWORTH, GHENT II | \$588.75 |
| GUERRETTE FARMS CORP | \$11.72 | HOLDSWORTH, GHENT II | \$944.36 |
| GUERRETTE FARMS CORP | \$14.01 | HOLMAN, LORI JEAN WARK | \$1,196.34 |
| GUERRETTE FARMS CORP | \$15.44 | HOLMES, KEVIN L | \$204.89 |
| GUERRETTE FARMS CORP | \$22.75 | HOLMES, KEVIN L | \$1,128.05 |
| GUERRETTE FARMS CORP | \$32.33 | HOOEY, RAYMOND | \$932.58 |
| GUERRETTE FARMS CORP | \$41.96 | HOOEY, RAYMOND R. JR | \$1,066.82 |
| GUERRETTE FARMS CORP | \$55.95 | HOTELLING, JOHN H III | \$699.44 |
| GUERRETTE FARMS CORP | \$64.72 | HUNTER, MATTHEW A | \$1,928.75 |
| GUERRETTE FARMS CORP. | \$4.17 | J.F. LIQUIDATING CORPORATION | \$3,673.80 |
| GUERRETTE FARMS CORP. | \$5.21 | JACKSON, CARLTON E.,SR. | \$692.28 |
| GUERRETTE FARMS CORP. | \$6.52 | JACKSON, CRAIG P | \$1,014.27 |
| GUERRETTE FARMS CORP. | \$7.69 | JANDREAU, LAWRENCE | \$186.05 |
| GUERRETTE FARMS CORP. | \$8.29 | JANDREAU, LAWRENCE | \$207.24 |
| GUERRETTE FARMS CORP. | \$17.39 | JANDREAU, LAWRENCE | \$214.31 |
| GUERRETTE FARMS CORP. | \$21.85 | JANDREAU, ROBERT | \$113.04 |
| GUERRETTE, ANTHONY | \$4.60 | JANDREAU, ROBERT | \$143.66 |
| GUERRETTE, ANTHONY | \$11.72 | JANITZ, WALTRAUD I. - DEV. | \$1,293.82 |
| GUERRETTE, ANTHONY R | \$5.44 | JARVIS, JACQUELINE | \$1,471.88 |
| GUERRETTE, BRIAN J | \$8.92 | JLD PROPERTIES, LLC | \$3,313.49 |
| GUERRETTE, BRIAN J | \$26.85 | JOHNDRO, JACQUELINE | \$146.01 |
| GUERRETTE, BRIAN J | \$1,528.40 | JOHNS, KAREN | \$40.04 |
| GUERRETTE, BRIAN J | \$5,807.43 | JOHNS, KAREN | \$188.40 |
| GUERRETTE, BRIAN, ANTHONY & RYAN | \$2.29 | JOHNSON, CHRISTIAN | \$4,415.63 |
| GUERRETTE, LIZA M | \$1,245.80 | JOHNSON, CHRISTIAN JD | \$1,997.04 |
| GUERRETTE, ULYSSES P. - DEV | \$3.10 | JOHNSTON, JOHN | \$235.50 |
| GUILLEMETTE, SCOTT D | \$894.81 | JOHNSTON, JOHN A | \$642.92 |
| HAINES, STEVEN G | \$1,726.22 | JONES, DANA G | \$124.41 |
| HALEY FAMILY FARM, INC. | \$3,055.85 | JONES, TIMOTHY L | \$882.42 |
| HALLETT, BRYAN D | \$848.16 | KEATON, KEVIN P | \$5,110.35 |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|--------------------------------------|------------|------------------------------------|------------|
| KEATON, VAUGHN | \$3,216.93 | MCGLYNN, ROBERT A | \$1,695.60 |
| KEATON, VAUGHN R | \$3,061.50 | MCLAUGHLIN, EVANS D | \$2,430.36 |
| KELLER, BOBBY | \$1,276.40 | MCLAUGHLIN, JERRY, JR. | \$219.02 |
| KELLEY, CAROLYN | \$659.40 | MCLELLAN, SHAWN | \$14.13 |
| KELLY, JAMES L | \$1,504.85 | MCNEAL, JOHN E | \$298.54 |
