

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, September 15, 2025**, 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 / Determine Quorum**
2. **Call Meeting to Order**
3. **Invocation / Inspirational Thought**
4. **Pledge of Allegiance**
5. **Declaration of any Conflict of Interest**
6. **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)
7. **Acceptance of Minutes** Pages
 - a. There are no minutes for review at this meeting
8. **Bid Openings, Awards, and Appointments** 02-09
 - a. Bid Opening – Riverfront Master Plan, a component of the 2023 NBRC grant, RFP
9. **Public Hearings and Possible Action Items**
 - a. Public Hearing # 1 – Medical Cannabis Dispensary Application from Richardson’s remedies 10-11
 - b. Public Hearing # 2 – Malt Liquor, Wine & Spirits Sales for VFW Post 9389 12
10. **Reports by Staff and Committees**
 - a. Financial Reports for August 2025 – Finance Director Carl Grant 13-32
 - b. Public Safety Building Committee report 33
 - c. Municipal Buildings Committee report 34-36
 - d. City Manager’s Report 37-41
11. **Unfinished Business**
 - a. City Council vote on the action recommended by the Public Safety Building Committee 42
 - b. Municipal Building sidewalk project recommended by the Municipal Buildings Committee 43-45
 - c. ADA door project recommended by the Municipal Buildings Committee 46-49
12. **New Business, Ordinances and Resolutions**
 - a. Fire Station project, Schematic Design approval 50-88
 - b. Introduction of Ordinance 4, General Assistance 89-95
 - c. Application for Peddler’s and Hawker’s License – Troy Reynolds, Renewal by Andersen 96-98
 - d. MMA Annual Business Meeting Voting Credentials 99-105
 - e. Resolution 3, 2025 Series, Establishing the 2025 Property Tax Rate and Related Deadlines 106
13. **Reports and Discussion by Mayor and Council Members** Reports
14. **Next Regular Meetings:** October 20, 2025 107-117
15. **Executive Session(s)** (May be called to discuss matters identified under MRSA, Title 1, §405.6)
 - a. Executive Session for attorney consultation pursuant to 1 MRSA §405.6.E (80B Complaint)
16. **Adjournment**

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

Certificate of Mailing/Posting

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

BY: _____ Danielle Brissette, City Clerk

**CARIBOU ECONOMIC DEVELOPMENT
25 HIGH STREET
CARIBOU, ME 04736**



MEMO

TO: Caribou City Council Members

FROM: Eric Sanderson, Economic & Community Development Specialist

DATE: September 15, 2025

RE: Riverfront Master Plan

Introduction

The City of Caribou was awarded a grant from the Northern Border Region Commission (NBRC) to purchase two riverfront properties in Caribou and create a Riverfront Master Plan. A copy of the RFP is on the following pages.

In response to the RFP, four bids were received from:

Amorphous Studio & B.R. Smith Associates, Inc.	Bar Harbor, Maine
DuBois & King	Bangor, Maine
North Star Planning	New Gloucester, Maine
Rasor Landscape Architecture	Yarmouth, Maine
VIEWSHED	Yarmouth, Maine

A review panel of City Council members, the Caribou Riverfront Redevelopment Committee (CRRC), and members of staff convened at the CRRC meeting on Tuesday, September 3rd to review the proposals and make a recommendation to the City Council. The Committee requested additional information from their top-rated proposal by Rasor Landscape Architecture. The requested information pertained to the lump sum fee provided by Rasor, with CRRC desiring the fee to be broken down by the five tasks contained in the RFP. The information was provided and sent to the CRRC, with the proposed fee below:

Total budget: \$50,000

Those in attendance, also on the review panel, can provide some insight into the proposal and review process if desired by the Council. Rasor's full cost proposal is also attached to this memo.

Suggested Action:

After discussion, please make a motion “to accept the proposal from Rasor Landscape Architecture for the Caribou Riverfront Master Plan in the amount of \$50,000”.

Second

Discussion

Vote



City of Caribou, Maine

Municipal Building
25 High Street
Caribou, ME 04736
Telephone (207) 493-3324
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CITY OF CARIBOU REQUEST FOR PROPOSALS PROFESSIONAL SERVICES FOR A RIVERFRONT MASTER PLAN

OVERVIEW

The City of Caribou (City) is soliciting proposals for professional services for a high-quality, implementable master plan for the City's historic riverfront area. The plan will serve as a guide to elected and appointed municipal leadership to reimagine and identify the unrealized potential of this abandoned, blighted and underutilized area of this community. The plan shall identify areas for economic development, tourism, recreation, environmental protection, and enhance the sense of place in Caribou. It shall also accomplish the following:

