

CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a Regular City Council Meeting on **Monday, January 23, 2023**, in the Council Chambers located at 25 High Street, **6:00 pm**.



THE MEETING WILL BE BROADCAST ON CABLE CHANNELS 8 & 1301 AND THE CITY'S YOUTUBE CHANNEL.

1. Roll Call
2. Invocation/Inspirational Thought
3. Pledge of Allegiance
4. Public Forum (**PUBLIC COMMENTS SUBMITTED TO THE CITY CLERK PRIOR TO 4:30PM ON THE MEETING DATE WILL BE SHARED WITH THE COUNCIL DURING PUBLIC FORUM. Email dbrissette@cariboumaine.org**)
5. Minutes
6. Bid Openings, Awards, and Appointments Pages
 - a. Appointment to the Caribou Board of Assessors 02-09
 - b. Appointment to the Recreation Commission
 - c. Appointments to the Caribou Hospital District Board
 - d. Appointments to new City Council Broadband committee 10
7. Public Hearings and Possible Action Items
8. Reports by Staff and Committees Reports
 - a. Caribou Public Library Board presentation on desired bylaws changes 11-13
 - b. December 2022 Financials 14-31
 - c. Resolution for USDA RBO Grant for Riverfront Planning 32-33
 - d. Manager's Report 34-36
9. New Business, Ordinances and Resolutions 37-38
 - a. 2023 Municipal Budget – Overview of 2023 Municipal Budget
 - b. 2023 Municipal Budget – Presentation of Library Budget (Department 25)
 - c. 2023 Municipal Budget – Presentation of Public Works Budget (Department 40)
 - d. 2023 Municipal Budget – Presentation of Police Budget & EMA (Departments 35 & 39)
 - e. 2023 Municipal Budget – Presentation of Recreation, Parks & Snow Trail Budget (Departs 50, 51 & 52)
 - f. 2023 Municipal Budget – Presentation of Fire & Ambulance Budget (Department 31)
10. Old Business 39-45
 - a. Introduce Ordinance 01, 2023, Series Establishing the Caribou Development Committee
11. Reports and Discussion by Mayor and Council Members 46-77
12. Next Regular Meetings: February 13 & 27
13. Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1, §405.6)
14. Adjournment

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

Certificate of Mailing/Posting

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

BY: _____ Danielle Brissette, City Clerk

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: Appointments to Caribou Boards and Commissions
DATE: January 23, 2023

The following matrix shows citizen boards with open positions. Several individuals have expressed interest in serving on the following community or advisory boards. The Council may make any appointments it feels appropriate.

CITIZEN BOARDS			
BOARD/COMMISSION	CONTACT PERSON	TERM ENDING 12/31/2022	APPLICATION RECEIVED
Board of Assessors	Penny Thompson	Michael Quinlan 3-Year	Michael Quinlan
			James E Belanger Jr
Caribou Housing Authority	Lisa Plourde	Jay Kamm- Resigned 3-Year	
Caribou Hospital District Trustees	Peggy McAfee	(1) 3-Year	David Martin
		(1) 2-Year	Erica Raymond
		(1) 1-Year	Susan White
Caribou Planning Board	Kenneth Murchison	Daniel Bagley 2-Year	James E Belanger Jr
Caribou Riverfront Renaissance Committee	Kenneth Murchison	Jay Kamm- Resigned 3-Year	James E Belanger Jr
Recreation Commission	Gary Marquis	Troy Barnes - Resigned 2-Years	Evan Graves
			Casey Plourde
			James E Belanger Jr
Zoning Board of Appeals	Kenneth Murchison	George Howe 3-year	
		Lewis Cousins 3-year	

Suggested action:

Motion to appoint individuals to open positions as desired.



CITIZEN BOARD APPLICATION

Name: JAMES E. BELANGER JR.

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

CARIBOU LITTLE LEAGUE - 13 YEARS

ARROSTOCK YOUTH BASKETBALL LEAGUE - 10 YEARS

CITY OF CARIBOU - CHAIR, CARIBOU HOUSING AUTHORITY
BOARD OF COMM

Education:

CHS - 1993

UMPI - 1999

Present Employer Name & Address:

MACHIAS SAVINGS BANK - CARIBOU

Job Title: BRANCH MANAGER

I am interested in serving on the following committee(s):

REC COMMISSION

PLANNING BOARD

BOARD OF ASSESSORS

RIVERFRONT REN.

Are you willing to serve on ANY committee if needed?

☐ Yes

☐ No

POSSIBLY

James E. Belanger Jr.
Signature of Applicant

1-19-23
Date

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CITIZEN BOARD APPLICATION

Name: Evan Graves

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

I have served on the Caribou Planning Board, I am on the Holy Rosary Church committee.

Education:

BS in Education, teaching, 2003, UMPI, MS in Educational Leadership, 2011, UMO.

Present Employer Name & Address:

Eastern Aroostook RSU #39 75 Glenn St. Caribou, ME 04736

Job Title: Athletic Director

I am interested in serving on the following committee(s):

Recreation Commission

Are you willing to serve on ANY committee if needed?



Yes



No

12/30/2022

Signature of Applicant

Date

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CITIZEN BOARD APPLICATION

Name: David Martin

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

- One year on Planning Board
- 12 years on City Council

Education: B.S. Education - UMPI 1973

Present Employer Name & Address:

RSU 39

Job Title: Math Teacher Caribou High School

I am interested in serving on the following committee(s):

Hospital District

Are you willing to serve on ANY committee if needed?

☐ Yes

☒ No

David Martin

Signature of Applicant

11-23-22

Date

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CITIZEN BOARD APPLICATION

Name: Casey Plourde

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

Coached AYBL one season, have volunteered for AYBL
for over 4 years
Treasurer for Caribou Little League 2019 to present
Volunteer for Caribou Little League 2016 to present

Education: High School graduate, 2 year college business
degree

Present Employer Name & Address: Machias Savings Bank
142 Bennett Dr Caribou, ME 04736

Job Title: Assistant Branch Manager

I am interested in serving on the following committee(s):

Recreation Commission

Are you willing to serve on ANY committee if needed?

☐ Yes

☒ No

Casey Plourde
Signature of Applicant

1-19-23
Date

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CITIZEN BOARD APPLICATION

Name:

Michael Quintan

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

Rotary

Education:

BS / MBA

Present Employer Name & Address:

Self

Job Title:

CFA

I am interested in serving on the following committee(s):

BOA

Are you willing to serve on ANY committee if needed?

☒ Yes

☐ No

Signature of Applicant

Date

[Signature] 11/19/23

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CITIZEN BOARD APPLICATION

Name Erica Raymond

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

Volunteer at Red Cross

The Common Core District Team – RSU 39

Member of Alternative High School Maine District Team

Board of Directors – Maine Cheering Coaches Association

Education:

Master's Degree in Leadership

Present Employer Name & Address:

Gary's Yamaha, 323 Sweden Street, Caribou, ME 04736

Job Title:

Office Manager

I am interested in serving on the following committee(s):

Caribou Hospital District Board

Are you willing to serve on ANY committee if needed?

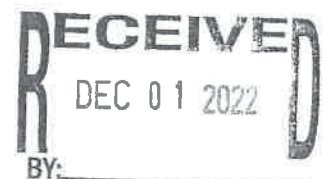
☐ Yes

☒ No

Erica Anne Raymond
Signature of Applicant

12/1/22
Date

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CITIZEN BOARD APPLICATION

Name

SUSAN WHITE

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

CARIBOU PARKS AND RECREATION COMMISSION - 23 YEARS TOTAL (CHAIR - 2006-2015 + 2018-2022)
CARIBOU PARKS AND RECREATION FOUNDATION BOARD OF DIRECTORS (2006-2015 + 2018-2022)
CARY MEDICAL CENTER BOARD OF DIRECTORS - 2013-2021
PAUL HARRIS FELLOW AWARD - LIMESTONE ROTARY CLUB - 2019

Education: CARIBOU HIGH SCHOOL - 1987

B/S ELEMENTARY EDUCATION - UNIVERSITY OF SOUTHERN MAINE - 1992
MASTERS OF EDUCATION - EDUCATIONAL LEADERSHIP - UNIVERSITY OF MAINE ORONO - 2003
CERTIFICATE OF ADVANCED STUDIES - EDUCATIONAL LEADERSHIP - UNIVERSITY OF MAINE ORONO - 2014

Present Employer Name & Address:

UNIVERSITY OF MAINE AT PRESQUE ISLE
181 MAIN STREET
PRESQUE ISLE, ME 04769

Job Title:

EXECUTIVE DIRECTOR OF ENROLLMENT MANAGEMENT AND ADMISSIONS


I am interested in serving on the following committee(s):

HOSPITAL DISTRICT

Are you willing to serve on ANY committee if needed?

☐ Yes

☒ No


Signature of Applicant

12-1-2022
Date

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

RECEIVED
DEC 01 2022
BY: 9

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: Creation of a City Council Broadband committee
DATE: January 23, 2023

Mayor Smith would like to explore the possibility of creating a City Council Broadband committee with Councilor Bagley as Committee Chair and Councilor Theriault and Councilor Willey as committee members.

The purpose of the committee would be to review the County Broadband study and provide input back to the Caribou City Council on options and potential funding available.

Suggested Action:

If the City Council feels this is still a priority for 2023 (in 2022, it was identified by the Caribou City Council as the top priority in the “Infrastructure” category), the City Council committee can be formed with a motion, second and vote. Mayor Smith will then appoint the chair and members.

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: Caribou Public Library Board presentation
DATE: January 23, 2023

Members of the Caribou Public Library Board have asked to present tonight on desired changes to their bylaws.

According to Library Director Peter Baldwin, "The Library Board has made some revisions to their Bylaws due to the recent change by the City Council. The By-laws now reflect the change in term limits as put forth in the City Charter. Please find the Bylaws attached for your review."

Suggested Action:

The Caribou Public Library Board has voted and accepted these changes to the bylaws.

CARIBOU PUBLIC LIBRARY ADVISORY BOARD OF TRUSTEES
Caribou, Maine 04736

ARTICLE I. Name and Authorization

Section 1.1 This organization is the Board of Trustees of the Caribou Public Library, located in Caribou, Maine.

ARTICLE II. Purposes

Section 2.1 The Board of Trustees functions in an advisory capacity to the Caribou Public Library. An advisory board, herein known as The Board, is defined as having or consisting in the power to make recommendations but not to take action enforcing them.

Section 2.2 The Board assists the Director of the Library in preparation and presentation of the annual budget request to the City Manager.

Section 2.3 The Board solicits donations of money for the benefit of the Library.

Section 2.4 The Board represents and advocates for the Library to the city council and in the library community.

Section 2.5 The Board will act as an advocate for the library through contacts with civic groups and public officials.

Section 2.6 The Board does not have the same legal or fiduciary responsibilities as a governing board but members are still representatives of the community and are important volunteers and advocates for the library.

Section 2.7 The Board is an integral and working part of the library and, as such, is part of a team, which includes the director and staff.

ARTICLE III. Membership

Section 3.1 A Board of Trustees of no more than seven members shall be appointed by a majority vote of the City Council at its January meeting.

Section 3.2 Board members shall recommend candidates, who have submitted a written application, for consideration by the City Council. The names shall be submitted prior to the Council's January meeting. Members serve a three-year term.

Section 3.3 In case of a vacancy on the Board, the remainder of the term shall be filled by a candidate recommended by the Board and appointed by the City Council.

ARTICLE IV. Officers

Section 1. The members of the Board shall elect, by majority of the total membership, a President, Vice-president, Secretary, and Treasurer.

ARTICLE V. Library Director

Section 1. The Library Director shall be appointed by the City Manager.

Section 2. The Library Director shall be considered the department head of the library under the direction of the City Manager.

Section 3. The City Manager has the authority to dismiss the Library Director and will be directly accountable for him/her as a department head.

ARTICLE VI. Meetings

Section 1. The regular normal meeting shall be held the first Tuesday of every month except July and August.

Section 2. The order of business for regular meetings shall include, but not be limited to the following items:

- Roll Call
- Approval of previous minutes
- Directors Report
- Financials
- Old Business
- New Business
- Adjournment

Revised draft April 2021

General Ledger Summary Report

Fund(s): ALL

December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund	4,906.30	-1,500,000.00	0.00	69,352,037.75	67,852,037.75	0.00
Assets	11,073,934.32	11,008,315.66	-538,137.77	33,887,279.06	32,653,238.92	12,242,355.80
101-00 CASH (BANK OF MACHIAS)	6,142,727.37	6,167,147.14	-288,482.83	17,525,433.13	16,953,455.72	6,739,124.55
102-00 RECREATION ACCOUNTS	29,570.42	51,620.01	15,590.00	15,590.00	0.00	67,210.01
103-00 NYLANDER CHECKING	1,826.31	1,826.39	-0.76	0.95	2.00	1,825.34
110-00 SECTION 125 CHECKING FSA	15,050.98	15,071.58	-1,021.75	14,998.43	14,158.22	15,911.79
110-07 2021 SECTION 125 CHECKING HRA	68,742.83	61,577.23	0.00	14,348.28	75,925.51	0.00
110-08 2022 SECTION 125 CHECKING HRA	0.00	0.00	-11,812.14	129,897.45	82,130.36	47,767.09
111-00 RETIREMENT INVESTMENT	3,000,000.00	3,000,000.00	-1,500,000.00	0.00	1,500,000.00	1,500,000.00
111-01 RETIREMENT INVESTMENT SECUREI	0.00	0.00	1,500,000.00	1,500,000.00	0.00	1,500,000.00
115-00 AMERICAN RESCUE PLAN ACT-NEU'S	241,970.39	83,008.06	-31,475.10	572,867.24	56,877.39	598,997.91
117-00 RLF #10 INVESTMENT	80,678.16	80,691.92	579.45	160,694.74	0.00	241,386.66
120-00 PETTY CASH	960.00	960.00	0.00	0.00	0.00	960.00
123-00 DIESEL INVENTORY	-6,226.03	8,031.30	2,048.58	304,197.40	292,412.28	19,816.42
124-00 GAS INVENTORY	10,496.16	13,701.60	-9,844.65	120,797.68	128,648.08	5,851.20
125-00 ACCOUNTS RECEIVABLE	59,266.39	85,832.40	30,677.87	742,419.44	769,009.30	59,242.54
126-00 SWEETSOFT RECEIVABLES	298,075.09	298,075.15	-15,314.98	374,267.89	590,830.26	81,512.78
130-00 COMSTAR RECEIVABLES	0.00	0.00	78,745.94	947,808.45	723,082.97	224,725.48
140-00 RESERVE FOR UNCOLLECTIBLE TAX	-669.87	-669.87	0.00	0.00	0.00	-669.87
174-00 CDC LOANS REC (1280)	47,666.98	47,666.98	-6,144.78	0.00	6,144.78	41,522.20
180-00 DR. CARY CEMETERY INVESTMENT	1,078.74	1,079.16	0.54	1.88	29.95	1,051.09
181-00 HAMILTON LIBRARY TR. INVEST	1,876.49	1,880.81	4.36	17.24	0.00	1,898.05
182-00 KNOX LIBRARY INVESTMENT	10,295.77	10,324.82	29.53	116.46	0.00	10,441.28
183-00 CLARA PIPER MEM INV	673.74	674.00	0.35	1.19	0.00	675.19
184-00 JACK ROTH LIBRARY INVEST	18,044.55	18,160.88	-4,242.48	407.25	4,344.21	14,223.92
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,548.68	7,552.48	19.08	35.77	0.00	7,588.25
187-00 DOROTHY COOPER MEM INV	51,426.00	51,465.75	-1,906.97	255.73	2,000.00	49,721.48
189-00 MARGARET SHAW LIBRARY INV	13,112.40	13,120.66	9.45	34.02	0.00	13,154.68
190-00 GORDON ROBERTSON MEM INV	11,562.23	11,566.60	7.22	20.80	0.00	11,587.40
191-00 MEMORIAL INVESTMENT	6,198.47	6,202.43	8.54	20.99	0.00	6,223.42
192-00 G. HARMON MEM INV	6,809.52	6,812.10	2.55	10.19	0.00	6,822.29
193-00 BARBARA BREWER FUND	5,582.55	5,591.00	8.40	33.54	0.00	5,624.54
194-00 RODERICK LIVING TRUST	16,536.62	16,547.19	16.87	51.55	0.00	16,598.74
196-00 PHILIP TURNER LIBRARY INV	8,855.72	8,863.49	235.87	455.78	200.00	9,119.27
198-00 TAX ACQUIRED PROPERTY	162,181.12	146,913.21	-16,183.49	23,791.50	49,347.36	121,357.35
198-19 TAX ACQUIRED PROPERTY 2019	0.00	0.00	0.00	10,219.84	10,219.84	0.00
198-20 TAX ACQUIRED PROPERTY 2020	0.00	0.00	0.00	23,645.63	23,645.63	0.00
198-21 TAX ACQUIRED PROPERTY 2021	0.00	0.00	0.00	32,294.03	32,294.03	0.00
198-22 TAX ACQUIRED PROPERTY 2022	0.00	0.00	0.00	19,952.26	19,952.26	0.00
198-23 TAX ACQUIRED PROPERTY 2023	0.00	0.00	-0.67	0.00	0.67	-0.67
200-21 2021 TAX RECEIVABLE	711,328.14	712,472.67	0.00	470.34	712,943.01	0.00
200-22 2022 TAX RECEIVABLE	-83,711.79	-83,711.79	-235,859.66	8,133,689.43	7,342,399.25	707,578.39
200-23 2023 TAX RECEIVABLE	0.00	0.00	-15,746.33	1,185.08	70,213.44	-69,028.36
205-16 2016 LIENS RECEIVABLE	9.29	9.29	0.00	0.00	9.29	0.00
205-17 2017 LIENS RECEIVABLE	569.72	569.72	0.00	0.00	569.72	0.00
205-18 2018 LIENS RECEIVABLE	177.75	177.75	0.00	0.00	177.75	0.00
205-19 2019 LIENS RECEIVABLE	316.71	316.71	0.00	0.00	0.00	316.71
205-20 2020 LIENS RECEIVABLE	71,234.16	72,378.69	0.00	0.00	71,928.87	449.82
205-21 2021 LIENS RECEIVABLE	0.00	0.00	-37,154.36	251,622.20	156,542.13	95,080.07
210-11 2011 PP TAX RECEIVABLE	201.06	201.06	0.00	0.00	0.00	201.06
210-12 2012 PP TAX RECEIVABLE	5,166.61	5,166.61	0.00	0.00	521.10	4,645.51
210-13 2013 PP TAX RECEIVABLE	5,467.93	5,467.93	0.00	0.00	530.95	4,936.98

