

## 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, February 13, 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](mailto:dbrissette@cariboumaine.org))
5. Minutes **Pages**
  - a. Regular City Council meeting – January 9, 2023 02-11
6. Bid Openings, Awards, and Appointments 12-17
  - a. Proclamation – Red Cross Month (March)
7. Public Hearings and Possible Action Items
8. Reports by Staff and Committees 18-19
  - a. Manager's Report
9. New Business, Ordinances and Resolutions 20
  - a. Appointments to City Council Broadband committee 21
  - b. 2023 Aroostook County ARPA funds Letter of Intent 22-63
  - c. 2023 Municipal Budget – Overview of 2023 Municipal Budget (28-29)
  - d. 2023 Municipal Budget – Presentation of General Assistance Budget (Department 20 ) (56-57)
  - e. 2023 Municipal Budget – Presentation of Finance related budget lines (Department 70, 80 ) (60-61,63)
  - f. 2023 Municipal Budget – Presentation of Housing & FSS Budget (Departments 24 & 96) (43-46)
  - g. 2023 Municipal Budget – Presentation of Public Works Budget (Department 40) (52-53)
  - h. 2023 Municipal Budget – Presentation of Airport Budget (Department 60) (29-30)
  - i. 2023 Municipal Budget – Tax Assessment & Code Enforcement budget (Department 22) (60-61,63)
  - j. 2023 Municipal Budget – Presentation of Budgets (Department 10, 11, 12, 17, 18, 38, 61, 65, 75)
10. Old Business 64-75
  - a. Introduction of Ordinance 01, 2023, Series Establishing the Caribou Development Committee 76-79
  - b. 2022 Priorities and Goals discussion
11. Reports and Discussion by Mayor and Council Members **Reports**
12. Next Regular Meetings: February 27, March 13 & 27 80-98
13. Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1, §405.6)
  - a. MRSA, Title 1, §405.6.E Discussion with city attorney 'concerning legal rights and duties of the body'
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

**Council Agenda Item#1:** Roll Call

The Caribou City Council held a City Council meeting, Monday, January 9, 2023, at 6:00 p.m. in the Council Chambers with the following members present: Mayor Smith, Deputy Mayor Boma, Councilors Bagley, Goughan, Morrill, Theriault, and Willey.

Michael Gahagan, acting City Manager was present for the meeting. Penny Thompson, City Manager was present via Zoom.

Department managers Kenneth Murchison (CEO/Zoning Administrator) and Carl Grant (Finance Director) were present for the meeting.

Melissa Lizotte of the Aroostook Republican covered the meeting, and it was broadcasted via Spectrum and YouTube.

**Council Agenda Item #2:** Invocation/Inspirational Thought

Mayor Smith read an invocation.

**Council Agenda Item #3:** Pledge of Allegiance

Mayor Smith led the Pledge of Allegiance.

**Council Agenda Item#4:** Public Forum

Councilor Willey read an email from Tom & Gina Ayer:

“Danielle,

Hope all is well. Could you please submit this letter of support for public comment on behalf of myself and my wife Gina.

Good evening council, I am writing this letter of support for the existing two members (Nancy Solomon, and Jan Murchison) and for Nate Hersey. Nancy and Jan have spent countless hours over the years to better the CUD. Their ambition, dedication, and knowledge of day-to-day operations of the Utilities District has been a valued asset to the city. Replacing these two individuals would not only hurt current projects but I am afraid could be detrimental to future projects. The main project that comes to mind is the broadband project. Both Nate Hersey and I both live in an area that is currently underserved by local broadband companies. I truly believe that Nate understands the struggles of day-to-day business without adequate internet service. The CUD Broadband project I feel is vital for this community because it allows us to keep more money in the community for economic development as opposed to sending it out to corporations that aren't invested in our community. Money has already been distributed to the broadband project from the council and it would be a shame to see it go to waste to another company that doesn't have this communities' best interests in mind. Therefore my

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wife and I garner our support for Nancy Solomon, Jan Murchison and Nate Hersey for the CUD board. Thank you for your time.

Thomas Ayer and Gina Ayer”

Mayor Smith read a letter from Andy & Linda Ayer of Emerald Valley Ranches, LLC:



Emerald Valley Ranches, LLC.  
476 West Presque Isle Rd.  
PO Box 717  
Caribou, ME 04736-0717

January 8, 2023

Mr. Jody Smith, Mayor  
City of Caribou  
25 High St.  
Caribou, ME 04736

Dear Mr. Smith,

My name is Andy Ayer. Together with Linda and our son Drew, we farm 3000 acres of broccoli in the Caribou area with our office and farm shop located on the West Presque Isle Rd and our cooler on Washburn St. The purpose of this correspondence is to support the current CUD Board and Management Team and how the Caribou Utilities District impacts the current and future operations of our family farm.

We produce and ship over 1 million cases of broccoli in season from July thru October with the broccoli in each case packed in slush ice. The ice quick cools the product and maintains freshness thru the distribution chain to the ultimate consumer. We average 1500 lbs. of ice per pallet, which amounts to us making over 300 tons of ice per day, often seven days per week. In season we are one of the CUD's top two customers.

We rely on the CUD for all the fresh water used in our ice making process. They must supply a high volume of water that will meet the stringent food safety standards required by our customers as verified by Primus Labs and the USDA in annual inspections. The CUD is a critical link in our supply chain, delivering its product on a "Just in Time" basis. Any interruption of service volume or water quality would result in us halting operations and our crops left in the field to rot or overmature.

Their record of flawless performance, dependability, and reasonable pricing are one of the reasons we have kept our cooler in Caribou.

In addition to meeting our process water needs, I understand the District is undertaking a fiber optic project to bring high speed internet service to the rural areas of Caribou. For those members of the Council who live outside the area serviced by fiber "in town" I can assure you the options available to us are limited by slow speeds and dependability. Be it DSL, wireless, or satellite service, there is no substitute for fiber optic service in today's business environment. I've heard in the media of plans by other, commercial providers to fill this need, which those of us in rural areas don't really take seriously.

The technology has been around for a while, and we've heard these empty promises many times in the past. Why haven't they provided this service now or in the past and am now only appealing to the Council when the CUD willing and it appears is well on the way to providing this service?

Owners of agriculture and forestry businesses by their nature are located in the rural areas of any community. While I can only speak for our family farm, these business owners in Caribou are getting tired of being treated as second class citizens. We pay more than our fair share of property, sales and excise taxes in our community with little to show for it in return.

I realize that ag and forestry is not "sexy" in terms of economic development. We are, however, here to stay and will be here contributing to our local economy regardless of weather conditions and the national economy. We are the natural resource-based businesses that manufacture our products from locally produced raw materials. If in fact, the City Council is interested in any type of community investment and development, fiber optic internet service to the rural areas of our community should be a priority. The best approach to economic development would be to support and keep what we already have FIRST and then look at other possible development opportunities second.

Based on their track record of quality service and performance, we would ask the Council to re-appoint Nancy Solman and Jan Murchison. They have brought consistently solid experience, leadership and direction to our District. Additionally, we feel that Nate Hersey would be an excellent addition to the Caribou Utilities District's Board of Directors. Nate possesses technical and real-world business experience and would be a valuable member of the Board.

I urge the Council to consider the superior past performance of the Caribou Utilities District Board of Directors and Management Team and their picture for our community's future that has and would benefit ALL of their users and taxpayers of Caribou.

Sincerely,

  
Andy and Linda Ayer



Jan Murchison, Caribou Resident

Ms. Murchison came in to speak about being a candidate for the Caribou Utilities District Board of Trustees. She explained her past experiences, training and listed other boards she has worked with in the community.

Doug Morrell, Caribou Resident

Mr. Morrell came to speak in support of Jan, Nancy, and Nate to be appointed to the Caribou Utility District Board.

Jay Kamm, Caribou Resident & Utilities Board trustee

Mr. Kamm came in to speak in support of Jan and Nancy and their commitment and knowledge that they have to offer to the board.

Paul Powers, Non-resident, Caribou Business Owner

Mr. Powers came in to speak in support of the project that Troy Haney has proposed to put cabins at the former Caribou Trailer Park by the airport. He also spoke in favor of Jan & Nancy for the CUD board.

David Belyea, Caribou Resident and Utilities Board trustee

Mr. Belyea came to speak on behalf of Jan, Nancy and Nate being appointed to the CUD board of Trustees. He explained that they have several years of combined experience and are great assets to the board. He stated that they are making decisions they do things in the interest of the citizens.

Nancy Solman, Caribou Resident

Ms. Solman came in to say that she would like to be reappointed to the CUD board, she stated that she has over 15 years of experience on the board and has a very dynamic experience background including being a dental hygienist, and housing specialist.

Troy Haney, Caribou Resident

Mr. Haney came in to speak in support of both Jan and Nancy being reappointed to the CUD Board. He also provided an update on the Snowbowl and some of the sponsors of the event. He invited the City Council, City manager, and involved department heads to the kick off party on Thursday, March 2<sup>nd</sup> at Evergreen Lanes.

Mark Goughan read one of the 45 letters that was submitted by Caribou Citizens.

“Caribou City Council

This letter is to show my support for the re appointment of Jan Murchison and Nancy Solman to the Caribou Utilities District board. I believe they have worked hard to have a great working utilities district that continues to keep their rates affordable, especially during these times when costs are skyrocketing for so many things. I also support their hard work towards bringing a fiber network option for the benefit of all of us here in Caribou, an option that I feel is necessary for my family and the future growth of our community.”

**Council Agenda Item #5:** Minutes

- a. December 12, 2022, Regular City Council meeting
- b. January 3, 2023, Organizational City Council meeting

Motion made by Councilor Willey seconded Deputy Mayor Boma by to approve the minutes from December 12, 2022, and the amended minutes from January 3, 2023.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Yes, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

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

There were no items scheduled for discussion.

**Council Agenda Item #7:** Public Hearings and Possible Action Items

There were no items scheduled for discussion.

**Council Agenda Item #8:** Reports by Staff and Committees

a. Police Department Notification – Police Chief

Michael Gahagan (Police Chief) explained that notification is required to be given to the City Council to be able to receive items from Federal Sources. The following is a copy of the letter provided to the City Council.



**CARIBOU POLICE DEPARTMENT**

25 High Street, Suite 4  
Caribou, Me 04736

(207) 493-3301  
Fax: (207) 493-4201

December 16, 2022

SUBJECT: Notification to Civilian Governing Body and Local Community

On May 25, 2022, Presidential Executive Order (EO) 14074 "Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety" was signed.


In accordance with EO 14074 (Section 12), State, Tribal, local, and Territorial Law Enforcement agencies (LEAs) must:

- 1) Notify their Civilian Governing Body (CGB) (*i.e.*, *City Council, County Government or other local governing body*) of its intent to request property from Federal sources (to include Federal funds or grants).
- 2) Notify the Local Community of its request for property transfers, purchases from Federal funds, agencies or subcontractors (including existing transfer contracts or grants).

The Caribou Police Department may request the below controlled property items from the Law Enforcement Support Office (LESO), or other Federal source:

AIRCRAFT ACCESSORIES, COMPONENTS, MISC	FACE MASK	RANGE FINDER, LASER
AIRCRAFT REPAIR PARTS/COMPONENTS	FLASHLIGHTS	RANGE FINDER-TARGET DESIGNATOR-LASER
AIRCRAFT, FIXED WING	FLOODLIGHT	RED DOT SIGHT
AIRCRAFT, ROTARY WING	FORWARD LOOKING INFRARED IMAGING SYSTEM	RIFLESCOPE
ALL TERRAIN VEHICLE (ATV)	GENERATOR SET	SCANNER, X-RAY, BAGGAGE
AMMUNITION CONTAINER	GLOBAL POSITIONING SATELLITE (GPS)	SEARCHLIGHT
AMPLIFIER	HEAVY EQUIPMENT/VEHICLES	SHIELD, BALLISTIC
ANALYZER, HAZARDOUS MATERIAL IDENTIFICATION	INSULATION BLANKET	SHIPPING CONTAINER
ANTENNA	LANDING SEARCHLIGHT	SIGHT, BORE, OPTICAL
ARMORED VEHICLE	LIFE PRESERVER, VEST	SIGHT, HOLOGRAPHIC
BALLISTIC BLANKET	MAGNIFIER	SIGHT, INFINITY
BARRIER, VEHICLE ARRESTING, PORTABLE	MARKER, IDENTIFICATION	SIGHT, REFLEX
BINOCULAR	MARKSMANSHIP TRAINER	SMALL ARMS STORAGE RACKS
BLANKETS	MEDICAL FIRST AID SUPPLIES	SPOTTING INSTRUMENT, OPTICAL
BREATHING APPARATUS	MISC SMALL ARMS PARTS	TARGET, TRAINING, MOBILE
CAMERA SYSTEM	MISCELLANEOUS COMMUNICATION EQUIPMENT	TELESCOPE
COMPASS	MULTIMEDIA PROJECTION SET	TENTS/PORTABLE SHELTERS
COMPUTER SYSTEM	NAVIGATION SET, SATELLITE SIGNALS	THERMAL CAMERA
CONTAINER, AMMUNITION	NIGHT VISION DEVICE	THERMAL CAMERA ACCESSORIES
CONTAINER, K-9 TRANSPORT	NIGHT VISION GOGGLE	TRAINING AID-SIMULATORS
CONVERSION KIT, RIFLE	NON-ARMORED HMWV	TRAINING AIDES-DEVICES
COVERALLS	OFFICE EQUIPMENT	TRANSLATION DEVICE
DECONTAMINATION DEVICES	OFFICE SUPPLIES	TRUCK, CARGO
DECONTAMINATION SYSTEM	PORTABLE RADIO	TRUCK, TANK
DEEP WATER FORDING KIT	PREFAB & PORTABLE BUILDINGS	VEHICLE REPAIR PARTS/COMPONENTS
DETECTOR, GAS	PROTECTIVE EYEWEAR	WARM WEATHER CLOTHING/SHOES
DIVER'S SUIT	PUBLIC ADDRESS SET	SMALL ARMS PARTS/ACCESSORIES
EXPLOSIVE ORDNANCE DISPOSAL ROBOT	RADIOS	SMALL ARMS

Pursuant to EO 14074 (Section 12), this memo fulfills the requirement to notify the Civilian Governing Body (CGB) and Local Community of my agency's intent to request the controlled property items identified in the list above.



Chief/Michael W. Gahagan  
Caribou Police Department

b. November Financial Report – Finance Director

Carl Grant (Finance Director) reviewed the November 2022 Financial report.

Motion made by Councilor Theriault, seconded by Councilor Willey to accept the November 2022 Financial Report as presented.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Yes, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

c. Consider abatement request on Personal Property Account – Finance Director

Carl Grant (Finance Director) explained that this is the oldest account on the books and has been worked for the last twelve years and the business has closed. He requested that the taxes be abated for Personal Property Account #179 in the amount of \$361.90.

Motion made by Councilor Morrill, seconded by Mayor Smith to abate the taxes for Personal Property account #179 in the amount of \$361.90.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Yes, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

d. 2023 Taxpayer Relief Fund reserve account

Manager Thompson explained that the City \$505,415.09 over the budgeted amount from revenue sharing. She explained that the funding should be used to offset the property tax burden for the Caribou citizens for 2023.

Motion made by Councilor Theriault, seconded by Councilor Morrill to create a reserve account for 2022 Revenue Sharing funds received over the budgeted amount, a total of \$505,415.09, to reduce the property tax burden in 2023. The reserve account should be called the 2023 Taxpayer Relief Fund.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Yes, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

**Council Agenda Item #9:** New Business, Ordinances and Resolutions

a. City Council member appointments to City Council committees and Liaison roles



Mayor Smith presented the Council with the 2023 committee and liaison roles/appointments.

<b>Council Committees by Charter, Statute or Agreement</b>		
Role	Member	Committee Purpose
<b>Capital Budget</b>		
Chair	Jody Smith	Review capital requests as part of the budget process. Multiple meetings prior to budget approval. <b>Deadline: Have recommendation back to Council by February 15 for incorporation into the final 2023 budget (deadline to present to City Council is March 1.)</b>
Member	Courtney Boma	
Member	Joan Theriault	
Staff	City Manager	
<b>CEGC</b>		
Board Member	Dan Bagley	The CEGC is made up of citizens who manage an economic investment/loan program on behalf of the City. Meets monthly at 7am on the third Thursday
City Rep	City Manager	
<b>Housing Board</b>		
Council Rep	R. Mark Goughan	Organizational bylaws requires two Council representatives to attend these board meetings. Meets quarterly.
Council Rep	Dan Bagley	
<b>Investment</b>		
Chair	Jody Smith	Conducts annual review of investment policy and considers potential options for economic stimulus funds. Committee may be made up of citizens. Meets as needed.
Member	John Morrill	
Member	Courtney Boma	
Staff	Finance Director	
Staff	City Manager	
<b>NMDC General Board</b>		
Board Member	Jody Smith	Meets annually. Typically the Mayor is appointed to NMDC General Board. City Manager is also appointed to the NMDC Executive Board which meets more frequently.
Board Member	City Manager	
<b>Personnel</b>		
Chair	Lou Willey	Discuss Personnel policies with emphasis on policy updates, benefit options, wage surveys. All Councilors are part of this committee unless a smaller citizen's board is established.
Staff	Finance Director	
Staff	City Manager	
<b>Aroostook Waste Solutions</b>		
Board Member	John Morrill	Meets monthly. Caribou has two voting members on AWS Board of Directors. One member is from the City Council. Kenneth Murchison, Jr. has been appointed until 12/31/23. City Manager serves as alternate to voting members.
Citizen Member	Kenneth Murchison, Jr.	
Alternate	City Manager	



Airport		
Chair	Dan Bagley	Review airport consultant contract, annual capital master plan and FBO operations. Investigate charter service opportunities and receive reports on lease operations.
Member	Joan Theriault	
Member	John Morrill	
Staff	PW Director	
Staff	City Manager	
Highway / Protection		
Chair	Joan Theriault	Review work plan with PW Director for annual paving. Consider multi-modal transportation services and improvement projects (e.g. sidewalks, street crossings, bus stations, etc.). Consider new street light locations. <b>Deadline: Review Annual road plan before April 2023</b>
Member	R. Mark Goughan	
Member	Lou Willey	
Staff	PW Director	
Staff	CEO	
Staff	City Manager	
Labor Relations		
Chair	City Manager	Act as authorized bargaining agents on behalf of the city council in order to prepare tentative agreements for council approval. The Public Works union contract expires this year on 12/31/2023.
Member	Lou Willey	
Staff	Legal Counsel Respective Dept. Heads	
Municipal Buildings		
Chair	John Morrill	Completion of police station design study and fire station renovation project. Additional consideration of asset management systems.
Member	R. Mark Goughan	
Member	Dan Bagley	
Staff	City Manager	
Staff	Respective Dept. Heads	
Council Charter Committee		
Chair	Lou Willey	Recommend changes to City Charter to full City Council to go out to the Caribou voters.
Member	Joan Theriault	
Member	Jody Smith	
Staff	City Manager	
Public Safety Committee		
Chair	Courtney Boma	Evaluate police station options.
Member	Joan Theriault	
Member	John Morrill	
Staff	Police Chief	
Staff	Police Sargent	
Staff	City Manager	

Liaison Roles		
Board	Liaison	Committee Purpose
Airport Advisory Committee	Dan Bagley	Meets as needed to discuss operations, policies, community outreach events and fund raising opportunities
Caribou Riverfront Renaissance Committee	Lou Willey	Meets monthly to discuss the best way to identify and prioritize riverfront assets, set goals and ultimately restore and renew commercial, residential and recreational opportunities on the Aroostook River.
Library	Lou Willey	Meets monthly to discuss operations, policies and fund raising opportunities
Nylander Museum	Joan Theriault	Meets monthly to discuss operations, policies and fund raising opportunities
Planning Board	Dan Bagley	Meets monthly to review development proposals, regulations, zoning and land use matters.
Recreation Board	Courtney Boma	Meets monthly to discuss operations, policies and fund raising opportunities

b. Establish timeline to present and discuss the 2023 Municipal Budget

Manager Thompson explained that in recent years there has been a change to the charter, so this is an update to where we are in the process. Ms. Thompson explained that the department heads will be presenting their budgets and that it will be broken down over the next couple of meetings to have all the presentations.

c. Caribou Development Committee

Troy Haney, Caribou resident and Business Owner

Mr. Haney came to explain the idea and goals behind forming a Caribou Development Committee. He is bringing the idea forward of creating a citizen committee to help with the Economic Development efforts of the city. The board would consist of citizens of Caribou, employees, and other local representatives. The board would help with different processes and would try to help find different areas that landowners may be willing to sell to help with development. They would look at different incentives for new development and different aspects on how to grow Caribou.

Councilor Theriault asked if anyone has reached out to the FAA regarding the restrictions that are at the Caribou Airport for future development.

Manager Thompson stated that in previous conversations it has been stated that anything happening on the property needs to stay within aviation related uses.

Mayor Smith explained that this is a first read to start the process to be able to introduce an ordinance and hold a public hearing.

**Council Agenda Item #10:** Old Business

a. Caribou Hospital District Board – vote to officially terminate appointed board members

Mayor Smith explained that there was action taken at the November 28<sup>th</sup> meeting that suspended the members of the Cary Hospital District Board.

Motion made by Councilor Theriault, seconded by Deputy Mayor Boma to officially terminate Tim Todd, and Doug Plourde from the Caribou Hospital District Board.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Abstain, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

b. Appointments to the Caribou Utilities District Board of Trustees

Motion made by Councilor Theriault, seconded by Councilor Morrill to appoint Gary Aiken for a 3-year term, David Martin for a 3-year term and Philip McDonough II for a 2-year term on the Caribou Utilities District board.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – No, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Abstain. (So voted)

**Council Agenda Item #11:** Reports and Discussion by Mayor and Council Members

Councilor Morrill extended his gratitude to “the boys in blue” for National Law Enforcement Day.

**Council Agenda Item #12:** Next Meetings: January 23, February 13 & 27

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

Council did not enter executive session.

**Council Agenda Item #14:** Adjournment

Motion made by Councilor Morrill, seconded by Councilor Theriault to adjourn the meeting at 7:07 p.m.

Roll Call Vote: D. Bagley – Yes, C. Boma – Yes, R.M. Goughan – Yes, J. Morrill – Yes, J. Theriault – Yes, L. Willey – Yes, J. Smith – Yes. (So voted)

Danielle Brissette, Secretary

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



**MEMO**

**To: Mayor and City Council Members**  
**From: Penny Thompson, City Manager**  
**Date: February 13, 2023**  
**Re: Red Cross Month: 2023 Proclamation**

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The Caribou City Council has been asked to declare March 2023 as American Red Cross Month in Caribou. The Proclamation is included in the packet.

Suggestion Action:

Please read the proclamation and vote to proclaim March 2023 as American Red Cross Month in Caribou.

Please circulate and sign two copies of the proclamation – one for the City Clerk and one for the American Red Cross.



## American Red Cross Month: 2023 Proclamation

**Whereas**, March is American Red Cross Month, a time to honor the kindness and generosity of the many humanitarians among us; and

**Whereas**, in times of crisis, people from Caribou and across Maine come together to care for one another, giving us hope, and turning compassion into action to carry out the American Red Cross mission of preventing and alleviating human suffering in the face of emergencies; and

**Whereas**, together, we provide emergency shelter, food, medicine and comfort for individuals and families devastated by disasters, teach others how to stay safe during an emergency, and work to ensure everyone has working smoke alarms and emergency fire escape plans; and

**Whereas**, together, we support service members, Veterans, members of the National Guard and Reserves, their families, and caregivers through the unique challenges of military life; and

**Whereas**, together, we deliver international humanitarian aid and help to reconnect families separated by armed conflict and international disasters; and

**Whereas**, together, we help to save the lives of others with vital life-preserving health and safety skills; and

**Whereas**, together, we donate essential blood for accident and burn victims, new mothers and their babies, heart surgery and organ transplant patients, and those receiving treatment for cancer and sickle cell disease; and

**Whereas**, 200 years since the birth of American Red Cross founder Clara Barton, we dedicate March to all of those who continue to advance her noble legacy and ask others to join together in the commitment to care for people in need.

**NOW, THEREFORE**, be it resolved that the Caribou City Council, fully support and do hereby proclaim March 2023 as **American Red Cross Month** throughout the City, and we encourage all citizens of Caribou to join the Red Cross in its humanitarian mission as volunteers, blood donors, community partners, and local champions to continue to build the resiliency of our communities.

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Mayor Jody Smith



## About Us!

As a community-based, humanitarian organization, the American Red Cross provides relief to those affected by disasters and empowers individuals in our community to prevent, prepare for and respond to emergencies. The American Red Cross of Northern New England helps over 3.3 million people in Maine, New Hampshire and Vermont prevent, prepare for and respond to disasters. We cover 40 counties and 49,083 square miles; the region operates with the support of a small group of paid staff and more than 1,600 dedicated volunteers.

### Mission

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

### Vision

The American Red Cross, through its strong network of volunteers, donors and partners, is always there in times of need. We aspire to turn compassion into action so that...

...all people affected by disaster across the country and around the world receive care, shelter and hope;

...our communities are ready and prepared for disasters;

...everyone in our country has access to safe, lifesaving blood and blood products;

...all members of our armed services and their families find support and comfort whenever needed; and

...in an emergency, there are always trained individuals nearby, ready to use their Red Cross skills to save lives.