1. Identify specific actions the City can pursue to develop a vibrant riverfront area, including gaps in Caribou's community development
2. Identify potential investment areas in the riverfront that will create a healthy and well-functioning commercial and recreational riverfront area
3. Identify areas suitable for private investment and development in the riverfront to attract visitors and residents to Caribou
4. Visualize the potential for recreational and mixed-use development through conceptual renderings
5. Incorporate previous informal planning efforts into this new Riverfront Master Plan
6. Provide development ideas that may benefit existing riverfront businesses with job creation/retention from economic development planning
7. Create a plan that will consider expected climate and weather hazards, as documented in the 2021 Aroostook Hazard Mitigation Plan

The final date for completion of the Plan shall be no later than June 30, 2026 with a fee not to exceed \$50,000.

PROPOSAL SCOPE OF WORK and LOCATION MAP

Background

Caribou is active in its community and economic development efforts. In addition to updating the Comprehensive Plan, the City has received two Maine DOT-sponsored Planning Study grants, EPA brownfields cleanup funds, and Northern Border Regional Commission funds to purchase riverfront property and complete a Riverfront Master Plan. This plan will take advantage of the convergence of these exciting projects to maintain and enhance the historical, cultural, and environmental qualities in Caribou and make the riverfront a centerpiece community space for recreation and commerce.

Proposals shall include an approach to effectively inform and solicit feedback from the public and other stakeholders throughout the process. The consultant shall work closely with the Caribou Riverfront Redevelopment Committee (CRRC) throughout all phases of development of the plan and the completion of the scope of services. This includes establishing a comprehensive stakeholder list that will be invited to all public meetings.

The consultant shall attend 3 in-person community meetings during the plan development. The first in-person meeting is to attend a Kick-Off meeting with the CRRC. At a minimum, this meeting will accomplish the following:

1. Tour the site with the CRRC
2. Discuss local issues, relevant state, and local regulatory requirements that serve are pertinent to riverfront development and uses
3. Establish boundaries of study area
4. Identify data needs and gaps, and previous related study efforts
5. Finalize criteria to be used to evaluate study recommendations

Following the kick-off meeting, the Master Plan will be developed in three subsequent phases: Plan Initiation (30%), In-Process Review (60%), and Plan Close-out (90%), with virtual check-ins during monthly CRRC meetings throughout. In addition to the Kick-Off with CRRC, the consultant shall facilitate 2 community engagement sessions. These in-person community engagement sessions shall be during the In-Process Review (60%) and Plan Close-out (90%) tasks. In-Process Review will cover development progress to date and any changes to scope, schedule, or issues. The Plan Close-out event will be the final in-person meeting and cover a summary of the proposed Riverfront Master Plan and solicit input from the public prior to finalizing the Plan for delivery. The final virtual meeting is to present the Final Riverfront Master Plan per Task 5.

The virtual monthly check-in meetings with the CRRC will include a brief report on the plan development that covers presentation of the schedule and scope of work, progress of work completed, fund expenditures to date, answering questions from the Committee and/or public, and receiving guidance from the Committee and City staff.

Location Map

Caribou has split the Master Plan area into three ranked priority focus areas to develop the best possible Plan with the scope, schedule, and budget available. The sub-areas are intended to prioritize the Master Plan work, which will primarily focus on City-owned properties along the Aroostook River broken down by priority below:

Priority Area #1 (see map below): City-Owned Properties of the former Bangor & Aroostook Train Station, Starch Plant, and Lyndon Street Boat Launch at confluence of the Caribou Stream and Aroostook River, as well as consideration of the Water Street Connection to Main Street in Caribou.

Approximate Size: 25 Acres or ¼ Mile stretch of riverfront area and ½ mile stretch of Water Street.

Priority Area #1



Priority Area #2 (see map below): Steam and Diesel Plant site from the Dam North to Area of Lower Washington Street

Priority Area #2



Approximate Size: 20 Acres or ½ Mile stretch of riverfront

Priority Area #3 (see maps below): Areas North of the Priority Area #1 extending to Otter Brook and South of Priority Area #2 to Dow Siding Road.