General Ledger Summary Report

Fund(s): ALL
December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
210-14 2014 PP TAX RECEIVABLE	6,210.55	6,210.55	-49.72	0.00	482.30	5,728.25
210-15 2015 PP TAX RECEIVABLE	12,713.48	12,713.48	0.00	0.00	0.00	12,713.48
210-16 2016 PP TAX RECEIVABLE	10,458.43	10,458.43	0.00	0.00	0.00	10,458.43
210-17 2017 PP TAX RECEIVABLE	10,954.95	10,954.95	0.00	0.00	6.39	10,948.56
210-18 2018 PP TAX RECEIVABLE	11,926.49	11,926.49	0.00	0.00	476.37	11,450.12
210-19 2019 PP TAX RECEIVABLE	12,744.96	12,744.96	-87.96	100.00	93.66	12,751.30
210-20 2020 PP TAX RECEIVABLE	16,138.82	16,138.82	-73.01	0.00	1,436.45	14,702.37
210-21 2021 PP TAX RECEIVABLE	27,987.77	27,987.77	-355.61	100.92	15,133.59	12,955.10
210-22 2022 PP TAX RECEIVABLE	-67.73	-67.73	-2,015.38	293,207.85	271,039.88	22,100.24
210-23 2023 PP TAX RECEIVABLE	0.00	0.00	0.00	0.00	646.52	-646.52
303-00 FEDERAL WITHHOLDING	0.00	0.00	0.00	396,825.90	396,825.90	0.00
304-00 FICA W/H	18.26	18.26	0.00	523,497.36	523,497.36	18.26
305-00 MEDICARE WITHHOLDING	4.27	4.27	0.00	122,432.54	122,432.54	4.27
306-00 STATE WITHHOLDING	0.00	0.00	0.00	172,821.57	172,821.57	0.00
307-00 M.S.R.S. W/H	73.65	73.65	0.00	141,814.63	141,814.63	73.65
307-01 MSRS EMPLOYER	-140.08	-140.10	-0.04	211,756.43	211,757.39	-141.06
308-00 AFLAC INSURANCE	-1.84	0.00	1.75	9,189.56	9,189.56	0.00
309-00 DHS WITHHOLDING	0.00	0.00	0.00	6,337.00	6,337.00	0.00
312-00 HEALTH INS. W/H	-24,820.25	-24,600.71	-3,251.13	260,940.09	261,917.03	-25,577.65
314-00 UNITED WAY W/H	0.00	0.00	0.00	171.00	171.00	0.00
315-00 TEAMSTERS W/H	0.00	0.00	0.00	4,016.00	4,016.00	0.00
315-01 FIREFIGHTERS UNION W/H	0.00	0.00	0.00	11,933.40	11,933.40	0.00
316-00 COUNCIL #93 W/H	0.00	0.00	0.00	4,046.25	4,046.25	0.00
318-00 MMA INCOME PROTECTION	-7,836.47	-7,836.47	-748.46	38,670.03	38,956.54	-8,122.98
319-00 REAL ESTATE TAX W/H	0.00	0.00	0.00	25,468.61	25,468.61	0.00
320-00 ICMA RETIREMENT CORP	0.00	0.00	664.83	156,361.44	156,361.44	0.00
320-01 ICMA EMPLOYER MATCH	0.00	0.00	52.88	31,874.15	31,874.15	0.00
322-00 RETIRED HEALTH INS PROGRAM	-23.21	-23.21	0.00	16,581.19	16,581.19	-23.21
323-00 MMA SUPP. LIFE INSURANCE	-2,010.67	-2,010.67	-148.27	9,227.64	9,323.53	-2,106.56
324-00 MISC. WITHHOLDING	0.00	0.00	0.00	1,710.00	1,710.00	0.00
325-00 DED. FOR VALIC	0.00	0.00	0.00	37,188.46	37,188.46	0.00
325-01 VALIC EMPLOYER MATCH	0.00	0.00	0.00	6,160.14	6,160.14	0.00
329-00 SALES TAX COLLECTED	-104.40	-104.40	0.00	262.98	357.60	-199.02
330-00 VEHICLE REG FEE (ST. OF ME)	-2,837.00	0.00	5,260.50	291,517.75	291,517.75	0.00
331-00 BOAT REG FEE INLAND FISHERIES	-144.00	0.00	0.00	17,531.19	17,531.19	0.00
332-00 SNOWMOBILE REG (F&W)	-14,704.23	0.00	4,809.75	39,318.76	39,318.76	0.00
333-00 ATV REGISTRATION (F&W)	0.00	0.00	153.50	56,504.16	56,504.16	0.00
335-00 PLUMBING PERMITS (ST. OF ME)	-2,006.35	-141.35	707.50	810.00	810.00	-141.35
336-00 CONCEALED WEAPON PERMIT	-300.00	-300.00	0.00	1,015.00	835.00	-120.00
338-00 CONNOR EXCISE TAX	-104.24	-104.24	3,536.45	55,267.83	55,159.83	3.76
339-00 CONNOR BOAT EXCISE	69.80	69.80	0.00	166.20	160.20	75.80
340-00 DOG LICENSES (ST. OF ME)	-702.00	0.00	343.00	3,067.00	3,067.00	0.00
341-00 FISHING LICENSES (ST. OF ME)	-289.00	0.00	0.00	4,423.00	4,423.00	0.00
342-00 HUNTING LICENSES (ST. OF ME)	-1,953.00	0.00	268.00	8,359.25	8,359.25	0.00
347-00 NEPBA UNION PD	0.00	0.00	0.00	4,950.00	4,950.00	0.00
Liabilities	7,250,195.03	7,396,071.39	177,475.26	6,605,259.46	7,433,694.30	8,224,506.23
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	7,250,195.03	7,396,071.39	177,475.26	6,605,259.46	7,433,694.30	8,224,506.23
352-00 NYLANDER MUSEUM RESERVE	-8,197.97	-8,197.97	0.00	0.00	17,688.83	9,490.86
360-00 RETIREMENT INV FUND	3,000,000.00	3,000,000.00	0.00	0.00	0.00	3,000,000.00
360-01 AMERICA RESCUE PLAN ACT-NEU'S	241,970.39	241,970.39	2,414.90	48,385.35	405,412.87	598,997.11

General Ledger Summary Report

Fund(s): ALL

December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
360-02 RIVERFRONT COMMITTEE RESERVE	0.00	0.00	1,000.00	0.00	10,000.00	10,000.00
360-03 GENERAL ASSISTANCE RESERVE	0.00	0.00	0.00	0.00	5,632.75	5,632.75
362-00 RLF #10 RESERVE	80,678.16	80,691.92	579.45	0.00	160,694.74	241,386.66
365-01 COMMUNITY POOL IMPROVEMENT	2,566.19	2,566.19	0.00	0.00	0.00	2,566.19
365-02 REC CENTER IMPROVEMENTS	2,414.06	2,414.06	0.00	1,381.88	755.50	1,787.68
365-03 LAND ACQUISTIONS/EASEMENTS	8,340.00	8,340.00	0.00	0.00	0.00	8,340.00
365-04 RAILS TO TRAILS PROGRAM	22,493.76	22,493.76	0.00	42,328.97	20,000.00	164.79
365-05 PARK IMPROVEMENT RESERVE	3,766.31	3,766.31	0.00	0.00	1,465.40	5,231.71
365-07 REC/PARKS COMPUTER RESERVE	-604.00	-604.00	0.00	0.00	0.00	-604.00
365-09 RECREATION EQUIPMENT RESERVE	-9,458.33	-9,458.33	0.00	0.00	0.00	-9,458.33
365-10 REC LAWN MOWER RESERVE	12,595.44	12,595.44	0.00	0.00	0.00	12,595.44
365-12 CRX/TOS RESERVE	1,932.82	1,932.82	0.00	4,241.19	9,699.65	7,391.28
365-13 RECREATION - COLLINS POND	10,921.50	10,921.50	0.00	12,285.41	0.00	-1,363.91
365-18 REC SCHOLARSHIPS	2,551.22	2,551.22	0.00	0.00	0.00	2,551.22
365-19 CIVIC BEAUTIFICATION RESERVE	5.14	5.14	0.00	0.00	0.00	5.14
365-20 SKI TRAIL/SNOW SHOE RENTAL	277.00	277.00	60.00	0.00	180.00	457.00
365-21 RD TRAILS GRANT	0.47	0.47	0.00	0.00	0.00	0.47
365-22 NON APPROP SKI RENTAL PROGRAM	13,112.71	12,008.09	201.17	3,008.22	4,375.00	13,374.87
365-24 CADET RESERVE	482.56	482.56	0.00	0.00	0.00	482.56
365-25 COMMUNITY BULLETIN BOARD	200.00	200.00	0.00	0.00	0.00	200.00
365-26 SPLASH PAD RESERVE	27,967.08	27,967.08	0.00	0.00	0.00	27,967.08
365-27 PARK VEHICLE RESERVE	4,730.00	4,730.00	0.00	0.00	0.00	4,730.00
366-00 ASSESSMENT RESERVE	-360.00	-360.00	0.00	0.00	180.00	-180.00
366-01 LIBRARY BUILDING RESERVE	29,191.03	29,191.03	0.00	0.00	0.00	29,191.03
366-02 LIBRARY MEMORIAL FUND	42,542.80	42,542.80	22,664.63	4,607.36	26,080.63	64,016.07
366-03 LIBRARY COMPUTER RESERVE	1,208.20	1,208.20	-600.00	600.00	600.00	1,208.20
366-12 KING GRANT	1,565.11	1,565.11	0.00	0.00	0.00	1,565.11
367-01 POLICE DONATED FUNDS	27,683.44	27,567.81	-867.75	9,093.45	162.50	18,636.86
367-02 POLICE DEPT EQUIPMENT	59,673.59	61,497.41	4,802.10	16,149.43	61,200.18	106,548.16
367-03 POLICE CAR RESERVE	1,719.21	1,719.21	-35,346.00	35,346.00	33,355.60	-271.19
367-04 POLICE CAR VIDEO SYSTEM	3,128.75	3,128.75	0.00	0.00	0.00	3,128.75
367-05 DRINK GRANT PERSONNEL	16,349.39	16,349.39	1,892.28	4,607.40	5,458.12	17,200.11
367-06 PD COMPUTER RESERVE	8,388.22	8,388.22	0.00	3,830.00	1,500.00	6,058.22
367-07 POLICE DIGITAL FILING	9,000.00	9,000.00	0.00	3,563.00	0.00	5,437.00
367-08 MAJOR SYSTEMS REPLACEMENT	43,622.49	43,622.49	0.00	0.00	0.00	43,622.49
367-09 NEW POLICE STATION	6,336.02	6,336.02	0.00	4,540.00	0.00	1,796.02
367-10 POLICE OFFICER RECRUITMENT RES	54,000.00	54,000.00	0.00	0.00	0.00	54,000.00
367-11 SOP DEVELOPMENT/CONSULTATION	0.00	0.00	0.00	3,750.00	3,750.00	0.00
368-01 FIRE EQUIPMENT RESERVE	-115,030.29	-115,030.29	-12,982.00	12,982.00	65,000.00	-63,012.29
368-02 FIRE HOSE RESERVE	5,006.25	5,006.25	0.00	4,988.00	8,000.00	8,018.25
368-03 FIRE DEPT FOAM RESERVE	1,443.50	1,443.50	0.00	1,001.00	4,000.00	4,442.50
368-04 FIRE TRAINING BLDG RESERVE	3,226.25	3,226.25	0.00	0.00	0.00	3,226.25
368-05 FIRE DEPT FURNACE	0.14	0.14	0.00	0.00	0.00	0.14
368-06 FIRE/AMB COMPUTER RESERVE	4,164.90	4,164.90	0.00	1,368.00	800.00	3,596.90
368-07 FIRE DISPATCH REMODEL	3,100.00	3,100.00	-710.00	710.00	0.00	2,390.00
368-08 FIRE SMALL EQUIPMENT	3,156.05	3,156.05	0.00	0.00	0.00	3,156.05
368-09 FEMA TRUCK GRANT	5.00	5.00	0.00	0.00	0.00	5.00
368-10 FIRE/AMB BUILDING RESERVE	36,974.08	36,974.08	0.00	0.00	0.00	36,974.08
368-12 FIRE/AMB UNIFORM RESERVE	308.00	4,566.59	2,593.22	1,980.44	2,593.22	5,179.37
369-01 AMBULANCE SMALL EQUIP RESERVE	14,320.27	14,320.27	0.00	0.00	22,920.00	37,240.27
369-02 AMBULANCE STAIRCHAIRS	3,000.00	3,000.00	0.00	0.00	4,000.00	7,000.00
369-03 AMBULANCE RESERVE	2,454.67	2,454.67	0.00	0.00	0.00	2,454.67
369-04 HEALTH OFFICER	-500.00	0.00	0.00	500.00	500.00	0.00