| KING, JESSIE L | \$1,222.23 | MECHALKO, LISA | \$793.64 |
| LABRECK, ALFRED JR | \$680.23 | MENDONCA, JOSEPH D | \$2,086.53 |
| LAGASSE, ELLIE | \$178.98 | MERCHANT, LEON L | \$18.84 |
| LAMOTHE, CLAUDE A | \$1,530.60 | MERCHANT, LEON L | \$640.56 |
| LAND HO, INC. | \$66.34 | MERLIN ONE, LLC | \$51.81 |
| LAND HO, INC. | \$94.20 | MERLIN ONE, LLC | \$157.79 |
| LAND HO, INC. | \$204.89 | MICHAUD AND MICHAUD TRUCKING CORP. | \$4.50 |
| LANDEEN, SHAWN L | \$958.13 | MICHAUD, JAY | \$1,165.73 |
| LAPOINTE, SHERIL A | \$1,144.53 | MICHAUD, JOYCE - DEV | \$1,332.93 |
| LAPOINTE-KERNAN, ROSANNE | \$1,429.09 | MICHAUD, KIM R | \$637.62 |
| LARSON, STEPHEN | \$880.77 | MICHAUD, KRISTI HAINES | \$1,226.96 |
| LATHAM, KATE & | \$767.73 | MICHAUD, PAUL A | \$1,073.02 |
| LAVOIE, LOUIS J., JR. | \$1,759.19 | MILLER, JEREMY J | \$30.55 |
| LAVOIE, LOUIS, JR. | \$3,365.30 | MILLER, NICHOLE | \$1,377.68 |
| LEAVITT, BRIAN G | \$58.88 | MILLER, RONALD E., JR. | \$598.17 |
| LEAVITT, BRIAN G | \$400.35 | MILTON, GARRICK | \$1,055.04 |
| LEAVITT, MELISSA R | \$1,518.98 | MILTON, GARRICK E | \$1,911.57 |
| LEIMKUEHLER, LARRY D | \$383.87 | MINK, MARY ANN | \$783.57 |
| LEVESQUE, ANDREW J | \$2,691.77 | MONTEITH, DOREEN | \$1,340.00 |
| LEVESQUE, GILLES | \$16.22 | MORIN, STEVEN D | \$235.50 |
| LEWIS, JAMES A | \$197.82 | MORRELL, JAMES L | \$142.69 |
| LIBBY, ROBERT A | \$293.50 | MOWERS, CAROL | \$327.35 |
| LINDSEY, BRYANT C | \$798.46 | MULLEN, RICHARD W | \$290.74 |
| LISTER, ALLYN L | \$1,123.08 | MUNIZ, MICHAEL | \$409.77 |
| LITTLE, GARY W | \$202.46 | MURPHY, BILLIE JO | \$58.88 |
| LIZOTTE, RONALD J | \$31.15 | MURPHY, LEOLA A | \$911.39 |
| LIZOTTE, RONALD J | \$40.76 | MURPHY, RITA M - DEV | \$1,464.81 |
| MADORE, AMBER R | \$1,241.09 | NAPALAPALI, JOLANI | \$428.61 |
| MALM, TIMOTHY E | \$845.45 | NASH, MATTHEW A | \$1,585.90 |
| MANCOS, BRATON | \$35.33 | NEWBEGIN, MICHAEL R | \$313.22 |
| MANCOS, MICHAEL A | \$560.49 | NEWBEGIN, MICHAEL R | \$800.70 |
| MAPLE RIDGE PROPERTY MANAGEMENT, LLC | \$1,291.06 | NIVEK CORP. | \$984.39 |
| MARSHALL, DANYELLE | \$425.76 | NIVEK CORP. | \$1,031.49 |
| MARTIN, BILLIE-JO | \$221.00 | NIVEK CORP. | \$1,523.69 |
| MARTIN, DAVID N | \$1,057.40 | NIVEK CORP. | \$2,001.75 |
| MARTIN, TIMOTHY | \$452.16 | NIVEK CORP. | \$2,253.74 |
| MARTIN, TIMOTHY R | \$3,308.78 | NOBLE, CAROLYN JOYCE | \$5,216.33 |
| MARTINO, JONATHAN | \$117.17 | OLMSTEAD, AARON G | \$631.50 |