Priority Area #3



Priority Area #3 (Continued)



Task 1 – Data Collection and Kick-Off Meeting

1. The consultant team shall review available information and previous planning reports to be provided by the City. Information includes, but will not be limited to, the following:
 - 2025 Caribou Comprehensive Plan
 - 2025 Village Partnership Initiative Study
 - Birdseye Economic Development Project Information
 - 2024-5 Planning Board proposed zoning revisions for Riverfront District
 - 2004 Caribou Recreational Trails Plan and 2008 Caribou Downtown District Plan
 - NEPA Review for NBRC Riverfront Project
 - Mitigation Compliance Plan – NBRC Riverfront Project
 - Caribou Diesel Electric Power Plant and Associated Outbuildings Analysis of Brownfields Cleanup Alternatives (ABCA) prepared by County Environmental Engineering, Inc. (2022)
 - Steam Plant Environmental Assessment and Analysis of Brownfields Cleanup Alternatives (ABCA)
 - Available environmental, land use, economic development, and utilities information that could affect the desired healthy, connected, and well-functioning riverfront in the study area provided by the City
 - 2021 Aroostook Hazard Mitigation Plan
 - Other relevant reports, studies, and policies
2. Attend in person the Kick-Off meeting as described above

Task 2 – Plan Initiation (30% Phase)

1. The consultant will develop and implement a short public survey (online and paper) to gather community perspectives on riverfront improvements.
2. The consultant will develop a concept vision for the riverfront area based on the scope and concepts established during Task 1. This includes presentation of the concept vision(s) to be made to the CRRC virtually to solicit input.

Deliverables: Drawings and summary memo describing existing conditions; sketches and/or drawings showing proposed concepts.

Task 3 – In Process Review (60% Phase)

Utilizing the above information, the consultant shall evaluate existing and desired land uses and make recommendations related to those uses as determined through the plan development process. The assessment shall include but not be limited to:

1. Evaluate existing right-of-way, property ownership, and potential transportation and utility network improvements to support desired land uses. This includes but is not limited to accessibility, streetscapes, lighting, as well as potential parking needs.

2. Identify and assess existing and potential points of interest that could serve as public spaces including but not limited to the following:
 - Locally significant historic properties
 - Public parks and recreation areas or trails
 - Waterfront/access
 - Community Performance Space/Public Square/Plaza
 - Leasable commercial space
 - Public informational space/kiosk/restroom facilities
3. Explore ways to integrate existing and future commercial businesses and activities with desired future mixed-use development, including recreational, commercial and residential development.
4. Attend, facilitate, gather feedback, and make presentation in-person regarding preliminary findings at In Process Review community engagement meeting (CRCC will invite the public and adjacent landowners and stakeholders).

Deliverable: Drawings, sketches, renderings, and summary memorandum depicting property ownership, points of interest, existing and desired land uses, and improvements to better utilize or incentivize those uses.

Task 4 – Plan Close Out (90% Phase)

The consultant shall provide a draft Riverfront Master Plan with the following:

1. A draft Riverfront Master Plan for the designated priority area #1 (and secondary and possibly tertiary priority areas as time and budget allow) for implementation which designates potential locations of points of interest and desired land uses.
2. A draft report documenting the feasibility and any potential alternatives as well as draft budget estimates for desired development in the designated riverfront development district.
3. A list of appropriate strategies, partners, and potential funding sources to achieve successful implementation.
4. Visual renderings of proposed development scenarios.
5. Present to CRRC and the public in person.

Deliverable: Draft Riverfront Master Plan including narrative report, budget estimates, potential funding sources, graphics, drawings and renderings

Task 5 – Finalize the Riverfront Master Plan

The Consultant shall finalize the Riverfront Master Plan, incorporating recommendations and review comments received from the CRRC and public in Task 4. The final Riverfront Master Plan will include:

1. A narrative report and supporting graphics (e.g. drawings, layouts, photographs, diagrams, and artist renderings);
2. Final development budget estimates;
3. Potential funding sources; and
4. Conceptual plans and desired alternatives with evaluation criteria for the CRRC to present to the Caribou City Council for formal adoption.
5. Make final presentation virtually to the City.

Deliverable: Riverfront Master Plan

SUBMITTAL & PROPOSER INFORMATION

Proposals must be submitted in two parts: a.) a technical proposal; and b.) a fee proposal in a separate, sealed package or PDF. *Fee shall not be part of the technical proposal.* Fee proposals will be scored once all other scoring of the technical proposals is completed.

Proposals will be scored by the City and CRRC in accordance with the below criteria:

- a. **Quality of Consultant Team** – (40 points) Consultant will identify the key staff (Project Managers, contact people, or assigned technicians) their company will assign to fulfill the contract requirements and their roles for this project. Provide resumes describing the educational and work experiences for those key staff. If consultant will be teaming with other firms, identify their key staff and provide resumes as well.
- b. **Project & Understanding of the Priorities, Scope Tasks, and the city of Caribou** (15 points) – Consultant will describe their team’s understanding of the project priorities and scope tasks; additionally, the Consultant will describe their familiarity with the city of Caribou and the project sites.
- c. **Prior experience and references** (25 points) – Consultant will describe their experience and capabilities providing similar services for projects completed within the last five to ten years. Include points of contact (client’s company name, contact name, email address, and telephone number), a brief description of the project, dates of the project and results. Subcontractors shall provide the same.
- d. **Project Schedule** (10 points). The proposed schedule will be broken down, at a minimum, per the five Tasks outlined in the RFP.
- e. **Fee** (10 points) – The fee shall be a lump sum figure, including all expenses (mileage, printing, etc.), broken down, at a minimum, per the five Tasks outlined in this RFP.