General Ledger Summary Report

Fund(s): ALL

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Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
370-03 PW EQUIPMENT RESERVE	109,155.16	109,155.16	0.00	114,025.62	58,633.47	53,763.01
370-04 STREETS/ROADS RECONSTRUCTION	106,696.35	106,696.35	0.00	401,409.60	264,416.00	-30,297.25
370-05 CURBING RESERVE	5,178.30	5,178.30	0.00	0.00	0.00	5,178.30
370-06 FUEL TANK RESERVE	-59,533.75	-29,633.30	6,217.73	315.73	16,677.25	-13,271.78
370-07 PW BUILDING RESERVE	34,546.39	34,546.39	0.00	280.15	0.00	34,266.24
370-09 RIVER ROAD RESERVE	-55,881.75	-55,881.75	0.00	0.00	11,000.00	-44,881.75
370-10 AIRPORT FUEL TANK RESERVE	1,992.48	1,992.48	0.00	0.00	0.00	1,992.48
371-01 ASSESSMENT REVALUATION RESER	65,351.91	65,351.91	0.00	4,745.00	0.00	60,606.91
371-02 ASSESSING COMPUTER RESERVE	-204.50	-204.50	0.00	0.00	1,600.00	1,395.50
371-03 AERIAL PHOTOGRAPHY	2,700.00	2,700.00	0.00	2,700.00	0.00	0.00
371-04 ASSESSING OFFICE EQUIPMENT	730.00	730.00	0.00	730.00	0.00	0.00
372-01 AIRPORT RESERVE	74,939.89	74,939.89	0.00	34,300.30	0.00	40,639.59
372-04 AIRPORT HANGER SECURITY DEPOS	1,430.00	1,430.00	0.00	430.00	370.00	1,370.00
372-06 AIRPORT CARES ACT	0.00	0.00	0.00	14,544.36	31,000.00	16,455.64
373-01 GEN GOVT COMPUTER RESERVE	6,662.97	6,662.97	0.00	0.00	0.00	6,662.97
373-02 CITY COMPREHENSIVE PLAN	27.40	27.40	0.00	0.00	0.00	27.40
373-03 MUNICIPAL BUILDING RESERVE	104,188.62	90,997.12	-15,212.00	29,820.20	0.00	61,176.92
373-04 VITAL RECORDS RESTORATION	776.50	776.50	0.00	0.00	2,500.00	3,276.50
373-05 BIO-MASS BOILERS	1,037.51	1,037.51	0.00	113,175.00	109,440.00	-2,697.49
373-07 T/A PROPERTY REMEDIATION RESEI	12,039.20	12,039.20	0.00	0.00	0.00	12,039.20
373-08 HRA CONTRIBUTION RESERVE	46,160.88	46,160.88	0.00	14,348.28	28,696.56	60,509.16
373-10 FLEET VEHICLES	1,221.20	1,221.20	0.00	0.00	0.00	1,221.20
373-12 NBRC BIRDS EYE	-59,203.55	-27,203.55	23,000.00	0.00	23,000.00	-4,203.55
373-17 LADDER ENGINE TRUCK 2016	116,601.20	116,601.20	0.00	0.00	0.00	116,601.20
373-20 CDBG USDA 60 ACCESS/BIRDSEYE	21,102.81	21,102.81	0.00	0.00	0.00	21,102.81
373-21 2021 HRA RESERVE	68,742.83	61,577.23	0.00	75,925.51	14,348.28	0.00
373-22 2022 HRA RESERVE	0.00	0.00	-11,812.14	80,930.36	128,697.45	47,767.09
373-50 2022 CAPITAL IMPROVEMENT LOAN	0.00	0.00	0.00	256,956.54	0.00	-256,956.54
374-00 REC/PARKS COMPUTER RESERVE	1,000.00	1,000.00	0.00	0.00	0.00	1,000.00
374-01 INDUSTRIAL PARK IMPROVEMENTS	12,440.88	12,440.88	0.00	0.00	0.00	12,440.88
374-03 DOWNTOWN INFRASTRUSTURE	36,415.42	36,415.42	0.00	0.00	0.00	36,415.42
374-05 FACADE RESERVE	0.00	0.00	15,000.00	0.00	15,000.00	15,000.00
380-01 CAPTS CDBG	-0.64	-0.64	0.00	5,304.92	1,400.00	-3,905.56
380-03 TOURISM GRANT	0.00	0.00	-1,940.00	8,299.35	0.00	-8,299.35
385-00 COMMUNITY DEVELOPMENT MATCH	32,674.30	32,674.30	0.00	0.00	0.00	32,674.30
387-00 BOUCHARD TIF	15,569.33	15,569.33	-7,764.44	14,657.51	12,985.47	13,897.29
388-00 HILLTOP TIF	4,732.12	4,732.12	0.00	62,587.07	65,881.13	8,026.18
392-00 PLANNING/ENGINEERING RESERVE	6,241.09	6,241.09	0.00	0.00	0.00	6,241.09
398-00 RECREATION ACCTS FUND BALANCE	29,570.42	51,620.01	15,590.00	0.00	15,590.00	67,210.01
399-00 PARKING LOT MAINTENANCE RES	56,366.51	56,366.51	0.00	0.00	0.00	56,366.51
402-00 CDC ECONOMIC DEVELOPMENT	240,000.00	240,000.00	0.00	0.00	0.00	240,000.00
403-00 CDC REVOLVING LOAN	392,968.39	392,968.39	6,411.78	0.00	6,411.78	399,380.17
406-00 TRAILER PARK RESERVE	44,753.41	57,262.18	4,798.15	6,104.47	5,038.15	56,195.86
407-00 COUNTY TAX	2.13	2.13	0.00	603,037.60	603,037.60	2.13
414-00 CEMETARY RERSERVE	200.00	200.00	0.00	0.00	0.00	200.00
415-00 LIONS COMMUNITY CENTER RESER	16,056.20	16,056.20	0.00	0.00	0.00	16,056.20
417-00 COMPENSATED ABSENCES	83,485.66	83,485.66	0.00	25,549.87	29,210.47	87,146.26
419-00 DUE FROM CDC (1280)	47,666.98	47,666.98	-6,144.78	6,144.78	0.00	41,522.20
421-00 DEFERRED TAX REVENUE	859,755.36	905,895.88	21,120.51	0.00	21,120.51	927,016.39
422-00 KEN MATTHEWS SCHOLARSHIP FUN	7,548.68	7,552.48	19.08	0.00	35.77	7,588.25
423-00 DR. CARY CEMETERY TRUST FUND	1,078.74	1,079.16	0.54	29.95	1.88	1,051.09
424-00 HAMILTON LIBRARY TRUST FUND	1,876.49	1,880.81	4.36	0.00	17.24	1,898.05
425-00 KNOX LIBRARY MEMORIAL FUND	10,295.77	10,324.82	29.53	0.00	116.46	10,441.23

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Fund(s): ALL

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Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
426-00 CLARA PIPER MEM FUND	673.74	674.00	0.35	0.00	1.19	675.19
427-00 JACK ROTH LIBRARY MEM FUND	18,044.55	18,160.88	-353.38	4,344.21	407.25	14,223.92
429-00 BARBARA BREWER FUND	5,582.55	5,591.00	8.40	0.00	33.54	5,624.54
430-00 D. COOPER MEM FUND	51,426.00	51,465.75	93.03	2,000.00	255.73	49,721.48
432-00 MARGARET SHAW LIBRARY MEMORI	13,112.40	13,120.66	9.45	0.00	34.02	13,154.68
433-00 GORDON ROBERTSON MEM FUND	11,562.23	11,566.60	7.22	0.00	20.80	11,587.40
434-00 MEMORIAL INVESTMENT	6,198.47	6,202.43	8.54	0.00	20.99	6,223.42
435-00 RODERICK LIVING TRUST	16,536.62	16,547.19	16.87	0.00	51.55	16,598.74
436-00 AMBULANCE REIMBURSEMENT	19,267.07	19,267.07	0.00	3,064.27	2,081.98	18,284.78
437-00 DEFERRED AMBULANCE REVENUE	433,982.22	298,075.15	8,163.11	0.00	8,163.11	306,238.26
438-00 PHILIP TURNER LIBRARY MEMORIAL	8,855.72	8,863.49	235.87	0.00	255.78	9,119.27
441-00 AMBULANCE FUND BALANCE	1,005.62	1,005.62	0.00	0.00	0.00	1,005.62
447-00 EMA EQUIP RESERVE	1,991.79	1,991.79	0.00	0.00	0.00	1,991.79
450-00 RESOURCE RESERVE ACCOUNT	188,540.10	188,540.10	0.00	0.00	0.00	188,540.10
456-00 TAX RELIEF FUNDS 2021	0.00	194,790.77	0.00	0.00	0.00	194,790.77
456-01 2023 TAXPAYER RELIEF FUND	0.00	0.00	505,415.09	0.00	505,415.09	505,415.09
457-00 HOMELAND SECURITY RESERVE	2,277.92	2,277.92	0.00	0.00	0.00	2,277.92
460-00 YARD SALE	-805.82	-805.82	0.00	1,557.97	1,185.00	-1,178.79
461-00 CRAFT FAIR	6,480.19	6,480.19	-63.00	3,178.59	7,444.00	10,745.60
462-00 CDBG HOUSING REHABILITATION	3,921.87	3,921.87	0.00	0.00	6.00	3,927.87
463-00 MISC EVENTS	-251.87	-251.87	251.87	0.00	251.87	0.00
465-00 THURSDAYS ON SWEDEN	-41.36	-41.36	41.36	0.00	41.36	0.00
465-01 STORY OF CARIBOU	732.00	732.00	0.00	0.00	0.00	732.00
465-02 CARIBOU CARES ABOUT KIDS	0.00	0.00	-313.61	14,136.39	14,136.39	0.00
466-00 HERITAGE DAY	-8,000.00	-8,000.00	0.00	0.00	0.00	-8,000.00
467-00 MARATHON	-45,252.36	-45,252.36	0.00	0.00	0.00	-45,252.36
467-01 SMALL BUSINESS SATURDAY	0.00	0.00	245.00	0.00	245.00	245.00
469-00 DENTAL INSURANCE	2,122.85	2,122.85	451.86	19,563.59	19,638.10	2,197.36
470-00 EYE INUSRANCE	577.68	577.68	64.09	3,315.67	3,352.19	614.20
471-00 RC2 TIF	111,599.42	111,599.42	0.00	74,943.83	68,838.13	105,493.72
472-00 ANIMAL WELFARE	13,587.21	13,655.21	414.00	50.00	3,134.00	16,739.21
473-00 DOWNTOWN TIF	15,420.00	15,420.00	0.00	0.00	0.00	15,420.00
474-00 CADET RESERVE	200.00	200.00	0.00	0.00	0.00	200.00
477-00 LED STREET LIGHTS	88,575.53	88,575.53	0.00	0.00	0.00	88,575.53
478-00 G. HARMON MEM FUND	6,809.52	6,812.10	2.55	0.00	10.19	6,822.29
480-00 CITY RETIREMENT	1,079.76	1,079.76	0.00	0.00	0.00	1,079.76
483-02 DUE TO FUND 2	837,346.46	837,346.46	7,000.00	0.00	119,935.26	957,281.72
483-03 DUE TO FUND 3	813,456.89	821,692.91	19,339.75	0.00	106,182.58	927,875.49
483-04 DUE TO FUND 4	406,290.10	406,290.10	10,531.84	0.00	63,191.04	469,481.14
483-05 DUE TO FUND 5	3,531,343.23	3,531,343.31	3,246.61	0.00	502,683.33	4,034,026.64
484-02 DUE FROM FUND 2	-793,962.35	-796,149.74	-9,724.86	156,853.51	0.00	-953,003.25
484-03 DUE FROM FUND 3	-696,922.70	-697,738.65	-8,572.74	106,573.75	0.00	-804,312.40
484-04 DUE FROM FUND 4	-377,711.29	-377,820.67	-4,540.10	49,888.04	0.00	-427,708.71
484-05 DUE FROM FUND 5	-2,901,682.68	-2,947,470.64	-77,496.45	408,962.63	0.00	-3,356,433.27
486-00 RETIREMENT RESERVE	4,139.00	4,139.00	0.00	0.00	0.00	4,139.00
488-00 CHRISTMAS LIGHTS	-1,500.70	-1,500.70	0.00	2,420.00	0.00	-3,920.70
490-00 T/A PROPERTY REMEDIATION RES	20,487.90	20,487.90	1,090.05	0.00	7,640.57	28,128.47
493-00 RSU 39 COMMITMENT	-1,082,828.12	-1,082,828.12	-312,899.43	3,653,629.94	3,653,630.00	-1,082,828.06
494-00 TRI COMMUNITY/AWS	324,082.00	324,082.00	0.00	0.00	0.00	324,082.00
496-00 BIRTH RECORDS STATE FEE	64.00	0.00	-94.40	990.20	990.20	0.00
497-00 DEATH RECORDS STATE FEE	183.20	0.00	-97.20	1,724.80	1,724.80	0.00
498-00 MARRIAGE RECORDS STATE FEE	21.60	0.00	-26.80	462.80	462.80	0.00

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Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
Debits					Credits	
1 - Gen Fund CONT'D						
Fund Balance	3,818,832.99	5,112,244.27	-715,613.03	28,859,499.23	27,765,104.53	4,017,849.57
500-00 EXPENDITURE CONTROL	0.00	0.00	-1,457,525.11	11,992,464.89	11,897,092.14	-95,372.75
510-00 REVENUE CONTROL	0.00	0.00	771,195.70	15,103,228.72	15,868,012.39	764,783.67
600-00 FUND BALANCE	3,818,832.99	5,112,244.27	-29,283.62	1,763,805.62	0.00	3,348,438.65
2 - Snowmoible Trail Maintenance	0.00	0.00	0.00	361,092.67	361,092.67	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	35,459.53	37,646.92	-19,691.04	237,245.26	274,163.51	74,565.17
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	35,459.53	37,646.92	-19,691.04	237,245.26	274,163.51	74,565.17
365-11 TRAIL MAINTENANCE RESERVE	78,843.64	78,843.64	-22,415.90	117,310.00	117,310.00	78,843.64
483-01 DUE TO FUND 1	793,962.35	796,149.74	9,724.86	0.00	156,853.51	953,003.25
484-01 DUE FROM FUND 1	-837,346.46	-837,346.46	-7,000.00	119,935.26	0.00	-957,281.72
Fund Balance	-35,459.53	-37,646.92	19,691.04	123,847.41	86,929.16	-74,565.17
500-00 Expense Control	0.00	0.00	-2,574.86	61,809.41	62,098.71	289.30
510-00 Revenue Control	0.00	0.00	22,265.90	62,038.00	24,830.45	-37,207.55
600-00 Fund Balance	-35,459.53	-37,646.92	0.00	0.00	0.00	-37,646.92
3 - Housing Department	0.00	0.00	0.00	345,755.33	345,755.33	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-55,138.01	-62,558.08	-10,767.01	106,182.58	106,573.75	-62,166.91
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-55,138.01	-62,558.08	-10,767.01	106,182.58	106,573.75	-62,166.91
409-00 HOUSING RESERVE	61,396.18	61,396.18	0.00	0.00	0.00	61,396.18
483-01 DUE TO FUND 1	696,922.70	697,738.65	8,572.74	0.00	106,573.75	804,312.40
484-01 DUE TO FUND 1	-813,456.89	-821,692.91	-19,339.75	106,182.58	0.00	-927,875.49
Fund Balance	55,138.01	62,558.08	10,767.01	239,572.75	239,181.58	62,166.91
500-00 Expense Control	0.00	0.00	-10,072.74	108,073.75	125,499.00	17,425.25
510-00 Revenue Control	0.00	0.00	20,839.75	131,499.00	107,682.58	-23,816.42
600-00 Fund Balance	55,138.01	62,558.08	0.00	0.00	6,000.00	68,558.08
4 - FSS	0.00	0.00	0.00	189,573.08	189,573.08	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-28,578.81	-23,469.43	7,311.26	63,191.04	63,191.04	-23,469.43
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-28,578.81	-23,469.43	7,311.26	63,191.04	63,191.04	-23,469.43
409-00 HOUSING RESERVE	0.00	5,000.00	13,303.00	0.00	13,303.00	18,303.00
483-01 DUE TO FUND 1	377,711.29	377,820.67	4,540.10	0.00	49,888.04	427,708.71
484-01 DUE FROM FUND 1	-406,290.10	-406,290.10	-10,531.84	63,191.04	0.00	-469,481.14