## We Depend on Volunteers

Volunteers constitute 90% of the total workforce to carry out our humanitarian work.

### Volunteer Opportunities

Every single day, the American Red Cross helps people in emergencies. Whether it's one displaced family, thousands of disaster victims, or providing care and comfort to an ill or injured service member or veteran, our vital work is made possible by people like you. It is through the time and care of ordinary people that we can do extraordinary things.

The Red Cross is always looking for people with various backgrounds, talents and skill levels to join our volunteer workforce. Together we can further our mission delivery throughout Northern New England.

### Opportunities for Youth Volunteers

25% of Red Cross volunteers are between 16 and 24 years of age. Youth volunteers help people in need, in our community and around the world!

- School Clubs
- National Youth Council
- Internships
- Club Red Networking

### Opportunities for Groups, Clubs and Businesses

Mobilize members and employees to demonstrate their commitment to making a difference through a range of activities that build community resiliency and save lives.

### Opportunities for Community Leaders to Serve on our Boards

Board members serve as volunteer partners of the American Red Cross leadership at the local level. Chartered by Congress as a single-entity corporation, the American Red Cross operates as a national network, with Chapters as local units of the corporation. The effectiveness of Chapter boards directly impacts the ability of the Red Cross to deliver essential services, raise funds, and represent the Red Cross in every community within our three-state region.



# Programs & Services

## Disaster Relief

The Red Cross builds resilience by mitigating the impact of disasters on clients, meeting urgent human needs, and facilitating recovery. We do this through both direct action and by leveraging and supporting the community's engagement through our three mission areas: Prepare, Respond and Recover.



## Community Preparedness & Educational Programs

### Home Fire Campaign

Each year, the Red Cross responds to an average of more than 60,000 disasters, the vast majority of which are home fires. So we set a goal to reduce fire-related deaths and injuries in the US by 25%.

The Home Fire Campaign helps save lives by installing free smoke alarms in homes that don't have them, and by educating people about home fire safety.

Sound the Alarm is one component of the overall HFC. In the Spring the American Red Cross launches a two-week fire safety effort to install a certain amount of free smoke alarms in high-risk cities across the country.

### Be Red Cross Ready

This national, standardized, preparedness education curriculum is taught by certified presenters. The program is designed to help individuals understand, prepare for and respond appropriately to disasters. Participant's will build confidence by learning simple steps they can take now to help prepare and protect their family in the event of an emergency.

*\*This presentation is currently being offered virtually.*

## Ready Rating

Ready Rating is a free and easy, web-based membership program that helps businesses, schools and organizations become better prepared for disasters and other emergencies. It allows organizations to use one of two proprietary assessments to measure their current state of preparedness. Then based on their own score, the program provides a Next Steps Report which helps them develop a complete Business Continuity Program.

*\*This presentation is currently being offered virtually.*

## Youth Preparedness

To ensure safety and preparedness among children and their families, the Red Cross offers free educational programming for both personal and family disaster preparedness. These trainings are focused on region-specific disasters and the nation's greatest disaster threat: home fires. Training includes:

- Prepare with Pedro (Kindergarten–2nd Grade) This 30–45 min preparedness program for students that follows Pedro the Penguin and his friends as they learn how to be prepared and take action during an emergency.
- Pillowcase Project (3rd–5thGrade) This 40–60 min presentation that covers local hazards, coping skills and personal and family preparedness through a “Learn, Practice, Share” framework.

Home fire safety education is particularly important in youth preparedness, as exposure to smoke, fire and flames is the fourth-leading cause of accidental deaths for children under age 15.

*\*Programs are currently being offered virtually.*

## Training Services

The Red Cross is the nation's leading provider of health and safety courses, such as CPR, First Aid and training on how to use an AED (Automated external defibrillator).

Each year, more than 9 million Americans participate in our training programs, including first responders, educators, babysitters, and people who want to be prepared to help others in an emergency.

*\*Online courses available.*



# Programs & Services continued...

## Blood Saves Lives

### Biomedical Services

Volunteer blood donors help to make the American Red Cross the largest single supplier of blood and blood products in the United States. Each year, nearly 4 million people donate blood through the Red Cross, helping to provide more than 40% of the nation's blood supply.

- Approximately 36,000 units of red blood cells are needed every day in the U.S.
- Nearly 7,000 units of platelets and 10,000 units of plasma are needed daily in the U.S.
- Nearly 21 million blood components are transfused each year in the U.S.
- The average red blood cell transfusion is approximately 3 units.
- The blood type most often requested by hospitals is type O.
- Sickle cell disease affects 90,000 to 100,000 people in the U.S. About 1,000 babies are born with the disease each year. Sickle cell patients can require blood transfusions throughout their lives.
- According to the American Cancer Society, more than 1.8 million people are expected to be diagnosed with cancer in 2020. Many of them will need blood, sometimes daily, during their chemotherapy treatment.
- A single car accident victim can require as many as 100 units of blood.



## Service to the Armed Forces & International Services



### Service to the Armed Forces Emergency Support

The American Red Cross serves our nation's military personnel and their families, including active duty, National Guard and Reserve, as well as our veterans. We provide 24/7 global emergency communication services and support military and veteran health care facilities across the country and overseas. We help families cope with deployments and support returning combat veterans as they reintegrate into the community.

### International Services & Restoring Family Links

Our International Services Department (ISD) directs and coordinates American Red Cross's activities overseas. Each year, disasters affect hundreds of millions of people worldwide while conflicts and health emergencies touch the lives of millions more. The global Red Cross and Red Crescent network has a presence in 190 countries. National societies are independent entities, but often work together to prepare for and respond to emergencies. The American Red Cross is a proud and active member of this, the world's largest humanitarian network. Working with our partners and alongside Red Cross and Red Crescent teams around the globe, the American Red Cross helped more than 199 million people in 85 countries during our last fiscal year.

Armed conflict, international disasters and migration leave millions of people around the globe in urgent need of humanitarian assistance every year. As the world's largest humanitarian network, Red Cross and Red Crescent teams help reconnect families separated by international crises. Our Restoring Family Links services are free and confidential.

## Disaster Response

In the past year, the American Red Cross has responded to **33 disaster cases** in **Aroostook County**, providing assistance to **174 individuals**. Most commonly, these incidents were home fires. Red Cross workers were on the scene to provide food, clothing, lodging, emotional support, and more to families during their hours of greatest need. Our teams also provide Mass Care to first responders. Things like food, water, and warm drinks strengthen the brave people of your local Fire and Police Departments as they answer the call to keep your residents safe.

Town/City	Disaster Events	Individuals
Bridgewater	3	11
Caribou	5	62
Connor Twp	1	3
Cross Lake Twp	1	1
Fort Fairfield	3	10
Fort Kent	1	2
Grand Isle	1	3
Hodgdon	1	2
Houlton	3	51
Linneus	1	1

Town/City	Disaster Events	Individuals
Littleton	1	3
Madawaska	1	1
Mapleton	1	1
Mars Hill	1	1
Monticello	2	6
Oakfield	2	4
Perham	2	5
Presque Isle	1	2
Van Buren	2	5

## Home Fire Campaign

Last year, Red Cross staff and volunteers worked throughout Aroostook County to educate residents on fire, safety and preparedness. We made **21 homes safer** by helping families develop emergency evacuation plans.

## Blood Drives

We collected **1,314 pints** of lifesaving blood at **24 drives** in Aroostook County.



## Training Services

Last year, **510 Aroostook County residents** were taught a variety of important lifesaving skills such as First Aid, CPR, Babysitting Skills and Water Safety.



## Service to the Armed Forces

We proudly assisted **50 of Aroostook County's Service Members, veterans, and their families** by providing emergency communications and other services, including counseling and financial assistance.

## Volunteer Services

Aroostook County is home to **32 American Red Cross Volunteers**. We have volunteers from all walks of life, who are trained and empowered to respond to disasters in the middle of the night, to teach safety courses, to help at our many blood drives, and so much more. The American Red Cross is proud that 90% of its staff is made up of volunteers; they are truly the heart and soul of our organization.





**City Manager's Report  
February 13, 2023**

**Economic Projects**

<b>River Front - Powerplants</b>	The City Manager had a first meeting with students and faculty working in the University of Connecticut Municipal Assistance Partnership for 2023. They will assist with brownfields reuse as part of their curriculum. This will help the city when applying for EPA Brownfields and other grant funds.
<b>Broadband Initiative</b>	The CUD Fiber division did not receive funding in the "Connect The Ready" round of grants. They did receive feedback on their application and the projects that were funded are in "least served areas".
<b>CDBG</b>	City is looking for eligible projects for this program
<b>Ogren Dump Solar Project</b>	No new updates
<b>Events and Marketing</b>	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.
<b>Landbank</b>	No new updates
<b>Chapter 13 Rewrite</b>	Planning Board working on this in addition to the 2024 comprehensive plan
<b>Federal American Rescue Plan Act</b>	Aroostook County has released the program statement for 2023. On agenda for tonight.
<b>Blight Cleanup</b>	No new updates
<b>Birdseye Cleanup</b>	Staff has been gathering information on the work done by CES at the Birdseye site to determine exactly what it would take to get it cleaned up and ready for development in anticipation of applying for grants.
<b>60 Access Highway</b>	Evergreen Lanes featuring Rendezvous Restaurant is open
<b>River Front - Master Plan</b>	\$10,000 has been raised to date for this effort, currently seeking a USDA grant for funding. CRRC is requesting an appropriation from the City Council in the 2023 Municipal Budget.
<b>Façade Improvement Program</b>	The Spring application period is open. Please check the website for details. Please apply by March 15.
<b>Aldrich ATV/Snowmobile Storage</b>	No new updates
<b>Jarosz Storage - Limestone St</b>	No new updates
<b>Business Outreach</b>	Memere Rae's Designs will open at 82 Herschel Street on February 14. Business Newsletters going out soon.

**Other Administrative Projects**

<b>Tax Acquired Property Policy</b>	No new updates
<b>Nylander</b>	The City Council Municipal Buildings committee toured the museum on Thursday.
<b>Fire Structural Work</b>	No new updates
<b>Fire Station Renovations</b>	A bid was received for the removal of the air handling and pellet boiler is currently out for bid. Contractors are working on the design for a new heat and air system.
<b>Police Station</b>	USDA has requested a lot of information. Staff is working on fulfilling those requests.
<b>River Road</b>	No new updates
<b>Investment Policy</b>	No new updates
<b>Trailer Park Closure</b>	The occupants of a mobile home in the park appeared in court on February 7 due to non-payment of rent. They are aware that the City's intent is to close the mobile home park and they need to be out in July. The City has agreed not to request a writ of possession until at least April 30, 2023.
<b>Cable Franchise Renewal</b>	Interestingly, a citizen called recently to express her concern that the City Manager contact information is listed on her cable bill. She is not happy that she is being charged a fee for cable that is remitted to the City and wants to know where the money is going. I let her know that it is revenue that goes into the General Fund to pay for city services.
<b>Airport</b>	The citizen Airport Advisory Committee met on January 25. It was a very productive meeting.
<b>Personnel Policy</b>	No new updates
<b>New LED Street lights</b>	No new updates
<b>Comp Plan Update</b>	There was a work session the Wellness Center to discuss "Arts, History and Culture". The Code Enforcement Officer is working with NMDC to get a quote for technical assistance to complete the 2024 Comprehensive Plan. The Planning Board is requesting an appropriation from the City Council in the 2023 Municipal Budget.
<b>COVID-19 Status</b>	There has been a surge in COVID-19 cases locally
<b>15 Prospect Street</b>	The Code Enforcement Officer is working through the process in the manner advised by the City Attorney.
<b>Water Street Fire</b>	There was a fatal fire at 7 Water Street on Wednesday January 25. The incident is under investigation by the Office of the State Fire Marshal. City police and public works departments worked together to keep the scene secure and safe so that the city fire department, along with mutual aid from others could work the fire. After the scene was released, the debris left by the office of the State Fire Marshal on Water Street was hauled by public works to the landfill. The building had only "force placed" insurance. The owner is two years behind on paying property tax.
<b>Age-Friendly Efforts</b>	No new updates
<b>Other Updates</b>	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.

**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: February 13, 2023**

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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.

This was tabled from the last meeting.

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.



## **MEMO**

**To: Mayor and City Council Members**  
**From: Penny Thompson, City Manager**  
**Date: February 13, 2023**  
**Re: ARPA Grant Letter of Intent to the County of Aroostook**

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Staff is looking for input from the City Council for projects to detail in a Letter of Interest for ARPA Grant funds. Eligible applicants may not apply for or benefit from more than one grant per program category in any grant year. The project needs to fit in the grant categories of:

### **Public Health / Negative Economic Impact**

Maximum Award: \$150,000 or 50% of the project amount

- Must identify a need or negative impact of the COVID-19 public health emergency
  - Communication efforts related to public health orders
  - Purchase PPE and disinfection in public areas and other facilities
  - Ventilation improvements in public facilities
  - Capital investments or adaptations to public facilities
  - Enhance behavioral and mental health services
  - Support health and safety workforce
- Needs identified by staff that might meet this criteria
  - Communication efforts: need communications tower upgrade at EOC
  - PPE: Turnout gear with lower PFAS content & replace extractor (Est cost \$90,950)
  - Enhancing services: new body cameras (Est cost \$71,350)

### **Investments in Infrastructure**

- Water and Sewer Infrastructure (includes stormwater)
  - Maximum Infrastructure Award: \$300,000 or 50% of the project amount
- Broadband Infrastructure
  - Maximum Broadband Award: \$150,000 or 50% of the project amount
  - Broadband is a rolling application this year so if a recommendation is made to apply, the full application should be done ASAP.

Suggested action:

City Council approval is not required for the Letter of Intent that needs to be sent to the County of Aroostook by February 17, 2023. If accepted, full application due April 28, 2023.





## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** 2023 Municipal Expense Budget  
**DATE:** February 13, 2023

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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.

This is the second meeting with presentations on the expense 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. 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.

### **C. 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.

Tonight departments will present budgets and answer questions from the City Council and the public.



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023	
	Year End	Year End	Unaudited Year End		Year End	Department Request	Unaudited Year End	Department Request	Percent Change from Prior Year
10-General Government	\$ 741,587	\$ 755,232	\$ 751,526	\$ 749,448	755,232	\$ 791,567	\$ 751,526	\$ 858,848	8.5%
12 - Nylander Museum	\$ 16,078	\$ 10,775	\$ 18,988	\$ 15,280	\$ 10,775	\$ 53,173	\$ 18,988	\$ 53,903	1.4%
17 - Health & Sanitation	\$ 250,803	\$ 253,256	\$ 260,090	\$ 254,716	\$ 253,256	\$ 257,578	\$ 260,090	\$ 266,338	3.4%
18 - Municipal Buildings	\$ 52,998	\$ 57,959	\$ 73,126	\$ 61,361	\$ 57,959	\$ 74,790	\$ 73,126	\$ 81,192	8.6%
20 - General Assistance	\$ 48,735	\$ 30,530	\$ 26,800	\$ 35,355	\$ 30,530	\$ 41,071	\$ 26,800	\$ 43,047	4.8%
22 - Tax Assessing	\$ 262,484	\$ 226,954	\$ 198,737	\$ 229,392	\$ 226,954	\$ 209,159	\$ 198,737	\$ 244,871	17.1%
25 - Library	\$ 201,230	\$ 207,700	\$ 217,187	\$ 208,705	\$ 207,700	\$ 231,669	\$ 217,187	\$ 246,852	6.6%
31 - Fire & Ambulance	\$ 2,263,231	\$ 2,331,284	\$ 2,465,406	\$ 2,353,307	\$ 2,331,284	\$ 2,622,708	\$ 2,465,406	\$ 2,582,354	-1.5%
35 - Police	\$ 1,603,194	\$ 1,656,630	\$ 1,684,129	\$ 1,647,984	\$ 1,656,630	\$ 1,763,342	\$ 1,684,129	\$ 1,870,971	6.1%
38 - Protection	\$ 366,051	\$ 362,857	\$ 355,056	\$ 361,321	\$ 362,857	\$ 367,000	\$ 355,056	\$ 382,000	4.1%
39 - Emergency Managemen	\$ 10,775	\$ 11,068	\$ 11,632	\$ 11,158	\$ 11,068	\$ 13,594	\$ 11,632	\$ 14,130	3.9%
40 - Public Works	\$ 2,068,165	\$ 2,099,299	\$ 2,444,421	\$ 2,203,962	\$ 2,099,299	\$ 2,475,356	\$ 2,444,421	\$ 2,709,266	9.4%
50 - Recreation	\$ 461,895	\$ 513,121	\$ 548,704	\$ 507,907	\$ 513,121	\$ 566,616	\$ 548,704	\$ 656,465	15.9%
51 - Parks	\$ 169,695	\$ 153,689	\$ 171,576	\$ 164,987	\$ 153,689	\$ 181,930	\$ 171,576	\$ 198,997	9.4%
60 - Airport	\$ 47,894	\$ 61,133	\$ 85,754	\$ 64,927	\$ 61,133	\$ 100,135	\$ 85,754	\$ 99,962	-0.2%
61 - Trailer Park	\$ 14,078	\$ 20,170	\$ 12,650	\$ 15,633	\$ 20,170	\$ 12,650	\$ 12,650	\$ 13,455	6.4%
65 - Cemeteries	\$ 7,100	\$ 6,729	\$ 6,726	\$ 6,852	\$ 6,729	\$ 6,850	\$ 6,726	\$ 6,850	0.0%
70 - Insurance & Retirement	\$ 83,990	\$ 96,615	\$ 82,045	\$ 87,550	\$ 96,615	\$ 91,376	\$ 82,045	\$ 90,452	-1.0%
75 - Contributions	\$ 4,600	\$ 4,600	\$ 7,648	\$ 5,616	\$ 4,600	\$ 7,648	\$ 7,648	\$ 7,648	0.0%
80 - Unclassified	\$ 38,535	\$ 27,725	\$ 25,912	\$ 30,724	\$ 27,725	\$ 31,275	\$ 25,912	\$ 31,775	1.6%
<b>General Fund Totals</b>	<b>\$ 8,713,117</b>	<b>\$ 8,887,324</b>	<b>\$ 9,448,113</b>	<b>\$ 9,016,185</b>	<b>\$ 8,887,324</b>	<b>\$ 9,899,487</b>	<b>\$ 9,448,113</b>	<b>\$ 10,459,376</b>	<b>5.7%</b>
11 - Economic Development	\$ 302,421	\$ 260,586	\$ 231,934	\$ 264,980	\$ 260,586	\$ 308,853	\$ 231,934	\$ 308,037	-0.3%
24 - Housing	\$ 101,143	\$ 106,114	\$ 107,880	\$ 105,046	\$ 106,114	\$ 125,499	\$ 107,880	\$ 142,294	13.4%
52 - Snow Trail Maintenance	\$ 56,782	\$ 45,387	\$ 61,749	\$ 54,639	\$ 45,387	\$ 62,038	\$ 61,749	\$ 70,411	13.5%
96 Section 8 FSS	\$ 51,951	\$ 51,582	\$ 63,191	\$ 55,575	\$ 51,582	\$ 52,419	\$ 63,191	\$ 64,732	23.5%
<b>Enterprise Fund Totals</b>	<b>\$ 512,297</b>	<b>\$ 463,670</b>	<b>\$ 464,754</b>	<b>\$ 480,240</b>	<b>\$ 463,669</b>	<b>\$ 548,809</b>	<b>\$ 464,754</b>	<b>\$ 585,474</b>	<b>6.7%</b>
<b>TOTAL EXPENSE BUDGET</b>	<b>\$ 9,225,414</b>	<b>\$ 9,350,994</b>	<b>\$ 9,912,867</b>	<b>\$ 9,496,425</b>	<b>\$ 9,350,993</b>	<b>\$ 10,448,296</b>	<b>\$ 9,912,867</b>	<b>\$ 11,044,850</b>	<b>5.7%</b>