| MASSEY, SHELLEY | \$306.15 | OUELLETTE, CHRISTOPHER | \$336.77 |
| MCBREAIRTY, BRANDON | \$35.33 | OUELLETTE, HEIDI L | \$541.65 |
| MCBREAIRTY, DONALD | \$609.95 | OUELLETTE, JERRY P | \$555.64 |
| MCCABE, PATRICK | \$131.88 | OUELLETTE, LINDA A | \$838.38 |
| MCCABE, PATRICK | \$1,257.57 | OUELLETTE, LUKE J | \$930.23 |
| MCCARTHY, LORIE | \$986.75 | OUELLETTE, ROBERT D | \$1,281.12 |
| MCCARTHY, SUSAN E. - DEC | \$42.39 | PADDLEFORD, MILTON B | \$1,104.50 |
| MCDUGAL, WALTER | \$1,017.36 | PALMER, SUSAN M | \$485.13 |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|----------------------------|-------------|-------------------------------------|-------------|
| PAQUIN, JOSEPH O | \$508.68 | SHAW, ROBERT S | \$332.06 |
| PARADIS, LELAND O.,JR. | \$725.34 | SHAW, ROBERT S | \$706.50 |
| PENDERGAST, MICHAEL S | \$1,686.18 | SHAW, ROBERT S | \$906.68 |
| PHAIR, JUDY M | \$699.01 | SHAW, ROBERT S | \$1,229.31 |
| PICARD, MARIO M | \$30.62 | SHAW, ROBERT S | \$1,933.46 |
| PICARD, MARIO M | \$204.89 | SHAW, ROBERT S | \$8,386.16 |
| PLANTE, ROGER P | \$275.35 | SHAW, ROBERT S | \$15,083.78 |
| PLANTE, ROGER P | \$1,429.49 | SHAW, ROBERT S II | \$687.66 |
| PLOURDE, LARRY | \$1,858.79 | SHAW, ROBERT S II | \$786.57 |
| PRATT, CARL | \$339.12 | SHAW, ROBERT S II | \$1,507.20 |
| QUIMBY, LEWIS G., JR. | \$692.37 | SHAW, ROBERT S II | \$1,973.49 |
| RACCHUMI, SOPHIA & DANIEL | \$21.20 | SHAW, ROBERT S II | \$2,352.65 |
| RACKLER, JEREMIE | \$2,679.99 | SHEA, MARK | \$1,594.34 |
| RAFFORD, WINFIELD A | \$551.07 | SHEA, MARK A | \$1,095.56 |
| RAGONA, ROBERT P | \$19.95 | SILSBEE, DAVID | \$443.94 |
| RAND, TIMOTHY | \$1,191.63 | SILSBEE, DAVID E | \$2,955.53 |
| RAND, TIMOTHY A | \$65.94 | SM TRUST | \$176.63 |
| RANDAZZO, DANIEL T | \$2,105.37 | SM TRUST | \$1,836.90 |
| RANDOLPH, DALE I | \$277.21 | SMART, ALICE R | \$1,295.25 |
| RANKIN, WESLEY | \$484.85 | SMITH, DIANE AND SCOTT CO TRUSTEES | |
| RANKIN, WESLEY | \$583.97 | OF THE DANA P. CASSIDY FAMILY TRUST | \$3,965.92 |
| RANKIN, WESLEY E | \$298.79 | SOLMAN, JUDITH A | \$943.17 |
| RAYMOND, DANIELLE | \$2,976.72 | ST PETER, RUDOLPH T | \$2,039.66 |
| REIFF, CINDY M | \$1,017.36 | ST. JOHN, JASON | \$1,095.08 |
| RICHARDSON, DERRELL | \$600.53 | ST. JOHN, PETER P | \$1,469.52 |
| RICHARDSON, DERRELL | \$2,265.51 | ST. PETER GROUP, INC. (THE) | \$4.55 |
| RICHARDSON, DERRELL | \$6,848.34 | ST. PETER GROUP, INC. (THE) | \$8.88 |
| RICHARDSON, DERRELL | \$15,689.01 | ST. PETER GROUP, INC. (THE) | \$10.70 |