RFP SCHEDULE

The proposal selection schedule is as follows:

Request for Proposals published	July 23 rd at 2:00PM
All questions must be submitted in writing via email to esanderson@cariboumaine.org by	August 8 th at 2:00PM
All questions will be answered by*	August 13 th at 2:00PM
Proposals must be submitted by	August 25 th at 5:00PM
Interview of firms (if needed)	September 8 th -10 th
Proposal consideration/approval by Caribou City Council	September 15 th

Proposal submittals may be in either hard copy or electronically. Hard copies may be addressed to City Manager’s Office, Attn: “Riverfront Master Plan”, 25 High Street, Caribou, Maine 04736 and electronic copies may be sent via email to Eric Sanderson, Economic & Community Development Specialist at esanderson@cariboumaine.org.

* Questions and answers will be posted on the City website at <https://www://cariboumaine.org/rfps/>

87 Main Street
Yarmouth | Maine | 04096
T 207 319 1607

hello@rasor.co

_rasor

4 September 2025

Mr. Eric Sanderson
Economic & Community Development Specialist
City of Caribou
25 High Street
Caribou, ME 04736

Dear Mr. Sanderson,

Per your request, the \$50,000.00 maximum fee for time and materials is broken down below by task and cost as outlined in the Rasor proposal submitted to the City of Caribou dated 8.25.25. If you need more detailed information, please reach out to me.

Mileage:	\$1,213.80 (at 2025 rate of 0.70 per mile)
Lodging:	\$556.00
Printing:	\$230.20
Meals:	\$200.00


<i>Subtotal Expenses:</i>	<i>\$2,200.00</i>
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Task 1 Fee (Including in person Kick-Off Meeting):	\$8,600.00
Task 2 Fee:	\$7,800.00
Task 3 Fee (Including 1 st in person Public Meeting):	\$11,200.00
Task 4 Fee (Including 2 nd in person Public Meeting)	\$13,200.00
Task 5 Fee:	\$7,000.00

<i>Subtotal Fee:</i>	<i>\$47,800.00</i>
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TOTAL BUDGET:	\$50,000.00
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Sincerely,



Mitchell Rasor, Principal

**CARIBOU CITY CLERK'S OFFICE
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Danielle Brissette
RE: Medical Cannabis Dispensary Application from Richardson's Remedies
DATE: September 12, 2025

The City Clerk's office has received a Medical Cannabis Dispensary Application from Richardson's Remedies, under the newly revised Chapter 13, Section 39, which was repealed and replaced at the Caribou City Council meeting held on July 28, 2025.

Section 2 (2) details the process whereby submitted applications are evaluated and issued by the Caribou City Clerk.

The City Clerk's office has received an application under the section.

Section 2 (4) states that a registered dispensary must comply with the security requirements as outlined in the Maine Medical Use of Cannabis Program Rule, 18-691 C.M.R. Ch. 2 § 3 (B) and any revisions, amendments, or updates thereto.

Section 4 (1) states that all registered dispensaries must remain in compliance with applicable building, safety, fire, and health codes and shall be subject to inspection by: City Code Enforcement Officer, Fire Department, Any other designated municipal authority.

An inspection was performed on Wednesday September 10, 2025, by the Deputy Code Enforcement Officer, Fire Chief and Chief of Police to ensure compliance with Section 2 (4) and Section 4 (1). The report has been submitted to the Caribou City Clerk.

At the Caribou City Council meeting held on August 25, 2025, the Caribou City Council voted in the affirmative to request that the Planning Board reconcile and integrate the newly adopted section of chapter 13 into chapters 13 and 7 of the City's Codes and Ordinances. For review, Chapter 7 is the Licensing chapter. Facilities licensed under the former version of Section 39 followed the procedures contained in Chapter 7, Article 11 to obtain a license. The version of Chapter 13, Section 39 that was adopted contained language for licensing as stated above and in section 7: Fees. The City Codes and Ordinances, Chapter 7 Article 11, contained additional criteria for dispensaries, including a public hearing.

Chapter 7 Article 11 was not repealed and replaced with the adoption of the revised Chapter 13 Section 39. As written, Chapter 7 Article 11 applies to Registered Nonprofit Dispensaries and Registered Cultivation Facilities. The revised section has not been integrated into the City of Caribou Codes and Ordinances, and therefore, the pending application, because it is not a nonprofit dispensary, would not be subject to Chapter 7 Article 11.