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>10 General Government</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 374,592	\$ 380,805	\$ 381,494	\$ 378,964	\$ 380,805	\$399,027.56	\$381,494	\$440,184	10.3%	Number from Finance	
<b>002 City Council Salaries</b>											
01 Council Salaries	\$ 11,728	\$ 12,650	\$ 12,510	\$ 12,296	\$ 12,650	\$ 12,500	\$12,510	\$12,500	0.0%		
<b>003 Office Supplies</b>											
01 Postage	\$ 6,509	\$ 12,658	\$ 4,668	\$ 7,945	\$ 12,658	\$ 8,000	\$4,668	\$7,000	-12.5%		
02 Advertising	\$ 3,587	\$ 4,040	\$ 4,649	\$ 4,092	\$ 4,040	\$ 4,000	\$4,649	\$5,000	25.0%		
03 Copier Rental	\$ 6,915	\$ 6,883	\$ 6,466	\$ 6,755	\$ 6,883	\$ 6,900	\$6,466	\$6,900	0.0%		
05 Printer Ink	\$ 1,825	\$ 2,038	\$ 2,653	\$ 2,172	\$ 2,038	\$ 2,000	\$2,653	\$2,700	35.0%		
07 Paper	\$ 1,056	\$ 1,557	\$ 1,646	\$ 1,420	\$ 1,557	\$ 1,500	\$1,646	\$1,500	0.0%		
08 Office Supplies	\$ 7,844	\$ 8,696	\$ 8,649	\$ 8,396	\$ 8,696	\$ 8,700	\$8,649	\$8,700	0.0%		
10 Annual Report	\$ 1,137	\$ 1,095	\$ 890	\$ 1,041	\$ 1,095	\$ 1,100	\$890	\$1,100	0.0%		
<b>005 General Govt. Legal Fees</b>											
04 Legal Fees	\$ 26,996	\$ 20,873	\$ 6,968	\$ 18,279	\$ 20,873	\$ 25,000	\$6,968	\$20,000	-20.0%		
<b>007 Audit</b>											
01 Audit	\$ 17,500	\$ 19,500	\$ 17,500	\$ 18,167	\$ 19,500	\$ 17,500	\$17,500	\$28,500	62.9%	Went out to bid last year	
<b>008 Computer Maintenance</b>											
01 Computer Maintenance	\$ 49,729	\$ 51,484	\$ 54,635	\$ 51,950	\$ 51,484	\$ 50,000	\$54,635	\$55,000	10.0%	Trio, Oakleaf, Zoom	
02 Hosted Services	\$ 9,100	\$ 9,328	\$ 10,836	\$ 9,754	\$ 9,328	\$ 9,500	\$10,836	\$11,000	15.8%	Wordpress, GoDaddy, Microsoft	
04 Computer Upgrades			\$ 18,750	\$ 18,750		\$ 15,000	\$18,750	\$5,000	-66.7%		
<b>009 Professional Dues</b>											
01 Subscriptions								\$405	NEW	Finance Department Request	
04 Professional Dues	\$ 9,095	\$ 8,154	\$ 7,896	\$ 8,381	\$ 8,154	\$ 9,100	\$7,896	\$9,000	-1.1%		
<b>010 Travel Expenses</b>											
01 Mileage	\$ 431	\$ 884	\$ 763	\$ 693	\$ 884	\$ 1,000	\$763	\$3,200	220.0%	Manager, Finance & Clerk	
02 Meals & Lodging	\$ 206	\$ 1,320	\$ 2,468	\$ 1,331	\$ 1,320	\$ 1,500	\$2,468	\$7,000	366.7%	Manager, Finance & Clerk	
04 Conference Fees	\$ 90	\$ 835	\$ 340	\$ 422	\$ 835	\$ -	\$340	\$5,000	NEW	Manager, Finance & Clerk	
05 Training Expenses											
<b>011 Training &amp; Education</b>											
02 Training & Education	\$ 759	\$ 1,015	\$ 2,077	\$ 1,283	\$ 1,015	\$ 1,800	\$2,077	\$2,200	22.2%	Manager, Finance & Clerk	
<b>012 Elections</b>											
01 Elections	\$ 16,342	\$ 6,722	\$ 7,797	\$ 10,287	\$ 6,722	\$ 9,000	\$7,797	\$10,000	11.1%	Replacing voting booths 1/yr	
02 Contracted Expenses	\$ -	\$ -	\$ 508	\$ 169	\$ -	\$ 1,000	\$508	\$1,000	0.0%	Includes mobile equipment insurance	
<b>014 New Equipment</b>											
01 New Equipment	\$ 1,256	\$ 2,350	\$ 1,399	\$ 1,668	\$ 2,350	\$ 1,200	\$1,399	\$1,200	0.0%		
<b>015 Telephone</b>											
01 Cell Phone	\$ 308	\$ 197	\$ 345	\$ 283	\$ 197	\$ 300	\$345	\$480	60.0%		
04 Telephone	\$ 4,893	\$ 4,800	\$ 4,785	\$ 4,826	\$ 4,800	\$ 5,000	\$4,785	\$5,000	0.0%		
<b>017 Communications</b>											
01 Web Site											
03 Internet	\$ 1,259	\$ 1,259	\$ 1,259	\$ 1,259	\$ 1,259	\$ 1,300	\$1,259	\$1,300	0.0%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>10 General Government (continued)</b>										
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 141,815	\$ 141,557	\$ 138,398	\$ 140,590	\$ 141,557	\$ 138,177	\$138,398	\$ 144,037	4.2%	Number from Finance
<b>019 Miscellaneous Expenses</b>										
01 Misc Expenses	\$ 374	\$ 8,600	\$ 5,322	\$ 4,765	\$ 8,600	\$ 8,000	\$5,322	\$ 8,000	0.0%	
<b>020 Computers &amp; Typewriters</b>										
01-Computers & Typewriters										
<b>021 Appropriation Allowance</b>										
01-Appropriation Allowance										
<b>034 Worker's Compensation</b>										
01 Worker's Compensation	\$ 4,203	\$ 5,963	\$ 5,297	\$ 5,154	\$ 5,963	\$ 4,800	\$5,297	\$ 1,986	-58.6%	Number from Finance
<b>036 Vehicle Insurance</b>										
01 - Vehicle Insurance	\$ 1,581	\$ 1,614	\$ 1,583	\$ 1,592	\$ 1,614	\$ 1,650	\$1,583	\$ 1,574	-4.6%	Number from finance
<b>038 Social Security</b>										
01 Social Security	\$ 28,478	\$ 27,660	\$ 29,044	\$ 28,394	\$ 27,660	\$ 30,526	\$29,044	\$ 33,674	10.3%	Number from finance (% to GA & ED subtracted out)
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ 11,127	\$ 9,214	\$ 8,536	\$ 9,626	\$ 9,214	\$ 12,086	\$8,536	\$ 15,508	28.3%	Number from finance (% to GA & ED subtracted out)
<b>073 Vehicle Repairs</b>										
01 Vehicle repairs	\$ 344	\$ 356	\$ 551	\$ 417	\$ 356	\$ 2,400	\$551	\$ 1,200	-50.0%	
<b>074 Vehicle Tires</b>										
01 Tires	\$ 192	\$ 669	\$ 80	\$ 314	\$ 669	\$ 1,000	\$80	\$ 1,000	0.0%	
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 318	\$ 456	\$ 765	\$ 513	\$ 456	\$ 1,000	\$765	\$ 1,000	0.0%	
<b>Totals</b>	\$ 741,587	\$ 755,232	\$ 751,526	\$ 749,448	\$ 755,232	\$ 791,567	\$751,526	\$ 858,848	8.5%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>12 Nylander Museum</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 6,500	\$ 1,240	\$ 7,493	\$ 5,078	\$ 1,240	\$ 29,016	\$ 7,493	\$ 29,000	-0.1%	This would include another PT person	
<b>003 Office Supplies</b>											
01 Postage											
03 Copier Rental											
05 Printer Ink											
07 Paper											
08 Office Supplies	\$ 409	\$ 697	\$ 480	\$ 528	\$ 697	\$ 1,000	\$ 480	\$ 1,000	0.0%		
<b>015 Telephone</b>											
04 Telephone	\$ 934	\$ 1,012	\$ 1,099	\$ 1,015	\$ 1,012	\$ 1,000	\$ 1,099	\$ 1,000	0.0%		
<b>017 Communications</b>											
01 Website											
03 Internet	\$ 1,020	\$ 1,060	\$ 990	\$ 1,023	\$ 1,060	\$ 1,100	\$ 990	\$ 1,100	0.0%		
<b>018 Health Insurance</b>											
01 Health Insurance	\$ -										
<b>019 Miscellaneous Expenses</b>											
01 Misc Expenses											
<b>026 Heating Fuel</b>											
03 Heating Fuel	\$ 2,947	\$ 2,181	\$ 4,450	\$ 3,193	\$ 2,181	\$ 3,763	\$ 4,450	\$ 5,000	32.9%		
<b>027 Electricity</b>											
11 Electricity	\$ 729	\$ 887	\$ 552	\$ 722	\$ 887	\$ 1,385	\$ 552	\$ 1,200	-13.4%		
<b>028 Water</b>											
05 Water	\$ 1,172	\$ 1,179	\$ 1,382	\$ 1,244	\$ 1,179	\$ 1,400	\$ 1,382	\$ 1,450	3.6%	Per CUD, water rate increase 6.17%	
<b>029 Sewer</b>											
01 Sewer	\$ 250	\$ 251	\$ 354	\$ 285	\$ 251	\$ 500	\$ 354	\$ 400	-20.0%	Per CUD, sewer rate increase 2.00%	
<b>030 Building Supplies</b>											
01 Building Supplies	\$ 40	\$ -	\$ 348	\$ 129	\$ -	\$ 1,000	\$ 348	\$ 1,000	0.0%		
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 1,064	\$ 1,820	\$ 680	\$ 1,188	\$ 1,820	\$ 2,000	\$ 680	\$ 2,000	0.0%		
04 Sprinkler Inspections			\$ 270	\$ 270		\$ 360	\$ 270	\$ 360	0.0%		
<b>032 Property Insurance</b>											
01 Property Insurance	\$ 1,012	\$ 448	\$ 319	\$ 593	\$ 448	\$ 500	\$ 319	\$ 235	-53.0%	Number From Finance	
<b>034 Workers Comp</b>											
01 Workers Comp								\$ 9	NEW	Number From Finance	
<b>038 Social Security</b>											
01 Social Security	\$ -	\$ -	\$ 570	\$ 190		\$ 2,449	\$ 570	\$ 2,449	0.0%	Number From Finance	
<b>068 Janitorial Services</b>											
01 Property Maintenance	\$ -	\$ -				\$ 2,700	\$ -	\$ 2,700	0.0%		
<b>394 Community Projects</b>											
01 Project Expense	\$ -	\$ -				\$ 5,000	\$ -	\$ 5,000	0.0%		
<b>Total</b>	\$ 16,078	\$ 10,775	\$ 18,988	\$ 15,280	\$ 10,775	\$ 53,173	\$ 18,988	\$ 53,903	1.4%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>17 Health and Sanitation</b>											
<b>022 Health Officer</b>											
01 Health Officer	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	0.0%	
<b>023 Tri-Community Landfill</b>											
01 Tri-Community Landfill	\$ 250,303	\$ 252,756	\$ 259,590	\$ 254,216	\$ 252,756	\$ 257,040	\$ 259,590	\$ 265,800	\$ 265,800	3.4%	AWS supplied this number
<b>038 - Social Security</b>											
01 - Social Security	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38	\$ -	\$ 38	\$ 38	0.0%	
<b>Totals</b>	<b>\$ 250,803</b>	<b>\$ 253,256</b>	<b>\$ 260,090</b>	<b>\$ 254,716</b>	<b>\$ 253,256</b>	<b>\$ 257,578</b>	<b>\$ 260,090</b>	<b>\$ 266,338</b>	<b>\$ 266,338</b>	<b>3.4%</b>	
<b>18 Municipal Building</b>											
<b>024 Maintenance - Comm. Center</b>											
01 Maintenance - Comm. Center											
02 Water & Sewer	\$ 974	\$ 662	\$ 537	\$ 724	\$ 662	\$ 1,000	\$ 537	\$ 1,000	\$ 1,000	0.0%	
03 Janitorial											
04 Electric	\$ 1,704	\$ 2,483	\$ 2,559	\$ 2,249	\$ 2,483	\$ 3,104	\$ 2,559	\$ 3,100	\$ 3,100	-0.1%	
06 Lions Building											
<b>025 Heating Fuel - Lions Building</b>											
01 Heating Fuel Lions Building	\$ 3,323	\$ 3,332	\$ 7,592	\$ 4,749	\$ 3,332	\$ 4,598	\$ 7,592	\$ 7,600	\$ 7,600	65.3%	
<b>026 Heating Fuel</b>											
03 Heating Fuel	\$ 10,519	\$ 12,152	\$ 21,464	\$ 14,712	\$ 12,152	\$ 16,770	\$ 21,464	\$ 21,500	\$ 21,500	28.2%	
<b>027 Electricity</b>											
11 Electricity	\$ 14,088	\$ 13,594	\$ 15,623	\$ 14,435	\$ 13,594	\$ 16,992	\$ 15,623	\$ 16,000	\$ 16,000	-5.8%	
<b>028 Water</b>											
05 Water	\$ 749	\$ 797	\$ 820	\$ 788	\$ 797	\$ 829	\$ 820	\$ 875	\$ 875	5.6%	Per CUD, water rate increase 6.17%
<b>029 Sewer</b>											
01 Sewer	\$ 576	\$ 585	\$ 492	\$ 551	\$ 585	\$ 596	\$ 492	\$ 500	\$ 500	-16.2%	Per CUD, sewer rate increase 2.00%
<b>030 Building Supplies</b>											
01 Building Supplies	\$ 2,733	\$ 4,353	\$ 2,822	\$ 3,303	\$ 4,353	\$ 4,400	\$ 2,822	\$ 4,000	\$ 4,000	-9.1%	
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 6,585	\$ 7,936	\$ 8,920	\$ 7,814	\$ 7,936	\$ 10,000	\$ 8,920	\$ 10,000	\$ 10,000	0.0%	
03 Boiler Maintenance	\$ 667	\$ 872	\$ 748	\$ 762	\$ 872	\$ 1,000	\$ 748	\$ 1,000	\$ 1,000	0.0%	
<b>032 Property Insurance</b>											
01 Property Insurance	\$ 942	\$ 1,051	\$ 1,134	\$ 1,042	\$ 1,051	\$ 1,100	\$ 1,134	\$ 1,217	\$ 1,217	10.7%	Number From Finance
<b>033 Building Insurance-Comm. Ctr.</b>											
01 Building Ins. - Comm. Ctr.											
<b>271 Contracted Services</b>											
01 Janitorial & Supplies	\$ 10,140	\$ 10,140	\$ 10,415	\$ 10,232	\$ 10,140	\$ 14,400	\$ 10,415	\$ 14,400	\$ 14,400	0.0%	New Contract in 2022
<b>Totals</b>	<b>\$ 52,998</b>	<b>\$ 57,959</b>	<b>\$ 73,126</b>	<b>\$ 61,361</b>	<b>\$ 57,959</b>	<b>\$ 74,790</b>	<b>\$ 73,126</b>	<b>\$ 81,192</b>	<b>\$ 81,192</b>	<b>8.6%</b>	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>20 General Assistance</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 17,137	\$ 13,386	\$ 11,045	\$ 13,856	\$ 13,386	\$ 11,529	\$ 11,045	\$ 13,050	13.2%	Clerk 30% of Salary (number from finance)
<b>003 Office Supplies</b>										
01 Postage	\$ 76	\$ 149	\$ 14	\$ 80	\$ 149	\$ 125	\$ 14	\$ 125	0.0%	
05 Printer Ink										
08 Office Supplies	\$ -	\$ -	\$ 32	\$ 11	\$ -	\$ 50	\$ 32	\$ 50	0.0%	
<b>010 Travel Exp</b>										
04 Conf Fee	\$ 192	\$ -	\$ -	\$ 64	\$ -	\$ 200	\$ -	\$ 200	0.0%	
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ 181	\$ 90	\$ 130	\$ 134	\$ 90	\$ 300	\$ 130	\$ 300	0.0%	
<b>014 New Equipment</b>										
01 New Equipment										
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 6,237	\$ 6,850	\$ 5,173	\$ 6,087	\$ 6,850	\$ 6,064	\$ 5,173	\$ 6,369	5.0%	Number From Finance
<b>019 Miscellaneous Expenses</b>										
01 Misc. Expenses	\$ 45	\$ 71	\$ 98	\$ 71	\$ 71	\$ 100	\$ 98	\$ 100	0.0%	
<b>034 Workers Comp</b>										
01 Workers Comp								\$ 18	NEW	Number From finance
<b>038 Social Security</b>										
01 Social Security	\$ 1,156	\$ 916	\$ 767	\$ 947	\$ 916	\$ 882	\$ 767	\$ 998	13.2%	Clerk 30% of Number from Finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ 360	\$ -	\$ -	\$ 120	\$ -	\$ 121	\$ -	\$ 137	13.2%	Clerk 30% of Number from Finance
<b>051 Equipment Maintenance</b>										
05 Equipment Maintenance	\$ 1,200	\$ 1,100	\$ 1,200	\$ 1,167	\$ 1,100	\$ 1,200	\$ 1,200	\$ 1,200	0.0%	
<b>053 G.A. - City</b>										
01 G. A. City	\$ 20,976	\$ 7,967	\$ 8,340	\$ 12,428	\$ 7,967	\$ 20,000	\$ 8,340	\$ 20,000	0.0%	
02 - G.A. State	\$ 1,175	\$ -	\$ -	\$ 392	\$ -	\$ 500	\$ -	\$ 500	0.0%	
03 - GA - Nonreimbursible										
<b>Totals</b>	\$ 48,735	\$ 30,530	\$ 26,800	\$ 35,355	\$ 30,530	\$ 41,071	\$ 26,800	\$ 43,047	4.8%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>22 Tax Assessing</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 188,581	\$ 161,269	\$ 108,662	\$ 152,838	\$ 161,269	\$ 162,654	\$ 108,662	\$ 129,275	-20.5%	Number From finance
02 Overtime Pay	\$ 1,282	\$ 1,376	\$ 2,106	\$ 1,588	\$ 1,376	\$ 1,500	\$ 2,106	\$ 1,500	0.0%	(Plus Plumbing Inspector as needed)
07 Salaries-Bd of Assessors	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	0.0%	
<b>003 Office Supplies</b>										
01 Postage										
05 Printer Ink	\$ -	\$ -			\$ -					
08 Office Supplies	\$ 305	\$ 132	\$ 73	\$ 170	\$ 132	\$ 300	\$ 73	\$ 300	0.0%	
<b>006 Legal Fees</b>										
01 Legal Fees										
<b>009 Professional Dues</b>										
01 Subscriptions	\$ 656	\$ 24	\$ 16	\$ 232	\$ 24	\$ 650	\$ 16	\$ 100	-84.6%	Core Logic / Marshall Valuation
02 IAAO	\$ 460	\$ 480	\$ 495	\$ 478	\$ 480	\$ 620	\$ 495	\$ 600	-3.2%	Additional certifications require additional dues
04 Professional Dues	\$ 582	\$ 210	\$ 213	\$ 335	\$ 210	\$ 400	\$ 213	\$ 400	0.0%	
<b>010 Travel Expenses</b>										
01 Mileage	\$ 1,195	\$ 578	\$ 1,246	\$ 1,006	\$ 578	\$ 1,000	\$ 1,246	\$ 1,750	75.0%	Building Inspections & travel to training
02 Meal & Lodge	\$ 551	\$ 56	\$ 1,333	\$ 647	\$ 56	\$ 1,000	\$ 1,333	\$ 2,500	150.0%	Maine Revenue Services Property Tax School X 2
04 CONF FEE	\$ -	\$ 344	\$ -	\$ 115	\$ 344	\$ 500	\$ -	\$ 500	0.0%	
05 Travel Expenses										
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ 2,926	\$ 1,207	\$ 872	\$ 1,668	\$ 1,207	\$ 1,500	\$ 872	\$ 1,000	-33.3%	Other continuing education for Tax Assessment, Code Enforcement & Building Codes
<b>013 Car Allowance</b>										
01 Car Allowance										
<b>015 Telephone</b>										
01 Cell Phone	\$ 594	\$ 450	\$ 705	\$ 583	\$ 450	\$ 700	\$ 705	\$ 725	3.6%	Mobile phone was upgraded to smart phone
04 Telephone	\$ 429	\$ 452	\$ 450	\$ 444	\$ 452	\$ 475	\$ 450	\$ 475	0.0%	
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 39,535	\$ 35,487	\$ 14,801	\$ 29,941	\$ 35,487	\$ 14,970	\$ 14,801	\$ 15,767	5.3%	Number From finance
<b>019 Miscellaneous Expenses</b>										
01 Misc. Expense										
<b>034 Workers Comp</b>										
01 Workers Comp	\$ 644	\$ 361	\$ 355	\$ 453	\$ 361	\$ 640	\$ 355	\$ 590	-7.8%	Number From Finance
<b>038 Social Security</b>										
01 Social Security	\$ 14,025	\$ 12,134	\$ 8,873	\$ 11,678	\$ 12,134	\$ 9,300	\$ 8,873	\$ 9,431	1.4%	Number From finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ 2,636	\$ 3,545	\$ 1,400	\$ 2,527	\$ 3,545	\$ 2,100	\$ 1,400	\$ 2,319	10.4%	Number From finance
<b>051 Equipment Maint</b>										
01 Software	\$ 770	\$ 840	\$ 840	\$ 817	\$ 840	\$ 850	\$ 840	\$ 840	-1.2%	



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>22 Tax Assessing (continued)</b>										
<b>056 Contracted Services</b>										
01 Registry	\$ 190	\$ 277	\$ -	\$ 156	\$ 277	\$ 300	\$ -	\$ 100	-66.7%	
04 Contracted Services	\$ 3,096	\$ 4,131	\$ 52,655	\$ 19,961	\$ 4,131	\$ 4,500	\$ 52,655	\$ 55,000	1122.2%	Contract Assessor paid from here (not salary)
01 Assessment Reserve										
## Comp Plan								\$ 17,000	NEW	1/2 Cost for NMDC + costs for public outreach
<b>058 Codes Maintenance</b>										
01 Codes Maintenance	\$ 255	\$ 105	\$ -	\$ 120	\$ 105	\$ 300	\$ -	\$ 300	0.0%	
<b>070 Clothing Allowance</b>										
03 Clothing	\$ 269	\$ 44	\$ 268	\$ 194	\$ 44	\$ 300	\$ 268	\$ 300	0.0%	
<b>073 Vehicle Repairs</b>										
01 Vehicle repairs	\$ 909	\$ 1,088	\$ 756	\$ 918	\$ 1,088	\$ 1,500	\$ 756	\$ 1,000	-33.3%	
<b>074 Vehicle Tires</b>										
01 Tires	\$ 508	\$ 134	\$ 80	\$ 241	\$ 134	\$ 600	\$ 80	\$ 600	0.0%	
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 587	\$ 730	\$ 1,038	\$ 785	\$ 730	\$ 1,000	\$ 1,038	\$ 1,000	0.0%	
<b>Totals</b>	\$ 262,484	\$ 226,954	\$ 198,737	\$ 229,392	\$ 226,954	\$ 209,159	\$ 198,737	\$ 244,871	17.1%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>25 Library</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 125,381	\$ 127,084	\$ 127,289.00	\$ 126,585	\$ 127,084	\$ 133,594	\$ 127,289	\$ 144,061	7.8%	Number From finance
02 Overtime										
<b>003 Office Supplies</b>										
01 Postage	\$ 251	\$ 337	\$ 258.90	\$ 282	\$ 337	\$ 350	\$ 259	\$ 350	0.0%	
02 Advertising	\$ 26	\$ 72	\$ 81.50	\$ 60	\$ 72	\$ 100	\$ 82	\$ 100	0.0%	
03 Copier Rental	\$ 1,654	\$ 1,544	\$ 1,609.63	\$ 1,603	\$ 1,544	\$ 2,000	\$ 1,610	\$ 2,000	0.0%	
05 Printer Ink										
07 Paper	\$ 77	\$ 61	\$ 171.66	\$ 103	\$ 61	\$ 200	\$ 172	\$ 200	0.0%	
08 Office Supplies	\$ 459	\$ 1,082	\$ 1,376.18	\$ 972	\$ 1,082	\$ 1,400	\$ 1,376	\$ 1,400	0.0%	
11 Equip Rental										
<b>005 Gen Gov't Leg</b>										
01 CCC&I										
<b>008 Computer Maintenance</b>										
01 Computer Maintenance	\$ 3,096	\$ 4,517	\$ 1,998.98	\$ 3,204	\$ 4,517	\$ 7,600	\$ 1,999	\$ 5,600	-26.3%	Line decreased by \$2,000 amount split between two lines
<b>009 Professional Dues</b>										
01 Subscriptions	\$ 119	\$ 179	\$ 179.00	\$ 159	\$ 179	\$ 179	\$ 179	\$ 379	111.7%	Increase \$200
04 PROF DUES	\$ 200	\$ 200	\$ 289.00	\$ 230	\$ 200	\$ 200	\$ 289	\$ 400	100.0%	Increase \$200
<b>010 Travel Expenses</b>										
01 Mileage										
02 Meals & Lodging										
05 Travel Expenses	\$ -	\$ -	\$ 56.82	\$ 19	\$ -	\$ 500	\$ 57	\$ 1,000	100.0%	ALA Conference Expenses/Travel - Increase of \$500
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ -	\$ 95	\$ 435.00	\$ 177	\$ 95	\$ 500	\$ 435	\$ 500	0.0%	
<b>014 New Equipment</b>										
01 New Equipment	\$ -	\$ 372	\$ 1,191.96	\$ 521	\$ 372	\$ 1,200	\$ 1,192	\$ 1,200	0.0%	
<b>015 Telephone</b>										
04 Telephone	\$ 1,834	\$ 1,975	\$ 1,968.00	\$ 1,926	\$ 1,975	\$ 2,000	\$ 1,968	\$ 2,000	0.0%	
<b>016-02 Misc Income</b>										
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 11,392	\$ 11,484	\$ 12,117.48	\$ 11,664	\$ 11,484	\$ 12,118	\$ 12,117	\$ 12,740	5.1%	Number From finance
<b>019 Miscellaneous Expenses</b>										
01 Misc. Expenses	\$ -	\$ -	\$ 182.96	\$ 91	\$ -	\$ 200	\$ 183	\$ 200	0.0%	
<b>026 Heating Fuel</b>										
03 Heating Fuel	\$ 9,565	\$ 11,771	\$ 19,629.19	\$ 13,655	\$ 11,771	\$ 16,244	\$ 19,629	\$ 16,244	0.0%	
<b>027 Electricity</b>										
11 Electricity	\$ 3,758	\$ 4,679	\$ 5,460.26	\$ 4,632	\$ 4,679	\$ 5,849	\$ 5,460	\$ 5,849	0.0%	
<b>028 Water</b>										
05 Water	\$ 254	\$ 251	\$ 282.72	\$ 262	\$ 251	\$ 300	\$ 283	\$ 318	6.0%	Water: Per CUD, increase of 6.17% in effect Nov 1, 2022