| RIDGE RUNNERS REALTY TRUST | \$178.98 | ST. PETER GROUP, THE | \$4.10 |
| RIELLY, RICHARD W., JR. | \$882.48 | ST. PETER, GRIFFIN | \$12.81 |
| RINES, JOHN M | \$383.87 | ST. PETER, GRIFFIN W. | \$11.87 |
| ROBBINS, TAYLOR | \$2,392.68 | ST. PETER, JEFFREY A | \$1,003.23 |
| ROLLINS TRANSPORT, LLC AND | \$3,909.30 | ST. PIERRE, EDMOND J | \$1,412.79 |
| ROSSIGNOL, DANIEL P | \$430.97 | ST. THOMAS, SHARON L | \$777.15 |
| ROSSIGNOL, MARGARET R | \$305.98 | STAIRS, CHRISTOPHER KYLE | \$2,635.25 |
| ROWE, DONNA | \$500.00 | STAIRS, DAVID | \$661.76 |
| ROY, JAY PAUL | \$876.06 | STAVNESLI, DAVID M | \$329.70 |
| ROYAL RIVER, LLC | \$24.92 | STURGEON, CONNIE L | \$173.68 |
| S & B FOX PROPERTIES, LLC | \$15.50 | SUMMERSON, CHRISTOPHER | \$1,867.82 |
| SANDS, WILLARD H | \$643.68 | SWAN, LEVI D | \$614.66 |
| SAUCIER, DIANE B | \$997.14 | SWANSON, DANIEL CLAUDE | \$1,768.61 |
| SAUNDERS, CHRISTOPHER D | \$666.47 | SWENSON, MARILYN A | \$1,391.81 |
| SAUNDERS, SUZANNE | \$996.25 | TAGGETT, HARRY A | \$569.74 |
| SAVOIE, DALE | \$346.19 | TAMBURELLO, GEORGE | \$332.06 |
| SCHMITT, MICHAEL C | \$563.30 | TANG, CHU SUN | \$18.48 |
| SCHULER, KATHLEEN R | \$4.71 | TARDIE, MARK | \$699.43 |
| SEAMAN, YVETTE | \$60.33 | TAYLOR, ERIC | \$576.08 |
| SEARLES, SCOTT | \$40.30 | TBK MAINE PROPERTIES LLC | \$23.55 |
| SEARLES, SCOTT & | \$413.32 | TBK MAINE PROPERTIES LLC | \$89.49 |
| SHAW, JEREMY G | \$2,147.76 | TBK MAINE PROPERTIES LLC | \$131.88 |
| SHAW, ROBERT S | \$75.36 | TBK MAINE PROPERTIES LLC | \$204.89 |



Real Estate Taxes Unpaid 2020

as of December 31, 2020

| | | | |
|---|------------|----------------------------------|--------------|
| TBK MAINE PROPERTIES LLC | \$5,190.42 | TRACY, KURT W | \$1,250.50 |
| TBK NORTHERN MAINE LLC | \$11.78 | TROMBLEY INDUSTRIES | \$6.90 |
| TBK NORTHERN MAINE LLC | \$11.78 | TROMBLEY, STEVEN LEE | \$400.35 |
| TBK NORTHERN MAINE LLC | \$11.78 | TURCK, KATHERINE M | \$326.70 |
| TBK NORTHERN MAINE LLC | \$11.78 | TURCOTTE, HERMEL | \$79.41 |
| TBK NORTHERN MAINE LLC | \$23.55 | VALENTINO, FRANK | \$791.28 |
| TBK NORTHERN MAINE LLC | \$23.55 | VIOLETTE, LARRY D | \$3,066.21 |
| TBK NORTHERN MAINE LLC | \$23.55 | VIOLETTE, RANDY R | \$1,036.20 |
| TBK NORTHERN MAINE LLC | \$23.55 | VIRTANEN, DONNA M | \$741.83 |
| TBK NORTHERN MAINE LLC | \$23.55 | VOGEL, RAYMOND R | \$15.23 |
| TBK NORTHERN MAINE LLC | \$35.33 | VON MERTA, RICHARD - LIFE ESTATE | \$1,511.91 |