In an email dated 9/8/2025 from Municipal Attorney Richard Solman, staff received advice on the matter which included that:

“The new Ordinance amending the zoning code by authorizing Registered Dispensaries became effective on August 28th. Unfortunately, the Council did not address the licensing ordinance at the same time. The provisions of Chapter 7, Licenses and Permits, Article XI is limited to Registered Nonprofit Dispensaries and Registered Cultivation Facilities. The newly authorized Registered Dispensary is not in this category and is not subject to Article XI. Thus, at the present time, there is no separate licensing provision applicable to Registered Dispensaries. Given the situation, I recommend that the hearing be cancelled and any decision on the permit be placed on hold.”

and then

“Assuming that the Clerk and not the Municipal Officers are authorized to issue a permit, there are other issues. Only the State of Maine can issue a license to operate a Registered Dispensary. Richardson’s Remedies is not presently a Registered Dispensary and must apply to the State for a license. As a part of that process, Richardson’s Remedies must provide evidence that Registered Dispensaries are authorized in Caribou which they are as of 8/28. Section 4 of the new Ordinance requires compliance with Maine law – with proof of an active State of Maine license on request. The City should require the applicant to provide an active license issued by the State as a prerequisite to a local license. Alternately, the City could issue a conditional permit contingent upon presentation of a valid State license. It also wouldn’t hurt to contact the Office of Cannabis Policy for clarification of the process.”

Staff reached out to the Office of Cannabis Policy as recommended and received this clarification from Elisa Ellis:

“As to the last part, we require local authorization as part of the dispensary application, so your permit has to come first. In situations like this, which is similar to Auburn, they issue a conditional permit and then will issue the local license the same days as our license is issued. Once we issue the dispensary license, we will send you an email, so you know it is issued.”

A public hearing was scheduled for this meeting for the Registered Dispensary application, as that had always been the practice under Chapter 7 Article 11. Further, it was better to schedule and not need a public hearing than to fail to schedule one and discover that staff had not done their due diligence.

Recommended Action:

Based on the excerpts in the information provided, if the Caribou City Council agrees that a Public Hearing is not required for the application, the public hearing can be cancelled. The City Clerk can proceed with processing the application as specified in the approved ordinance and will provide a conditional permit until the dispensary license is issued by the State of Maine.

**CARIBOU CITY CLERK'S OFFICE
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Danielle Brissette
RE: Liquor License Approval
DATE: September 12, 2025

The City received a new liquor license application from VFW Post 9389 on August 26, 2025. Tonight we will be having a public hearing in consideration of the new application.

Staff has reviewed the application and has seen no issues with the application.

In the City Charter under Article XII Licenses for the Sale of Liquor Section 1201 the City shall hold a Public Hearing for New Annual Liquor license Applications.

The site was inspected by Code, Fire and Police.

Police and Code have both stated that there were no findings or concerns during the inspection.

Staff recommend to approve the license.

Open Public Hearing
Discuss, then close public hearing as appropriate.

Suggested Action:

Make a motion "to Approve the Liquor License and Special Amusement permit for VFW Post 9839, and to have City Manager, Penny Thompson approve the online application."

Second and vote.



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: August Financial Report, presented by Finance Director Carl Grant

Finance Director Carl Grant will present the August Financial Reports.

Suggested action:

After the presentation, please make a motion “to accept the August Financial Report as presented”.

Second

Discussion

Vote

FINANCIAL NOTES

For period ending August 31, 2025

GENERAL LEDGER

Assets for the month ended at 9,701,886.22, with a cash balance of 3,927,254.62. 2025 collection for the month was 88,571.02 with 461,560.24 collected YTD towards 2025 commitment.

Liabilities came in at 6,276,732.73 and the fund balance ended at 3,425,153.49.

Expenses

August expenses for the month were a total of 943,512.02 with a YTD percentage to budget of 55.4%, down 11.3% to budget.

Revenues

Revenues for the month were at 1,128,147.62 with a YTD percentage to budget of 45.8%, this is a 20.9% decrease to the budget.

Excise tax collection was at 179,350.03 for the month with a YTD collection of 1,202,200.41, this is over budget by 1.8%.

Revenue Sharing came in at 222,561.45 for the month with a YTD collection of 1,767,461.66, this is over budget by 5.4% or 131,461.66.

*Please find the addition of a bar graph of the excise tax view for the last five years.