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	Unaudited Year End	2023	% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget		Department Request		
<b>25 Library (continued)</b>										
<b>029 Sewer</b>										
01 Sewer	\$ 252	\$ 251	\$ 275.20	\$ 259	\$ 251	\$ 275	\$ 275	\$ 281	2.2%	Sewer: Per CUD, increase of 2.00% in effect Oct 1, 2022
<b>031 Building Maintenance</b>										
01 Building Maintenance	\$ 5,691	\$ 3,652	\$ 3,949.79	\$ 4,431	\$ 3,652	\$ 4,000	\$ 3,950	\$ 4,000	0.0%	
<b>032 Property Insurance</b>										
01 Property Insurance	\$ 1,660	\$ 1,769	\$ 1,837.49	\$ 1,756	\$ 1,769	\$ 1,800	\$ 1,837	\$ 1,909	6.1%	Number from finance
<b>034 Worker's Compensation</b>										
01 Worker's Compensation	\$ 386	\$ 338	\$ 339.48	\$ 354	\$ 338	\$ 340	\$ 339	\$ 501	47.2%	Number from finance
<b>038 Social Security</b>										
01 Social Security	\$ 9,255	\$ 9,419	\$ 9,490.97	\$ 9,389	\$ 9,419	\$ 10,220	\$ 9,491	\$ 11,021	7.8%	Number from finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 0		Number from finance
<b>055 Books &amp; Periodicals</b>										
01 Mars and Swift	\$ (0)									
03 Books & Periodicals	\$ 15,971	\$ 15,768	\$ 13,578.71	\$ 15,106	\$ 15,768	\$ 17,000	\$ 13,579	\$ 17,000	0.0%	Cloud Library subscription increase
<b>075 Gas/Oil/Filter</b>										
01 Gas/Oil/Filter	\$ -	\$ -	\$ 462.96	\$ 154		\$ -	\$ 463	\$ 500	100.0%	
<b>271 Contracted Services</b>										
01 Janitorial & Supplies	\$ 9,078	\$ 9,800	\$ 11,610.16	\$ 10,163	\$ 9,800	\$ 12,000	\$ 11,610	\$ 15,400	28.3%	
<b>406 Programming</b>										
01 Library Programs	\$ 591	\$ 434	\$ 856.36	\$ 627	\$ 434	\$ 1,000	\$ 856	\$ 1,200	20.0%	Increase of \$200
02 Archives	\$ 279	\$ 566	\$ 207.85	\$ 351	\$ 566	\$ 500	\$ 208	\$ 500	0.0%	
<b>Totals</b>	\$ 201,230	\$ 207,700	\$ 217,187	\$ 208,705	\$ 207,700	\$ 231,669	\$ 217,187	\$ 246,852	6.6%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>31 Fire and Ambulance</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 846,236	\$ 866,319	\$ 929,654	\$ 880,736	\$ 866,319	\$ 959,851	\$ 929,654	\$ 1,016,948	5.9%		Number from finance
02 Overtime	\$ 298,616	\$ 343,920	\$ 331,183	\$ 324,573	\$ 343,920	\$ 371,000	\$ 331,183	\$ 351,000	-5.4%		Number from finance
05 Stand By Pay	\$ 45,816	\$ 55,256	\$ 33,004	\$ 44,692	\$ 55,256	\$ 56,000	\$ 33,004	\$ 45,000	-19.6%		Number from finance
07 Amb. Billing Salaries	\$ 72,780	\$ 64,783	\$ 51,411	\$ 62,992	\$ 64,783	\$ 50,651	\$ 51,411	\$ 27,912	-44.9%		Number from finance
08 Special Transports											Ambulance Biller retiring in 2023
<b>003 Office Supplies</b>											
01 Postage	\$ 55	\$ 9	\$ 77	\$ 47	\$ 9	\$ 100	\$ 77	\$ 150	50.0%		
02 Advertising	\$ 136			\$ 136							
03 Copier Rent	\$ 848	\$ 904	\$ 897	\$ 883	\$ 904	\$ 960	\$ 897	\$ 936	-2.5%		
04 Equipment Repair											
05 Printer Ink	\$ 92	\$ 99	\$ -	\$ 64	\$ 99	\$ 200	\$ -	\$ 200	0.0%		
07 Paper	\$ -			\$ -							
08 Office Supplies	\$ 1,082	\$ 799	\$ 710	\$ 864	\$ 799	\$ 1,500	\$ 710	\$ 1,500	0.0%		
09 Amb. Billing Supplies	\$ 6,573	\$ 7,597	\$ 3,404	\$ 5,858	\$ 7,597	\$ 4,500	\$ 3,404				Contract for Ambulance Billing
13 Houlton Supplies	\$ 1,311			\$ 1,311							
14 Calais Supplies	\$ 1,997	\$ 2,481	\$ 2,476	\$ 2,318	\$ 2,481	\$ 1,800	\$ 2,476				Ambulance Biller retiring in 2023
15 Van Buren Supplies	\$ 16			\$ 16							
16 Island Falls Supplies	\$ 1,295	\$ 1,638	\$ 1,776	\$ 1,570	\$ 1,638	\$ 1,000	\$ 1,776				Ambulance Biller retiring in 2023
17 Patten Supplies	\$ 1,543	\$ 1,868	\$ 1,877	\$ 1,763	\$ 1,868	\$ 1,300	\$ 1,877				Ambulance Biller retiring in 2023
<b>005 Legal Fees</b>											
04 Legal Fees											
<b>009 Professional Dues</b>											
01 Subscriptions											
04 Professional Dues	\$ 2,960	\$ 1,375	\$ 1,960	\$ 2,098	\$ 1,375	\$ 3,000	\$ 1,960	\$ 3,000	0.0%		
<b>010 Travel Expenses</b>											
01 Mileage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ 500	66.7%		
02 Meals & Lodging											
05 Travel Expenses	\$ 1,580	\$ -	\$ -	\$ 527	\$ -	\$ 1,750	\$ -	\$ 2,000	14.3%		
<b>011 Training &amp; Education</b>											
02 Training & Education	\$ 3,813	\$ 4,057	\$ 2,295	\$ 3,388	\$ 4,057	\$ 8,000	\$ 2,295	\$ 10,000	25.0%		
<b>014 New Equipment</b>											
01 New Equipment	\$ 6,542	\$ 9,280	\$ 8,825	\$ 8,216	\$ 9,280	\$ 10,000	\$ 8,825	\$ 10,000	0.0%		
<b>015 Telephone</b>											
01 Cell Phone	\$ 4,635	\$ 4,341	\$ 6,531	\$ 5,169	\$ 4,341	\$ 4,500	\$ 6,531	\$ 5,000	11.1%		
04 Telephone	\$ 4,794	\$ 4,251	\$ 4,245	\$ 4,430	\$ 4,251	\$ 5,500	\$ 4,245	\$ 5,500	0.0%		
<b>016 Misc Income</b>											
01 Insurance Reports											
<b>017 Communications</b>											
01 Website											
03 Internet	\$ 1,067	\$ 1,067	\$ 1,067	\$ 1,067	\$ 1,067	\$ 1,100	\$ 1,067	\$ 1,100	0.0%		
<b>018 Health Insurance</b>											
01 Health Insurance	\$ 325,323	\$ 315,979	\$ 354,602	\$ 331,968	\$ 315,979	\$ 352,714	\$ 354,602	\$ 371,350	5.3%		
02 Ambulance Health Insurance	\$ 32,192	\$ 29,318	\$ 25,326	\$ 28,945	\$ 29,318	\$ 27,026	\$ 25,326	\$ 8,392	-68.9%		Number from finance

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>31 Fire and Ambulance (continued)</b>											
<b>019 Miscellaneous Exp.</b>											
01 Misc. Expense	\$ 998	\$ 844	\$ 628	\$ 823	\$ 844	\$ 1,000	\$ 628	\$ 1,000		0.0%	
<b>026 Heating Fuel</b>											
03 Heating Fuel	\$ 17,832	\$ 21,397	\$ 23,425	\$ 20,885	\$ 21,397	\$ 29,527	\$ 23,425	\$ 29,000		-1.8%	
<b>027 Electricity</b>											
11 Electricity	\$ 7,518	\$ 8,253	\$ 11,006	\$ 8,926	\$ 8,253	\$ 10,317	\$ 11,006	\$ 10,500		1.8%	
<b>028 Water</b>											
05 Water	\$ 803	\$ 917	\$ 1,056	\$ 925	\$ 917	\$ 1,100	\$ 1,056	\$ 1,200		9.1%	Per CUD, water rate increase 6.17%
<b>029 Sewer</b>											
01 Sewer	\$ 611	\$ 663	\$ 637	\$ 637	\$ 663	\$ 850	\$ 637	\$ 900		5.9%	Per CUD, sewer rate increase 2.00%
<b>030 Building Supplies</b>											
01 Building Supplies	\$ 4,537	\$ 4,078	\$ 4,892	\$ 4,502	\$ 4,078	\$ 4,800	\$ 4,892	\$ 5,200		8.3%	
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 20,000	\$ 17,280	\$ 13,865	\$ 17,048	\$ 17,280	\$ 20,000	\$ 13,865	\$ 20,000		0.0%	
<b>032 Property Insurance</b>											
01 Property Insurance	\$ 1,553	\$ 1,216	\$ 1,774	\$ 1,514	\$ 1,216	\$ 1,279	\$ 1,774	\$ 2,270		77.5%	Number from finance
<b>034 Workers Comp.</b>											
01 Workers Comp.	\$ 110,195	\$ 85,491	\$ 84,430	\$ 93,372	\$ 85,491	\$ 80,291	\$ 84,430	\$ 77,650		-3.3%	Number from finance
<b>035 Unemployment Comp</b>											
01 Unemployment Comp.	\$ 6,856	\$ 6,947	\$ 6,898	\$ 6,901	\$ 6,947	\$ 7,210	\$ 6,898	\$ 7,210		0.0%	Number from finance
<b>036 Vehicle Insurance</b>											
01 Vehicle Insurance	\$ 14,732	\$ 15,692	\$ 15,933	\$ 15,452	\$ 15,692	\$ 15,884	\$ 15,933	\$ 15,981		0.6%	Number from finance
<b>037 Liability Insurance</b>											
01 Liability Insurance	\$ 3,767	\$ 3,944	\$ 3,981	\$ 3,897	\$ 3,944	\$ 3,251	\$ 3,981	\$ 3,251		0.0%	Number from finance
<b>038 Social Security</b>											
01 Social Security	\$ 93,024	\$ 98,550	\$ 99,056	\$ 96,877	\$ 98,550	\$ 109,969	\$ 99,056	\$ 110,226		0.2%	Number from finance
<b>040 City &amp; State Retirement</b>											
01 City & State Retirement	\$ 72,111	\$ 79,047	\$ 129,119	\$ 93,426	\$ 79,047	\$ 163,167	\$ 129,119	\$ 187,379		14.8%	Number from finance
<b>046 Recognitions</b>											
01 Recognitions											
<b>051 Equipment Maint.</b>											
01 Software											
03 Maintenance Contracts	\$ 10,902	\$ 12,053	\$ 11,737	\$ 11,564	\$ 12,053	\$ 9,000	\$ 11,737	\$ 10,000		11.1%	
05 Equipment Main.	\$ 6,812	\$ 4,226	\$ 9,586	\$ 6,875	\$ 4,226	\$ 8,000	\$ 9,586	\$ 10,000		25.0%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>31 Fire and Ambulance (continued)</b>										
<b>067 Paid Call Firefighters</b>										
01 Paid Call Firefighters	\$ 26,000	\$ 35,175	\$ 25,609	\$ 28,928	\$ 35,175	\$ 26,000	\$ 25,609	\$ 31,000		19.2%
<b>068 Janitorial Services</b>										
01 Janitorial Services										
<b>069 Paid Call Insurance</b>										
01 Paid Call Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ 400		0.0%
<b>070 Clothing Allowance</b>										
01 Uniforms	\$ 7,721	\$ 8,000	\$ 8,290	\$ 8,004	\$ 8,000	\$ 8,000	\$ 8,290	\$ 8,200		2.5%
02 Turnout Gear	\$ 779	\$ 1,500	\$ 2,500	\$ 1,593	\$ 1,500	\$ 2,500	\$ 2,500	\$ 10,200		308.0%
03 Clothing										
04 Boots	\$ 414	\$ 500	\$ 1,000	\$ 638	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000		0.0%
06 Clothing Allowance										
<b>071 Radio Maintenance</b>										
01 Vehicle	\$ 912	\$ 1,193	\$ 705	\$ 937	\$ 1,193	\$ 3,500	\$ 705	\$ 3,500		0.0%
02 Building			\$ 21				\$ 21			
03 Radio Maintenance	\$ 1,334	\$ 2,102	\$ 3,355	\$ 2,264	\$ 2,102	\$ 5,000	\$ 3,355	\$ 5,000		0.0%
<b>072 Ladder Testing</b>										
01 Ladder Testing	\$ 3,975	\$ -	\$ 850	\$ 1,608	\$ -	\$ 4,000	\$ 850	\$ 4,000		0.0%
<b>073 Vehicle Repair</b>										
01 Vehicle Repair	\$ 19,620	\$ 14,986	\$ 13,479	\$ 16,028	\$ 14,986	\$ 15,000	\$ 13,479	\$ 16,000		6.7%
<b>074 Tires</b>										
01 Tires	\$ 5,433	\$ 5,847	\$ 2,324	\$ 4,534	\$ 5,847	\$ 7,500	\$ 2,324	\$ 7,500		0.0%
02 Tire Replacement										
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 1,999	\$ 3,970	\$ 11,356	\$ 5,775	\$ 3,970	\$ 6,000	\$ 11,356	\$ 6,500		8.3%
<b>076 Diesel Fuel</b>										
01 Diesel Fuel	\$ 20,412	\$ 20,604	\$ 20,181	\$ 20,399	\$ 20,604	\$ 44,091	\$ 20,181	\$ 40,000		-9.3%
<b>077 Batteries</b>										
01 Vehicle										
02 Equipment	\$ -	\$ 613	\$ 823	\$ 479	\$ 613	\$ 1,000	\$ 823	\$ 1,000		0.0%
03 Batteries										
<b>078 Field Expenses</b>										
01 Field Expenses	\$ 311	\$ -	\$ 342	\$ 218	\$ -	\$ 1,000	\$ 342	\$ 1,000		0.0%
<b>079 Employee Physicals</b>										
01 Employee Physicals	\$ 168	\$ 142	\$ 20	\$ 110	\$ 142	\$ 1,200	\$ 20	\$ 1,200		0.0%
<b>080 Paid Call Volunteers</b>										
01 Paid Call Volunteers	\$ 932	\$ 4,165	\$ 14,348	\$ 6,482	\$ 4,165	\$ 3,000	\$ 14,348	\$ 9,000		200.0%
<b>082 Bad Debt Allowance</b>										
01 Bad Debt Allowance	\$ 108,453	\$ 126,524	\$ 117,918	\$ 117,631	\$ 126,524	\$ 100,000	\$ 117,918	\$ -		-100.0%
02 Collection Fee	\$ 1,664	\$ 2,045	\$ 1,237	\$ 1,648	\$ 2,045	\$ 2,000	\$ 1,237	\$ 2,000		0.0%

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>31 Fire and Ambulance (continued)</b>										
<b>083 Contractual Allowance</b>										
01 Contractual Allowance										
<b>085 Transport Meals</b>										
01 Transport Meals	\$ 5,506	\$ 3,411	\$ 3,852	\$ 4,256	\$ 3,411	\$ 7,000	\$ 3,852	\$ 7,000	0.0%	
<b>086 Air Transports</b>										
01 Air Transports										
<b>087 Medical Supplies</b>										
01 Ambulance Supplies	\$ 10,484	\$ 12,602	\$ 12,531	\$ 11,872	\$ 12,602	\$ 10,500	\$ 12,531	\$ 11,000	4.8%	
02 Oxygen	\$ 3,130	\$ 3,508	\$ 7,515	\$ 4,718	\$ 3,508	\$ 3,500	\$ 7,515	\$ 4,000	14.3%	
03 Medical Supplies	\$ 9,575	\$ 6,693	\$ 13,889	\$ 10,052	\$ 6,693	\$ 9,250	\$ 13,889	\$ 9,500	2.7%	
<b>292 EMS Licenses</b>										
01 EMS License	\$ 857	\$ 1,765	\$ 1,367	\$ 1,330	\$ 1,765	\$ 1,870	\$ 1,367	\$ 1,900	1.6%	
<b>056 Ambulance Billing</b>										
04 Comstar			\$ 22,550			\$ 31,000	\$ 22,550	\$ 49,200	58.7%	Full year of contract in 2023
<b>Totals</b>	\$ 2,263,231	\$ 2,331,284	\$ 2,465,406	\$ 2,353,307	\$ 2,331,284	\$ 2,622,708	\$ 2,465,406	\$ 2,582,354	-1.5%	



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>35 Police</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 889,306	\$ 922,801	\$ 951,857	\$ 921,322	\$ 922,801	\$ 942,888	\$ 951,857	\$ 970,098	2.9%	Number from finance
02 Overtime	\$ 68,354	\$ 72,898	\$ 62,454	\$ 67,902	\$ 72,898	\$ 72,500	\$ 62,454	\$ 70,000	-3.4%	Number from finance
04 Nursing										
06 Police Reserves Salary	\$ 37,746	\$ 41,154	\$ 27,338	\$ 35,412	\$ 41,154	\$ 50,000	\$ 27,338	\$ 45,000	-10.0%	Number from finance
<b>003 Office Supplies</b>										
01 Postage	\$ 622	\$ 315	\$ 313	\$ 417	\$ 315	\$ 600	\$ 313	\$ 600	0.0%	
02 Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ 250	0.0%	
03 Copier Rental	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	0.0%	
05 Printer Ink	\$ 974	\$ 789	\$ 676	\$ 813	\$ 789	\$ 800	\$ 676	\$ 800	0.0%	Ink cost has increased
07 Paper	\$ 483	\$ 287	\$ 208	\$ 326	\$ 287	\$ 500	\$ 208	\$ 500	0.0%	
08 Office Supplies	\$ 1,322	\$ 1,810	\$ 1,345	\$ 1,493	\$ 1,810	\$ 2,000	\$ 1,345	\$ 2,000	0.0%	Office supply costs have increased
<b>006 Legal Fees</b>										
01 Legal Fees										
<b>009 Professional Dues</b>										
01 Subscriptions	\$ 566	\$ 1,030	\$ 1,608	\$ 1,068	\$ 1,030	\$ 700	\$ 1,608	\$ 1,700	142.9%	Increase in mandated subscriptions
04 Professional Dues	\$ 485	\$ 625	\$ 720	\$ 610	\$ 625	\$ 900	\$ 720	\$ 1,000	11.1%	
<b>010 Travel Expenses</b>										
01 Mileage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ 300	0.0%	
02 Meals & Lodging	\$ 105	\$ 571	\$ 1,368	\$ 681	\$ 571	\$ 1,200	\$ 1,368	\$ 1,700	41.7%	Increase in cost of lodging
05 Travel Expenses	\$ 359	\$ -	\$ 103	\$ 154	\$ -	\$ 1,000	\$ 103	\$ 1,000	0.0%	
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ 15,468	\$ 34,421	\$ 23,504	\$ 24,464	\$ 34,421	\$ 33,000	\$ 23,504	\$ 33,000	0.0%	Likely send 2 to BLETP in 2023, need new firearms instructor
<b>013 Car Allowance</b>										
01 Car Allowance	\$ 2,648	\$ 3,039	\$ 3,229	\$ 2,972	\$ 3,039	\$ 3,600	\$ 3,229	\$ 3,600	0.0%	
<b>014 New Equipment</b>										
01 New Equipment	\$ 2,516	\$ 2,107	\$ 704	\$ 1,776	\$ 2,107	\$ 2,500	\$ 704	\$ 3,000	20.0%	2 new Officers in 2023 will need increased budget for equipment
<b>015 Telephone</b>										
01 Cell Phone	\$ 3,353	\$ 4,463	\$ 4,847	\$ 4,221	\$ 4,463	\$ 4,500	\$ 4,847	\$ 4,500	0.0%	
04 Telephone	\$ 3,091	\$ 3,178	\$ 3,146	\$ 3,138	\$ 3,178	\$ 3,500	\$ 3,146	\$ 3,500	0.0%	
<b>017 Communication Fees</b>										
01 Web Site										
03 Internet	\$ 2,311	\$ 2,643	\$ 2,547	\$ 2,500	\$ 2,643	\$ 4,900	\$ 2,547	\$ 4,900	0.0%	
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 297,411	\$ 270,750	\$ 277,896	\$ 282,019	\$ 270,750	\$ 291,309	\$ 277,896	\$ 302,938	4.0%	Number from finance
<b>019 Miscellaneous Expenses</b>										
01 Misc. Expense	\$ 729	\$ 845	\$ 787	\$ 787	\$ 845	\$ 1,500	\$ 787	\$ 1,500	0.0%	
<b>027 Electricity</b>										
11 Electricity										
13 Radio Tower	\$ 160	\$ 173	\$ 257	\$ 197	\$ 173	\$ 216	\$ 257	\$ 250	15.7%	Rate increase

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>35 Police (continued)</b>										
<b>028 Water</b>										
05 Water	\$ 564	\$ 468	\$ 516	\$ 516	\$ 468	\$ 600	\$ 516	\$ 600	0.0%	Per CUD, water rate increase 6.17%
<b>030 Building Supplies</b>										
01 Building Supplies	\$ 1,464	\$ 2,038	\$ 2,175	\$ 1,892	\$ 2,038	\$ 1,600	\$ 2,175	\$ 2,000	25.0%	Increase in cost of supplies
<b>031 Building Maintenance</b>										
01 Building Maintenance	\$ 3,000	\$ 4,763	\$ 2,905	\$ 3,556	\$ 4,763	\$ 4,500	\$ 2,905	\$ 4,500	0.0%	
<b>032 Property Insurance</b>										
01 Property Insurance	\$ 558	\$ 612	\$ 660	\$ 610	\$ 612	\$ 612	\$ 660	\$ 709	15.8%	Number from finance
<b>034 Worker's Compensation</b>										
01 Worker's Compensation	\$ 32,947	\$ 28,145	\$ 27,874	\$ 29,655	\$ 28,145	\$ 27,260	\$ 27,874	\$ 24,928	-8.6%	Number from finance
<b>036 Vehicle Insurance</b>										
01 Vehicle Insurance	\$ 8,036	\$ 7,955	\$ 7,875	\$ 7,955	\$ 7,955	\$ 7,784	\$ 7,875	\$ 7,965	2.3%	Number from finance
<b>037 Liability Insurance</b>										
01 Liability Insurance	\$ 10,096	\$ 10,363	\$ 10,416	\$ 10,292	\$ 10,363	\$ 10,320	\$ 10,416	\$ 10,513	1.9%	Number from finance
<b>038 Social Security</b>										
01 Social Security	\$ 73,423	\$ 78,127	\$ 77,356	\$ 76,302	\$ 78,127	\$ 81,502.15	\$ 77,356	\$ 83,009.96	1.9%	Number from finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ 47,130	\$ 57,725	\$ 64,730	\$ 56,528	\$ 57,725	\$ 64,567	\$ 64,730	\$ 121,101	87.6%	Number from finance (change in plans in union contract)
<b>044 Reimbursement</b>										
01 Reimbursement										
<b>051 Equipment Maintenance</b>										
05 Equipment Maintenance	\$ 545	\$ 535	\$ 166	\$ 415	\$ 535	\$ 1,000	\$ 166	\$ 1,500	50.0%	
<b>068 Janitorial Services</b>										
01 Janitorial Services	\$ 6,175	\$ 4,967	\$ 5,700	\$ 5,614	\$ 4,967	\$ 10,000	\$ 5,700	\$ 15,400	54.0%	
<b>070 Clothing Allowance</b>										
01 Uniforms	\$ 6,405	\$ 4,480	\$ 8,305	\$ 6,397	\$ 4,480	\$ 6,400	\$ 8,305	\$ 8,000	25.0%	Increased costs of uniforms
<b>071 Radio Maintenance</b>										
01 Vehicle	\$ 210	\$ 446	\$ 315	\$ 324	\$ 446	\$ 250	\$ 315	\$ 500	100.0%	Increased costs to maintain radios
03 Radio Maintenance	\$ 459	\$ 55	\$ 583	\$ 366	\$ 55	\$ 750	\$ 583	\$ 1,000	33.3%	Increased costs to maintain radios
<b>073 Vehicle Repair</b>										
01 Vehicle Repair	\$ 22,579	\$ 14,952	\$ 19,944	\$ 19,158	\$ 14,952	\$ 18,000	\$ 19,944	\$ 18,000	0.0%	
<b>074 Tires</b>										
01 Tires	\$ 4,987	\$ 2,842	\$ 4,040	\$ 3,956	\$ 2,842	\$ 3,200	\$ 4,040	\$ 4,000	25.0%	Increased cost of tires
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 23,888	\$ 29,726	\$ 38,398	\$ 30,671	\$ 29,726	\$ 46,624	\$ 38,398	\$ 50,000	7.2%	Increased cost of gas

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>35 Police (continued)</b>										
<b>077 Batteries</b>										
01 Vehicle										
<b>079 Employee Physicals</b>										
01 Employee Physicals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 500	0.0%	
02 Psychological Evaluations	\$ 1,500	\$ 750	\$ -	\$ 750	\$ 750	\$ 1,500	\$ -	\$ 1,500	0.0%	
03 Poly Graph Testing	\$ 300	\$ 300	\$ 350	\$ 317	\$ 300	\$ 500	\$ 350	\$ 500	0.0%	
<b>089 Equipment Reserves</b>										
01 Equipment Reserves	\$ 473	\$ 90	\$ -	\$ 188	\$ 90	\$ 1,000	\$ -	\$ 1,000	0.0%	
<b>090 Dog Constable</b>										
01 Dog Constable	\$ 380	\$ -	\$ -	\$ 127	\$ -	\$ 6,000	\$ -	\$ 6,000	0.0%	
<b>093 Meals for Prisoners</b>										
01 Meals for Prisoners	\$ -	\$ 149	\$ 4,391	\$ 1,513	\$ 149	\$ 4,000	\$ 4,391	\$ 4,500	12.5%	Increase in price and number of meals given
<b>094 Video Equipment</b>										
01 Video Equipment	\$ 655	\$ 537	\$ 641	\$ 611	\$ 537	\$ 800	\$ 641	\$ 800	0.0%	
<b>097 Uniform Maintenance</b>										
01 Uniform Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ -	\$ 200	0.0%	
<b>098 Medical Tests/Supplies</b>										
01 Medical Tests/Supplies	\$ 4,536	\$ 15,347	\$ 722	\$ 6,868	\$ 15,347	\$ 3,500	\$ 722	\$ 3,500	0.0%	
02 Laundry	\$ 293	\$ 563	\$ 543	\$ 466	\$ 563	\$ 650	\$ 543	\$ 650	0.0%	
03 Drug Testing			\$ 15,945	\$ 15,945		\$ 15,000	\$ 15,945	\$ 17,000	13.3%	Increase in number of drug cases to be tested
<b>102 Computer Tech Support</b>										
01 Computer Tech Support	\$ 6,190	\$ 8,404	\$ 7,707	\$ 7,434	\$ 8,404	\$ 7,500	\$ 7,707	\$ 10,400	38.7%	
02 Recorder Maint	\$ 1,734	\$ 1,734	\$ 1,734	\$ 1,734	\$ 1,734	\$ 1,900	\$ 1,734	\$ 1,900	0.0%	Will need to capital on this, will need new one in 2024
<b>179 Animal Shelter Services</b>										
01 Animal Shelter Services	\$ 14,740	\$ 14,740	\$ 13,313	\$ 14,264	\$ 14,740	\$ 14,740.20	\$ 13,313	\$ 14,740.00	0.0%	
<b>229 Small Equipment Reserve</b>										
01 Small Equipment Reserve										
<b>230 Police Car Reserve</b>										
01 Police Car Reserve										
<b>Totals</b>	\$ 1,603,194	\$ 1,656,630	\$ 1,684,129	\$ 1,647,984	\$ 1,656,630	\$ 1,763,342	\$ 1,684,129	\$ 1,870,971	6.1%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>38 Protection</b>										
<b>105 Street Lights</b>										
01 Street Lights	\$ 24,618	\$ 24,155	\$ 24,598	\$ 24,457	\$ 24,155	\$ 25,000	\$ 24,598	\$ 25,000	0.0%	
02 Maintenance	\$ 20,000	\$ 16,674	\$ 3,624	\$ 13,433	\$ 16,674	\$ 17,000	\$ 3,624	\$ 10,000	-41.2%	
<b>106 Hydrant Fees</b>										
01 Hydrant Fees	\$ 321,433	\$ 322,027	\$ 326,833	\$ 323,431	\$ 322,027	\$ 325,000	\$ 326,833	\$ 347,000	6.8%	
<b>Totals</b>	\$ 366,051	\$ 362,857	\$ 355,056	\$ 361,321	\$ 362,857	\$ 367,000	\$ 355,056	\$ 382,000	4.1%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023	% Change from Prior YR		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End			Department Request
<b>39 Emergency Management</b>										
<b>001 Salaries</b>										
07 Salaries	\$ 6,858	\$ 7,135	\$ 7,278	\$ 7,090	\$ 7,135	\$ 7,278	\$ 7,278	\$ 7,752	6.5%	Number from finance
<b>003 Office Supplies</b>										
01 Postage										
08 Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40	\$ -	\$ 40	0.0%	
<b>010 Travel Expenses</b>										
05 Travel Expenses										
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ 150	0.0%	
<b>014 New Equipment</b>										
01 New Equipment	\$ 15	\$ -	\$ 793	\$ 269	\$ -	\$ 750	\$ 793	\$ 750	0.0%	
<b>015 Telephone</b>										
04 Telephone	\$ 172	\$ -	\$ -	\$ 57	\$ -	\$ 365	\$ -	\$ 365	0.0%	
<b>017 Communications</b>										
03 Communications (Internet)										
<b>019 Miscellaneous Expenses</b>										
01 Misc. Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ 100	0.0%	
<b>024-02 Water &amp; Sewer</b>										
<b>027 Electricity</b>										
11 Electricity	\$ 170	\$ 193	\$ 228	\$ 197	\$ 193	\$ 241	\$ 228	\$ 241	0.0%	
13 Radio Tower										
12 PWPUMP HOUSE										
<b>030 Building Supplies</b>										
01 Building Supplies	\$ 19	\$ 129	\$ -	\$ 49	\$ 129	\$ 200	\$ -	\$ 200	0.0%	
<b>031 Building Maintenance</b>										
01 Building Maintenance	\$ 212	\$ 301	\$ 14	\$ 176	\$ 301	\$ 750	\$ 14	\$ 750	0.0%	
<b>032 Property Insurance</b>										
01 Property Insurance	\$ 355	\$ 375	\$ 384	\$ 371	\$ 375	\$ 392	\$ 384	\$ 377	-4.0%	Number from finance
<b>036 Vehicle Insurance</b>										
01 Vehicle Insurance	\$ 2,356	\$ 2,419	\$ 2,409	\$ 2,395	\$ 2,419	\$ 2,409	\$ 2,409	\$ 2,409	0.0%	Number from finance
<b>038 Social Security</b>										
01 Social Security	\$ 497	\$ 516	\$ 525	\$ 513	\$ 516	\$ 527	\$ 525	\$ 593	12.5%	Number from finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260	\$ -	\$ 271	4.4%	
<b>051 Equipment Maintenance</b>										
01 Software										
05 Equipment Maintenance										