General Ledger Summary Report

Fund(s): ALL
December

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
4 - FSS CONT'D						
Fund Balance	28,578.81	23,469.43	-7,311.26	126,382.04	126,382.04	23,469.43
500-00 Expense Control	0.00	0.00	-17,843.10	63,191.04	52,419.00	-10,772.04
510-00 Revenue Control	0.00	0.00	10,531.84	63,191.00	63,191.04	0.04
600-00 Fund Balance	28,578.81	23,469.43	0.00	0.00	10,772.00	34,241.43
5 - ECONOMIC DEV						
Assets	0.00	0.00	0.00	1,283,672.12	1,283,672.12	0.00
	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-382,619.46	-336,831.58	74,249.84	669,293.72	604,924.11	-401,201.19
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-382,619.46	-336,831.58	74,249.84	669,293.72	604,924.11	-401,201.19
473-00 DOWNTOWN TIF	-6,356.70	-6,356.70	0.00	30,610.39	63,082.65	26,115.56
474-00 TRAIL GROOMER RESERVE	3,245.83	3,245.83	0.00	132,000.00	128,878.83	124.66
475-00 REVOLVING LOAN RESERVE	200,000.00	200,000.00	0.00	0.00	0.00	200,000.00
476-00 FIRE STATION RESERVE	50,151.96	50,151.96	0.00	0.00	0.00	50,151.96
477-01 CEA GAGNON'S RENTAL PROPERTY	0.00	0.00	0.00	1,000.00	1,000.00	0.00
477-02 CEA IRVING	0.00	0.00	0.00	1,000.00	1,000.00	0.00
477-03 CEA PELLETIER ENTERPRISES	0.00	0.00	0.00	1,000.00	1,000.00	0.00
477-04 CEA NORTH STATE TRANSPORT	0.00	0.00	0.00	1,000.00	1,000.00	0.00
483-01 DUE TO FUND 1	2,901,682.68	2,947,470.64	77,496.45	0.00	408,962.63	3,356,433.27
484-01 DUE FROM FUND 1	-3,531,343.23	-3,531,343.31	-3,246.61	502,683.33	0.00	-4,034,026.64
Fund Balance	382,619.46	336,831.58	-74,249.84	614,378.40	678,748.01	401,201.19
500-00 Expense Control	0.00	0.00	-77,496.45	252,352.24	363,368.60	111,016.36
510-00 Revenue Control	0.00	0.00	3,246.61	315,000.16	315,379.41	379.25
600-00 Fund Balance	382,619.46	336,831.58	0.00	47,026.00	0.00	289,805.58
Final Totals	4,906.30	-1,500,000.00	0.00	71,532,130.95	70,032,130.95	0.00

Expense Summary Report

Fund: 1
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	791,567.00	544,262.48	1,261,692.12	-470,125.12	159.39
17 - HEALTH & SANITATION	257,578.00	22,010.00	260,090.00	-2,512.00	100.98
18 - MUNICIPAL BUILDING	74,790.00	11,219.48	73,125.94	1,664.06	97.78
20 - GENERAL ASSISTANCE	41,071.00	5,140.37	26,799.91	14,271.09	65.25
22 - TAX ASSESSMENT	209,159.00	20,528.73	199,262.24	9,896.76	95.27
25 - LIBRARY	231,669.00	24,912.08	217,187.21	14,481.79	93.75
31 - FIRE/AMBULANCE DEPARTMENT	2,622,708.00	286,552.13	2,465,406.29	157,301.71	94.00
35 - POLICE DEPARTMENT	1,763,342.00	156,785.36	1,684,683.25	78,658.75	95.54
38 - PROTECTION	367,000.00	32,007.52	355,055.51	11,944.49	96.75
39 - CARIBOU EMERGENCY MANAGEMENT	13,594.00	2,762.94	11,631.82	1,962.18	85.57
40 - PUBLIC WORKS	2,475,356.00	279,329.14	2,445,177.69	30,178.31	98.78
50 - RECREATION DEPARTMENT	566,616.00	40,225.37	548,704.07	17,911.93	96.84
51 - PARKS	181,930.00	11,483.00	171,576.10	10,353.90	94.31
60 - AIRPORT	100,135.00	8,441.50	85,753.85	14,381.15	85.64
61 - CARIBOU TRAILER PARK	12,650.00	2,876.36	12,650.00	0.00	100.00
65 - CEMETERIES	6,850.00	0.00	6,726.00	124.00	98.19
70 - INS & RETIREMENT	91,376.00	7,978.62	82,045.39	9,330.61	89.79
75 - CONTRIBUTIONS	7,648.00	0.00	7,647.60	0.40	99.99
80 - UNCLASSIFIED	31,275.00	1,010.03	26,471.76	4,803.24	84.64
85 - CAPITAL IMPROVEMENTS	451,110.00	0.00	451,110.00	0.00	100.00
Final Totals	10,297,424.00	1,457,525.11	10,392,796.75	-95,372.75	100.93

Expense Summary Report

Fund: 2
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOBILE TRAIL MAINTENANCE	62,038.00	2,574.86	61,748.70	289.30	99.53
Final Totals	62,038.00	2,574.86	61,748.70	289.30	99.53

Expense Summary Report

Fund: 3
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	125,499.00	10,072.74	108,073.75	17,425.25	86.12
Final Totals	125,499.00	10,072.74	108,073.75	17,425.25	86.12

Expense Summary Report

Fund: 4
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	52,419.00	17,843.10	63,191.04	-10,772.04	120.55
Final Totals	52,419.00	17,843.10	63,191.04	-10,772.04	120.55

Expense Summary Report

Fund: 5
December

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	308,853.00	74,404.72	231,933.98	76,919.02	75.10
12 - NYLANDER MUSEUM	53,173.00	3,091.73	19,075.66	34,097.34	35.87
Final Totals	362,026.00	77,496.45	251,009.64	111,016.36	69.33

Revenue Summary Report

Fund: 1
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	6,774,015.00	272,122.03	7,720,883.46	-946,868.46	113.98
18 - MUNICIPAL BUILDING	2,000.00	0.00	0.00	2,000.00	0.00
20 - GENERAL ASSISTANCE	20,000.00	2,698.44	10,637.88	9,362.12	53.19
22 - TAX ASSESSMENT	1,045,000.00	176,568.00	1,046,567.15	-1,567.15	100.15
23 - CODE ENFORCEMENT	10,025.00	352.50	6,875.00	3,150.00	68.58
25 - LIBRARY	5,100.00	664.05	3,896.35	1,203.65	76.40
31 - FIRE/AMBULANCE DEPARTMENT	1,855,543.00	168,321.09	1,658,890.58	196,652.42	89.40
35 - POLICE DEPARTMENT	87,220.00	3,023.00	67,334.77	19,885.23	77.20
39 - CARIBOU EMERGENCY MANAGEMENT	2,400.00	0.00	2,400.00	0.00	100.00
40 - PUBLIC WORKS	200,699.00	145,695.50	222,958.00	-22,259.00	111.09
50 - RECREATION DEPARTMENT	6,600.00	5,322.90	17,044.15	-10,444.15	258.24
51 - PARKS	300.00	0.00	50.00	250.00	16.67
60 - AIRPORT	44,000.00	3,560.50	57,542.64	-13,542.64	130.78
61 - CARIBOU TRAILER PARK	0.00	-3,715.00	0.00	0.00	----
70 - INS & RETIREMENT	10,000.00	-3,417.31	12,605.69	-2,605.69	126.06
Final Totals	10,062,902.00	771,195.70	10,827,685.67	-764,783.67	107.60

Revenue Summary Report
Fund: 2
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
52 - SNOWMOIBLE TRAIL MAINTENANCE	62,038.00	22,265.90	24,830.45	37,207.55	40.02
Final Totals	62,038.00	22,265.90	24,830.45	37,207.55	40.02

Revenue Summary Report

Fund: 3
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	131,499.00	20,839.75	107,682.58	23,816.42	81.89
Final Totals	131,499.00	20,839.75	107,682.58	23,816.42	81.89

Revenue Summary Report

Fund: 4
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	63,191.00	10,531.84	63,191.04	-0.04	100.00
Final Totals	63,191.00	10,531.84	63,191.04	-0.04	100.00

Revenue Summary Report

Fund: 5
December

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	315,000.00	3,246.37	315,378.30	-378.30	100.12
12 - NYLANDER MUSEUM	0.00	0.00	0.71	-0.71	---
Final Totals	315,000.00	3,246.37	315,379.01	-379.01	100.12

City of Caribou
Investment Report
December 2022

Financial Institution	Investment & Type	Purchase/Reinvest Date	Maturity Date	Length (Days)	Purchase Price	Interest Rate	Estimated Earnings	Amount Int Rec During Period	Market Value
Machias Savings Bank	General Checking Acct					1.51%		24,428.11	6,739,124.55
Machias Savings Bank	Section 125 Checking Acct					1.51%		393.73	63,678.88
Machias Savings Bank	American Rescue Plan Act Checking Acct					1.51%		2,036.58	598,997.91
ACFS & Loans	Retirement Saving Acct					1.10%		1,151.20	1,500,000.00
ACFS & Loans	Retirement Saving Acct Secured					2.00%		2,285.20	1,500,000.00
Machias Savings Bank	RLF #10 Checking Acct (Loan fund Adm By CDBG) (Originated from State of Maine Grant)					1.51%		782.86	240,603.80
Trust Funds									
ACFS & Loans	Dr. Cary Cemetery (Savings acct)					0.15%		0.54	1,051.09
ACFS & Loans	Clara Piper Mem Fund (Savings Acct)					0.15%		0.35	675.19
ACFS & Loans	The Roderick Living Trust (Money Market)	5/4/2017			21,810.76	0.25%		16.87	16,598.74
ACFS & Loans	Hamilton Library Trust (CD)	9/25/2021	9/25/2024	1095	1,868.91	0.90%	50.46	4.36	1,898.05
ACFS & Loans	Knox Library Trust (CD)	4/13/2018	4/13/2023	1825	3,195.30	2.20%	351.48	19.84	3,539.70
ACFS & Loans	Knox Library Trust (CD)	4/8/2022	4/8/2023	365	6,835.16	0.55%	37.59	9.69	6,901.58
ACFS & Loans	Jack Roth Library Trust(CD)	4/13/2018	4/13/2023	1825	30,926.67	2.20%	3,401.93	101.73	14,223.92
County Federal Credit Union	Dorothy Cooper Scholarship (CD)	7/19/2022	7/19/2023	365	51,563.77	0.75%	386.73	93.03	49,721.48
County Federal Credit Union	Philip Turner Library Mem(CD)	10/30/2022	10/30/2023	365	8,885.52	2.15%	191.04	235.87	9,119.27
Machias Savings Bank	Margaret Shaw Library Mem(CD)	12/24/2022	12/24/2024	730	13,149.19	0.25%	65.75	9.45	13,154.68
Machias Savings Bank	Gordon Robertson Mem(CD)	9/12/2022	9/12/2023	365	11,578.67	0.25%	28.95	7.22	11,587.40
ACFS & Loans	Memorial Investment(CD)	12/13/2022	3/12/2023	91	6,221.32	0.85%	13.18	8.54	6,223.42
Machias Savings Bank	G. Harmon Memorial(CD)	5/11/2022	5/11/2023	365	6,805.52	0.15%	10.21	2.55	6,822.29
County Federal Credit Union	Ken Matthews Scholarship(CD)	11/24/2022	5/24/2023	180	7,571.74	1.85%	69.08	19.08	7,588.25
Machias Savings Bank	Barbara Brewer Fund(CD)	8/12/2020	8/12/2023	1095	5,544.60	0.60%	99.80	8.40	5,624.54

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

**Checking Value does not reflect interest received due to the fact that interest will be received monthly and recorded as a revenue

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: Resolution for USDA RBO Grant
DATE: January 23, 2023

The Caribou Riverfront Renaissance Committee was busy in 2022 raising awareness and money for a strategic master plan for better utilization of Caribou's assets along the Aroostook River.

City of Caribou Special Projects Coordinator Karen Gorman has been working on a USDA Rural Business Opportunity Grant. RBOG funds are made to public bodies, non-profit corporations, and federally recognized Indian tribes to analyze rural business (small and emerging, or larger) opportunities.....and conduct technical assistance or area-wide planning activities.

Caribou's application will request \$40,000 with a \$10,000 local contribution to engage a consultant to provide an analysis and plan for appropriate, sustainable economic development in the downtown riverfront redevelopment district with a reasonable prospect for implementation, as exhibited by local business letters of commitment.

A component of the application is that the municipal officers pass a resolution authorizing the City of Caribou to apply and administer the USDA Rural Business Opportunity Grant (RBOG), including the name and title of the person authorized to sign grant documents.

Suggested Action:

Please make a motion to approve Resolution 01-01-2023, A Resolution of the Caribou City Council authorizing Penny Thompson, Caribou City Manager, to sign all documents related to an application for the USDA Rural Business Opportunity Grant.

Second. Vote.



Resolution 01-01-2023

A Resolution of the Caribou City Council

Authorizing Penny Thompson, Caribou City Manager, to sign all documents related to an application for a USDA Rural Business Opportunity Grant

WHEREAS, riverfront redevelopment has been listed as a priority in the 2014-2024 City of Caribou Comprehensive Plan and outlined prominently in the 2004 Caribou Recreational Trails Study; and

WHEREAS, the riverfront was once a thriving area of our community; and

WHEREAS, the riverfront has become an underutilized asset of the City; and

WHEREAS, the members of the Caribou Riverfront Renaissance Committee have been working to raise community awareness and funding for an appropriate and sustainable economic development plan for the downtown riverfront redevelopment district; and

WHEREAS, the Caribou City Council has encouraged the pursuit of grant funding for this economic development plan,

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARIBOU MAINE HEREBY authorizes Penny Thompson, Caribou City Manager, to sign all documents related to an application for the USDA Rural Business Opportunity Grant.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 23rd day of January 2023.

Jody R. Smith, Mayor

Attest: Danielle Brissette, City Clerk

[City Seal]

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: Manager's Report
DATE: January 23, 2023

In tonight's packet I have enclosed the Manager's report in the traditional format.

Additionally, I have been corresponding this week with Attorney Solman about the best way to move forward after the Executive Session that was held on January 3, 2023. In the agenda meeting, Mayor Smith asked that this be an agenda item. I must report to you that it was inadvertently left off the agenda, which is my fault. Therefore, I am bringing it up here under the manager's report.

As a result of the recent controversy which resulted in the removal of all members from the Caribou Hospital District Board, there is a need for additional information.

Suggested Action:

Please make a motion to authorize the Caribou City Attorney and Caribou City Manager to undertake a review of communications and procedures of the Caribou Hospital District Board, Cary Medical Center and the Cary Board of Directors and report all findings back to the Caribou City Council for further action.

Please second and vote.



City Manager's Report
January 23, 2023

Economic Projects

River Front - Powerplants	The City of Caribou was notified that we were accepted into the University of Connecticut Municipal Assistance Partnership for 2023. UCONN students and faculty will assist with brownfields as part of their curriculum.
Broadband Initiative	No new updates
CDBG	NMDC hosted a webinar on the 2023 CDBG program on Tuesday. Unfortunately the City Manager was unable to participate.
Ogren Dump Solar Project	No new updates
Events and Marketing	The first annual SnowBowl will be held March 2 - 5, 2023. The dates for Thursdays on Sweden Street have been released. We encourage anyone who is planning a reunion to consider including a Thursdays on Sweden Street event in their plans.
Landbank	No new updates
Chapter 13 Rewrite	No new updates
Federal American Rescue Plan Act	Aroostook County has released the program statement for 2023.
Blight Cleanup	No new updates
Birdseye Cleanup	No new updates
60 Access Highway	Members of the Caribou City Council, Caribou Planning Board and Municipal staff were invited to a "soft opening" at Evergreen Lanes featuring Rendezvous Restaurant on Thursday. The venue will be open to the public soon.
River Front - Master Plan	On tonight's agenda
Façade Improvement Program	The Spring application period will begin on February 1, 2023. Please check the website for details.
Aldrich ATV/Snowmobile Storage	No new updates
Jarosz Storage - Limestone St	No new updates
Business Outreach	City Manager will be attending the International Economic Development Council's 2023 Leadership Summit in Tucson Arizona January 27 - February 1.