General Ledger Summary Report

Fund(s): ALL

August

Account	Beginning	Beg Bal	Curr Mnth	---- Y T D ----		Balance
	Balance	Net	Net	Debits	Credits	Net
1 - Gen Fund	6,723.90	-595,321.12	906,697.12	41,310,696.49	40,715,375.37	0.00
Assets	15,289,483.18	15,221,282.37	28,852.44	13,261,799.86	18,781,196.01	9,701,886.22
101-00 CASH (BANK OF MACHIAS)	8,482,337.07	8,314,805.68	245,791.03	8,353,120.60	12,740,671.66	3,927,254.62
102-00 RECREATION ACCOUNTS	79,708.37	69,492.32	0.00	0.00	0.00	69,492.32
103-00 NYLANDER CHECKING	1,808.58	1,807.89	-0.69	0.00	5.57	1,802.32
110-00 SECTION 125 CHECKING FSA	27,671.88	27,980.15	-1,293.45	17,029.79	9,207.99	35,801.95
110-10 2024 SECTION 125 CHECKING HRA	55,649.87	48,256.43	0.00	0.00	28,522.37	19,734.06
110-11 2025 SECTION 125 CHECKING HRA	0.00	0.00	-5,212.92	108,676.38	44,743.51	63,932.87
111-00 RETIREMENT INVESTMENT	1,500,427.14	1,500,427.14	0.00	0.00	0.00	1,500,427.14
111-01 RETIREMENT INVESTMENT SECUREI	1,500,000.00	1,500,000.00	0.00	0.00	0.00	1,500,000.00
115-00 AMERICAN RESCUE PLAN ACT-NEU'S	489,545.58	490,569.87	0.00	0.00	0.00	490,569.87
116-01 CD NORSTATE FEDERAL CREDIT UN.	245,000.00	245,000.00	0.00	0.00	0.00	245,000.00
116-02 CD COUNTY FEDERAL CREDIT UNI	183,903.34	185,860.43	0.00	3,911.33	0.00	189,771.76
116-03 CD TD	245,111.76	247,437.67	0.00	4,609.86	0.00	252,047.53
116-04 CD ACADIA FEDERAL CREDIT UNION	215,626.39	217,856.94	0.00	4,456.06	0.00	222,313.00
116-05 CD KATHDIN TRUST COMPANY	235,522.67	237,652.28	0.00	5,559.26	0.00	243,211.54
117-00 RLF #10 INVESTMENT	254,851.77	255,387.30	516.78	4,021.94	0.00	259,409.24
120-00 PETTY CASH	960.00	960.00	0.00	0.00	0.00	960.00
123-00 DIESEL INVENTORY	38,340.66	8,699.23	-5,896.58	141,775.00	138,339.28	12,134.95
124-00 GAS INVENTORY	21,226.73	13,059.28	8,033.32	64,630.00	68,965.29	8,723.99
125-00 ACCOUNTS RECEIVABLE	75,327.05	120,435.03	-42,415.95	528,223.86	622,440.01	26,218.88
130-00 COMSTAR RECEIVABLES	169,728.00	295,323.52	-8,720.06	1,218,062.88	1,206,767.14	306,619.26
140-00 RESERVE FOR UNCOLLECTIBLE TAX	-669.87	-669.87	0.00	0.00	0.00	-669.87
174-00 CDC LOANS REC (1280)	28,311.38	28,311.38	0.00	0.00	0.00	28,311.38
180-00 DR. CARY CEMETERY INVESTMENT	994.89	995.41	0.00	1.00	0.00	996.41
181-00 HAMILTON LIBRARY TR. INVEST	1,929.56	1,948.64	0.00	38.07	0.00	1,986.71
182-00 KNOX LIBRARY INVESTMENT	11,138.28	11,255.59	0.00	234.42	0.00	11,490.01
183-00 CLARA PIPER MEM INV	677.62	677.97	0.00	0.69	0.00	678.66
184-00 JACK ROTH LIBRARY INVEST	14,807.48	14,963.45	0.00	311.65	0.00	15,275.10
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,974.39	8,053.16	0.00	165.41	0.00	8,218.57
187-00 DOROTHY COOPER MEM INV	50,442.68	51,082.37	0.00	1,282.30	0.00	52,364.67
189-00 MARGARET SHAW LIBRARY INV	14,103.89	14,262.58	0.00	263.71	0.00	14,526.29
190-00 GORDON ROBERTSON MEM INV	12,473.36	12,612.52	0.00	283.01	0.00	12,895.53
191-00 MEMORIAL INVESTMENT	6,322.63	6,335.58	0.00	25.54	0.00	6,361.12
192-00 G. HARMON MEM INV	7,344.55	7,426.50	0.00	166.63	0.00	7,593.13
193-00 BARBARA BREWER FUND	4,884.41	4,950.55	0.00	91.53	0.00	5,042.08
194-00 RODERICK LIVING TRUST	4,244.11	4,296.69	0.00	31.88	0.00	4,328.57
196-00 PHILIP TURNER LIBRARY INV	7,832.92	7,920.85	0.00	166.69	0.00	8,087.54
198-00 TAX ACQUIRED PROPERTY	107,272.69	60,732.73	0.00	0.00	0.00	60,732.73
198-17 TAX ACQUIRED PROPERTY 2017	0.00	0.00	0.00	27,888.91	27,888.91	0.00
198-18 TAX ACQUIRED PROPERTY 2018	0.00	0.00	0.00	18,651.05	18,651.05	0.00
200-24 2024 TAX RECEIVABLE	904,462.02	904,462.02	0.00	684.82	905,146.84	0.00
200-25 2025 TAX RECEIVABLE	-53,251.88	-53,251.88	-88,571.02	0.00	408,308.36	-461,560.24
205-19 2019 LIENS RECEIVABLE	61.38	0.00	0.00	61.38	61.38	0.00
205-20 2020 LIENS RECEIVABLE	204.89	204.89	0.00	0.00	0.00	204.89
205-21 2021 LIENS RECEIVABLE	9,013.76	9,013.76	-1,128.05	0.00	1,128.05	7,885.71
205-22 2022 LIENS RECEIVABLE	69,087.19	69,087.19	-1,251.47	0.00	21,708.45	47,378.74
205-23 2023 LIENS RECEIVABLE	177,929.79	177,929.79	-12,490.94	0.00	68,723.82	109,205.97
205-24 2024 LIENS RECEIVABLE	0.00	0.00	-74,631.22	527,202.18	215,041.78	312,160.40
210-12 2012 PP TAX RECEIVABLE	4,645.51	4,645.51	0.00	0.00	0.00	4,645.51
210-13 2013 PP TAX RECEIVABLE	4,936.98	4,936.98	0.00	0.00	0.00	4,936.98
210-14 2014 PP TAX RECEIVABLE	5,657.51	5,657.51	0.00	0.00	0.00	5,657.51