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>39 Emergency Management (continued)</b>										
<b>068 Janitorial Services</b>										
01 Janitorial Services	\$ -									
<b>071 Radio Maintenance</b>										
03 Radio Maintenance										
<b>073 Vehicle Repair</b>										
01 Vehicle Repair	\$ -									
<b>074 Tires</b>										
01 Tires	\$ -									
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 121	\$ -	\$ -	\$ 40	\$ -	\$ 132	\$ -	\$ 132	0.0%	
<b>078 Field Expenses</b>										
01 Field Expenses	\$ -									
<b>108 CEM Rent</b>										
01 CEM Rent										
<b>Totals</b>	\$ 10,775	\$ 11,068	\$ 11,632	\$ 11,158	\$ 11,068	\$ 13,594	\$ 11,632	\$ 14,130	3.9%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>40 Public Works</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 600,660	\$ 646,852	\$ 653,183	\$ 633,565	\$ 646,852	\$ 680,815	\$ 653,183	\$ 799,010	17.4%	Number from finance
02 Overtime	\$ 84,250	\$ 71,026	\$ 108,389	\$ 87,888	\$ 71,026	\$ 110,000	\$ 108,389	\$ 142,000	29.1%	Number from finance
07 Salaries										
<b>003 Office Supplies</b>										
01 Postage	\$ 86	\$ 52	\$ 350	\$ 163	\$ 52	\$ 50	\$ 350	\$ 50	0.0%	
02 Advertising	\$ 525	\$ 672	\$ 684	\$ 627	\$ 672	\$ 300	\$ 684	\$ 300	0.0%	
05 Printer Ink										
07 Paper	\$ 35	\$ -	\$ 45	\$ 27	\$ -	\$ 30	\$ 45	\$ 40	33.3%	
08 Office Supplies	\$ 168	\$ 198	\$ 31	\$ 132	\$ 198	\$ 250	\$ 31	\$ 250	0.0%	
11 Equipment Rental	\$ 935	\$ 928	\$ 937	\$ 933	\$ 928	\$ 900	\$ 937	\$ 900	0.0%	
12 Software	\$ 840	\$ 840	\$ 840	\$ 840	\$ 840	\$ 650	\$ 840	\$ 700	7.7%	
<b>010 Travel Expenses</b>										
02 Meal & Lodging	\$ 122	\$ -	\$ 299	\$ 140	\$ -	\$ 200	\$ 299	\$ 300	50.0%	
05 Travel Expenses	\$ 239	\$ 200	\$ 131	\$ 190	\$ 200	\$ 200	\$ 131	\$ 300	50.0%	
<b>011 Training &amp; Education</b>										
02 Training & Education	\$ 124	\$ 300	\$ 150	\$ 191	\$ 300	\$ 300	\$ 150	\$ 300	0.0%	
<b>014 New Equipment</b>										
01 New Equipment	\$ 3,500	\$ 2,730	\$ 3,499	\$ 3,243	\$ 2,730	\$ 3,500	\$ 3,499	\$ 3,500	0.0%	
02 Office										
03 Shop										
<b>015 Telephone</b>										
01 Cell Phone	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	0.0%	
04 Telephone	\$ 1,144	\$ 1,062	\$ 1,061	\$ 1,089	\$ 1,062	\$ 1,100	\$ 1,061	\$ 1,100	0.0%	
<b>017 Communications</b>										
03 Internet	\$ 539	\$ 539	\$ 539	\$ 539	\$ 539	\$ 540	\$ 539	\$ 540	0.0%	
<b>018 Health Insurance</b>										
01 Health Insurance	\$ 258,529	\$ 227,290	\$ 220,076	\$ 235,299	\$ 227,290	\$ 210,344	\$ 220,076	\$ 262,131	24.6%	Number from finance
<b>019 Misc. Expense</b>										
01 Misc. Expense	\$ 1,344	\$ 1,281	\$ 1,670	\$ 1,432	\$ 1,281	\$ 1,250	\$ 1,670	\$ 1,500	20.0%	
<b>026 Heating Fuel</b>										
03 Heating Fuel	\$ 11,275	\$ 12,408	\$ 15,524	\$ 13,069	\$ 12,408	\$ 15,000	\$ 15,524	\$ 16,000	6.7%	
<b>027 Electricity</b>										
01 P.W. Main Garage	\$ 9,533	\$ 10,474	\$ 12,979	\$ 10,995	\$ 10,474	\$ 13,092	\$ 12,979	\$ 13,500	3.1%	
02 P.W. Cold Storage	\$ 444	\$ 481	\$ 595	\$ 507	\$ 481	\$ 602	\$ 595	\$ 650	8.0%	
03 P.W. Sand Dome	\$ 293	\$ 285	\$ 319	\$ 299	\$ 285	\$ 356	\$ 319	\$ 356	0.0%	
04 P.W. Outside Lights	\$ 217	\$ 231	\$ 270	\$ 239	\$ 231	\$ 288	\$ 270	\$ 288	-0.1%	
11 Electricity	\$ 355	\$ 377	\$ 522	\$ 418	\$ 377	\$ 471	\$ 522	\$ 525	11.5%	
12 P.W. Pump House	\$ 369	\$ 451	\$ 500	\$ 440	\$ 451	\$ 564	\$ 500	\$ 550	-2.5%	
<b>028 Water</b>										
05 Water	\$ 1,488	\$ 1,524	\$ 1,730	\$ 1,581	\$ 1,524	\$ 1,585	\$ 1,730	\$ 1,834	15.7%	Water: Per CUD, increase of 6.17% in effect Nov 1, 2022

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>40 Public Works (continued)</b>										
<b>029 Sewer</b>										
01 Sewer	\$ 481	\$ 508	\$ 663	\$ 551	\$ 508	\$ 518	\$ 663	\$ 676	30.6%	Sewer: Per CUD, increase of 2.00% in effect Oct 1, 2022
<b>030 Building Supplies</b>										
01 Building Supplies	\$ 549	\$ 964	\$ 864	\$ 792	\$ 964	\$ 900	\$ 864	\$ 900	0.0%	
<b>031 Building Maintenance</b>										
01 Building Maintenance	\$ 5,227	\$ 5,055	\$ 4,926	\$ 5,069	\$ 5,055	\$ 5,000	\$ 4,926	\$ 5,000	0.0%	
<b>032 Property Insurance</b>										
01 Property Insurance	\$ 2,678	\$ 2,764	\$ 2,880	\$ 2,774	\$ 2,764	\$ 2,819	\$ 2,880	\$ 2,848	1.0%	Number from finance
<b>034 Worker's Compensation</b>										
01 Worker's Compensation	\$ 42,243	\$ 35,238	\$ 31,443	\$ 36,308	\$ 35,238	\$ 31,443	\$ 31,443	\$ 28,672	-8.8%	Number from finance
<b>036 Vehicle Insurance</b>										
01 Vehicle Insurance	\$ 26,134	\$ 26,761	\$ 27,503	\$ 26,799	\$ 26,761	\$ 26,716	\$ 27,503	\$ 28,289	5.9%	Number from finance
<b>038 Social Security</b>										
01 Social Security	\$ 49,409	\$ 55,235	\$ 55,187	\$ 53,277	\$ 55,235	\$ 59,558	\$ 55,187	\$ 71,987	20.9%	Number from finance
<b>040 City &amp; State Retirement</b>										
01 City & State Retirement	\$ 9,611	\$ 8,871	\$ 11,930	\$ 10,137	\$ 8,871	\$ 12,000	\$ 11,930	\$ 12,500	4.2%	Number from finance (reflects actual participation)
<b>051 Equipment Maintenance</b>										
01 Software	\$ 53									
05 Equipment Maintenance	\$ 155,896	\$ 173,168	\$ 160,346	\$ 163,137	\$ 173,168	\$ 163,125	\$ 160,346	\$ 163,000	-0.1%	
06 Air Compressor										
08 Snow Plow repairs	\$ 14,328	\$ 12,588	\$ 14,185	\$ 13,701	\$ 12,588	\$ 14,062	\$ 14,185	\$ 14,000	-0.4%	
<b>070 Clothing Allowance</b>										
03 Clothing	\$ 4,060	\$ 4,815	\$ 4,648	\$ 4,508	\$ 4,815	\$ 5,600	\$ 4,648	\$ 6,000	7.1%	
04 Boots	\$ 1,663	\$ 2,148	\$ 2,566	\$ 2,126	\$ 2,148	\$ 2,200	\$ 2,566	\$ 2,200	0.0%	
06 Clothing Allowance										
<b>071 Radio Maintenance</b>										
01 Vehicle	\$ -	\$ 700	\$ 180	\$ 293	\$ 700	\$ 700	\$ 180	\$ 700	0.0%	
03 Radio Maintenance	\$ 99	\$ 122	\$ -	\$ 74	\$ 122	\$ 150	\$ -	\$ 150	0.0%	
<b>074 Tires</b>										
01 Tires others	\$ 1,335	\$ 1,200	\$ 1,536	\$ 1,357	\$ 1,200	\$ 1,536	\$ 1,536	\$ 1,500	-2.3%	
03 Heavy Equipment	\$ 4,800	\$ 4,894	\$ 6,144	\$ 5,279	\$ 4,894	\$ 6,144	\$ 6,144	\$ 6,000	-2.3%	
04 Trucks	\$ 8,021	\$ 7,200	\$ 9,216	\$ 8,146	\$ 7,200	\$ 9,216	\$ 9,216	\$ 9,200	-0.2%	
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 6,083	\$ 7,122	\$ 11,454	\$ 8,220	\$ 7,122	\$ 11,054	\$ 11,454	\$ 12,000	8.6%	
<b>076 Diesel Fuel</b>										
01 Diesel	\$ 64,936	\$ 69,905	\$ 140,742	\$ 91,861	\$ 69,905	\$ 161,563	\$ 140,742	\$ 135,000	-16.4%	
<b>109 Safety Material</b>										
01 Safety Material	\$ 2,262	\$ 2,244	\$ 2,422	\$ 2,309	\$ 2,244	\$ 2,500	\$ 2,422	\$ 2,500	0.0%	



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023	% Change from Prior YR		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End			Department Request
<b>40 Public Works (continued)</b>										
<b>110 Equipment Rental</b>										
01 Equipment Rental										
<b>111 Tools - Shop</b>										
01 Tools - Shop	\$ 1,779	\$ 1,497	\$ 1,724	\$ 1,667	\$ 1,497	\$ 1,750	\$ 1,724	\$ 1,750	0.0%	
<b>112 Tools-Road/Ground</b>										
01 Tools - Road/Ground	\$ 974	\$ 1,340	\$ 1,227	\$ 1,180	\$ 1,340	\$ 1,250	\$ 1,227	\$ 1,250	0.0%	
<b>113 Propane</b>										
01 Propane			\$ -	\$ -		\$ 150	\$ -	\$ 100	-33.3%	
<b>114 Industrial Gas/Solvent</b>										
01 Ind. Gas	\$ 1,694	\$ 1,700	\$ 1,577	\$ 1,657	\$ 1,700	\$ 1,700	\$ 1,577	\$ 1,700	0.0%	
02 Solvents/Cleaners										
<b>115 Lubricants</b>										
01 Lubricants	\$ 13,927	\$ 13,074	\$ 14,906	\$ 13,969	\$ 13,074	\$ 13,800	\$ 14,906	\$ 15,000	8.7%	
<b>116 Salt &amp; Calcium</b>										
01 Rock Salt	\$ 111,557	\$ 100,580	\$ 161,732	\$ 124,623	\$ 100,580	\$ 144,500	\$ 161,732	\$ 149,600	3.5%	1700 tons @ \$88
02 Liquid Deicer	\$ 19,366	\$ 33,623	\$ 38,495	\$ 30,495	\$ 33,623	\$ 38,810	\$ 38,495	\$ 41,000	5.6%	4 loads @ \$2.25 P/G
<b>117 Gravel</b>										
01 Gravel	\$ -	\$ 2,982	\$ 3,961	\$ 2,314	\$ 2,982	\$ 3,000	\$ 3,961	\$ 3,500	16.7%	
<b>118 Crushed Stone</b>										
01 Crushed Stone	\$ 26,000									
<b>119 Liquid Asphalt</b>										
01 Liquid Asphalt	\$ -									
<b>120 Shim and Patch</b>										
01 Shim/Paver	\$ 41,107	\$ 42,114	\$ 41,199	\$ 41,473	\$ 42,114	\$ 48,355	\$ 41,199	\$ 48,500	0.3%	Price Increase \$105 per ton
02 Patch	\$ 16,000	\$ 19,099	\$ 24,429	\$ 19,843	\$ 19,099	\$ 19,380	\$ 24,429	\$ 20,000	3.2%	Price Increase \$105 per ton
<b>121 Asphalt</b>										
01 Asphalt	\$ 378,848	\$ 400,000	\$ 524,526	\$ 434,458	\$ 400,000	\$ 524,526	\$ 524,526	\$ 557,000	6.2%	Town 2710 ton @ \$105/ton & Country 2587 ton @ \$105/ton
<b>122 Culverts &amp; Guard Rails</b>										
01 Culverts & Guard Rails	\$ 8,428	\$ 7,892	\$ 13,331	\$ 9,884	\$ 7,892	\$ 15,600	\$ 13,331	\$ 12,000	-23.1%	
<b>123 Signs</b>										
01 Signs	\$ 2,157	\$ 1,507	\$ 2,373	\$ 2,012	\$ 1,507	\$ 1,920	\$ 2,373	\$ 3,000	56.3%	Need new software / equipment
<b>124 Sidewalks</b>										
01 Sidewalks	\$ 3,000	\$ 3,623	\$ 3,000	\$ 3,208	\$ 3,623	\$ 3,000	\$ 3,000	\$ 3,000	0.0%	
<b>126 Traffic Paint</b>										
01 Traffic Paint	\$ 10,621	\$ 11,160	\$ 17,632	\$ 13,137	\$ 11,160	\$ 18,000	\$ 17,632	\$ 18,000	0.0%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>40 Public Works (continued)</b>										
<b>127 Vehicle Paint</b>										
01 Vehicle Paint	\$ 2,573	\$ 2,898	\$ 2,201	\$ 2,557	\$ 2,898	\$ 2,500	\$ 2,201	\$ 2,500	0.0%	
<b>130 Construction Material</b>										
01 Construction Material	\$ 1,872	\$ 2,736	\$ 4,840	\$ 3,149	\$ 2,736	\$ 3,304	\$ 4,840	\$ 4,500	36.2%	
<b>131 Sand Account</b>										
01 Sand Account	\$ 42,400	\$ 42,400	\$ 65,000	\$ 49,933	\$ 42,400	\$ 65,000	\$ 65,000	\$ 67,500	3.8%	4500 yd@ \$15 (price increase)
<b>132 Municipal Maintenance</b>										
01 Municipal Maintenance	\$ 7,150	\$ 8,000	\$ 7,576	\$ 7,575	\$ 8,000	\$ 8,000	\$ 7,576	\$ 8,000	0.0%	Mostly weed spraying
<b>133 Tools Insurance</b>										
01 Tools Insurance										
<b>134 Drug/Alcohol Testing</b>										
01 Drug/Alcohol Testing	\$ 1,109	\$ 650	\$ 815	\$ 858	\$ 650	\$ 900	\$ 815	\$ 900	0.0%	
<b>271 Contracted Services</b>										
01 Janitorial & Supplies										
<b>Totals</b>	\$ 2,068,165	\$ 2,099,299	\$ 2,444,421	\$ 2,203,962	\$ 2,099,299	\$ 2,475,356	\$ 2,444,421	\$ 2,709,266	9.4%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>50 Recreation</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 196,120	\$ 203,368	\$ 205,282	\$ 201,590	\$ 203,368	\$ 226,827	\$ 205,282	\$ 251,410	10.8%		Number from Finance
02 Overtime											
07 Salaries	\$ 68,045	\$ 80,773	\$ 94,118	\$ 80,979	\$ 80,773	\$ 90,000	\$ 94,118	\$ 95,000	5.6%		Number from Finance
<b>003 Office Supplies</b>											
01 Postage	\$ 220	\$ 110	\$ 236	\$ 189	\$ 110	\$ 250	\$ 236	\$ 300	20.0%		
02 Advertising	\$ 778	\$ 1,526	\$ 1,642	\$ 1,315	\$ 1,526	\$ 1,500	\$ 1,642	\$ 2,000	33.3%		
03 Copier Rental	\$ 1,560	\$ 1,560	\$ 520	\$ 1,213	\$ 1,560	\$ 1,560	\$ 520	\$ 1,560	0.0%		
04 Equipment Repair	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ 150	0.0%		
05 Printer Ink	\$ 159	\$ 68	\$ 22	\$ 83	\$ 68	\$ 100	\$ 22	\$ 100	0.0%		
07 Paper	\$ 147	\$ 107	\$ 140	\$ 131	\$ 107	\$ 250	\$ 140	\$ 250	0.0%		
08 Office Supplies	\$ 634	\$ 418	\$ 974	\$ 676	\$ 418	\$ 1,000	\$ 974	\$ 1,000	0.0%		
<b>008 Computer Maintenance</b>											
01 Computer Maintenance	\$ 1,134	\$ 840	\$ 1,013	\$ 996	\$ 840	\$ 840	\$ 1,013	\$ 950	13.1%		
<b>009 Professional Dues</b>											
04 Professional Dues	\$ 255	\$ 255	\$ 295	\$ 268	\$ 255	\$ 225	\$ 295	\$ 355	57.8%		
<b>010 Travel Expenses</b>											
01 Mileage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ 150	0.0%		
02 Meals & Lodging	\$ -	\$ -	\$ 570	\$ 190	\$ -	\$ 300	\$ 570	\$ 500	66.7%		
04 Conference Fee	\$ -	\$ -	\$ 200	\$ 67	\$ -	\$ 200	\$ 200	\$ 200	0.0%		
05 Travel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ -	\$ 200	0.0%		
<b>011 Training &amp; Education</b>											
02 Training & Education	\$ -	\$ 319	\$ 75	\$ 131	\$ 319	\$ 500	\$ 75	\$ 500	0.0%		
<b>013 Car Allowance</b>											
01 Car Allowance	\$ 3,200	\$ 3,262	\$ 3,500	\$ 3,321	\$ 3,262	\$ 3,500	\$ 3,500	\$ 3,500	0.0%		
<b>015 Telephone</b>											
01 Cell Phone											
02 Rec Center	\$ 2,139	\$ 2,362	\$ 2,354	\$ 2,285	\$ 2,362	\$ 2,400	\$ 2,354	\$ 2,400	0.0%		
04 Telephone	\$ 56	\$ -	\$ 723	\$ 260	\$ -	\$ 400	\$ 723	\$ 780	95.0%		
<b>017 Internet</b>											
03 Internet	\$ 1,070	\$ 1,166	\$ 1,207	\$ 1,148	\$ 1,166	\$ 1,200	\$ 1,207	\$ 1,200	0.0%		
<b>018 Health Insurance</b>											
01 Health Insurance	\$ 67,030	\$ 70,572	\$ 78,666	\$ 72,089	\$ 70,572	\$ 79,409	\$ 78,666	\$ 83,596	5.3%		Number from Finance
<b>026 Heating Fuel</b>											
01 Recreation Center	\$ 13,969	\$ 17,313	\$ 30,666	\$ 20,649	\$ 17,313	\$ 23,892	\$ 30,666	\$ 49,500	107.2%		
02 Teague Park											
03 Heating Fuel											
<b>027 Electricity</b>											
05 Recreation Center	\$ 19,251	\$ 21,504	\$ 26,182	\$ 22,312	\$ 21,504	\$ 26,880	\$ 26,182	\$ 36,000	33.9%		
06 Teague Park	\$ 509	\$ 1,901	\$ 3,523	\$ 1,978	\$ 1,901	\$ 2,376	\$ 3,523	\$ 12,500	426.1%		
07 Soucy Sports Complex	\$ 386	\$ 677	\$ 1,127	\$ 730	\$ 677	\$ 1,057	\$ 1,127	\$ 3,500	231.1%		
08 Pool											