Other Administrative Projects	
Tax Acquired Property Policy	No new updates
Nylander	No new updates
Fire Structural Work	Roof leak reported on 12/29/2022.
Fire Station Renovations	An RFP for the removal of the air handling and pellet boiler is currently out for bid, see website for details. Contractors are working on the design for a new heat and air system.
Police Station	No new updates
River Road	No new updates
Investment Policy	No new updates
Trailer Park Closure	The winter storm on December 23, 2022 caused damage to two of the three mobile homes in the park. The occupants of the third mobile home in the park have received a summons to appear in court on February 7 due to non-payment of rent.
Fish Hatchery Bridge	No new updates
Cable Franchise Renewal	No new updates
Airport	No new updates
Personnel Policy	No new updates
New LED Street lights	No new updates
Comp Plan Update	There will be a work session Thursday January 26th at 6:00 pm at the Wellness Center to discuss "Arts, History and Culture".
COVID-19 Status	No new updates
Administrative Approvals	No new updates
Personnel Changes	Welcome Logan Malm to the Parks and Recreation Department and Judy Kleeman to the City Manager's office.
Age-Friendly Efforts	No new updates
Other Updates	The City of Caribou should soon be receiving the updated GIS shape files from the state's orthoimagery project from Spring 2022. This was a joint project with the Caribou Utilities District.



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: 2023 City Budget process
DATE: January 23, 2023

Per the City Charter, Section 5.06 Budget

The budget process shall be divided into three processes: Expense Budget, Capital Expense Budget and Income Budget.

A. Expense Budget

- On or before January 15: The City Manager shall submit to the City Council a draft budget report detailing operation expenses for the fiscal year.
- On or before February 15: The City Manager will have each City Department Head present a detailed Expense Budget Report in a public forum where both the City Council and Caribou's citizens can ask questions and provide input to the City Manager and each Department Head.
- On or before March 1: The City Manager will provide the City's final written detailed Expense Budget Report for the ensuing year to the City Council.
- On or before the third Monday in March: The City Council will hold a public hearing and vote on the City's final detailed expense budget for the ensuing year.

B. Capital Expense Budget

- On or before January 15: The City Manager shall submit to the City Council a capital budget report detailing capital needs for the fiscal year.
- On or before February 15: The City Manager will have each City Department Head present their written detailed Capital Expense Report in a public forum where both the City Council and Caribou's citizens can ask questions and provide input to the City Manager and each Department Head.
- On or before March 1: The City Manager will provide the City's final detailed Capital Expense Budget Report for the ensuing year to the City Council.
- On or before the third Monday in March: The City Council will hold a public hearing and vote on the City's final detailed Capital Expense Budget for the ensuing year.

C. Income Budget

- ⊗ On or before January 15: The City Manager will provide detailed Income Estimate Report to the City Council for current year.
- ⊗ On or before February 15: The City Manager shall provide a written estimated Income Budget for the current year to the City Council and Caribou's citizens. This estimated Income Budget must provide the following detailed income information for each main general ledger account and each general ledger sub-account: three year average of actual income, previous year's income budget, previous year's actual income, proposed current year income budget, and proposed level of taxation for municipal budget based on previous year valuation.

D. Complete City Budget

On or before May 31: The City Manager will finalize the complete City Budget for the current year including all three elements: expense, capital expense, and income. The City Council has the opportunity to reduce the expense or capital expense budget if needed based on the current income budget but cannot increase the expense or capital expense budget.

E. Set the Rate of Taxation

The City Council will set the rate of taxation for the City based on the approved budgets of the City, County and RSU 39 on or before the 30th of June each year.

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: 2023 Municipal Budget presentations
DATE: January 23, 2023

Due to a number of departmental budget adjustments that were requested after the December expenses were final, there is not an updated draft budget in this packet. As soon as the updated draft is available, it will be posted online and paper copies available in the City Clerk's office.

The City Council Capital Budget committee has not yet met to determine approved capital expense projects so the final capital budget will be available at that time.

Tonight, the following departments will present their budget requests:

Library	Department 25
Public Works	Department 40
Police & EMA	Departments 35 & 39
Recreation, Parks & Snow Trail	Departments 50, 51, & 52
Fire & Ambulance	Department 31

The remaining departments will present at the meeting on February 13.

The Public Hearing on the 2023 Municipal Budget is set for March 13.

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



MEMO

To: Mayor and City Council Members
From: Penny Thompson, City Manager
Date: January 23, 2023
Re: Ordinance Introduction: Caribou Development Committee

Local businessman Troy Haney brought up the idea of creating a citizen committee to advance the Economic Development efforts within the City of Caribou. It was based upon the same idea as the Caribou Riverfront Renaissance Committee (Chapter 20 in the City of Caribou ordinances). This would be another tool in the City of Caribou Economic Development toolbox and would complement the ongoing work of the Caribou Economic Growth Council and staff.

A first draft of the proposed Chapter 22 was presented at the January 9, 2023 meeting.

Requested Action:

Please provide feedback on the proposed ordinance.

If the City Council wishes to proceed, please introduce Ordinance Number 1, 2023 Series, An Ordinance to Adopt Chapter 22 creating the Caribou Development Committee, and set the public hearing for February 28, 2023.

ORDINANCE No. 1, 2023 Series

**City of Caribou
County of Aroostook
State of Maine**

An Ordinance To Adopt Chapter 22 creating the Caribou Development Committee

Short Title: An Ordinance to Adopt Chapter 22

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

WHEREAS, the Caribou City Council is required by the City Charter Section 2.11 (1) to adopt by ordinance to “adopt or amend an administrative code or establish, alter, or abolish any City department, office or agency; and

WHEREAS, economic development has been listed as an important priority by the Caribou City Council; and

WHEREAS, there has been increased interest by developers as evidenced by the number of commercial real estate transactions in recent years; and

WHEREAS, portions of the City of Caribou business district are located in a Tax Increment Financing Districts; and

WHEREAS, there is a desire to organize a standing committee, appointed by the Caribou City Council, for the purpose of promoting community growth and development within the City of Caribou and;

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARIBOU MAINE HEREBY establishes the “Caribou Development Committee”, whose purpose is to utilize existing and potential natural, financial and citizen resources to support existing commercial activities, attract new and complimentary businesses to Caribou, and strengthen industry relationships while maintaining and leveraging the iconic character of our community.

NOW THEREFORE, the City Council of the City of Caribou, County of Aroostook, State of Maine, pursuant to the requirements of the City of Caribou Charter, Section 2.11(1), does ordain the following:

Section I. Chapter 22 Adopted

Chapter 22 and its related exhibits are hereby amended as indicated in the attached Exhibit A.

Section II. Severability

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

Section III. Posting and Effective Date

This ordinance, being introduced on January 23, 2023 and a public hearing being held on February 28, 2023 was duly passed by the City Council of the City of Caribou, Maine, this _____ day of _____ 2021. This ordinance shall become effective thirty (30) days after adoption by the Council.

Jody Smith, Mayor

Courtney Boma, Deputy Mayor

Dan Bagley, Councilor

R. Mark Goughan, Councilor

John Morrill, Councilor

Joan Theriault, Councilor

Lou Willey, Councilor

Attest: _____
Danielle Brissette, City Clerk

Chapter 22 Caribou Development Committee

ARTICLE 1 Caribou Development Committee

Section

22-101	Preamble
22-102	Appointment and Tenure
22-103	Responsibility
22-104	Bylaws
22-105	Compensation Benefits
22-106	Purpose
22-107	Funding
22-108	Reporting Requirements

Chapter 22 Caribou Development Committee

ARTICLE I Caribou Development Committee

Sec. 22-101 Preamble

WHEREAS, economic development has been listed as an important priority by the Caribou City Council; and

WHEREAS, there has been increased interest by developers as evidenced by the number of commercial real estate transactions in recent years; and

WHEREAS, portions of the City of Caribou business district are located in a Tax Increment Financing Districts; and

WHEREAS, there is a desire to organize a standing committee, appointed by the Caribou City Council, for the purpose of promoting community growth and development within the City of Caribou and;

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARIBOU MAINE HEREBY establishes the “Caribou Development Committee”, whose purpose is to utilize existing and potential natural, financial and citizen resources to support existing commercial activities, attract new and complimentary businesses to Caribou, and strengthen industry relationships while maintaining and leveraging the iconic character of our community.

Sec. 22-102 Appointment and Tenure

IT IS THEREFORE ADOPTED by the Caribou City Council pursuant to Sec. 2.11 of the Caribou City Charter, as follows:

The Caribou Development Committee (hereinafter, “the Committee”) is hereby designated a formal standing committee of the City of Caribou, initially composed of five members of the public, who shall be appointed by the City Council and the Committee will include two ex-officio members with voting privileges: one member of the Caribou Planning Board (appointed by a vote of the members), and one member of the Caribou Economic Growth Council (appointed by a vote of the members). In addition, the Committee will include two ex-officio members without voting privileges: one member of the Caribou City Council (appointed by a vote of the Caribou City Council), and the City Manager.

Public members shall be appointed for year-three terms; except however, initial appointments shall be made as follows: two for three-year terms, two for two-year terms and one for a one-year term.

Ex-officio members shall serve indefinitely, at the pleasure of the appointing authority.

Sec. 22-103 Responsibility

The City Manager shall be responsible for the organization, administration, and operation of the Committee; except however, said responsibilities may be delegated to the Committee, as the City Manager deems appropriate.

Sec. 22-104 Bylaws

The Committee shall adopt by-laws providing for the officers, organization, and activities of the Committee, including a provision for the appointment by the Committee of an unlimited number of additional non-voting members. The Committee's by-laws, which shall be initially approved and may be subsequently amended, by a majority vote of the voting members. All by-laws shall be forwarded by the City Manager to the City Council.

Sec. 22-105 Compensation Benefits

No member of the Committee, other than employees of the City in other capacities serving ex officio pursuant to section (a) and any persons who may be specifically employed by the City for Committee-related activities, shall receive any compensation for Committee activities, nor shall any person serving on the Committee be deemed an agent or employee of the City, being entitled to any customary employment benefits, specifically including, but not limited to workers' compensation benefits.

Sec. 22-106 Purpose

The purpose of Caribou Development Committee shall be to:

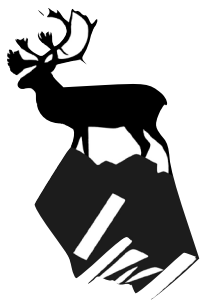
- Define the meaning of "economic development" and set SMART (specific, measurable, achievable, relevant, and time-based) goals for the committee that:
 - Maintain broad community support regarding the direction of development efforts
 - Encourage broader access to economic incentives for quality job creation and tax base enhancement
 - Reduce barriers to economic growth while recognizing regulatory function
 - Develop municipal initiatives that support existing and future business
 - Identify and pursue additional resources to aid in economic development efforts
 - Assist firms in finding appropriate development sites for expansion
 - Encourage downtown revitalization and neighborhood business development
 - Retain and expand riverfront development while recognizing environmental constraints
 - Strengthen programs which encourage entrepreneurship by becoming a resource for information and technical assistance
 - Promote redevelopment of existing vacant lots within the urban compact zone, underutilized land, and brownfields properties
 - Maintain and improve Caribou's position as a tourist destination
 - Improve commercial, recreational, entertainment and hospitality opportunities for citizens of Caribou and surrounding communities

Sec. 22-107 Funding

All grant applications seeking funds more than \$2,500.00 shall be approved by the City Council, and all funds related to the Committee's activities shall be administered through the City Manager's office.

Sec. 22-108 Reporting Requirements

The Committee shall file an annual report with the City Council on or before January 31st of each year, covering goals, activities, and accomplishments during the preceding year.



Caribou Public Library

DIRECTOR'S REPORT

To: Mayor and City Councilors
Penny Thompson, City Manager
From: Peter Baldwin, Library Director
December 2022 Report

The month of December is always a special time in the Library. The building begins winding down for the year while we work on setting up some exciting events for the new year! This month, the Library was closed for a major holiday and the snow, but that did not stop the staff from decking the halls feverishly. The Children's Holiday Book Cart made its annual reappearance and saw almost exclusive use this month.

The Children's Library had quite the turnout this month for Preschool Storytime. Miss Kirsten always creates wonderful activities to go along with a themed story that the children absolutely love. This month's Storytimes have had at least 5 in attendance, with a high of 9 on December 13th! We at the Library love these programs for young children, almost as much as they love hearing the stories Miss Kirsten picks out!

As a part of the Holiday Celebration, the Library gave away lots of DVD's and Children's Books to kids! The Children's Librarian, Kirsten, and DVD Cataloger, Alyssa, worked diligently on wrapping children's books and discarded DVD's and placing them under the Library's tree. The children were very excited to get some of "Santa's Forgotten Gifts"!

Earlier this year, the Library applied for a Grant through the Stephen and Tabitha King Foundation. We were informed this month that we have been chosen to be a recipient of a \$20,000 grant to digitize our microfilm collection of the Aroostook Republican. We will be sending 126 rolls of microfilm and 1,800 additional pages to Advantage Preservation to have them all fully digitized.

The Library has had microfilm digitized in the past and available on our website, however it is quite costly to have done. This grant will allow us to digitize the entirety of our collection and then some. The digital versions will be available ~2 months after they

are sent and will be fully searchable and available for free to the public. This will help to not only allow the public more access to historical records, but also give the Library another tool for answering questions we often face from the public.

That's all for us at the Library, tune in next month for more Library Fun!

Peter Baldwin

CIRCULATION STATISTICAL COMPARISON													
MATERIAL TYPE	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	JUL 2022	AUG 2022	SEPT 2022	OCT 2022	NOV 2022	DEC 2022
Adult books	529	729	554	612	509	579	630	518	540	652	556	560	751
Juvenile books	432	584	455	662	673	617	626	736	1,082	815	832	881	661
Teen/YA books	43	40	51	55	37	35	82	50	67	91	66	36	30
DVDs	164	122	98	129	128	94	89	132	106	137	109	107	137
eBooks/Audiobooks	139	25	158	177	128	178	128	163	136	142	151	133	141
Magazines	65	36	15	24	19	22	32	57	58	69	69	71	81
Interlibrary loans	36	26	33	29	49	33	33	24	28	33	40	21	40
Puzzles	8	17	1	9	10	5	7	0	0	2	1	2	4
STEAM	15	26	35	17	18	4	17	2	1	8	6	3	17
Renewals	407	434	309	479	472	420	350	385	534	348	387	480	434
TOTAL NUMBERS	1,838	2,039	1,709	2,193	2,043	1,987	1,994	2,067	2,552	2,297	2,217	2,294	2,296

YEAR-TO-DATE OVERALL MONTHLY STATISTICAL COMPARISON													
MATERIAL TYPE	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	JUL 2022	AUG 2022	SEPT 2022	OCT 2022	NOV 2022	DEC 2022
Circulation	1,838	2,039	1,709	2,193	2,043	1,987	1,994	2,067	2,552	2,297	2,217	2,294	2,296
Library Visitors	3,782	3,248	3,046	3,890	3,610	3,775	3,487	3,936	4,339	3,884	3,803	3,724	3,030
Wi-Fi access	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note	** See Note
Books added	227	138	93	165	133	103	149	115	161	120	137	118	85
Books withdrawn	321	655	18	48	25	228	222	43	254	119	186	192	170
Program Participation	2,092	1,462	1,507	2,040	2,243	2,271	2,001	1,652	2,435	2,840	3,940	2,695	
New patrons	19	16	13	43	19	17	29	23	32	35	47	18	18
Archives (# of users)	24	31	29	43	52	32	28	34	41	58	42	42	25

**As of 2020 the Maine State Library is now requiring that public libraries track renewals as part of their statistics. STEAM Kits made available in November 2021 **

YEAR-TO-DATE MONTHLY CIRCULATION COMPARISON													
Year	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
2017	1,429	1,647	2,165	1,671	1,782	2,053	2,086	2,225	1,995	2,335	2,284	2,094	23,766
2018	1,789	1,755	2,396	2,758	2,192	2,501	2,629	3,166	2,727	2,894	2,587	2,104	29,498
2019	2,924	2,026	2,728	2,663	2,116	1,979	2,519	2,297	2,129	2,099	1,603	1,770	26,853
2020	2,404	2,415	1,710	289	281	1,113	2,040	3,327	2,990	3,278	3,063	3,525	26,435
2021	3,850	3,710	4,434	2,270	1,947	2,451	2,277	2,477	2,367	2,116	2,246	1,838	31,983
2022	2,039	1,709	2,193	2,043	1,987	1,994	2,067	2,552	2,297	2,217	2,294	2,296	25,688

CFAD Monthly Report
December 2022
Fire Calls 20_Ambulance Calls 239 _Canceled Calls 1 _ = Total Calls 260_

See Attached Breakdowns:

- | | |
|--------------------------------------|---|
| - Alarms for Fires (33)- 2 | - ALS Calls - 134 |
| - Alarms for Rescues (66) -1 | - BLS Calls - 105 |
| - Silent Alarms -17 | - Amb. Calls Canceled- 1 |
| - Total Hours Pumped – 3.5 | - Target Calls (Drug Behavioral)13 |
| - Gallons of Water Used – 23,000 | - PIFT Transfers-1 |
| - Amt. of Hose used -650 ’ | - Long Distance Transfers-3 |
| - Ladders Used (in Feet)’: | - Calls Turned Over - 8 |
| - (75’Aerial)_ ’ | - Total Out of Town Calls- 67 |
| - Thermal Imaging Camera Used - 4 | - No Transports-42 |
| - Gas Meter Used- 4 | - Est. Fire Loss, Caribou - |
| - Rescue Sled & Snowmobile- | - Est. Fire Loss, out of City-\$300,000 |
| -Rescue Boat - | -Total Est. Fire Loss- \$300,000 |
| -Jaws Used - | |
| | -Total Maintenance Hours - |
| -Miles Traveled by All Units – 4,439 | -Total Training Hours – 38.5 mhrs |
| -Color Guard Trng./Ceremonies- mhrs. | . |

MUTUAL AID TO:

Presque Isle Fire Dept. - F A-
 Fort Fairfield Fire Dept -.F A -
 Limestone Fire Dept..
 Washburn Fire Dept.-
 Stockholm Fire Dept. .
 North Lakes Fire Dept.
 Crown Ambulance
 Van Buren Ambulance -
 Life Flight - 3

MUTUAL AID FROM:

Presque Isle Fire Dept.-2
 Fort Fairfield Fire Dept -
 Limestone Fire Dept.- 1
 Washburn Fire Dept.-
 Stockholm Fire Dept.-1
 North Lakes Fire Dept.-1
 Van Buren Fire Dept -
 Crown Ambulance -

Out of City Fire and/or Ambulance Responses/and No Transports (N/T)

Location	# of Amb. Resp./N/T's	# Of Fire Resp.	Man Hrs.
Woodland	15/3		
Stockholm	2		
Connor	8/2	1	
New Sweden	7		
Limestone	29/2		
Caswell	3		
Fort Fairfield	1		
Presque Isle	1		
Van Buren	1		
Bangor			
Perham			
Mad. Lake Twp.			
Westmanland		1	
Washburn			
Houlton			

 Scott Susi, CFAD Chief

Fire Breakdowns

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

Other Incidents

16. Haz-Mat (400)	2
17. False Calls (740)	
18. Mutual Aid Calls (571)	
19. Aid to Ambulance (10-55's) (322)	3
20. Aid to Police (551)	
21. Investigation (Smoke, CO, or Alarm)	(smoke) (CO) 3 (Alarm) 9
22. Service Calls (500)	2
23. Ambulance Calls (300)	239

Canceled Calls- 1

Fire/Rescue- 20

Total Calls for the Month 260_

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CFAD YEARLY REPORT 2022

**Fire Calls 214 _ Ambulance Calls 2507__ Canceled Calls 27__
No Patient Contact _64__ = Total Calls _ 2812_**

See Attached Breakdowns:

<ul style="list-style-type: none"> -Alarms for Fires (33)-37 -Alarms for Rescues (66)-2 -Silent Alarms-175 Total Hours Pumped-38.9 Gallons of Water Used-293,955 Amt. of Hose used-7,000' Ladders Used (in Feet)-26' (75'Aerial)-150' Thermal Imaging Camera Used-44 Gas Meter Used-27 Rescue Sled & Snowmobile-2 Rescue Boat- Jaws Used-1 Miles Traveled by all Units-46,198 Color Guard Trng/Ceremonies – 41.5 mhrs 	<ul style="list-style-type: none"> - ALS Calls-1266 - BLS Calls-1241 - PIFT Transfers-8 - Long Distance Transfers-39 -No Transports-458 - Amb Calls Canceled -27 -Calls Turned Over-139 -Total out of Town Calls-766 -Target Calls (Drug Behavioral)-94 Est. Fire Loss Caribou-\$71,500 Est. Fire Loss out of City-\$490,000 Total Est. Fire Loss-\$561,510 Total Maint. Hours-120 Total Training Hours-1870.9 Vaccinations Given-
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MUTUAL AID TO:

Presque Isle Fire Dept. F-3 A- 3
Fort Fairfield Fire Dept. F-4 A- 2
Limestone Fire Dept.-1.
Washburn Fire Dept.-3
Stockholm Fire Dept.
North Lakes Fire Dept.
Crown Ambulance -
Van Buren Ambulance -6
Life Flight-60

MUTUAL AID FROM:

Presque Isle Fire Dept. F-8 A-
Fort Fairfield Fire Dept.-4
Limestone Fire Dept.-7
Washburn Fire Dept.-4
Stockholm Fire Dept.-5
North Lakes Fire Dept.-2
Crown Ambulance-

Out of City Fire and/or Ambulance Responses/ and No Transports(N/T)

LOCATION	# of Amb. Resp./N/T's	# of Fire	Man Hrs.
Woodland	150/39	13	88.49
Connor	44/9	13	77.29
New Sweden	48/4	10	15.20
Stockholm	25/6	3	
Limestone	331/60		
Madawaska Lake			
Caswell	39/9		
Fort Fairfield	3		
Presque Isle	22		
Van Buren	10		
Westmanland	2	1	48.45
Washburn	2		
Perham	11		
	3		
Houlton			

 Scott Susi, CFAD Chief

**BREAKDOWN OF FIRES
For 2022**

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

Other Incidents

16. Haz-Mat (400)	6
17. False Calls (740)	1
18. Mutual Aid Calls (571)	11
19. Aid to Ambulance (10-55's) (322)	17
20. Aid to Police (551)	
21. Investigation (Smoke, CO ₂ or Alarm) (730)	Smoke-40 Alarms- 52 CO ₂ -13 105
22. Service Calls (500)	16
23. Ambulance Calls (300)	2507

Vaccinations Given-

Calls Canceled- - 27

Fire/Rescue Calls-214

Total Calls for the Year: 2748



CARIBOU HOUSING AUTHORITY
 - HOUSING CHOICE VOUCHER -
 - MAINSTREAM PROGRAM -
 - FOSTER YOUTH PROGRAM -
 - EMERGENCY HOUSING VOUCHER PROGRAM-
 FAMILY SELF-SUFFICIENCY PROGRAM
 LANDLORD PARTICIPATION INCENTIVE PROGRAM

WAITING LIST STATISTICS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Applicants in Jurisdiction	44	37	44	54	N/A	58	68	43	67	75	58	18	566
VAWA Preference	2	0	5	0		7	4	2	3	3	0	0	26
Veteran's Preference	0	0	0	0		3	4	0	0	0	0	0	7
Natural Disaster	0	0	0	0		0	0	0	0	0	0	0	2
Living in Caribou	29	24	31	2		46	48	33	45	31	38	7	332
Mainstream	5	7	7	7		8	9	6	14	13	10	9	95

HOUSING CHOICE VOUCHER PROGRAM

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
HUD Allocated Vouchers	193	193	193	193	193	193	193	193	193	193	193	193	2316
Total Vouchers Leased	183	181	176	177	178	177	176	177	176	169	167	168	2105
Port Out Vouchers	0	1	1	1	1	1	1	1	1	0	0	1	9
Homeownership Vouchers	1	1	1	1	1	1	1	1	1	1	1	1	12
All Other Housing Choice Vouchers	182	179	174	175	175	175	174	175	174	168	166	166	2083

YTD Openings	11	13	18	17	17	17	18	17	18	25	27	26	224
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Applicants Pulled From Waiting List	30	0	0	0		22	30	30	0	0	0	58	170
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Vouchers Issued	6	24	0	8	3	4	3	1	4	6	0	8	67
Vouchers Expired	2	7	0	0	3	2	3	1	1	2	0	4	25
Vouchers on Street	6	6	2	9	9	7	4	3	3	6	9	13	77

Total HAP Expense	\$ 85,350	\$ 86,716	\$ 84,307	\$ 84,196	\$ 85,825	\$ 85,095	\$ 84,627	\$ 85,172	\$ 84,264	\$ 81,614	\$ 81,084	\$ 81,787	\$ 1,010,037
All Other Voucher	\$ 77,820	\$ 77,175	\$ 74,499	\$ 74,582	\$ 74,810	\$ 75,073	\$ 75,018	\$ 75,633	\$ 76,502	\$ 75,033	\$ 72,904	\$ 73,295	\$ 902,344
Port Out Payments	\$ -	\$ 1,436	\$ 1,436	\$ 1,436	\$ 1,436	\$ 1,436	\$ 1,436	\$ 1,436	\$ 1,436	\$ -	\$ -	\$ -	\$ 11,488
Homeownership HAP	\$ 233	\$ 233	\$ 233	\$ 233	\$ 484	\$ 261	\$ 261	\$ 261	\$ 284	\$ 284	\$ 284	\$ 284	\$ 3,335
FSS Escrow, Participants Account	\$ 7,297	\$ 7,872	\$ 8,139	\$ 7,945	\$ 9,095	\$ 8,325	\$ 7,912	\$ 7,842	\$ 6,042	\$ 6,297	\$ 7,896	\$ 8,208	\$ 92,870

Ave. Per Unit Cost	\$ 466	\$ 479	\$ 479	\$ 476	\$ 482	\$ 481	\$ 481	\$ 481	\$ 479	\$ 483	\$ 486	\$ 487	\$ 480
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Lease Up Rates	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
HUD Allocated -vs- Leased	95%	94%	91%	92%	92%	92%	91%	92%	91%	88%	87%	87%	91%
HUD Funded -vs- HAP Expense	96%	80%	93%	93%	89%	108%	96%	98%	97%	92%	133%	92%	97%

MAINSTREAM VOUCHERS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Allocated Vouchers	40	40	40	40	40	40	40	40	40	40	40	40	480
Total Vouchers Leased	22	24	24	24	26	28	27	28	28	30	33	32	326
Total HAP Expense	\$ 11,009	\$ 10,895	\$ 11,717	\$ 11,057	\$ 12,196	\$ 12,921	\$ 11,815	\$ 11,620	\$ 11,181	\$ 12,391	\$ 13,838	\$ 13,453	\$ 144,093
HAP Expense	\$ 11,009	\$ 10,895	\$ 11,522	\$ 10,222	\$ 11,267	\$ 11,570	\$ 10,808	\$ 11,035	\$ 10,510	\$ 11,720	\$ 13,168	\$ 12,782	\$ 136,508
FSS Escrow, Participants Account	\$ -	\$ -	\$ 195	\$ 835	\$ 929	\$ 1,351	\$ 1,007	\$ 585	\$ 671	\$ 671	\$ 670	\$ 671	\$ 7,585
YTD Openings	18	16	16	16	14	12	13	12	12	10	7	8	154
Applicants Pulled from Waiting List	6	0	0	10	0	8	30	20	0	0	0	10	84
Vouchers Issued	6	1	0	1	2	0	4	0	0	0	1	2	17
Voucher Expired	1	2	0	1	0	0	0	2	0	1	3	0	10
Vouchers on Street	11	10	6	3	4	2	6	2	2	5	4	3	58

PORT IN / FOSTER YOUTH TO INDEPENDENCE

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Vouchers Leased	0	0	0	0	0	0	0	0	0	0	0	0	0
FYI HAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EMERGENCY HOUSING VOUCHERS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Allocated Vouchers	15	15	15	15	15	15	15	15	15	15	15	15	180
Total Vouchers Leased	8	8	8	8	8	8	14	14	14	14	13	13	130
Total HAP Expense	\$ 5,092	\$ 5,774	\$ 5,981	\$ 6,417	\$ 7,444	\$ 8,174	\$ 8,309	\$ 8,313	\$ 8,313	\$ 7,657	\$ 7,644	\$ 6,829	\$ 85,947
YTD Openings	7	5	5	4	4	1	1	1	1	1	2	2	34
Vouchers Issued	6	1	0	1	3	0	1	1	0	3	0	1	17
Voucher Expired	1	2	0	1	0	0	0	2	0	1	1	0	8
Vouchers on Street	9	4	2	6	2	2	3	2	2	5	1	1	39

HOUSING QUALITY STANDARDS INSPECTIONS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Initial Inspection	5	4	4	0	6	3	2	6	6	5	2	4	47
Annual Inspection	0	0	0	0	1	5	12	39	30	35	7	0	129
Tenant/Landlord Requested	0	0	0	0	0	0	1	0	0	1	0	0	2
No Show	0	0	0	0	0	4	0	0	1	3	0	0	8
Reinsection(s)	0	0	0	1	0	2	0	3	2	2	3	0	13
													0
Other, Public Housing Authority Inspections	0	0	0	0	0	0	0	0	16	5	0	1	22
Total Inspections	5	4	4	1	7	14	15	48	55	51	12	5	221

HQS Common Deficiencies: Inoperable GFCI outlets, missing/inoperable smoke detectors, cracked windows, cluttered/dirty units.

SPECIALITY PROGRAM - FAMILY SELF-SUFFICIENCY

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Number of Participants	\$ 7,297	\$ 7,872	\$ 8,334	\$ 8,780	\$ 10,024	\$ 9,676	\$ 8,919	\$ 8,427	\$ 6,713	\$ 6,968	\$ 9,357	\$ 9,670	\$ 23,503
Number Earning Escrow	62	59	54	56	57	24	55	53	55	55			530
FSS Escrow, Participants Account	26	26	27	25	29	23	26	29	26	26			263
FSS Families, Disbursement	1	1	3	3	1	2	1	1	3	0	1	0	17
FSS Disbursement Amount	\$ 238.00	\$ 126.00	\$ 3,764.31	\$ 6,317.00	\$ 886.50	\$ 432.00	\$ 1,448.10	\$ 6,039.93	\$ 3,172.56	\$ -	\$ 1,199.21	\$ -	\$ 15,621.62
FSS Graduate, Families	2	0	0	0	1	0	2	1	1	0	1	0	8
FSS Graduate, Escrow	\$ 4,950	\$ -	\$ -	\$ -	\$ 1,273	\$ -	\$ 15,783	\$ 3,275	\$ 13,730	\$ -	\$ 2,644	\$ -	\$ 41,653

FSS Forfeiture, Families	0	1	0	0	0	1	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
FSS Forfeiture, Escrow	\$ -	\$ 2,056	\$ -	\$ -	\$ -	\$ 296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,352

LANDLORD INCENTIVE PROGRAM

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Signing Bonus	\$ 2,500	\$ 3,250	\$ 3,250	\$ 1,500	\$ 4,500	\$ -	\$ 5,250	\$ 3,750	\$ -	\$ 1,500	\$ 4,500	\$ 1,500	\$ 31,500
Housing Choice Voucher	1	1	3	0	3	0	3	4	0	1	2	2	\$ 20
	\$ 750	\$ 750	\$ 2,250	\$ -	\$ 2,250	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ 750	\$ 1,500	\$ 1,500	\$ 15,750
Mainstream	1	2	0	2	3	0	2	1	0	1	4	0	16
	\$ 750	\$ 1,500	\$ -	\$ 1,500	\$ 2,250	\$ -	\$ 1,500	\$ 750	\$ -	\$ 750	\$ 3,000	\$ -	\$ 12,000
												0	
Emergency Housing Voucher	1	1	1	0	0	0	1	0	0	0	0	0	4
	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 750	\$ -		\$ -		\$ -	\$ 12,020

Security Deposit	\$ 2,149	\$ 2,590	\$ 1,280	\$ 660	\$ 1,343	\$ 740	\$ 3,190	\$ 850	\$ 1,372	\$ 700	\$ 2,654	\$ 859	\$ 18,387
Housing Choice Voucher	1	2	2		1	1	5	1	1	1	1	1	17
	\$ 700.00	\$ 1,380.00	\$ 1,280.00	\$ -	\$ 650.00	\$ 740.00	\$ 1,590.00	\$ 850.00	\$ 742.00	\$ 700.00	\$ 900.00	\$ 859.00	\$ 10,391.00
Mainstream	1	1	0	1	1	0	1	0	1	0	2	0	8
	\$ 693.00	\$ 1,210.00	\$ -	\$ 660.00	\$ 693.00	\$ -	\$ 850.00	\$ -	\$ 630.00	\$ -	\$ 1,754.00	\$ -	\$ 6,490.00
Emergency Housing Voucher	1	0	0	0	0	0	0	0	1	0	0	0	2
	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,506