| TBK NORTHERN MAINE LLC | \$35.33 | WALKER, THEODORE J | \$350.10 |
| TBK NORTHERN MAINE LLC | \$35.33 | WALLS, JOHN | \$1,231.67 |
| TBK NORTHERN MAINE LLC | \$35.33 | WAMBOLD, DARLA M | \$1,533.11 |
| TBK NORTHERN MAINE LLC | \$35.33 | WAWASET PARK COMPANY | \$129.53 |
| TBK NORTHERN MAINE LLC | \$35.33 | WAWASET PARK COMPANY | \$134.24 |
| TBK NORTHERN MAINE LLC | \$117.75 | WAWASET PARK COMPANY | \$214.31 |
| TBK NORTHERN MAINE LLC | \$117.75 | WAWASET PARK COMPANY | \$247.28 |
| TBK NORTHERN MAINE LLC | \$8,063.52 | WAWASET PARK COMPANY | \$275.54 |
| THERIAULT, BRAD A. | \$960.83 | WAWASET PARK COMPANY | \$284.96 |
| THERIAULT, CARL | \$367.38 | WAWASET PARK COMPANY | \$374.45 |
| THERIAULT, GENE & EDNA-LIFE ESTATE | \$1,033.85 | WAWASET PARK COMPANY | \$402.71 |
| THERIAULT, GREGORY J | \$13.65 | WAWASET PARK COMPANY | \$5,541.32 |
| THERIAULT, JANICE - DEV | \$878.59 | WESSON, BRUCE E | \$1,898.13 |
| THERIAULT, KRISTI ROSE | \$485.98 | WESTIN, MARK L | \$378.85 |
| THERIAULT, LAURANE D - DEC | \$556.04 | WHITE, DAVID | \$89.49 |
| THERIAULT, MICHAEL | \$407.42 | WHITE, JOEY - DEC | \$235.50 |
| THERIAULT, SHANE H | \$2,833.06 | WHITE, JOEY R. - DEC | \$58.88 |
| THIBODEAU FAMILY IRREVOCABLE TRUST, THE | \$2,157.18 | WHITE, JOEY R. - DEC | \$1,431.84 |
| THIBODEAU, CARL | \$235.47 | WHITTEN, JEFFREY D | \$4,665.26 |
| THIBODEAU, CARL J | \$91.85 | WILCOX, AMANDA | \$356.47 |
| THIBODEAU, DANIEL A | \$1,363.55 | WILCOX, MARILYN | \$836.03 |
| THIBODEAU, P RONALD | \$401.42 | WILLARD, LINWOOD C. - DEC | \$73.01 |
| THIBODEAU, REGINALD J | \$2,435.07 | WILLETTE, RYAN J | \$1,045.29 |
| THIBODEAU, TRACY L | \$532.23 | WILLIAMS, SETH | \$4,460.37 |
| THIBODEAU, WILLIAM A., JR. | \$280.25 | WILSON, ANN | \$861.93 |
| THOMAS, BECKY L | \$487.49 | WOLFE, PAUL A | \$3,002.51 |
| THOMAS, TRAVIS A | \$548.72 | WOOD, JULIE - DEC | \$1,123.34 |
| THOMPSON, JAY R | \$551.07 | WYMAN, JAMIE M | \$1,118.63 |
| THOMPSON, JAY R | \$2,439.78 | YORK, RONALD C | \$744.18 |
| THOMPSON, PAMELA | \$746.54 | YORK, STEVEN M | \$4,549.86 |
| TIBBS, LLOYD ALAN | \$216.66 | ZERNICKE, KENNETH - DEC | \$322.64 |
| TILLEY, KATHERINE R | \$2.65 | | |
| TMC OF MAINE, LLC | \$812.48 | | \$614,198.11 |
| TOMPKINS, BARBARA C | \$287.31 | | |
| TOMPKINS, MICHELE D | \$1,003.23 | | |
| TOOTHAKER, BROCK | \$965.55 | | |
| TOWLE, PATRICK M | \$116.24 | | |
| TRACY, GALEN R. - DEV | \$23.52 | | |
| TRACY, GALEN R. - DEV | \$798.35 | | |
| TRACY, GALEN S | \$1,417.71 | | |



Tax Liens