General Ledger Summary Report

Fund(s): ALL

August

		Beginning	Beg Bal	Curr Mnth	---- Y T D ----		Balance
Account		Balance	Net	Net	Debits	Credits	Net
1 - Gen Fund CONT'D							
210-15	2015 PP TAX RECEIVABLE	10,944.67	10,944.67	-4,486.24	0.00	4,486.24	6,458.43
210-16	2016 PP TAX RECEIVABLE	10,241.16	10,241.16	-33.66	0.00	323.17	9,917.99
210-17	2017 PP TAX RECEIVABLE	10,948.59	10,948.59	0.00	0.00	0.00	10,948.59
210-18	2018 PP TAX RECEIVABLE	11,450.12	11,450.12	0.00	0.00	0.00	11,450.12
210-19	2019 PP TAX RECEIVABLE	12,524.08	12,524.08	0.00	0.00	0.00	12,524.08
210-20	2020 PP TAX RECEIVABLE	14,026.03	14,026.03	0.00	0.00	0.00	14,026.03
210-21	2021 PP TAX RECEIVABLE	12,210.73	12,210.73	0.00	0.00	0.00	12,210.73
210-22	2022 PP TAX RECEIVABLE	12,760.77	12,760.77	0.00	0.00	173.22	12,587.55
210-23	2023 PP TAX RECEIVABLE	14,565.35	14,565.35	0.00	0.00	218.45	14,346.90
210-24	2024 PP TAX RECEIVABLE	12,901.26	12,901.26	0.00	0.00	1,922.13	10,979.13
210-25	2025 PP TAX RECEIVABLE	-79.11	-79.11	-450.00	0.00	1,001.12	-1,080.23
302-00	COURT ORDER	0.00	0.00	0.00	484.62	484.62	0.00
303-00	FEDERAL WITHHOLDING	0.00	0.00	0.00	330,864.50	330,864.50	0.00
304-00	FICA W/H	18.26	18.26	0.00	447,894.24	447,894.24	18.26
305-00	MEDICARE WITHHOLDING	4.27	4.27	0.00	104,748.50	104,748.50	4.27
306-00	STATE WITHHOLDING	0.00	0.00	0.00	151,677.29	151,677.29	0.00
307-00	M.S.R.S. W/H	-167.65	-167.65	0.00	121,949.93	121,949.93	-167.65
307-01	MSRS EMPLOYER	-2,436.03	-2,436.01	0.08	187,547.96	187,547.65	-2,435.70
308-00	AFLAC INSURANCE	-1.08	0.00	-0.08	4,704.48	4,705.20	-0.72
309-00	DHS WITHHOLDING	0.00	0.00	0.00	10,045.00	10,045.00	0.00
312-00	HEALTH INS. W/H	-29,785.12	-29,785.12	-998.05	192,609.13	194,524.26	-31,700.25
315-00	TEAMSTERS W/H	0.00	0.00	0.00	3,526.00	3,526.00	0.00
315-01	FIREFIGHTERS UNION W/H	0.00	0.00	0.00	7,619.36	7,619.36	0.00
316-00	COUNCIL #93 W/H	0.00	0.00	0.00	2,499.12	2,499.12	0.00
318-00	MMA INCOME PROTECTION	-8,995.59	-8,995.59	-1,116.96	30,254.19	31,543.96	-10,285.36
319-00	REAL ESTATE TAX W/H	0.00	0.00	0.00	17,998.97	17,998.97	0.00
320-00	ICMA RETIREMENT CORP	0.00	0.00	0.00	132,050.42	132,050.42	0.00