Repair Grants	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 11,505
Housing Choice Voucher	1		0	0	0	0	1	0	0	0	1	0	3
	\$ 1,500		\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 11,500
Mainstream	0	0	0	0	0	0	0	0	0	0	0	0	0
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Damage Reimbursements	\$ -	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ 6,000	\$ 7,644
Housing Choice Voucher	0	0	0	0	0	0	0	1	0	0	0	4	5
	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ 6,000	\$ 7,500
Mainstream	0	1	0	0	0	0	0	0	0	0	0	0	1
	\$	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144

Grand Total of Incentives	\$ 6,149	\$ 5,984	\$ 4,530	\$ 2,160	\$ 5,843	\$ 740	\$ 13,440	\$ 6,100	\$ 1,372	\$ 2,200	\$ 12,154	\$ 8,359	\$ 69,031
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GRAND TOTAL OF ASSISTANCE INTO LOCAL	\$ 112,788	\$ 109,495	\$ 110,299	\$ 110,147	\$ 113,467	\$ 107,362	\$ 135,423	\$ 120,520	\$ 122,033	\$ 103,862	\$ 118,563	\$ 110,428	
2022 YEAR TO DATE	\$ 117,581	\$ 222,282	\$ 332,582	\$ 442,729	\$ 556,196	\$ 663,558	\$ 798,980	\$ 919,500	\$ 1,041,533	\$ 1,145,395	\$ 1,263,958	\$ 1,374,386	

Percentage Increase, 2022 -vs- 2021	77.1%	78.2%	76.2%	75.8%	75.8%	76.6%	75.0%	75.3%	74.9%	76.3%	76.4%	76.8%	91.4%
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2021 MONTHLY ASSITSTANCE	\$ 90,601	\$ 83,129	\$ 79,687	\$ 81,970	\$ 86,061	\$ 86,610	\$ 91,375	\$ 92,632	\$ 88,078	\$ 93,348	\$ 91,628	\$ 91,075	
YEAR TO DATE	\$ 90,601	\$ 173,730	\$ 253,417	\$ 335,387	\$ 421,448	\$ 508,058	\$ 599,433	\$ 692,065	\$ 780,143	\$ 873,491	\$ 965,119	\$ 1,056,194	



Board of Directors
December 5, 2022
5:30 p.m.

Present:

Doug Plourde, Chairman; Chris Bell, Vice Chairman; Penny Thompson, Carl Soderberg, Kevin Barnes, Dr. Shawn Laferriere, Jane McCall, Dr. Irene Djuanda, Dr. Carl Flynn, Kris Doody, RN, CEO; Dr. Regen Gallagher, CMO; Chelsea Desrosiers, CFO; Leslie Anderson, COO, Jenn Plant, CNO, Bill Flagg, Community & Public Relations Directors; Penny Wickstrom, HR Manager; Dana Rattray, Pines Health Services Board Member, Sam Brown, QHR and Peg McAfee

Welcome:

Doug Plourde, Chairman, Board of Directors welcomed Dana Rattray, PHS Board; Sam Brown, QHR and Bill Flagg, Director of Public Relations

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	Cary Recruitment Video – Bill Flagg, Paula Parent and Penny Wickstrom presented the recently completed recruitment video for Cary Medical Center. The video will be used throughout the New England market to reach out to potential employees.		
REGULAR MEETING			
1. Call to Order	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:31 p.m.	Informational.	
2. Review and Approval of Minutes	The minutes of November 7, 2022 were reviewed.	Upon motion duly made and seconded, it was so VOTED to approve the November 7, 2022 meeting minutes as presented.	
3. Report of Chief of Staff	Dr. Carl Flynn provided the following updates from the November 30 th MSEC Meeting noting that Penny Thompson was the Board Representative at the meeting: Appointment Courtesy Medical Staff - Noemi LeFranc Matta, MD (OB/GYN): The complete appointment application and provider profile of Noemi LeFranc Matta, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Noemi LeFranc Matta, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2024. Dr. Bawa was appointed as proctor for Noemi LeFranc Matta, MD during her provisional appointment. This recommendation was forwarded to the Board of Directors for action. Appointment Courtesy Medical Staff - Sonny Saggat, MD (Emergency Medicine): The complete appointment application and provider profile of Sonny Saggat, MD was reviewed with no	Upon motion duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented. Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Noemi LeFranc Matta, MD to the Courtesy Medical Staff. Upon motion duly made and seconded, it was so	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Sonny Saggar, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2024. Dr. Collamore was appointed as proctor for Sonny Saggar, MD during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Medical Staff - Gregory Tanner, MD (OB/GYN); The complete appointment application and provider profile of Gregory Tanner, MD was reviewed with no discrepancies. He did report five malpractice claim, four were pre-trial settlements, and one was closed without payment. The report from the National Practitioner's Data Bank contained five malpractice settlement payments. Upon motion duly made and seconded it was so VOTED to recommend approving provisional appointment of Gregory Tanner, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2024. Dr. Wall was appointed as proctor for Gregory Tanner, MD during his provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Staff - John Beaulieu, DO (Emergency Medicine); The complete reappointment application and provider profile of John Beaulieu, DO was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of John Beaulieu, DO to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Staff - Krista Burchill, MD (Family Medicine); The complete reappointment application and provider profile of Krista Burchill, MD was reviewed with no discrepancies and no new claims. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Krista Burchill, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff - Irene Djuanda, MD (Internal Medicine); The complete reappointment application and provider profile of Irene Djuanda, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Irene Djuanda, MD</p>	<p>VOTED to approve the provisional appointment of Sonny Saggar, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Gregory Tanner, MD to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of John Beaulieu, DO to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to reappointment Krista Burchill, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Irene</p>	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Sherri Dumont, DO (Internal Medicine); The complete reappointment application and provider profile of Sherri Dumont, DO was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Sherri Dumont, DO to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Daniel Harrigan, MD (Emergency Medicine); The complete reappointment application and provider profile of Daniel Harrigan, MD was reviewed with no discrepancies. There are no new malpractice claims. The report from the National Practitioner’s Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Daniel Harrigan, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Staff - Jorge Insignares, MD (Emergency Medicine); The complete reappointment application and provider profile of Jorge Insignares, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Jorge Insignares, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – John Karod, MD (Urology); The complete reappointment application and provider profile of John Karod, MD was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of John Karod, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p>	<p>Djuanda, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sherri Dumont, DO to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Daniel Harrigan, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jorge Insignares, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of John Karod, MD to the Active Medical Staff.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Reappointment Active Medical Staff – Manel Karunasiri, MD (Pediatrics); The complete reappointment application and provider profile of Manel Karunasiri, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Manel Karunasiri, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Jean Pierre Michaud, MD (Orthopedic Surgeon); The complete reappointment application and provider profile of Jean Pierre Michaud, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no new reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Jean Pierre Michaud, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Staff - Marilyn Ray, MD (Radiology); The complete reappointment application and provider profile of Marilyn Ray, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Marilyn Ray, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – Lawrence Crystal, DPM; The complete reappointment application and provider profile of Lawrence Crystal, DPM was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Lawrence Crystal, DPM to the Courtesy Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – David Kearing, MD (Emergency Medicine); The complete reappointment application and provider profile of David Kearing, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of David Kearing, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2024. The motion</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Manel Karunasiri, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jean Pierre Michaud, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Marilyn Ray, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Lawrence Crystal, DPM to the Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of David Kearing, MD to the</p>	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Peter Morrison, MD (Neurology); The complete reappointment application and provider profile of Peter Morrison, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Peter Morrison, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff - Krishna Alluri, MD (Cardiology); The complete reappointment application and provider profile of Krishna Alluri, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Krishna Alluri, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff - Stephen Comeau, MD (Nephrology); The complete reappointment application and provider profile of Stephen Comeau, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Stephen Comeau, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Michael Epstein, MD (Pediatric Cardiology); The complete reappointment application and provider profile of Michael Epstein, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Michael Epstein, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p>	<p>Courtesy Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Peter Morrison, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Krishna Alluri, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Stephen Comeau, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael Epstein, MD to the Consulting Medical Staff.</p>	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Reappointment Consulting Staff - Anna Henderson, MD (Pediatric Cardiology); The complete reappointment application and provider profile of Anna Henderson, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Anna Henderson, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff - Manish Nepal, MD (Nephrology); The complete reappointment application and provider profile of Manish Nepal, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Manish Nepal, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff - Mihail Soare, MD (Nephrology); The complete reappointment application and provider profile of Mihail Soare, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Mihail Soare, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Gail Cyr, CRNA; The complete reappointment application and provider profile of Gail Cyr, CRNA was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Gail Cyr, CRNA to the Allied Health Professional Staff with privileges as requested through December 31, 2024 with Dr. Smith as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Dale Gordon, FNP; The complete reappointment application and provider profile of Dale Gordon, FNP was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Dale Gordon, FNP to the Allied Health</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Anna Henderson, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Manish Nepal, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Mihail Soare, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Gail Cyr, CNRA to the Allied Health Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Dale</p>	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Professional Staff with privileges as requested through December 31, 2024 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Glenn Raymond, PA-C; The complete reappointment application and provider profile of Glenn Raymond, PA-C was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Glenn Raymond, PA-C to the Allied Health Professional Staff with privileges as requested through December 31, 2024 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Josee Romann, FNP; The complete reappointment application and provider profile of Josee Romann, FNP was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Josee Romann, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2024 with Dr. Harrigan as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Robert Bassett, MD (Orthopedic Surgeon); The complete reappointment application and provider profile of Robert Bassett, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no new reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Robert Bassett, MD to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff - Jarryd Rossignol, DO (Family Medicine); The complete reappointment application and provider profile of Jarryd Rossignol, DO was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no new reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Jarryd Rossignol, DO to the Active Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p>	<p>Gordon, FNP to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Glenn Raymond, PA-C to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Josee Roman, FNP to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Robert Bassett, MD to the Active Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jarryd Rossignol, DO to the Active Medical Staff.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Reappointment Consulting Staff - Donn Beeson, MD (Tele-Radiology); The complete reappointment application and provider profile of Donn Beeson, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Donn Beeson, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Stewart Bober, MD (Tele-Radiology); The complete reappointment application and provider profile of Stewart Bober, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Stewart Bober, MD to the Consulting Medical Staff with privileges as requested through December 30, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Deborah Conway, MD (Tele-Radiology); The complete reappointment application and provider profile of Deborah Conway, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Deborah Conway, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Dennis Dejesus, MD (Tele-Radiology); The complete reappointment application and provider profile of Dennis Dejesus, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Dennis Dejesus, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - James Faliszek, MD (Tele-Radiology); The complete reappointment application and provider profile of James Faliszek, MD was reviewed with no discrepancies. He did report one new malpractice claim which is pending in court. The report from the National Practitioner's Data Bank contained no new reports. Upon motion made and seconded</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Donn Beeson, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Stewart Bober, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Deborah Conway, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Dennis Dejesus, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of James Faliszek, MD to the Consulting Medical Staff.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>it was so VOTED to recommend reappointment of James Falizek, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Jonathan Herland, MD (Pain Management); The complete reappointment application and provider profile of Jonathan Herland, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Jonathan Herland, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024 with. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - Elise Hotaling, MD (Tele-Radiology); The complete reappointment application and provider profile of Elise Hotaling, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. There was discussion regarding the requested privileges. It was recommended to table the reappointment for further clarification on the requested privileges. Tabled for clarification on requested delineation of privileges.</p> <p>Reappointment Consulting Medical Staff - Sreedhar Madireddy, MD (Cardiology); The complete reappointment application and provider profile of Sreedhar Madireddy, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Sreedhar Madireddy, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff - Michael McGoldrick, MD (Nephrology); The complete reappointment application and provider profile of Michael McGoldrick, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Michael McGoldrick, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p>	<p>Falizek, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jonathan Herland, MD to the Consulting Medical Staff.</p> <p>Item tabled for clarification on requested delineation of privileges.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sreedhar Madireddy, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael McGoldrick, MD to the Consulting Medical Staff.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Reappointment Consulting Staff - Donald Nicell, MD (Tele-Radiology); The complete reappointment application and provider profile of Donald Nicell, MD was reviewed with no discrepancies. He did report one new malpractice claim which is pending in court. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Donald Nicell, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Staff - James Parker, MD (Tele-Radiology); The complete reappointment application and provider profile of James Parker, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of James Parker, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff - Lorreen Mattson, CRNA; The complete reappointment application and provider profile of Loreen Mattson, CRNA was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Lorreen Mattson, CRNA to the Allied Health Professional Staff with privileges as requested through December 31, 2024 with Dr. Smith as supervising physician. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Resignation - Beth Ann Cureton, MD - The resignation of Beth Ann Cureton, MD was received effective September 29, 2022. Upon motion duly made and seconded it was so VOTED to recommend approving the resignation from Beth Ann Cureton, MD as presented. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Applications not Received or on time - It was reported the below reappointment applications were not received or was received late and is incomplete and privileges will expire on December 31, 2022.</p> <ol style="list-style-type: none"> 1) Majed AbuHajir, MD 2) Peter Eckel, MD 3) Mary Harvey, MD 4) Oneica Poole, MD 	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Donald Nicell, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of James Parker, MD to the Consulting Medical Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Lorreen Mattson, CRNA to the Allied Health Professional Staff.</p> <p>Upon motion duly made it was so VOTED to approve the resignation of Beth Ann Cureton, MD.</p> <p>Informational.</p>	