as of December 31, 2020

| | | | |
|-------------------------------------|------------|-----------------------------------|------------|
| AKERSON, JOHN W. - DEV | \$1,679.22 | GAGNON, DEBRA L. | \$807.70 |
| AROOSTOOK BAND OF MICMACS | \$8.69 | GAGNON, ERIC | \$1,512.28 |
| AROOSTOOK BAND OF MICMACS | \$66.70 | GIRARD, KAREN | \$2,252.43 |
| BALLARD, WAYNE B. AND THERESA J. | \$502.05 | GRAY, JAMIE | \$1,706.23 |
| BEAULIEU, GERRY | \$1,116.16 | GRIFFIN, KIP A. | \$851.14 |
| BEAULIEU, MATTHEW | \$220.95 | HAMEL, TERESITIA | \$11.60 |
| BEAULIEU, MATTHEW | \$240.59 | HANEY, CHRISTOPHER A. | \$1,487.73 |
| BEAUSOLEIL, ARMAND | \$72.55 | HANEY, CHRISTOPHER A. | \$1,229.96 |
| BIELINSKI, GRETA T. | \$826.23 | HANEY, NATHAN | \$17.90 |
| BLACKWELL, DWAYNE | \$729.14 | HANSON, DANA | \$34.58 |
| BOUCHARD, BRIAN | \$1,256.96 | HARTLEY, ALLYN D. | \$196.40 |
| BOURGOINE, DANIEL | \$1,256.96 | HEWITT, FLINT A. | \$982.00 |
| BOURGOINE, DANIEL | \$262.69 | HOLMAN, LORI JEAN WARK | \$550.17 |
| BOURGOINE, DANIEL | \$1,004.10 | HOLMES, KEVIN | \$1,175.95 |
| BRAGDON, GLEN JR | \$746.32 | HOLMES, KEVIN | \$213.59 |
| BURGESS, HENRY | \$515.55 | HOOEY, RAYMOND | \$1,094.93 |
| BURGESS, HENRY | \$1,148.94 | HOOEY, RAYMOND R.,JR. | \$1,234.87 |
| BURGESS, HENRY | \$1,237.32 | HUNTER, MATTHEW | \$2,010.65 |
| CAPAROTTA, ANTHONY L. | \$459.09 | JOHNSON, CHRISTIAN | \$3,192.39 |
| CAPAROTTA, ANTHONY L. | \$959.89 | JOHNSON, CHRISTIAN JD | \$1,769.36 |
| CARON, DANA | \$574.47 | KEATON, VAUGHN | \$3,353.53 |
| CARON, DANA | \$1,556.47 | KEATON, VAUGHN | \$3,314.25 |
| CHESTNUT, JEFFREY S. | \$473.82 | KELLY, JAMES L. | \$1,691.50 |
| CLARK, DANIEL | \$281.40 | LAPOINTE, SHERIL A. | \$1,315.88 |
| COLE, DONALD | \$348.43 | LATHAM, KATE & FRASER, WESLEY | \$923.08 |
| COMPOUND HOLDING LLC | \$108.02 | LAVOIE, LOUIS J., JR. | \$2,447.64 |
| CORBIN, JOSEPH F. | \$525.37 | LAVOIE, LOUIS, JR. | \$3,508.20 |
| CORBIN, JOSEPH F. | \$1,171.04 | LEWIS, JAMES A. | \$328.97 |
| COUTURE, BOBBI-JO | \$228.97 | MADORE, GARY R. JR & AMBER R. | \$1,332.21 |
| DAIGLE, LORI | \$1,308.52 | MANCOS, BRATON | \$36.83 |
| DAMBOISE, E. OWEN - DEV | \$1,215.66 | MANCOS, MICHAEL A. | \$707.04 |
| DAVID, JODY | \$4.50 | MASSEY, SHELLEY | \$441.90 |
| DEVOST, SADY - DEC | \$994.28 | MCBREAIRTY, DONALD | \$21.03 |
| DOAK, RICKY L. | \$198.86 | MCLAUGHLIN, JERRY, JR. | \$351.07 |
| DREW, DAVID | \$545.59 | MERLIN ONE, LLC | \$164.49 |
| DRISCOLL, DOUGLAS A. | \$1,290.74 | MERLIN ONE, LLC | \$54.01 |