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>50 Recreation (continued)</b>											
<b>028 Water</b>											
01 Recreation Center	\$ 1,351	\$ 6,477	\$ 9,605	\$ 5,811	\$ 6,477	\$ 13,000	\$ 9,605	\$ 13,000	0.0%		Per CUD, water rate increase 6.17%
02 Teague Park	\$ -	\$ 230	\$ 284	\$ 171	\$ 230	\$ 300	\$ 284	\$ 300	0.0%		Per CUD, water rate increase 6.17%
03 Dog Park			\$ 134	\$ 134		\$ 200	\$ 134	\$ 200	0.0%		Per CUD, water rate increase 6.17%
04 Soucy Complex	\$ 75	\$ 321	\$ 137	\$ 178	\$ 321	\$ 120	\$ 137	\$ 120	0.0%		Per CUD, water rate increase 6.17%
<b>029 Sewer</b>											
01 Sewer	\$ 327	\$ 511	\$ 276	\$ 371	\$ 511	\$ 700	\$ 276	\$ 700	0.0%		Per CUD, sewer rate increase 2.00%
<b>030 Building Supplies</b>											
01 Building Supplies	\$ 3,875	\$ 3,623	\$ 3,922	\$ 3,807	\$ 3,623	\$ 3,800	\$ 3,922	\$ 3,800	0.0%		
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 31,847	\$ 40,789	\$ 31,957	\$ 34,865	\$ 40,789	\$ 35,650	\$ 31,957	\$ 36,000	1.0%		
<b>032 Property Insurance</b>											
01 Property Insurance	\$ 5,737	\$ 5,660	\$ 5,958	\$ 5,785	\$ 5,660	\$ 5,613	\$ 5,958	\$ 6,303	12.3%		Number from Finance
<b>034 Worker's Compensation</b>											
01 Worker's Compensation	\$ 9,179	\$ 10,209	\$ 7,224	\$ 8,871	\$ 10,209	\$ 2,750	\$ 7,224	\$ 5,284	92.2%		Number from Finance
<b>038 Social Security</b>											
01 Social Security	\$ 19,937	\$ 21,284	\$ 22,238	\$ 21,153	\$ 21,284	\$ 23,472	\$ 22,238	\$ 26,500	12.9%		Number from Finance
<b>040 City &amp; State Retirement</b>											
01 City & State Retirement	\$ 7,155	\$ 7,347	\$ 7,556	\$ 7,353	\$ 7,347	\$ 7,345	\$ 7,556	\$ 8,157	11.0%		Number from Finance
<b>051 Equipment Maintenance</b>											
01 Equip Maint											
04 Repairs											
05 Equipment Maintenance	\$ -	\$ 487	\$ -	\$ 162	\$ 487						
<b>073 Vehicle Repair</b>											
01 Vehicle Repair											
<b>075 Gas/Oil/Filters</b>											
01 Gas/Oil/Filters	\$ -	\$ 50	\$ 97	\$ 49	\$ 50		\$ 97				
<b>135 Water Tests</b>											
01 Water Tests	\$ -										
<b>136 Youth Center Equipment</b>											
01 Youth Center Equipment											
<b>137 Rink Equipment</b>											
01 Rink Equipment	\$ 584	\$ 448	\$ 834	\$ 622	\$ 448	\$ 800	\$ 834	\$ 800	0.0%		
<b>138 Program Equipment</b>											
01 Baseball/Softball	\$ 578	\$ 478	\$ 126	\$ 394	\$ 478	\$ 600	\$ 126	\$ 600	0.0%		
02 Tennis	\$ 310	\$ 200	\$ -	\$ 170	\$ 200	\$ 200	\$ -	\$ 200	0.0%		
03 Soccer	\$ 228	\$ 734	\$ 559	\$ 507	\$ 734	\$ 600	\$ 559	\$ 600	0.0%		
04 Basketball	\$ 88	\$ -	\$ 36	\$ 41	\$ -	\$ 200	\$ 36	\$ 200	0.0%		
05 Arts & Crafts											
06 Program Equipment	\$ 1,983	\$ 1,652	\$ 1,641	\$ 1,759	\$ 1,652	\$ 1,800	\$ 1,641	\$ 1,800	0.0%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>50 Recreation (continued)</b>										
<b>139 Rink Maintenance</b>										
01 Rink Maintenance	\$ -	\$ 287	\$ -	\$ 96	\$ 287	\$ -				
<b>140 Pool Supplies</b>										
01 Pool Supplies	\$ 300	\$ 500	\$ -	\$ 267	\$ 500	\$ 900	\$ -	\$ 900	0.0%	
<b>141 Trophies &amp; Awards</b>										
01 Trophies & Awards	\$ 43	\$ 366	\$ 286	\$ 231	\$ 366	\$ 400	\$ 286	\$ 400	0.0%	
<b>142 Pool Maintenance</b>										
01 Pool Maintenance	\$ 400	\$ 400	\$ -	\$ 267	\$ 400	\$ -				
<b>145 Special Events</b>										
01 Special Events	\$ -	\$ 117	\$ -	\$ 39	\$ 117					
243 Rec Center Improvement	\$ 1,237	\$ 2,851	\$ 2,798	\$ 2,295	\$ 2,851	\$ 3,000	\$ 2,798	\$ 3,000	0.0%	
<b>Totals</b>	\$ 461,895	\$ 513,121	\$ 548,704	\$ 507,907	\$ 513,121	\$ 566,616	\$ 548,704	\$ 656,465	15.9%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>51 Parks</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 45,009	\$ 46,535	\$ 41,157	\$ 44,233	\$ 46,535	\$ 46,738	\$ 41,157	\$ 51,916	11.1%		Number from Finance
02 Overtime	\$ 3,256	\$ 3,579	\$ 2,528	\$ 3,121	\$ 3,579	\$ 5,000	\$ 2,528	\$ 4,000	-20.0%		Number from Finance
07 Salaries	\$ 38,226	\$ 34,579	\$ 37,270	\$ 36,692	\$ 34,579	\$ 36,316	\$ 37,270	\$ 39,213	8.0%		Number from Finance
<b>014 New Equipment</b>											
01 New Equipment	\$ 1,534	\$ 1,322	\$ 1,197	\$ 1,351	\$ 1,322	\$ 1,200	\$ 1,197	\$ 1,200	0.0%		
<b>015 Telephone</b>											
01 Cell Phone											
04 Telephone	\$ 583	\$ 628	\$ 818	\$ 676	\$ 628	\$ 650	\$ 818	\$ 820	26.2%		
<b>018 Health Insurance</b>											
01 Health Insurance	\$ 11,392	\$ 164	\$ 12,117	\$ 7,891	\$ 164	\$ 12,118	\$ 12,117	\$ 12,118	0.0%		Number from Finance
<b>019 Misc. Expense</b>											
01 Misc. Expense											
<b>026 Heating Fuel</b>											
03 Heating Fuel	\$ 4,675	\$ 3,978	\$ 8,316	\$ 5,656	\$ 3,978	\$ 6,000	\$ 8,316	\$ 12,000	100.0%		
<b>027 Electricity</b>											
01 PW MAIN GAR											
09 Park Shop	\$ 1,375	\$ 1,516	\$ 1,834	\$ 1,575	\$ 1,516	\$ 1,895	\$ 1,834	\$ 6,500	243.1%		
10 Park Security Lighting	\$ 199	\$ 207	\$ 205	\$ 204	\$ 207	\$ 259	\$ 205	\$ 1,200	362.7%		
11 Electricity	\$ 201	\$ 237	\$ 252	\$ 230	\$ 237	\$ 296	\$ 252	\$ 1,200	305.3%		
<b>029 Sewer</b>											
01 Sewer	\$ 250	\$ 254	\$ 256	\$ 253	\$ 254	\$ 300	\$ 256	\$ 300	0.0%		Per CUD, sewer rate increase 2.00%
<b>030 Building Supplies</b>											
01 Building Supplies	\$ 1,827	\$ 1,929	\$ 2,263	\$ 2,006	\$ 1,929	\$ 2,500	\$ 2,263	\$ 2,500	0.0%		
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 2,575	\$ 841	\$ 2,951	\$ 2,123	\$ 841	\$ 3,600	\$ 2,951	\$ 3,200	-11.1%		
<b>032 Property Insurance</b>											
01 Property Insurance											
<b>034 Workers Comp</b>											
01 Workers Comp	\$ 2,770	\$ 2,239	\$ 2,145	\$ 2,385	\$ 2,239	\$ 475	\$ 2,145	\$ 2,550	436.8%		Number from Finance
<b>036 Vehicle Insurance</b>											
01 Vehicle Insurance	\$ 4,382	\$ 4,500	\$ 4,583	\$ 4,489	\$ 4,500	\$ 4,504	\$ 4,583	\$ 4,663	3.5%		Number from Finance
<b>038 Social Security</b>											
01 Social Security	\$ 6,389	\$ 6,497	\$ 6,026	\$ 6,304	\$ 6,497	\$ 6,583	\$ 6,026	\$ 7,277	10.5%		Number from Finance
<b>040 City &amp; State Retirement</b>											
01 City & State Retirement	\$ 440	\$ 1,060	\$ 580	\$ 693	\$ 1,060	\$ 1,040	\$ 580	\$ 1,040	0.0%		Number from Finance
<b>051 Equipment Maintenance</b>											
04 Repairs	\$ 1,754	\$ 1,790	\$ 1,565	\$ 1,703	\$ 1,790	\$ 1,800	\$ 1,565	\$ 1,800	0.0%		
05 Equipment Maintenance	\$ 15,412	\$ 5,833	\$ 5,108	\$ 8,784	\$ 5,833	\$ 6,000	\$ 5,108	\$ 6,000	0.0%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>51 Parks (continued)</b>										
<b>070 Clothing Allowance</b>										
03 Clothing	\$ 381	\$ 435	\$ 491	\$ 436	\$ 435	\$ 500	\$ 491	\$ 500	0.0%	
<b>073 Vehicle Repairs</b>										
01 Vehicle Repairs	\$ 5,168	\$ 4,818	\$ 6,684	\$ 5,557	\$ 4,818	\$ 5,000	\$ 6,684	\$ 7,000	40.0%	
<b>074 Tires</b>										
01 Tires	\$ 1,411	\$ 1,529	\$ 915	\$ 1,285	\$ 1,529	\$ 1,500	\$ 915	\$ 1,200	-20.0%	
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 4,221	\$ 6,675	\$ 9,538	\$ 6,811	\$ 6,675	\$ 8,343	\$ 9,538	\$ 8,500	1.9%	
<b>076 Diesel</b>										
01 Diesel	\$ 917	\$ 8,010	\$ 4,031	\$ 4,319	\$ 8,010	\$ 10,013	\$ 4,031	\$ 3,000	-70.0%	
<b>111 Tools - Shop</b>										
01 Tools - Shop	\$ 1,142	\$ 1,158	\$ 1,165	\$ 1,155	\$ 1,158	\$ 1,300	\$ 1,165	\$ 1,300	0.0%	
<b>147 Parks Maintenance</b>										
01 Parks Maintenance	\$ 8,286	\$ 10,817	\$ 14,986	\$ 11,363	\$ 10,817	\$ 15,000	\$ 14,986	\$ 15,000	0.0%	
02 Civic Beautification										
<b>237 Civic Beaut</b>										
01 Civic Beaut	\$ 5,919	\$ 2,559	\$ 2,595	\$ 3,691	\$ 2,559	\$ 3,000	\$ 2,595	\$ 3,000	0.0%	
<b>Totals</b>	\$ 169,695	\$ 153,689	\$ 171,576	\$ 164,987	\$ 153,689	\$ 181,930	\$ 171,576	\$ 198,997	9.4%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>60 Airport</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ -			\$ -							
<b>008 Computer Maintenance</b>											
04 Computer Maintenance											
<b>015 Telephone</b>											
04 Telephone	\$ 847	\$ 970	\$ 970	\$ 929	\$ 970	\$ 900	\$ 970	\$ 1,000	11.1%		
<b>017 Communications</b>											
03 Internet	\$ 659	\$ 659	\$ 617	\$ 689	\$ 659	\$ 750	\$ 617	\$ 750	0.0%		
<b>019 Miscellaneous Expense</b>											
01 Misc. Expense	\$ 120	\$ 126	\$ 272	\$ 124	\$ 126	\$ 150	\$ 272	\$ 300	100.0%		
<b>026 Heating Fuel</b>											
03 Heating Fuel	\$ 6,699	\$ 8,227	\$ 8,096	\$ 7,447	\$ 8,227	\$ 11,353	\$ 8,096	\$ 11,500	1.3%		
<b>027 Electricity</b>											
11 Electricity	\$ 770	\$ 833	\$ 1,140	\$ 868	\$ 833	\$ 1,041	\$ 1,140	\$ 1,200	15.3%		
14 Airport Hangar	\$ 1,893	\$ 1,582	\$ 2,248	\$ 1,732	\$ 1,582	\$ 1,977	\$ 2,248	\$ 2,300	16.3%		
<b>028 Water</b>											
05 Water	\$ 526	\$ 546	\$ 906	\$ 533	\$ 546	\$ 568	\$ 906	\$ 975	71.7%		Per CUD, water rate increase 6.17%
<b>029 Sewer</b>											
01 Sewer	\$ 250	\$ 251	\$ 456	\$ 250	\$ 251	\$ 300	\$ 456	\$ 470	56.7%		Per CUD, sewer rate increase 2.00%
<b>030 Building Supplies</b>											
01 Building Supplies	\$ -	\$ 74	\$ -	\$ 25	\$ 74	\$ 100	\$ -	\$ 100	0.0%		
<b>031 Building Maintenance</b>											
01 Building Maintenance	\$ 532	\$ 1,260	\$ 2,788	\$ 762	\$ 1,260	\$ 750	\$ 2,788	\$ 2,500	233.3%		
<b>032 Property Insurance</b>											
01 Property Insurance	\$ 1,909	\$ 1,948	\$ 1,922	\$ 1,744	\$ 1,948	\$ 1,961	\$ 1,922	\$ 1,883	-4.0%		Number From Finance
<b>037 Liability Insurance</b>											
01 Airport Liability	\$ 2,173	\$ 2,499	\$ 2,499	\$ 2,282	\$ 2,499	\$ 2,500	\$ 2,499	\$ 2,500	0.0%		Number From Finance
<b>038 Social Security</b>											
01 Social Security	\$ 700	\$ 691	\$ 1,101	\$ 919	\$ 691	\$ 1,484	\$ 1,101	\$ 1,300	-12.4%		Number From Finance
<b>040 City &amp; State Retirement</b>											
01 City & State Retirement	\$ -			\$ -							Number From Finance
<b>051 Equipment Maintenance</b>											
05 Equipment Maintenance	\$ 4,325	\$ 8,395	\$ 2,657	\$ 5,036	\$ 8,395	\$ 5,000	\$ 2,657	\$ 3,500	-30.0%		
<b>076 Diesel</b>											
01 Diesel	\$ 2,720	\$ 3,078	\$ 7,835	\$ 3,872	\$ 3,078	\$ 7,317	\$ 7,835	\$ 8,000	9.3%		
<b>153 Air Consultant Contract</b>											
01 Air Consultant Contract	\$ 3,700	\$ 3,975	\$ 4,875	\$ 5,592	\$ 3,975	\$ 5,200	\$ 4,875	\$ 5,200	0.0%		



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>60 Airport (continued)</b>										
<b>155 Snow Plowing</b>										
01 Snow Plowing	\$ 5,708	\$ 5,329	\$ 9,861	\$ 6,966	\$ 5,329	\$ 15,484	\$ 9,861	\$ 15,484	0.0%	Number From Finance
<b>156 Runway Lights</b>										
01 Runway Lights	\$ 759	\$ 1,558	\$ -	\$ 772	\$ 1,558	\$ 2,300	\$ -	\$ 2,000	-13.0%	
<b>157 Runway Maintenance</b>										
01 Runway Maintenance	\$ 3,000	\$ 500	\$ 2,512	\$ 2,004	\$ 500	\$ 6,000	\$ 2,512	\$ 4,000	-33.3%	
<b>161 Garbage Coll</b>										
01 Garbage Collection						\$ -				
<b>420 AVGas</b>										
01 AVGas	\$ 10,603	\$ 18,631	\$ 35,000	\$ 21,411	\$ 18,631	\$ 35,000	\$ 35,000	\$ 35,000	0.0%	MOVE TO G ACCOUNT
<b>Totals</b>	\$ 47,894	\$ 61,133	\$ 85,754	\$ 64,927	\$ 61,133	\$ 100,135	\$ 85,754	\$ 99,962	-0.2%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023	% Change from Prior YR		
	Year End	Year End	Unaudited Year End		Year End	Final Budget				Unaudited Year End
<b>61 Caribou Trailer Park</b>										
006 Legal Fees										
01 Legal Fees										
027 Electricity										
11 Electricity	\$ 2,048	\$ 2,244	\$ 3,719	\$ 2,670	\$ 2,244	\$ 2,805	\$ 3,719	\$ 3,900	39.0%	
028 Water										
05 Water	\$ 4,900	\$ 3,772	\$ 5,956	\$ 4,876	\$ 3,772	\$ 4,500	\$ 5,956	\$ 6,000	33.3%	Per CUD, water rate increase 6.17%
029 Sewer										
01 Sewer	\$ 3,000	\$ 2,638	\$ 765	\$ 2,134	\$ 2,638	\$ 2,690	\$ 765	\$ 900	-66.5%	Per CUD, sewer rate increase 2.00%
032 Property Insurance										
01 Property Insurance	\$ 44	\$ 43	\$ 41	\$ 43	\$ 43	\$ 100	\$ 41	\$ 40	-60.0%	Number From Finance
105 Street Lights										
01 Street Lights	\$ -									
147 Park Maintenance										
01 Park Maintenance	\$ -	\$ -			\$ -	\$ -				
158 CTP License Fee										
01 CTP License Fee	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	\$ 115	0.0%	
160 CTP Park Maintenance										
01 CTP Park Maintenance	\$ 772	\$ -	\$ -	\$ 257	\$ -	\$ 1,000	\$ -	\$ 1,000	0.0%	
161 Garbage Collection										
01 Garbage Collection	\$ 1,620	\$ 1,610	\$ 1,470	\$ 1,567	\$ 1,610	\$ 1,440	\$ 1,470	\$ 1,500	4.2%	
385 Year End CTP										
01 Year End CTP	\$ 1,579	\$ 9,749	\$ 583	\$ 3,970	\$ 9,749		\$ 583			
<b>Totals</b>	<b>\$ 14,078</b>	<b>\$ 20,170</b>	<b>\$ 12,650</b>	<b>\$ 15,633</b>	<b>\$ 20,170</b>	<b>\$ 12,650</b>	<b>\$ 12,650</b>	<b>\$ 13,455</b>	<b>6.4%</b>	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request		
<b>65 Cemeteries</b>										
<b>165 Evergreen Cemetery</b>										
01 Evergreen Cemetery	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
<b>166 Grimes Cemetery</b>										
01 Grimes Cemetery	\$ 2,250	\$ 2,000	\$ 2,000	\$ 2,083	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.0%
<b>167 Sacred Heart Cemetery</b>										
01 Sacred Heart Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	0.0%
<b>168 Holy Rosary Cemetery</b>										
01 Holy Rosary Cemetery	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	0.0%
<b>169 Green Ridge Cemetery</b>										
01 Green Ridge Cemetery	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	0.0%
<b>170 Lyndon Cemetery</b>										
01 Lyndon Cemetery	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	0.0%
<b>171 Bubar Cemetery</b>										
01 Bubar Cemetery	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	0.0%
<b>172 Memorial Day Flags</b>										
01 Memorial Day Flags	\$ 600	\$ 479	\$ 476	\$ 518	\$ 479	\$ 600	\$ 476	\$ 600	\$ 600	0.0%
<b>190 Veterans Cemetery Fund</b>										
01 Veterans Cemetery Fund	\$ -	\$ -	\$ 6,726	\$ 2,242						
<b>Totals</b>	\$ 7,100	\$ 6,729	\$ 6,726	\$ 6,852	\$ 6,729	\$ 6,850	\$ 6,726	\$ 6,850	\$ 6,850	0.0%

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022	2023	% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End		Department Request
<b>70 Insurance and Retirem</b>									
<b>007 Audit</b>									
02 GASB 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,200	\$ -	\$ 3,200	0.0%
<b>018 Health Insurance</b>									
01 Employee Assistance Prog	\$ -	\$ -			\$ -				
<b>034 Worker's Compensation</b>									
01 Worker's Compensation	\$ 5,117	\$ -	\$ -	\$ 1,706	\$ -	\$ 3,616	\$ -	\$ 3,500	-3.2%
<b>035 Unemployment Comp.</b>									
01 Unemployment Comp.	\$ 17,130	\$ 33,217	\$ 15,300	\$ 21,882	\$ 33,217	\$ 17,839	\$ 15,300	\$ 15,500	-13.1%
<b>037 Liability Insurance</b>									
01 Liability Insurance	\$ 27,209	\$ 28,539	\$ 29,431	\$ 28,393	\$ 28,539	\$ 29,221	\$ 29,431	\$ 29,642	1.4%
									Number From Finance
<b>038 Social Security</b>									
01 Social Security									
<b>039 Bonds</b>									
01 Bonds									
<b>040 City &amp; State Retirement</b>									
01 City & State Retirement	\$ -	\$ -	\$ 109	\$ 36			\$ 109	\$ 110	NEW
<b>041 \$1000 Ded. Payments</b>									
01 \$1000 Ded. Payments	\$ 906	\$ 1,500	\$ 3,000	\$ 1,802	\$ 1,500	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
<b>043 Compensated Absences</b>									
01 Compensated Absences	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
<b>044 - Reimbursements</b>									
01 Reimbursements									
<b>046 Recognitions &amp; Awards</b>									
01 Recognitions & Awards	\$ 2,204	\$ 2,116	\$ 3,047	\$ 2,456	\$ 2,116	\$ 3,000	\$ 3,047	\$ 4,000	33.3%
<b>311 Section 125 Expense</b>									
01 Section 125 Expense	\$ 6,422	\$ 6,244	\$ 6,158	\$ 6,275	\$ 6,244	\$ 6,500	\$ 6,158	\$ 6,500	0.0%
<b>Totals</b>	\$ 83,990	\$ 96,615	\$ 82,045	\$ 87,550	\$ 96,615	\$ 91,376	\$ 82,045	\$ 90,452	-1.0%

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>75 Contributions</b>										
<b>177 Aroost. Agency on Aging</b>										
01 Aroost. Agency on Aging	\$ 4,600	\$ 4,600	\$ 3,048	\$ 4,083	\$ 4,600	\$ 4,600	\$ 3,048	\$ 4,600	0.0%	
<b>176 ACAP</b>										
01 ACAP	\$ -	\$ -	\$ 4,600	\$ 1,533		\$ 3,048	\$ 4,600	\$ 3,048	0.0%	Request received for 2023
<b>Totals</b>	\$ 4,600	\$ 4,600	\$ 7,648	\$ 5,616	\$ 4,600	\$ 7,648	\$ 7,648	\$ 7,648	0.0%	
<b>80 Unclassified</b>										
<b>038 Social Security</b>										
01 Social Security						\$ -	\$ 523	\$ 500	NEW	
<b>045 Refunds/Reimbursements</b>										
01 Refunds/Reimbursements	\$ 8,641	\$ 270	\$ -	\$ 2,970	\$ 270	\$ 275	\$ -	\$ 275	0.0%	
<b>200 Tax Lien Costs</b>										
01 Tax Lien Costs	\$ 17,593	\$ 14,320	\$ 15,246	\$ 15,720	\$ 14,320	\$ 17,500	\$ 15,246	\$ 17,500	0.0%	
<b>201 Abatements</b>										
01 Abatements	\$ 12,301	\$ 13,135	\$ 10,143	\$ 11,860	\$ 13,135	\$ 13,500	\$ 10,143	\$ 13,500	0.0%	
<b>Totals</b>	\$ 38,535	\$ 27,725	\$ 25,912	\$ 30,724	\$ 27,725	\$ 31,275	\$ 25,912	\$ 31,775	1.6%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>11 Economic Development</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 111,858	\$ 85,300	\$ 52,824	\$ 83,327	\$ 85,300	\$ 91,224	\$ 52,824	\$ 56,727	-37.8%		Number From Finance
03 Overtime											
<b>003 Office Supplies</b>											
01 Postage								\$ 1,000	NEW		
02 Advertising	\$ 3,360	\$ 3,018	\$ 5,692	\$ 4,023	\$ 3,018	\$ 5,000	\$ 5,692	\$ 7,500	50.0%		
04 Equipment Repair											
08 Office Supplies			\$ 377			\$ 0	\$ 377	\$ 500	NEW		
<b>005 General Govt. Legal Fees</b>											
04 Legal Fees	\$ 1,090			\$ 1,090							
<b>008 Computer Maintenance</b>											
01 Computer Maintenance	\$ 64		\$ 165	\$ 115		\$ 0	\$ 165	\$ 200	NEW		
02 Hosted Services											
03 GIS License	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	0.0%		
<b>009 Professional Dues</b>											
01 Subscriptions	\$ 1,563	\$ 6,143	\$ 1,255	\$ 2,987	\$ 6,143	\$ 6,000	\$ 1,255	\$ 4,000	-33.3%		
04 Prof Dues	\$ 1,152		\$ 425	\$ 789		\$ 0	\$ 425	\$ 1,000	NEW		
<b>010 Travel Expenses</b>											
01 Mileage	\$ -	\$ 586	\$ 477	\$ 354	\$ 586	\$ 1,000	\$ 477	\$ 2,500	150.0%		IEDC Leadership Summit, IEDC Basic ED Course
02 Meals & Lodging	\$ -	\$ 249	\$ 1,397	\$ 549	\$ 249	\$ 1,500	\$ 1,397	\$ 3,000	100.0%		OU EDI Institute, Brownfields, ICSC
04 Conference Fees	\$ -	\$ 861	\$ 1,467	\$ 776	\$ 861	\$ 1,500	\$ 1,467	\$ 3,000	100.0%		
<b>011 Training and Education</b>											
02 Training and Education	\$ 1,760	\$ 650	\$ 109	\$ 840	\$ 650	\$ 1,500	\$ 109	\$ 1,500	0.0%		IEDC Online Trainings
<b>018 Health Insurance</b>											
01 Health Insurance	\$ 15,477	\$ 9,633	\$ 7,866	\$ 10,992	\$ 9,633	\$ 28,153	\$ 7,866	\$ 8,392	-70.2%		Number From Finance
<b>019 Miscellaneous Expenses</b>											
01 Misc Expenses	\$ 33	\$ 31	\$ -	\$ 21	\$ 31	\$ 250	\$ -	\$ 250	0.0%		
<b>031 Building Maintenance</b>											
01 Building Maintenance											
<b>034 Workers Comp</b>											
01 Workers Comp	\$ 206	\$ 151	\$ 51	\$ 136	\$ 151	\$ 150	\$ 51	\$ 190	26.7%		Number From Finance
<b>038 Social Security</b>											
01 Social Security	\$ 8,455	\$ 6,593	\$ 2,272	\$ 5,773	\$ 6,593	\$ 6,359	\$ 2,272	\$ 4,340	-31.8%		Number From Finance
<b>040 City &amp; State Retirement</b>											
01 City & State Retirement	\$ -	\$ -	\$ 1,142	\$ 381	\$ -	\$ 1,340	\$ 1,142	\$ 1,806	34.8%		Number From Finance
<b>145 Special Events</b>											
01 Special Events											
<b>238 Trail Groomer Reserve</b>											
01 Trail Groomer Reserve	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	0.0%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>11 Economic Development (continued)</b>											
<b>280 Revolving Loan Fund</b>											
01 Revolving Loan Fund	\$ 19,558										
<b>281 Contracted Services</b>											
01 Buxton Contract											
03 NMDC	\$ 13,553	\$ 13,464	\$ 13,177	\$ 13,398	\$ 13,464	\$ 13,177	\$ 13,177	\$ 13,032	-1.1%	Request received for 2023	
04 Broadband Study											
02 Chamber			\$ 2,500	\$ 2,500		\$ 2,500	\$ 2,500	\$ 5,000	100.0%	Increase for 2023	
## Social Media								\$ 5,200	NEW		
## Website Upgrading								\$ 5,200	NEW		
## Brownfields Tech Asst								\$ 7,000	NEW		
## Riverfront Plan								\$ 10,000	NEW	\$40,000 requested - Council thoughts?	
<b>385 - Downtown Infrastructure</b>											
01 Downtown Infrastructure	\$ 3,693	\$ 475	\$ 5,040	\$ 3,069	\$ 475	\$ 5,000	\$ 5,040	\$ 7,500	50.0%		
## Business District Lights								\$ 10,000	NEW	Capital Project - 4 year	
<b>392 Ads &amp; Marketing</b>											
01 Video Ads & Marketing	\$ 2,500	\$ 2,500	\$ -	\$ 1,667	\$ 2,500	\$ -	\$ -	\$ 2,500	NEW	Videos for YouTube, Website, Social Media VistCaribou	
<b>394 Community Projects</b>											
01 Project Exp											
08 Winter Carnival	\$ 477	\$ -	\$ 2,175	\$ 884	\$ -	\$ 3,500	\$ 2,175	\$ 3,500	0.0%	Winter Carnival now with SnowBowl	
14 Thursday's On Sweden	\$ -	\$ 7,512	\$ 8,728	\$ 5,414	\$ 7,512	\$ 13,000	\$ 8,728	\$ 10,000	-23.1%	Have sponsorships for 2023 too	
15 Heritage Days											
16 Caribou Days	\$ -	\$ 3,224	\$ 1,300	\$ 1,508	\$ 3,224	\$ 5,000	\$ 1,300	\$ 1,500	-70.0%		
17 Moose Lottery											
18 New Years Eve											
20 Miscellaneous	\$ 2,070	\$ 1,932	\$ 2,645	\$ 2,216	\$ 1,932	\$ 2,000	\$ 2,645	\$ 2,000	0.0%		
21 New Events	\$ 3,000	\$ 1,228	\$ 5,863	\$ 3,364	\$ 1,228	\$ 5,000	\$ 5,863	\$ 4,000	-20.0%		
## Caribou Cares								\$ 5,000	NEW	Grew in 2022	
## Small Business Saturday								\$ 5,000	NEW	This was previously paid for with Craft Fair funds / moving to own line	
<b>405 Slum/Blight Removal</b>											
01 Slum/Blight Removal	\$ 49,488	\$ 87,401	\$ 84,486	\$ 73,792	\$ 87,401	\$ 65,000	\$ 84,486	\$ 65,000	0.0%		
02 Landbank Seed		\$ 3,061	\$ -	\$ 1,531	\$ 3,061	\$ 20,000	\$ -	\$ 20,000	0.0%		
<b>411 Façade Improvement</b>											
01 Façade Improvement	\$ 15,420	\$ 15,874	\$ 19,802	\$ 17,032	\$ 15,874	\$ 20,000	\$ 19,802	\$ 20,000	0.0%		
<b>413 New Fire Station</b>											
01 New Fire Station	\$ 36,945										
<b>Totals</b>	\$ 302,421	\$ 260,586	\$ 231,934	\$ 264,980	\$ 260,586	\$ 308,853	\$ 231,934	\$ 308,037	-0.3%		