**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>5) Peter Levasseur, MD- Not on time No action required.</p> <p>Update on Endoscope Purchase – Dr. Flynn noted that Administration continues to work with the vendor on the purchase of new, not refurbished endoscopy equipment.</p> <p>Update from the Nominating Committee – Dr. Flynn reported the following are new appointments to the Medical Staff Executive Committee. These nominations will be forwarded to the General Medical Staff Meeting in December for approval.</p> <ul style="list-style-type: none"> • Quality Management Chair – Dr. John Bouchard (2023-2024 term) • Chief of Surgery – Dr. Sidney Whiting (2023-2024 term) • Chief of Emergency Medicine – Dr. Dan Harrigan (2023 term) <p>The following members of the Medical Staff Executive Committee remain the same for 2023-2024:</p> <ul style="list-style-type: none"> • Chief of Medical Staff – Dr. Carl Flynn • Medical Staff Vice President – Dr. Robert Bassett • Treasurer – Dr. Carlos Chavez • Past Chief of Medical Staff – Dr. Irene Djuanda • Chief of Medicine – Dr. Caleb Swanberg • Chief of Radiology/Pathology – Dr. Shawn Laferriere • Medical Review Committee Chairman – Dr. Jarryd Rossignol • Maternal Child Committee Chair – Dr. Manel Karunasiri • Allied Health Representative – Josee Romann, FNP <p>General Medical Staff Attendance – Dr. Flynn reported there will be an incentive for attendance at the December meeting. This is a trial and will be discussed by MSEC after the meeting for decisions on the process going forward.</p> <p>Department of Radiology/Pathology – The department reported arrival of the temporary CT scanner. The new CT scanner is being installed in December with ‘go live’ in January 2023.</p> <p>Department of Surgery – The department acknowledged Dr. Whiting’s election as the new Chief of Surgery for the 2023-2024 term.</p> <p>Quality Management Committee – The department was preparing to review the 2023 QM Plans.</p>	<p>Informational.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the recommendations of the Nominating Committee for 2023-2024.</p> <p>Informational.</p>	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
4. Quality Management Committee, Patient Safety Committee, Dashboard	<p>Dr. Regen Gallagher reported the following from the November QM Committee Meeting:</p> <p>Old Business included: Update on QM sub-group to review Sepsis.</p> <p>Utilization and Case Management reports reviewed included: The committee reviewed the Case Management Dashboard and internal and external delays in stay. Delays in stay are improving.</p> <p>Patient Safety Reports included: The Patient Safety Survey is scheduled for January 2023.</p> <p>Joint Commission Follow-up: The Joint Commission Application has been completed. Administrative Staff is currently discussing the option of participating in a Focus Standard Assessment (FSA). This assessment is optional. If Cary decides to participate, the FSA is due in February 2023.</p> <p>QM Compliance Indicators reviewed were: Nutritional Services and OR.</p> <p>QM Plans – The sub-group reviewed all QM Plans. The plans will be presented to the QM Committee for review and approval at the December meeting.</p> <p>Patient Safety Committee Meeting – The November 9th committee minutes were included in the packet for review.</p> <p>2022 Dashboard – Dr. Gallagher provided an overview of the core measures and medical staff and departmental quality indicators.</p> <p>Customer Satisfaction – Leslie Anderson reported Q3 data is included and Q4 data will be uploaded in the next month. In 2023 percentiles will be added to the report along with the Top Box scores.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee report as presented.</p>	
5. Report of Chairman, Board of Directors – Doug Plourde, Chairman a. Report from Board Members – PHS	<p>Doug Plourde provided the following updates:</p> <p>Pines Health Services – Kevin Barnes reported the Community Health Needs Assessment (CHNA) was reviewed and approved at the meeting. Financials were reviewed. Employee health insurance premiums are increasing by 3% and there is a spousal carve out. The computer system is improving. PI lease discussions are ongoing. Plans are to reopen the Fort Fairfield Health Center in January 2023.</p>	<p>Informational.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p>Medical Staff Executive Committee</p> <p>Departmental Leadership</p> <p>b. Reappointment of Board Members</p> <p>c. Nominating Committee Report</p> <p>d. Nominees for Caribou Hospital District</p>	<p>Medical Staff Executive Committee – Penny Thompson reported all are doing a great job, and how everyone is appreciated in the community. Penny also commented how great it is to have such a fine hospital in Caribou.</p> <p>Departmental Leadership – Chris Bell shared that Administrators share updates and then each departmental leader provides their update. A wealth of information was shared. Facts were shared about COVID, RSV and influenza and how each is addressed. Chris commented it was a very good meeting.</p> <p>Reappointment of Board Members – Doug Plourde reported that Dr. Djuanda has agreed to be reappointed for an additional 3 year term. Carl Soderberg has decided not to be reappointed. Doug thanked Carl for his leadership, knowledge, serving as Chair of the Finance & Personnel Committee.</p> <p>Nominating Committee Report – Doug Plourde shared the Nominating Committee recommends Luke Dyer be appointed to a 3 year term on the Cary Board of Directors. Luke is a resident of Caribou, is the Town Manager in Van Buren and is excited about the opportunity.</p> <p>Nominees for Caribou Hospital District – The following people have submitted their names for appointment to the Caribou Hospital District Board: Sue White, Dave Martin and Erica Raymond. All have submitted their applications to the City Office. The applications will be voted on by the City Council at their first meeting in January 2023.</p>	<p>Upon motion duly made and seconded, it was so VOTED to forward the Nominating Committee's recommendation to the Caribou City Council to reappoint Dr. Irene Djuanda for an additional 3 year term and that Luke Dyer be appointed to a 3 year term on the Board of Directors.</p> <p>Informational.</p>	
<p>6. Report of CEO – Kris Doody</p> <p>a. Physician Recruitment</p>	<p>Kris Doody reported the following, noting more information is available in the CEO and Provider Activity Reports:</p> <p>Physician Recruitment –</p> <ul style="list-style-type: none"> Hem/Onc – Dr. Elena Vagia has signed a contract with plans to begin full-time at the Jefferson Cary Cancer Center at the end of 2022. Both the Department of State and federal waivers have been approved. The next step is obtaining her Maine license, stamping her visa in Athens, Greece and moving to Caribou. Pathology – Zoom interviews have been scheduled with interested candidates. Emergency Medicine – Dr. Comfort Hines, an experienced ER physician, has signed a contract. She plans to begin orientation in the ED in January and start full time February 2023. Dr. Hines and her husband currently live in Arizona and have a home in Maine. They 		



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
b. MRHC – Board of Managers	<p>will be locating to Caribou.</p> <ul style="list-style-type: none">• Hospitalist – A site visit is being planned for Dr. Guillermo Noguera, a friend of Dr. Jorge Insignares.• Pediatrics – Zoom interviews have been completed with interested pediatricians with additional interviews being scheduled.• Ongoing Recruitment – Recruitment is ongoing for pediatrics, primary care, orthopedics, OB/GYN, emergency medicine, hospital medicine and anesthesia (CRNA). <p>MRHC Board of Managers – The MRHC Board of Managers Meeting is scheduled for Thursday, December 8th in Bangor. A vote will take place for the dissolution of the Maine Rural Health Collaborative, since many members are also members of Community Care Partnership of Maine, the ACO.</p>		
c. CT Scanner Project	<p>CT Scanner Project – Leslie Anderson reported the project is ongoing. The mobile unit is up and running. The old scanner has been removed and reconstruction of the room is underway. The new scanner is expected at the beginning of 2023.</p>		
d. 100 th Anniversary Committee	<p>100th Anniversary Committee – Cary Medical Center will celebrate its 100th Anniversary from September 24, 2023-September 24, 2024. Several people have shown interest in joining the planning committee. More information will be shared as it becomes available.</p>		
e. Employee Recruitment Team	<p>Employee Recruitment Team – Paula Parent and Penny Wickstrom shared the organization's goal is to eliminate travelers. They provided an overview of the Employee Recruitment Team. Penny shared there were six recent successes where upon completion of interviews, the candidate was offered a position. One employee was able to start working five days after the interview. A welcome home ad has been placed in the local papers and a recruitment video has been completed and will air during the holidays in New England.</p>		
f. Veterans Activities	<p>VA Clinic – Kris Doody reported that the VA Clinic has moved their opening in Presque Isle to September 2023. Discussion ensued.</p> <p>Wreaths Across America – Leslie Anderson reported that Wreaths Across America will be supplying 437 wreaths for the Caribou Veterans Cemetery. An invitation was extended to board members to join members of the team on December 17th to help lay the wreaths at the cemetery.</p>		



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
g. QHR Consulting	<p>QHR Consulting:</p> <ul style="list-style-type: none"> • Compliance Assessment – Dr. Gallagher reported the Compliance Assessment has been received. • Financial Operations Review (FOR) – The Financial Operations Review (FOR) is completed. 	<p>The Compliance Assessment will be reviewed by the Compliance Committee to develop an action plan prior to providing it to the Board of Directors at the March 2023 meeting.</p>	
7. Report of Finance & Personnel Committee a. October Financials	<p>Chelsea Desrosiers and Carl Soderberg provided the following updates:</p> <p>October Financials - Chelsea Desrosiers provided an overview of the October 2022 Financials for Cary Medical Center, including review of: gross patient revenue, net operating revenue, expenses, COVID funding and net income (loss) for October.</p> <p>COVID Matrix Review – The matrix was included in the packet for review.</p> <p>2023 Budget – The 2023 Budget is being assembled. Plans are to present the Pines Budget to the Pines Board of Directors for review and approval on Monday, December 19th. On Wednesday, December 21st the Cary Budget will be presented to the Board of Directors for review and approval. Chelsea reported that wage and market adjustments will be reviewed at the budget presentation.</p> <p>2022 Interim Audit – The interim audit has been completed by Berry Dunn. A full audit will be completed in February 2023.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance & Personnel Committee as reported.</p>	
8. Compliance Quarterly Report	<p>Compliance Quarterly Report – Dr. Gallagher reported on the following items:</p> <ul style="list-style-type: none"> • Policies – No new policies or revisions • Audits – Audits are ongoing in HR and Finance. Most significant is the tracking of various COVID funds as guidance changes regularly. • Compliance Hotline – There have been no calls to the hotline. The hotline is advertised widely with signage throughout the hospital, in the monthly Heartbeat newsletter, reviewed at Annual Training and included in any other compliance related communications. • Healthicity – Healthicity is utilized for OIG exclusion checks, audits and investigation filing. • Contracts – One new contract for Dr. Comfort Hines, ER physician has been fully executed; 	<p>Upon motion duly made and seconded, it was so VOTED to approve the Compliance Quarterly Report as presented.</p>	



**Board of Directors
December 5, 2022
5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<ul style="list-style-type: none"> no contract amendments or issues. Compliance Risk Assessment – The assessment has been received from QHR. The Compliance Committee will review at their next meeting and present to the Board of Directors at the March 2023 meeting. 		
9. Nursing Quarterly Report	<p>Nursing Quarterly Report – Jenn Platt reported on the following items:</p> <ul style="list-style-type: none"> Nursing Recruitment – Recruitment is ongoing in ACU, ED, Mat/Child, ODS, OR, Respiratory Therapy and SCU Department Specific Vacancies – Information was shared for each department above on true vacancy, operational vacancy and hiring Position Status – A graph denoting the amount of RNs, LPNs and NNGs (new nurse grads) was included in the presentation Incoming New Hires – Plans for incoming new hires were shared. Preceptors – There are currently 19 nursing students seeking preceptorships at Cary, each has been interviewed by Kendra Voisine, Nurse Educator. Patient Safety Measures – The following patient safety measures and graphs were presented: medication barcode scanning, inpatient falls and AHA education compliance. Each item included a graph of information 	Upon motion duly made and seconded, it was so VOTED to approve the Nursing Quarterly Report as presented.	
10. Quorum Health Resources Updates	<p>Sam Brown provided the following comments:</p> <ul style="list-style-type: none"> Sam congratulated the hospital on the recruitment video. The Financial Operations Review is complete and has been provided to Fiscal Services The Compliance Assessment is complete and has been provided to Administration The Community Health Needs Assessment (CHNA) has been reviewed and approved by both Cary and Pines Board of Directors. The QHR Leadership Conference is scheduled March 7, 8, 9 in Phoenix, AZ Sam thanked Carl Soderberg for his leadership as Finance & Personnel Chair. Sam wished everyone a Merry Christmas. 	Informational.	
11. Executive Session	<p>Executive Session – Upon motion duly made and seconded, it was so VOTED to go into Executive Session at approximately 6:45 p.m.</p> <p>The Board came out of Executive Session at approximately 7:05 p.m.</p>		
12. Other, Adjournment & Next Meeting	<p>Other – Carl Soderberg took a moment to thank everyone for allowing him to be part of the board. He has appreciated his role on the Board of Directors as Chair of the Finance and Personnel</p>	Informational.	



Board of Directors
December 5, 2022
5:30 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Committee. He shared that Cary Medical Center is a group of top notch professionals and an extraordinary group of people.</p> <p>Adjournment - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 7:07 p.m.</p> <p>Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, January 9, 2023, 5:30 p.m.</p>		

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

Respectfully submitted,

Kris Doody, RN, MSB, CEO



Board of Directors

Wednesday, December 28, 2022

Zoom (Virtual)

7:00 a.m.

Present: Doug Plourde, Chairman; Shawn Laferriere, D.O.; Carl Soderberg, Neal Griffith, Penny Thompson, Kevin Barnes, Mike Quinlan, Chris Bell, Carl Flynn, M.D.; Regen Gallagher, D.O.; Kris Doodly, Chelsea Desrosiers, Emily Jose, Leslie Anderson, Jenn Plant, Paula Parent, Lisa Caron, Tim Conroy, Sam Brown, QHR and Peg McAfee

1. Call to Order: Doug Plourde, Chairman; Board of Directors, called the meeting to order at approximately 7:01 a.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
2. Medical Staff Appointment and Reappointment	<p>Dr. Carl Flynn, Chief of Staff, presented the following reappointments for review and approval:</p> <p>Reappointment Consulting Staff - Elise Hotaling, MD (Tele-Radiology); The complete reappointment application and provider profile of Elise Hotaling, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Clarification was received on the requested delineation of privileges and were reviewed by the Chief of Radiology without concern. Upon motion made and seconded it was so VOTED to recommend reappointment of Elise Hotaling, MD to the Consulting Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Staff - Peter Levasseur, MD (Emergency Medicine); The complete reappointment application and provider profile of Peter Levasseur, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion made and seconded it was so VOTED to recommend reappointment of Peter Levasseur, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2024. The motion was seconded and so VOTED unanimously. This recommendation was forwarded to the Board of Directors for action.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Elise Hotaling, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Peter Levasseur, MD to the Courtesy Staff.</p>	
3. USDA Resolution - \$323,800 Community Facilities Emergency Rural Health Care Grant	<p>USDA Resolution - \$323,800 Community Facilities Emergency Rural Health Care Grant – Chelsea Desrosiers provided an overview of the grant, including the required resolution below.</p> <p>BE IT RESOLVED that the Board of Directors of Cary Medical Center approves and accepts in all respects, a proposed grant of \$323,800 from the USDA Rural Development for the purchase of necessary equipment, supplies and hiring of personnel to mitigate the COVID -19 pandemic and any future pandemics in accordance with Form RD 3570-3 "Community Facilities Grant Agreement," and authorizes the President and Secretary of the board to execute and deliver all documents, and to take any and all actions necessary to carry into effect such grant funding, including, but not limited to, Form RD 400-1, Equal Opportunity Agreement, and Form RD 400-4, Assurance Agreement.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the USDA Resolution - \$323,800 Community Facilities Emergency Rural Health Care Grant as presented.</p>	

Board of Directors

Wednesday, December 28, 2022

Zoom (Virtual)

7:00 a.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
4. 2023 Budget Review	<p>Chelsea Desrosiers reviewed the confidential inserts provided from the Maine Hospital Association including data on the labor crisis in Maine Hospitals. Two graphs were included for Q2 and Q3 2022 on all Maine hospitals operating margins.</p> <p>Chelsea Desrosiers provided an overview of the 2023 budget.</p> <p>The following items were explained and discussed in detail:</p> <p>Section I – Executive Summary Section II – Budget Process Section III – Schedule Narratives (to include):</p> <ul style="list-style-type: none"> • Schedule A, Statistics • Schedule B, Revenue Projection (2.45% price increase for 2023) • Schedule C, Budgeted Patient Revenue • Schedule D, FTE Requests • Schedule E, Salary Requests • Schedule F, Non-Salary Expenses • Schedule G, Comparative Statement of Operations • Schedule H, Statement of Operations • Schedule I, Balance Sheet • Schedule J, Cash Flow • Schedule K, Departmental Leadership Capital Equipment Requests • Schedule L, Physician Related Capital Equipment Requests, Physician Capital Funding and CMC Capital Funding • Schedule M, Department Renovation Requests • Schedule N, Long Term Debt <p>Doug Plourde and Carl Soderberg, on behalf of the Finance and Personnel Committee and Board of Directors, extended appreciation to all involved, including departmental leadership, in preparing the 2023 budget. A lot of effort goes into the planning and Ms. Desrosiers provided a good overview. Congratulations to Chelsea and her team on a professionally prepared and presented budget. Chelsea thanked Emily Jose, Controller; Sheila Beaulieu, Senior Accountant; Administration, Departmental Leadership and especially Kris for their work on the budget preparation. Sam Brown commented on how well the budget was assembled. Congratulations to everyone involved.</p>	<p>Upon motion duly made and seconded, it was so VOTED to accept the 2023 Budget as presented.</p>	



Board of Directors
Wednesday, December 28, 2022
Zoom (Virtual)
7:00 a.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Kris Doody commented that the 2023 budgets included wage adjustments for employees the first payroll in January for both Cary and Pines.</p> <p>Discussion ensued regarding the information that Cary Medical Center provides to the City of Caribou for the Annual City Report. Carl Soderberg and Chris Bell both shared that using net patient revenue information does not provide a complete picture of information. It was recommended to use gross patient revenue in the next report to the City. Chelsea Desrosiers indicated that she will review and include the gross patient revenue information for the next report.</p>		
5. Annual Meeting and Adjournment	<p>Annual Meeting – Discussion ensued regarding the January 9th Board meeting date conflicting with a City Council Meeting. Penny Thompson has requested a change in the January Cary Board meeting date. The Annual Meeting is now scheduled for Monday, January 16th, 2023, 5:30 p.m. via Zoom. The Zoom invitation will be updated and sent to board members and attendees.</p> <p>Adjournment – With no further business to discuss, the meeting adjourned at approximately 8:31 a.m.</p>		

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

Respectfully submitted,

Kris Doody, RN, MSB
Chief Executive Officer