| DROST, CHERYL | \$1,070.38 | MILLER, RONALD E JR | \$483.46 |
| DUNCAN, JASON B. | \$3,078.57 | MOXLEY, THOMAS | \$1.54 |
| DUNCAN, JASON B. | \$277.42 | MUNIZ, MICHAEL | \$549.92 |
| ESPLING, DEBRA | \$309.33 | MURPHY, BILLIE JO | \$61.38 |
| FISHER, DWAYNE SR & FISHER, ANGELA | | MURPHY, LEOLA A. | \$950.09 |
| & FISHER, DWAYNE JR | \$503.28 | MURPHY, RITA M. | \$1,347.80 |
| FIVE STAR HOME MAINTENANCE, LLC | \$382.98 | NAPALAPALI, JOLANI | \$569.56 |
| FIVE STAR HOME MAINTENANCE, LLC | \$3,464.01 | NOBLE, CAROLYN JOYCE | \$578.31 |
| FORD, RANDOLPH,et.al. & TREVOR J.D. | | OUELLETTE, CHRISTOPHER | \$351.07 |
| & SUSAN P. PARR | \$441.90 | OUELLETTE, HEIDI | \$476.34 |
| FROST, LELAND | \$1,018.83 | OUELLETTE, LUKE J AND CHRISTINE L | \$969.73 |
| FROST, LELAND - LIFE ESTATE | \$3,459.10 | PARADIS, LELAND O.,JR. | \$878.89 |
| FURZE, NONA | \$83.47 | PICARD, MARIO | \$213.59 |
| GAGNON, DEBRA | \$68.74 | RACKLER, JEREMIE | \$2,793.19 |
| GAGNON, DEBRA L. | \$537.65 | RAFFORD, WINFIELD | \$647.22 |



Tax Liens

as of December 31, 2019

| | |
|---|--------------|
| RAND, TIMOTHY | \$1,364.98 |
| RAND, TIMOTHY | \$68.74 |
| RICHARDSON, DERRELL | \$7,414.33 |
| RICHARDSON, DERRELL | \$7,374.82 |
| RIDGE RUNNERS REALTY TRUST | \$186.58 |
| RINES, JOHN M. | \$522.92 |
| ROSSIGNOL, TIM | \$105.57 |
| ROWE-PELKEY, BRENDA J.AS TRUSTEE OF THE BRENDA J. ROWE-PELKEY 2005 TRUST | \$1,929.17 |
| SAVOIE, DALE | \$349.37 |
| SEARS, JOSEPH M. | \$596.57 |
| SM TRUST | \$184.13 |
| ST. JOHN, PETER | \$1,531.92 |
| SWANSON, DANIEL CLAUDE | \$1,777.58 |
| SWENSON, MARILYN | \$37.05 |
| THIBODEAU, CARL | \$95.75 |
| THOMPSON, PAMELA | \$427.02 |
| TOMPKINS, MICHELE D. | \$1,190.68 |
| TOOTHAKER, BROCK | \$1,006.55 |
| TRACY, GALEN S. | \$1,477.91 |
| TROMBLEY, STEVEN LEE | \$417.35 |
| VALENTINO, FRANK & PAULA | \$947.63 |
| VIOLETTE, LARRY | \$3,319.16 |
| VIOLETTE, RANDY | \$1,379.64 |
| VIRTANEN, DONNA | \$762.76 |
| VON MERTA, RICHARD - LIFE ESTATE | \$1,703.77 |
| WAMBOLD, DARLA | \$1,192.67 |
| WARNER, LOYCE MARY, ET.AL. | \$1,396.90 |
| WEBBER, BRANDON SHAWN ET AL | \$65.41 |
| WESSON, BRUCE E. | \$1,978.73 |
| WHITE, JOEY - DEC | \$245.50 |
| WHITE, JOEY - DEC | \$61.38 |
| WHITE, JOEY - DEC | \$1,593.30 |
| WILSON, ANN | \$1,423.90 |
| WOOD, JULIE - DEC | \$590.30 |
| ZERNICKE, KENNETH - DEC | \$336.34 |
| | <hr/> |
| | \$138,083.86 |



25 High Street
Caribou, ME 04736
Phone: (207) 493-3324
www.cariboumaine.org