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>24 Housing</b>											
<b>001 Salaries</b>											
01 Regular Pay	\$ 53,526	\$ 55,419	\$ 55,415	\$ 54,787	\$ 55,419	\$ 55,688	\$ 55,415	\$ 64,430	15.7%		Number From Finance
11 Part-Time			\$ -			\$ 15,600	\$ -	\$ 15,600	0.0%		
10 Finance Dept tasks			\$ 4,984			\$ 5,981	\$ 4,984	\$ 5,971	-0.2%		
<b>003 Office Supplies</b>											
01 Postage	\$ 3,676	\$ 3,294	\$ 2,894	\$ 3,288	\$ 3,294	\$ 2,200	\$ 2,894	\$ 2,600	18.2%		
02 Advertising		\$ 814	\$ -		\$ 814	\$ 300	\$ -	\$ 400	33.3%		
03 Copier Rental	\$ 1,731	\$ 1,909	\$ 2,135	\$ 1,925	\$ 1,909	\$ 2,000	\$ 2,135	\$ 2,000	0.0%		
05 Printer Ink	\$ 142	\$ -	\$ 145	\$ 96	\$ -	\$ 200	\$ 145	\$ 200	0.0%		
07 Paper	\$ 183	\$ 445	\$ 298	\$ 308	\$ 445	\$ 300	\$ 298	\$ 450	50.0%		
08 Office Supplies	\$ 3,175	\$ 3,621	\$ 2,126	\$ 2,974	\$ 3,621	\$ 1,000	\$ 2,126	\$ 1,750	75.0%		
12 Software	\$ 13,988	\$ 15,609	\$ 17,583	\$ 15,727	\$ 15,609	\$ 14,000	\$ 17,583	\$ 15,000	7.1%		
<b>005 General Govt. Legal Fees</b>											
04 Legal Fees	\$ 4,670	\$ 60	\$ 844	\$ 1,858	\$ 60	\$ 3,500	\$ 844	\$ 3,500	0.0%		
<b>007 Audit</b>											
01 Audit	\$ -	\$ -	\$ 1,500	\$ 500	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.0%		
<b>008 Computer Maintenance</b>											
01 Oak Leaf	\$ -	\$ 840	\$ 840	\$ 560	\$ 840	\$ 840	\$ 840	\$ 840	0.0%		
<b>009 Professional Dues</b>											
01 Subscriptions	\$ 532	\$ 640	\$ 557	\$ 577	\$ 640	\$ 550	\$ 557	\$ 600	9.1%		
04 Professional Dues	\$ 800	\$ 500	\$ 500	\$ 600	\$ 500	\$ 800	\$ 500	\$ 800	0.0%		
<b>010 Travel Expenses</b>											
01 Mileage	\$ 159	\$ 508	\$ 467	\$ 378	\$ 508	\$ 300	\$ 467	\$ 600	100.0%		
02 Meals & Lodging	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 2,000	300.0%		
04 Conference Fees											
05 Travel Expenses	\$ -	\$ -	\$ 206	\$ 69	\$ -	\$ 200	\$ 206	\$ 500	150.0%		
<b>011 Training and Education</b>											
02 Training and Education	\$ 1,328	\$ 1,669	\$ 1,052	\$ 1,350	\$ 1,669	\$ 1,500	\$ 1,052	\$ 3,000	100.0%		
<b>014 - New Equipment</b>											
01 New Equipment	\$ 1,684	\$ 1,600	\$ 120	\$ 1,135	\$ 1,600	\$ 500	\$ 120	\$ 1,000	100.0%		
02 Office		\$ 600			\$ 600						
<b>015 Telephone</b>											
04 Telephone	\$ 462	\$ 395	\$ 394	\$ 417	\$ 395	\$ 1,200	\$ 394	\$ 400	-66.7%		
<b>017 Communications</b>											
03 Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306	\$ -	\$ 306	0.0%		
<b>018 Health Insurance</b>											
01 Health Insurance Housing	\$ 2,786	\$ 2,838	\$ 3,023	\$ 2,882	\$ 2,838	\$ 2,825	\$ 3,023	\$ 2,983	5.6%		Number From Finance
02 Health Ins. Stipend FSS											
<b>034-Workers Comp</b>											
01-Workers Comp Housing	\$ 177	\$ 156	\$ 154	\$ 162	\$ 156	\$ 185	\$ 154	\$ 165	-10.8%		Number From Finance
01-Workers Comp FSS											



Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>24 Housing (continued)</b>										
<b>035-Unemployment</b>										
01-Unemployment Housing	\$ 295	\$ 323	\$ 324	\$ 314	\$ 323	\$ 315	\$ 324	\$ 315	0.0%	Number From Finance
01-Unemployment FSS										
<b>038-Social Security</b>										
01-Social Security Housing	\$ 4,449	\$ 4,598	\$ 4,612	\$ 4,553	\$ 4,598	\$ 4,260	\$ 4,612	\$ 4,929	15.7%	Number from Finance
01-Social Security FSS								\$ 1,200	NEW	This would be SS on PT Employee
<b>040 City &amp; State Retirement</b>										
01-Retirement Housing	\$ 1,983	\$ 2,032	\$ 2,038	\$ 2,018	\$ 2,032	\$ 1,949	\$ 2,038	\$ 2,255	15.7%	Number from Finance
<b>285 Year End Closing</b>										
01-Year End Closing										
<b>412 - Fee Accountant</b>										
01 - Fee Accountant	\$ 5,398	\$ 8,245	\$ 5,670	\$ 6,438	\$ 8,245	\$ 7,000	\$ 5,670	\$ 7,000	0.0%	
<b>Totals</b>	\$ 101,143	\$ 106,114	\$ 107,880	\$ 105,046	\$ 106,114	\$ 125,499	\$ 107,880	\$ 142,294	13.4%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request	% Change from Prior YR	
<b>52 Snow Trail Maintenance</b>										
<b>001 Salaries</b>										
01 Regular Pay	\$ 15,272	\$ 8,080	\$ 17,512	\$ 13,621	\$ 8,080	\$ 16,640	\$ 17,512	\$ 17,200	3.4%	Number from finance
02 Overtime										
07 Salaries										
<b>015 Telephone</b>										
01 Cell Phone	\$ 511	\$ 346	\$ 86	\$ 314	\$ 346	\$ -	\$ 86	\$ -		
04 Telephone										
<b>019 Misc. Expense</b>										
01 Misc. Expense	\$ 231	\$ 3,667	\$ 558	\$ 1,485	\$ 3,667	\$ 3,000	\$ 558	\$ 3,000	0.0%	
<b>034 Work Comp</b>										
01 Work Comp	\$ 476	\$ 176	\$ 470	\$ 374	\$ 176	\$ 475	\$ 470	\$ 445	-6.3%	Number from finance
<b>035 Unemployment</b>										
01 Unemployment	\$ 376	\$ 196	\$ 456	\$ 343	\$ 196	\$ 350	\$ 456	\$ 450	28.6%	Number from finance
<b>036 Vehicle Insurance</b>										
01 Vehicle Insurance										
<b>038 Social Security</b>										
01 Social Security	\$ 1,168	\$ 618	\$ 1,340	\$ 1,042	\$ 618	\$ 1,273	\$ 1,340	\$ 1,316	3.4%	Number from finance
<b>051 Equipment Maintenance</b>										
01 Software										
04 Repairs										
05 Equipment Maintenance	\$ 14,661	\$ 11,602	\$ 7,017	\$ 11,093	\$ 11,602	\$ 10,000	\$ 7,017	\$ 10,000	0.0%	
<b>075 Gas/Oil/Filters</b>										
01 Gas/Oil/Filters	\$ 1,991	\$ 3,541	\$ 2,248	\$ 2,593	\$ 3,541	\$ 3,000	\$ 2,248	\$ 3,000	0.0%	
<b>076 Diesel</b>										
01 Diesel	\$ 17,586	\$ 12,752	\$ 28,093	\$ 19,477	\$ 12,752	\$ 22,300	\$ 28,093	\$ 30,000	34.5%	
<b>148 Trail Maint</b>										
01 Trail Maint	\$ 2,509	\$ 2,409	\$ 1,968	\$ 2,296	\$ 2,409	\$ 3,000	\$ 1,968	\$ 3,000	0.0%	
<b>286 Rent Exp</b>										
01 Rent Exp	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.0%	
<b>Totals</b>	\$ 56,782	\$ 45,387	\$ 61,749	\$ 54,639	\$ 45,387	\$ 62,038	\$ 61,749	\$ 70,411	13.5%	

Department	2020	2021	2022	3 Year Average Actual Expenses (20-22)	2021	2022		2023		% Change from Prior YR	
	Year End	Year End	Unaudited Year End		Year End	Final Budget	Unaudited Year End	Department Request			
<b>96 Section 8 FSS</b>											
<b>001-Salaries</b>											
01-Regular Pay	\$ 36,937	\$ 38,244	\$ 38,241	\$ 37,808	\$ 38,244	\$ 38,429	\$ 38,241	\$ 43,441	13.0%	Number from finance	
<b>003-Office Supplies</b>											
01-Postage	\$ 120	\$ 37	\$ 136	\$ 98	\$ 37	\$ 100	\$ 136	\$ 150	50.0%		
05-Printer Ink	\$ 97	\$ 201	\$ 161	\$ 153	\$ 201	\$ 175	\$ 161	\$ 200	14.3%		
08-Office Supplies	\$ 115	\$ 222	\$ 275	\$ 204	\$ 222	\$ 75	\$ 275	\$ 175	133.3%		
<b>009 Professional Dues</b>											
01 Professional Dues			\$ 2,079			\$ -	\$ 2,079				
<b>010- Travel Expenses</b>											
01-Mileage	\$ -			\$ -							
02 Meals & Lodging	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 2,000	300.0%		
05 Travel Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 500	0.0%		
<b>011 - Training and Education</b>											
02 - Training and Education	\$ -	\$ -	\$ 912	\$ 304	\$ -	\$ 100	\$ 912	\$ 1,500	1400.0%		
<b>014 - New Equipment</b>											
01 New Equipment											
02 Office											
<b>018- Health Insurance</b>											
01-Health Insurance	\$ 2,724	\$ 2,777	\$ 2,961	\$ 2,821	\$ 2,777	\$ 2,823	\$ 2,961	\$ 2,983	5.7%	Number from finance	
<b>021-Appropriations Allowance</b>											
01-Appropriation Allowance	7000	5000	13303	\$ 8,434	\$ 5,000	\$ 5,000	\$ 13,303	\$ 8,500	70.0%	2023 Grant Award: \$64,455	
<b>034-Workers Comp</b>											
01-Workers Comp	\$ 125	\$ 109	\$ 109	\$ 115	\$ 109	\$ 119	\$ 109	\$ 115	-3.4%	Number from finance	
<b>035-Unemployment</b>											
01-Unemployment	\$ 295	\$ 323	\$ 324	\$ 314	\$ 323	\$ 315	\$ 324	\$ 324	2.9%	Number from finance	
<b>038 Social Security</b>											
01-Social Security	\$ 3,134	\$ 3,237	\$ 3,252	\$ 3,208	\$ 3,237	\$ 2,938	\$ 3,252	\$ 3,323	13.1%	Number from finance	
<b>040 City &amp; State Retirement</b>											
01-Retirement Housing	\$ 1,403	\$ 1,431	\$ 1,437	\$ 1,424	\$ 1,431	\$ 1,345	\$ 1,437	\$ 1,520	13.0%	Number from finance	
<b>Totals</b>	\$ 51,951	\$ 51,582	\$ 63,191	\$ 55,575	\$ 51,582	\$ 52,419	\$ 63,191	\$ 64,732	23.5%		

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



**MEMO**

**To: Mayor and City Council Members**  
**From: Penny Thompson, City Manager**  
**Date: February 13, 2023**  
**Re: Ordinance Introduction: Caribou Development Committee**

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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 March 13, 2023.

**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 31<sup>st</sup> of each year, covering goals, activities, and accomplishments during the preceding year.



**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 February 13, 2023 and a public hearing being held on March 13, 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

Here are the changes to  
Ordinance 01, 2023, Series  
As suggested by  
Councilor Dan Bagley

**Chapter 22 Caribou Development Committee**

**ARTICLE 1 Caribou Development Committee**

Section

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## **Chapter 22 Caribou Development Committee**

### **ARTICLE I Caribou Development Committee**

#### **Sec. 22-101 Preamble**

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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.

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**

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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 two ex-officio members with voting privileges: one member of the Caribou Planning Board (appointed by a majority vote of the Planning Board members), and one member of the Caribou Economic Growth Council (appointed by a majority vote of the Caribou Economic Growth Council members). In addition, the Committee will include two ex-officio members without voting privileges: one member of the Caribou City Council (appointed by a majority 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.

Vacancies, due to death, resignation, or any other reason, shall be filled by a majority vote of the Caribou City Council.

### **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 bylaws 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 bylaws shall be approved initially and may be amended subsequently by a majority vote of the Committee. The initial by-laws, and any subsequent amendments to the bylaws, shall be forwarded by the City Manager to the City Council for review and approval, before those bylaws or amendments take effect.

### **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:

- Coordinate with the City Manager, City staff, the Caribou Planning Board, the Caribou Economic Growth Council, the Caribou Riverfront Renaissance Committee, and the Caribou Airport Advisory Committee to develop a comprehensive economic development strategy for the next 10-year period (2023 – 2033)
- Build and maintain broad community support for development efforts through public testimony and social media presence
- Encourage broader access to economic incentives for quality job creation and tax base enhancement
- Recommend measures to reduce barriers to economic growth, while recognizing regulatory functions
- Develop initiatives that support existing and future business
- Identify and pursue potential resources to aid in economic development efforts

- Assist firms in finding appropriate development sites for expansion
- Encourage downtown revitalization and neighborhood business development
- Serve as a resource for information and technical assistance, to strengthen programs that encourage entrepreneurship
- Promote redevelopment of existing vacant lots within the urban compact zone, underutilized land, and brownfields properties
- Recommend measures to maintain and improve Caribou’s position as a tourist destination
- Improve commercial, recreational, entertainment and hospitality opportunities for citizens of Caribou and surrounding communities
- Coordinate with the Caribou Planning Board to recommend potential zoning and land use changes that will encourage greater economic development across the City, support and contribute to the “Economy” section of the Comprehensive Plan
- Coordinate with the Caribou Economic Growth Council to recommend deserving businesses for funding support
- Coordinate with the Caribou Riverfront Renaissance Committee to recommend short-term, mid-term, and long-term strategies and initiatives for riverfront redevelopment
- Coordinate with the Caribou Airport Advisory Committee to recommend measures to expand the utilization and development of airport facilities

**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 31<sup>st</sup> of each year, covering goals, activities, and accomplishments during the preceding year.

**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: February 13, 2023**

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Members of the Caribou City Council ranked various priorities in multiple categories and here are the results.

Suggested Action:

No action is required, this is informational.



Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

<b>PUBLIC SAFETY (Rank top 5)</b>	<b>FINAL SCORE</b>	<b>Jody Smith</b>	<b>Courtney Boma</b>	<b>Joan Theriault</b>	<b>R. Mark Goughan</b>	<b>Louella Willey</b>	<b>John Morrill</b>	<b>Dan Bagley</b>
Police Station Design and Construction	19	2	1	1			1	
Grant Pursuit for Police Station Construction	18	3	2	2		3	2	
Opioid and Drug Enforcement (Ongoing)	18	1	4	4		1		2
Community Outreach (related to Public Safety)	7		3	3		5		
Fire Station Operational Upgrades	7					2		3
Ambulance Service Contracts	6	5		5			4	4
Emergency Preparedness / Resiliency	5		5				3	5
Police Station Design, Financing and Construction	5							1
Marijuana Retail Establishment Requests	3	4					5	
Opioid Drug Recovery	2					4		

<b>ADMINISTRATION (Rank Top 5)</b>	<b>FINAL SCORE</b>	<b>Jody Smith</b>	<b>Courtney Boma</b>	<b>Joan Theriault</b>	<b>R. Mark Goughan</b>	<b>Louella Willey</b>	<b>John Morrill</b>	<b>Dan Bagley</b>
HR / Personnel Policy Update	22	1	1	4		1	1	
Grant Options to Fund Priorities	15	3	4	1		4	3	
HR / Performance Evaluation System	15	2				3	2	2
Employee Retention	14		2	2		5	4	3
Economic/Community Development Director	9					2		1
Tax Acquired Property Strategies	6		3	3				
ARPA Fund Use & Management	4	4					5	5
FBO Services at Airport	4		5	5				4
Manager Duties / Performance	1	5						
Citizen University								
Health Insurance Changes								
Investment Options								
Non-Union Compensation Policy								
Procurement Policy Updates								
Union Contract Negotiations								
Other:								

Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

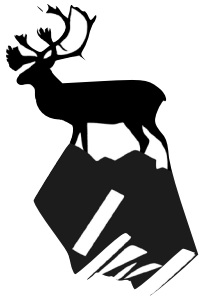
COMMUNITY DEVELOPMENT PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Blight Removal and Reuse	25	2	1	1		1	1	5
2024 Comprehensive Plan	10			4		4	3	3
Affordable Housing shortage	9	4		3			2	
DOT Village Partnership Initiative	9		3				4	2
Economic/Community Development Director	9					2		1
Branding & Marketing Campaign	8		4	2				4
Weekly Business Visits (Coffee with ...)		1						
Wayfinding / Signage in Downtown	4		2					
Define: Community Development	3					3		
Ribbon Cutting Ceremonies	3	3						
Create Strategic Plan for Projects	2					5	5	
Welcome New Residents to Caribou	2	5		5				
Beautification Committee	1		5					
Business Directory & Newsletter								
Chapter 13 Zoning Ordinance Rewrite								
Increase Social Media presence								
Placemaking Strategies								
Other:								

INFRASTRUCTURE (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Municipal Buildings Deferred Maintenance	23	1	1	1		3		1
Broadband Access to the "Last Mile"	14	2		3		1		4
Sidewalks and Pedestrian Safety	11		4			4	3	2
Nylander Assets and Staffing	10	3	5			2	4	
Mobile Home Park Reuse	9	5	2	2				
Street Light Program	8		3	5			2	
Capital Equipment / Vehicles Plan	7	4				5	5	3
Facility Manager Position	5						1	
Airport Upgrades	3			4				5
City Hall Accessibility								
Electric Vehicles Charging Stations								
Overlay of Hwys in Urban Compact Zone								
River Road Reconstruction								
Storm Drain System Inventory								
Other:								
Other:								

Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

LEISURE SERVICE PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Tourism Promotion	17	1	3	1			5	3
Special Events: Caribou Cares / Thursdays	16	5	5	2		2	4	2
Nylander Operations	13	4	4			1	2	
Caribou Mill Pond & Dam Rehabilitation	11		1	5			1	
Recreational Trail Enhancements	11		2	4				1
Age-Friendly Initiatives	7	3				4		4
Culture and Arts Planning	4						3	5
Gateway Enhancements	4	2						
Library Programs and Resources	4			3		5		
Veteran Advocacy	3					3		
Cemetery Preservation and Care								
Non-Profit Contributions								
Other:								
Other:								

ECONOMIC DEVELOPMENT PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Downtown Revitalization	13		1	1		5		4
Riverfront Redevelopment	12		2			2		2
Economic/Community Development Director	8					3		1
Neighborhood redevelopment	7	5	4	2				
Affordable Child Care barriers	6			5		1		
Creation of ED Citizen Committee	6	1						5
Small Business Expansion and Retention	6	3		3				
Airport Business Development	5			4				3
Birdseye Site Cleanup and Master Plan	5						1	
Brownfields Grants	5		5				2	
Creating "Shovel Ready" Projects	5					4	3	
Façade Improvement Grants	4	2						
Brochures for Business	3		3					
Define: Economic Development	2						4	
Increase in Taxable Property Values	2	4						
Landbank Creation	1						5	
Sure Site Program								
Workforce Development								



# Caribou Public Library

## DIRECTOR'S REPORT

**To: Mayor and City Councilors  
Penny Thompson, City Manager  
From: Peter Baldwin, Library Director  
January 2023 Report**

January is a time for renewal and resolutions throughout most of the modern world. The library has resolved to bring an exciting year full of programs to keep the community engaged. The library continued to bring storytimes, active programs, and much more this month in spite of the weather trying to slow us down.

Our Children's Room has been abuzz this month with some Lego Events! The Lego Day program was converted into a Lego Month, so kids of all ages can make their creations and have them on display at their leisure. This has done wonders for the program and drawn quite a bit of excitement in the Children's Room. This month we also held a drawing to give away two lego sets. Our winners, some of our most voracious child readers, have already come to claim their prizes!

The Children's room has seen a lot of active use, and has begun a small transformation as we relocate some furniture. This is all in an effort to not only reorganize our craft supplies, but to make them more available to those who wish to use them. Our old card catalog will now be used to house google eyes, markers, crayons and more for easy access by our crafty kids.

The library has officially received boxes from Advantage Preservation, the company that will be aiding us in digitizing our microfilm collection. A Special Edition of the Aroostook Republican has been loaned to the Library as well to ensure it will be preserved to the fullest extent of modern technology. The microfilm will be shipped out in February, and available to the public via our website within 2 months of receipt.

As the library has always been a hub for community driven programs, we have begun to see the return of some of our favourite groups that have emerged from a short hiatus. One such group is the Great Decisions. This group, run like a college course,

follows an informational structure that outlines current events of the past year to the fullest extent known and possible ramifications for the future. Armed with a new coursebook, this group has begun meeting again on the third Wednesday of each month.

We are also excited to announce a new edition, coming shortly, to the library! It was long a dream of previous Director Shafer to have the library create its own makerspace. We received a donation in December that we opted to use for the official creation of a Makerspace. The library now officially has both a plastic filament and resin printer available for public use. We are looking toward the future of creating innovative programming for interested youths centered around Computer Aided Design and 3-D Modeling.

Lastly, the library has begun a new partnership with BetterWorldBooks. This partnership will allow us to continue to ship books out of the library for sale. While we do hope to move into private sale one day in the future, there are so many books that need new homes. This means we will be shipping the books for free and be receiving 15% back for each book sold. We are excited by this new revenue stream, and look forward to seeing these books find new forever homes.

The Aroostook County Genealogical Society, spearheaded by Brenda Bourgoine, also offered a Beginner Genealogy Class this month. The class was comprised of 6 individuals who were eager to learn more about the genealogical process, both to learn more about genealogy itself as well as their own family history! February 11<sup>th</sup> will also feature this class but for avid and prospective genealogists that are a little more advanced, or wish to further their knowledge beyond the Beginner Class.

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

Peter Baldwin

**CIRCULATION STATISTICAL COMPARISON**

<b>MATERIAL TYPE</b>	<b>JAN 2022</b>	<b>FEB 2022</b>	<b>MAR 2022</b>	<b>APR 2022</b>	<b>MAY 2022</b>	<b>JUN 2022</b>	<b>JUL 2022</b>	<b>AUG 2022</b>	<b>SEPT 2022</b>	<b>OCT 2022</b>	<b>NOV 2022</b>	<b>DEC 2022</b>	<b>JAN 2023</b>
Adult books	729	554	612	509	579	630	518	540	652	556	560	751	519
Juvenile books	584	455	662	673	617	626	736	1,082	815	832	881	661	1,171
Teen/YA books	40	51	55	37	35	82	50	67	91	66	36	30	56
DVDs	122	98	129	128	94	89	132	106	137	109	107	137	119
eBooks/Audiobooks	25	158	177	128	178	128	163	136	142	151	133	141	306
Magazines	36	15	24	19	22	32	57	58	69	69	71	81	17
Interlibrary loans	26	33	29	49	33	33	24	28	33	40	21	40	21
Puzzles	17	1	9	10	5	7	0	0	2	1	2	4	16
STEAM	26	35	17	18	4	17	2	1	8	6	3	17	7
Renewals	434	309	479	472	420	350	385	534	348	387	480	434	410
<b>TOTAL NUMBERS</b>	<b>2,039</b>	<b>1,709</b>	<b>2,193</b>	<b>2,043</b>	<b>1,987</b>	<b>1,994</b>	<b>2,067</b>	<b>2,552</b>	<b>2,297</b>	<b>2,217</b>	<b>2,294</b>	<b>2,296</b>	<b>2,642</b>

**YEAR-TO-DATE OVERALL MONTHLY STATISTICAL COMPARISON**

MATERIAL TYPE	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	JUL 2022	AUG 2022	SEPT 2022	OCT 2022	NOV 2022	DEC 2022	JAN 2023
Circulation	2,039	1,709	2,193	2,043	1,987	1,994	2,067	2,552	2,297	2,217	2,294	2,296	2,642
Library Visitors	3,248	3,046	3,890	3,610	3,775	3,487	3,936	4,339	3,884	3,803	3,724	3,030	2,599
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	138	93	165	133	103	149	115	161	120	137	118	85	76
Books withdrawn	655	18	48	25	228	222	43	254	119	186	192	170	78
Program Participation	1,462	1,507	2,040	2,243	2,271	2,001	1,652	2,435	2,840	3,940	3,256	2,456	
New patrons	16	13	43	19	17	29	23	32	35	47	18	18	15
Archives (# of users)	31	29	43	52	32	28	34	41	58	42	42	25	42

\*\*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
2023	2,642												2,642

**CFAD Monthly Report**

**January 2023**

**Fire Calls 22\_Ambulance Calls 213\_Canceled Calls 1\_ = Total Calls 236**

**See Attached Breakdowns:**

- Alarms for Fires (33)- 3
- Alarms for Rescues (66) -
- Silent Alarms -19
- Total Hours Pumped – 22
- Gallons of Water Used –2,582,505
- Amt. of Hose used -3,100 ’
- Ladders Used (in Feet)177’:
- (75’ Aerial)\_75’
- Thermal Imaging Camera Used - 5
- Gas Meter Used- 1
- Rescue Sled & Snowmobile-
- Rescue Boat -
- Jaws Used -
  
- Miles Traveled by All Units –3,997
- Color Guard Trng./Ceremonies- mhrs.

- ALS Calls - 97
- BLS Calls - 116
- Amb. Calls Canceled-1
- Target Calls (Drug Behavioral)-9
- PIFT Transfers-1
- Long Distance Transfers- 3
- Calls Turned Over - 7
- Total Out of Town Calls- 59
- No Transports- 32
- Est. Fire Loss, Caribou -
- Est. Fire Loss, out of City-
- Total Est. Fire Loss-
  
- Total Maintenance Hours - 3
- Total Training Hours – 289.17

**MUTUAL AID TO:**

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

**MUTUAL AID FROM:**

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

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

<b>Location</b>	<b># of Amb. Resp./N/T's</b>	<b># Of Fire Resp.</b>	<b>Man Hrs.</b>
Woodland	11/2		
Stockholm	3		
Connor	7/2		
New Sweden	7/1		
Limestone	20/2		
Caswell	5/1		
Fort Fairfield			
Presque Isle			
Van Buren	3		
Bangor			
Perham			
Mad. Lake Twp.	1		
Cyr Plt.	1		
Washburn			
Hamlin	1		

**Scott Susi, CFAD Chief**



## Fire Breakdowns

Situation Found			# Of Incidents	Fire Casualties	Est. Property Damage
1. Private Dwellings (111) Mobile Homes (121)	1				
2. Apartments (3 or more) (111)	1				
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)					
11. Vacant Buildings or being Built (111)					
12. Fires outside structure w/value (crops, timber, etc.) (171)					
13. Fires Highway Vehicles (131)	1				
14. Other Vehicles (planes, trains, Ski Doo etc.) (132)	1				
15. Fires in brush, grass w/no value (140)					

**Other Incidents**

16. Haz-Mat (400)	
17. False Calls (740)	
18. Mutual Aid Calls (571)	2
19. Aid to Ambulance (10-55's) (322)	2
20. Aid to Police (551)	
21. Investigation (Smoke, CO, or Alarm)	(smoke ) 4 (CO) 1 (Alarm ) 8
22. Service Calls (500)	2
23. Ambulance Calls (300)	213

Canceled Calls- 1

Fire/Rescue- 22

Total Calls for the Month \_236

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**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
<b>Applicants in Jurisdiction</b>	<b>35</b>												<b>35</b>
VAWA Preference	1												1
Veteran's Preference	2												2
Natural Disaster	0												0
Living in Caribou	19												19
Mainstream	16												16

**HOUSING CHOICE VOUCHER PROGRAM**

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
<b>HUD Allocated Vouchers</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>2352</b>
<b>Total Vouchers Leased</b>	<b>174</b>												<b>174</b>
Port Out Vouchers	1												1
Homeownership Vouchers	1												1
All Other Housing Choice Vouchers	172												172

YTD Openings	22												22
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Applicants Pulled From Waiting List	0												0
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Vouchers Issued	0												0
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Vouchers Expired	2												2
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Vouchers on Street	8												8
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<b>Total HAP Expense</b>	\$ 81,027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,027
All Other Voucher	\$ 73,818												\$ 73,818
Port Out Payments	\$ -												\$ -
Homeownership HAP	\$ 284												\$ 284
FSS Escrow, Participants Account	\$ 6,925												\$ 6,925

<b>Ave. Per Unit Cost</b>	\$ 466												\$ 466
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<b>Lease Up Rates</b>	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
HUD Allocated -vs- Leased	89%												
HUD Funded -vs- HAP Expense	93%												

**MAINSTREAM VOUCHERS**

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
<b>Allocated Vouchers</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>480</b>
<b>Total Vouchers Leased</b>	<b>32</b>												<b>32</b>

<b>Total HAP Expense</b>	\$ 14,685	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,685
HAP Expense	\$ 14,014												\$ 14,014
FSS Escrow, Participants Account	\$ 671												\$ 671

YTD Openings	8												8
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Applicants Pulled from Waiting List	0												0
-------------------------------------	---	--	--	--	--	--	--	--	--	--	--	--	---

Vouchers Issued	0												0
-----------------	---	--	--	--	--	--	--	--	--	--	--	--	---

Voucher Expired	0												0
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Vouchers on Street	0												0
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**PORT IN / FOSTER YOUTH TO INDEPENDENCE**

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Vouchers Leased	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	13												13
Total HAP Expense	\$ 7,480												\$ 7,480
YTD Openings	2												2
Vouchers Issued	1												1
Voucher Expired	0												0
Vouchers on Street	0												0

**HOUSING QUALITY STANDARDS INSPECTIONS**

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Initial Inspection	5												5
Annual Inspection	0												0
Tenant/Landlord Requested	1												1
No Show													0
Reinspection(s)	0												0
Other, Public Housing Authority Inspections	0												0
Total Inspections	6	0	0	0	0	0	0	0	0	0	0	0	6

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	\$ 8,387												\$ 8,387
Number Earning Escrow	59												59
FSS Escrow, Participants Account	31												31
FSS Families, Disbursement	0												0
FSS Disbursement Amount	\$ -												\$ -
FSS Graduate, Families	4												4
FSS Graduate, Escrow	\$ 18,503												\$ 18,503
FSS Forfeiture, Families	0												\$ -
FSS Forfeiture, Escrow	\$ -												\$ -

**LANDLORD INCENTIVE PROGRAM**

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
<b>Signing Bonus</b>	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Housing Choice Voucher	3												3
	\$ 2,250												\$ 2,250
Mainstream	3												3
	\$ 2,250												\$ 2,250
Emergency Housing Voucher	0												0
	\$ -												\$ 2,253

<b>Security Deposit</b>	\$ 1,922	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,922
Housing Choice Voucher	1												1
	\$ 1,172.00												\$ 1,172.00
Mainstream	1												1
	\$ 750.00												\$ 750.00
Emergency Housing Voucher	0												0
	\$ -												\$ -

<b>Repair Grants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Choice Voucher	0												0
	\$ -												\$ -
Mainstream	0												0
	\$ -												\$ -

<b>Damage Reimbursements</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Choice Voucher	0												0
	\$ -												\$ -
Mainstream	0												0
	\$ -												\$ 144

<b>Grand Total of Incentives</b>	\$ 6,422	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,422
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<b>GRAND TOTAL OF ASSISTANCE INTO LOCAL</b>	\$ 128,117	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,117
<b>2023 YEAR TO DATE</b>	\$ 128,117												

<b>Percentage Increase, 2023-vs- 2022</b>	12%												12%
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<b>2022 MONTHLY ASSISTANCE</b>	\$ 112,788	###	###	###	###	###	###	###	###	###	###	###	###
<b>YEAR TO DATE</b>	\$ 112,788	###	###	###	###	###	###	###	###	###	###	###	###

# Monthly Permit Report

January 2023

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

Year-to-Date is     January 2023                   to                   December 2023



**Board of Directors**  
**January 16, 2023**  
**5:30 p.m.**

**Present:** Doug Plourde, Chairman; Chris Bell, Penny Thompson, Kevin Barnes, Dr. Shawn Laferriere, Jane McCall, Mike Gahagan, Luke Dyer, Neal Griffith, Dr. Irene Djuanda, Dr. Carl Flynn, Kris Doody, RN, CEO; Dr. Regen Gallagher, CMO; Chelsea Desrosiers, CFO; Jenn Plant, CNO, Paula Parent, RN, HR Director; Stev Rogeski, Pines Health Services Board Member, Chip Holmes, QHR and Peg McAfee

**Welcome:** Doug Plourde, Chairman, Board of Directors welcomed Stev Rogeski, PHS Board; Chip Holmes, QHR.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<b>REGULAR MEETING</b>			
<b>1. Call to Order</b>	Doug Plourde, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:33 p.m. and welcomed Luke Dyer as a new Board member.	Informational.	
<b>2. Review and Approval of Minutes</b>	The minutes of December 5, 2022 were reviewed.  The minutes of December 28, 2022 were reviewed.	Upon motion duly made and seconded, it was so VOTED to approve the December 5, 2022 meeting minutes as presented.  Upon motion duly made and seconded, it was so VOTED to approve the December 28, 2022 meeting minutes as presented.	
<b>3. Report of Chief of Staff</b>	Dr. Carl Flynn provided the following updates from the December 14 <sup>th</sup> MSEC and GMS Meetings. He noted that Doug Plourde was the Board Representative at the meeting:  Medical Staff Executive Committee Meeting: <ul style="list-style-type: none"> <li>• The committee reviewed and approved the Radiology job descriptions. This is completed annually.</li> <li>• A portion of the new endoscope purchase has been acquired. Payment terms are being finalized with the company.</li> <li>• Nutrition Care Manual and Pediatric Nutrition Care Manuals were reviewed and approved. The manuals were forwarded to the General Medical Staff Meeting for review.</li> <li>• Leapfrog Scores – The Medical Staff Executive Committee showed interest in discussing the recent scores. The Leapfrog scores will be added to the January MSEC agenda and March GMS agenda.</li> <li>• Administration members have created a food pantry for employees. It is located outside the cafeteria.</li> </ul>	Upon motion duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented.	

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>General Medical Staff Meeting:</p> <p><b>Update from the Nominating Committee</b> – 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"> <li>• Quality Management Chair – Dr. John Bouchard (2023-2024 term)</li> <li>• Chief of Surgery – Dr. Sidney Whiting (2023-2024 term)</li> <li>• Chief of Emergency Medicine – Dr. Dan Harrigan (2023 term)</li> </ul> <p>The following members of the Medical Staff Executive Committee remain the same for 2023-2024:</p> <ul style="list-style-type: none"> <li>• Chief of Medical Staff – Dr. Carl Flynn</li> <li>• Medical Staff Vice President – Dr. Robert Bassett</li> <li>• Treasurer – Dr. Carlos Chavez</li> <li>• Past Chief of Medical Staff – Dr. Irene Djuanda</li> <li>• Chief of Medicine – Dr. Caleb Swanberg</li> <li>• Chief of Radiology/Pathology – Dr. Shawn Laferriere</li> <li>• Medical Review Committee Chairman – Dr. Jarryd Rossignol</li> <li>• Maternal Child Committee Chair – Dr. Manel Karunasiri</li> <li>• Allied Health Representative – Josee Romann, FNP</li> </ul> <p><b>Department of Emergency Medicine</b> – Cary has hired a new employee to counsel patients in crisis. Caribou Fire and Ambulance has obtained mechanical CPR devices. A training will be scheduled for nursing staff when patients arrive in the ER with these devices. Dr. Insignares has begun a two month military deployment at the end of December. Dr. Insignares was recently promoted to Lieutenant Colonel.</p> <p><b>Department of Medicine</b> – The department reviewed quality indicators. Interviewing is ongoing for a night time Hospitalist.</p> <p><b>Department of Radiology/Pathology</b> – The new CT scanner transition is in process.</p> <p><b>Department of Surgery</b> – The post-op glucose and VTE indicators are being reviewed.</p> <p><b>2023 Medical Staff Committee Membership Listing</b> – The 2023 Medical Staff Committee List was included in the packet for review.</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>Upon motion duly made and seconded, it was so VOTED to approve the 2023 Medical Staff Committee Listing as presented.</p>	





**Board of Directors**  
**January 16, 2023**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p><b>4. Quality Management Committee, Patient Safety Committee, Dashboard</b></p>	<p>Dr. Regen Gallagher reported the following from the December QM Committee Meeting:</p> <p><b>Old Business Included:</b></p> <ul style="list-style-type: none"> <li>The QM sub-group has met to review Sepsis. Education will be provided to all clinical and medical staff.</li> </ul> <p><b>Utilization and Case Management reports reviewed included:</b></p> <ul style="list-style-type: none"> <li>Readmission rates, letters of denial and length of stay.</li> <li>Annual discharge assessment surveys with area nursing and boarding homes.</li> <li>CHF Readmissions were reviewed.</li> </ul> <p><b>Patient Safety Reports Included:</b></p> <ul style="list-style-type: none"> <li>CMS reports for 30 day readmission, payment, patient safety indicators, facility visits after outpatient colonoscopy/chemo/surgery; mortality measures and MSPB.</li> </ul> <p><b>QM Compliance Indicators reviewed were:</b></p> <ul style="list-style-type: none"> <li>L'Acadie and OR</li> </ul> <p><b>QM Plans:</b></p> <ul style="list-style-type: none"> <li>All QM Plans were reviewed and approved at the December QM Committee meeting.</li> </ul> <p><b>2022 Dashboard</b> – Dr. Gallagher reported that the Medical Staff Quality Indicators are current through October. There is no new information for the inpatient core measures. Hospital Wide Departmental Leadership data input is ongoing.</p> <p><b>Customer Satisfaction</b> – Kris Doody reported that Cary has received star ratings from Press Ganey. Cary Medical Center's received a 4 Star rating overall and a 5 Star rating for Customer Service. Leslie Anderson reported it has been a tough year for customer satisfaction due to COVID restrictions. Information for Q4 2022 was included in the dashboard. One Day Surgery ratings continue to be excellent. Patient complaints for Q4 2022 have trended downward.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee report as presented.</p>	
<p><b>5. Report of Chairman, Board of Directors – Doug Plourde, Chairman</b></p> <p><b>a. Report from Board Members – PHS</b></p>	<p>Doug Plourde provided the following updates:</p> <p><b>Pines Health Services</b> – Doug noted that he was unable to attend the Pines December meeting.</p>	<p>Informational.</p>	

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p><b>MSEC &amp; GMS</b></p> <p><b>b. DRAFT Board of Directors Committee Listing</b></p>	<p><b>Medical Staff Executive Committee and General Medical Staff Meetings</b> – Doug was in attendance at the meeting, however he has not additions. He noted that it was a great meeting. The Medical Staff Executive Committee has established a creative way to get medical staff members to attend the meeting.</p> <p><b>Board of Directors Committee Listing</b> – Doug Plourde thanked Dr. Djuanda for agreeing to be nominated for another 3 year term on the Board of Directors. Doug thanked Luke Dyer for agreeing to be nominated for a 3 year term on the Board of Directors. The Board of Directors appreciates Luke joining the Board. Doug thanked Chris Bell for accepting the Finance &amp; Personnel Committee Chairperson position and Kevin Barnes for accepting the position of Vice Chairman of the Board.</p>	<p>The listing will be updated and included in the next Board packet.</p>	
<p><b>6. Report of CEO – Kris Doody</b></p> <p><b>a. Physician Recruitment and Retention</b></p>	<p>Kris Doody reported the following, noting more information is available in the CEO and Provider Activity Reports:</p> <p><b>Physician Recruitment –</b></p> <ul style="list-style-type: none"> <li><b>Hem/Onc</b> – Dr. Elena Vaglia has signed a contract with plans to begin full-time at the Jefferson Cary Cancer Center. 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. Plans are for her to begin full time in February. Dr. Zimble has signed a Pines contract and will be providing part-time coverage during 2023.</li> <li><b>Pathology</b> – Zoom interviews continue to be scheduled with interested candidates. Dr. Boone will continue working part-time in 2023. He also provided a name of a potential pathology candidate.</li> <li><b>Emergency Medicine</b> – Dr. Comfort Hines, an experienced ER physician, has signed a contract. She arrived this weekend and will 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 will be locating to Caribou. Dr. Yazdani provided information for a full-time candidate, Dr. Britt Anderson. Plans are to schedule a zoom interview with Dr. Anderson.</li> <li><b>Hospitalist</b> – A locum night-time hospitalist has been secured through a locum company beginning April 2023. Dr. Suzette Millington-Buffong. A zoom interview was completed with Dr. Arfa Amjad. She is currently scheduled for a site visit January 27<sup>th</sup>. Dr. Aditi Bawa is interested in coming for a site visit in the next few months. A zoom interview is being scheduled with Dr. Amy Sprague.</li> <li><b>Pediatrics</b> – Zoom interviews have been completed with interested pediatricians with additional interviews being scheduled.</li> <li><b>Ongoing Recruitment</b> – Recruitment is ongoing for pediatrics, primary care, orthopedics,</li> </ul>	<p>Informational.</p>	



**Board of Directors**  
**January 16, 2023**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p><b>b. CT Scanner Project</b></p>	<p align="center">OB/GYN, emergency medicine, hospital medicine and anesthesia (CRNA).</p> <p><b>CT Scanner Project</b> – Leslie Anderson reported the new CT Scanner arrived on January 10<sup>th</sup>. There has been a mechanical install completed. January 31<sup>st</sup> the mobile unit departs. IT will install the apps necessary. Staff will be trained the week of January 23<sup>rd</sup>. A new procedure, Cardiac CT, will be added in the future.</p>		
<p><b>c. 100<sup>th</sup> Anniversary Committee</b></p>	<p><b>100<sup>th</sup> Anniversary Committee</b> – Kris Doody reported that Cary Medical Center will celebrate its 100<sup>th</sup> Anniversary from September 24, 2023-September 24, 2024. Committee meetings will begin this week. More information will be shared as it becomes available.</p>		
<p><b>d. Veterans Activities</b></p>	<p><b>Veterans Activities</b> – Kris Doody reported there are two concerns of local veterans; the move of the VA Clinic out of Caribou and the status of MVH in Caribou. VA has signed a contract with Cary Medical Center to continue leasing the space through September 2023. Kelly Kash has retired as CEO of the Maine Veterans Homes. The new CEO, Sharon Fusco, had planned a trip to Caribou but had to cancel. A zoom meeting will be scheduled with Ms. Fusco in the near future as a meet and greet. The MVH Steering Committee had indicated they would reach out to folks from the County to be members of the committee. Governor Mills and Senator Jackson have committed state dollars to support the MVH keeping Caribou open. A Federal match of the state dollars has been received. Discussion ensued regarding the listening sessions conducted by Berry Dunn with the Maine Veterans’ Homes. Penny Thompson inquired as to the availability of the information from the listening sessions. Ms. Doody will inquire about the availability of the information.</p>		
<p><b>e. QHR Consulting</b></p>	<p><b>QHR Consulting:</b></p> <ul style="list-style-type: none"> <li>• <b>Nutritional Services</b> – Leslie Anderson reported that contact has been made and the first meeting has been completed. An action plan for 2023 is underway.</li> <li>• <b>Laboratory Inventory</b> – Leslie Anderson reported a meeting has been completed including Jonathan Anderson and Sharon Jandreau. Plans are to go live February 1<sup>st</sup>.</li> </ul>		
<p><b>f. Other</b></p>	<p><b>Wage Increases</b> – Kris Doody reported that several employees from both Cary and Pines extended their appreciation and were very thankful for the wage increases. Employees were surprised and very pleased.</p>		
<p><b>7. Report of Finance &amp; Personnel Committee</b></p> <p><b>a. November Financials</b></p>	<p>Chelsea Desrosiers and Chris Bell provided the following updates:</p> <p><b>November Financials</b> - Chelsea Desrosiers provided an overview of the November 2022 Financials for Cary Medical Center, including review of: gross patient revenue, net operating revenue,</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the report of the Finance &amp;</p>	



**Board of Directors**  
**January 16, 2023**  
**5:30 p.m.**

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>expenses, COVID funding and net income (loss) for November.</p> <p><b>COVID Matrix Review</b> – The matrix was included in the packet for review.</p>	<p>Personnel Committee as reported.</p>	
<p><b>8. Safety Report</b></p>	<p>Kris Doody presented the EOC Management Plans for review and approval. These plans are reviewed and approved annually by the Board of Directors at the beginning of each year. There have been no major changes between the 2022 and 2023 plans.</p> <p>The following Environment of Care Management Plans were presented for review and approval:</p> <p>2023 Emergency Management Hazard and Vulnerability Analysis            92-000-000 Environment of Care - Management Plans            92-000-001 Environment of Care - Safety Management Plan            92-000-002 Environment of Care - Security Management Plan            92-000-003 Environment of Care - Hazardous Material Management Plan            92-000-004 Environment of Care - Emergency Management Plan            92-000-004A Environmental Safety – Hospital Evacuation/Continuity of Operations Plan            92-000-005 Environment of Care - Life Safety Management Plan            92-000-006 Environment of Care - Medical Equipment Management Plan            92-000-007 Environment of Care - Utilities Management Plan</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Environment of Care Management Plans as presented.</p>	
<p><b>9. Quorum Health Resources Updates</b></p>	<p>Chip Holmes provided the following comments:</p> <ul style="list-style-type: none"> <li>Leadership &amp; Governance – Chip commented on the current state. Board leaders and executive leaders are in the same situation everywhere. Chip provides services to twenty hospitals across the Country. Eight of those hospitals have lost their CEO, some retired, others moved on, while others have received votes of no-confidence.</li> <li>Costs – Supply chain costs have gone up significantly. Leslie has connected with QHR consultants for food &amp; nutrition and culinary services. Planning is ongoing.</li> <li>Planning for the future – The Annual QHR Leadership Session is being held in March in Phoenix, AZ. QHR has a new service for 2023, the Cornerstone Series for leadership. More information is available from QHR. Chip is planning to schedule a leadership meeting in Northern New England. More information will be provided when available.</li> <li>QHR Annual Report – The annual disclosures regarding group purchasing organization (GPO) program for Cary Medical Center was included in the packet for review.</li> </ul>	<p>Informational.</p>	
<p><b>10. Other, Adjournment &amp; Next Meeting</b></p>	<p><b>Adjournment</b> - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 6:43 p.m.</p>	<p>Informational.</p>	



Board of Directors  
January 16, 2023  
5:30 p.m.

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p><b>Next Meeting</b> – Discussion ensued regarding the next meeting date. Penny Thompson, City Manager shared that February 13<sup>th</sup> is a City Council meeting. She asked if there was an opportunity to change the date of the Cary Board Meeting. The Cary Board decided to reschedule the next meeting of the Board of Directors to Monday, February 6, 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