320-01	ICMA EMPLOYER MATCH	0.00	0.00	0.00	22,017.84	22,017.84	0.00
321-01	PRIMERICA SHAREHOLDER SERVICE	0.00	0.00	0.00	232.25	232.25	0.00
322-00	RETIRED HEALTH INS PROGRAM	-23.21	-23.21	0.00	14,214.17	14,214.17	-23.21
323-00	MMA SUPP. LIFE INSURANCE	-2,552.93	-2,552.93	-297.62	9,510.19	9,952.58	-2,995.32
323-01	LIFE OVER 50K	-5.04	-5.04	0.00	0.00	0.00	-5.04
324-00	MISC. WITHHOLDING	0.00	0.00	0.00	942.00	942.00	0.00
324-01	PAID FAMILY MEDICAL LEAVE	0.00	0.00	0.00	21,458.25	11,246.25	10,212.00
325-00	DED. FOR VALIC	0.00	0.00	0.00	23,786.88	23,786.88	0.00
325-01	VALIC EMPLOYER MATCH	0.00	0.00	0.00	4,621.51	4,621.51	0.00
329-00	SALES TAX COLLECTED	-52.79	-52.85	-85.46	216.52	249.13	-85.46
330-00	VEHICLE REG FEE (ST. OF ME)	-2,969.00	2,874.00	1,080.50	238,539.58	250,964.58	-9,551.00
331-00	BOAT REG FEE INLAND FISHERIES	0.00	0.00	17,073.99	34,432.20	19,134.71	15,297.49
332-00	SNOWMOBILE REG (F&W)	-7,660.25	0.00	0.00	19,279.61	19,279.61	0.00
333-00	ATV REGISTRATION (F&W)	0.00	0.00	-2,416.86	28,797.00	48,456.85	-19,659.85
335-00	PLUMBING PERMITS (ST. OF ME)	-2,336.35	0.00	-150.00	0.00	852.50	-852.50
336-00	CONCEALED WEAPON PERMIT	985.00	985.00	0.00	775.00	775.00	985.00
338-00	CONNOR EXCISE TAX	3.76	3.76	7,390.02	51,184.47	56,249.49	-5,061.26
339-00	CONNOR BOAT EXCISE	68.80	68.80	6.00	224.60	239.60	53.80
340-00	DOG LICENSES (ST. OF ME)	-854.00	0.00	6.00	1,178.00	1,194.00	-16.00
341-00	FISHING LICENSES (ST. OF ME)	-375.00	0.00	471.00	3,751.00	3,858.00	-107.00
342-00	HUNTING LICENSES (ST. OF ME)	-1,455.50	0.00	131.00	3,407.25	3,674.25	-267.00
347-00	NEPBA UNION PD	0.00	0.00	0.00	5,130.00	5,130.00	0.00

Liabilities

9,615,457.41 10,136,133.53 -161,283.16 5,063,350.23 1,203,949.43 6,276,732.73

and Fund

0.00 0.00 0.00 0.00 0.00 0.00 0.00

General Ledger Summary Report

Fund(s): ALL

August

		Beginning	Beg Bal	Curr Mnth	---- Y T D ----		Balance
Account		Balance	Net	Net	Debits	Credits	Net
1 - Gen Fund CONT'D							
Balances		9,615,457.41	10,136,133.53	-161,283.16	5,063,350.23	1,203,949.43	6,276,732.73
352-00	NYLANDER MUSEUM RESERVE	19,748.93	19,748.93	0.00	0.00	0.00	19,748.93
360-00	RETIREMENT INV FUND	3,000,427.14	3,000,427.14	0.00	0.00	0.00	3,000,427.14
360-01	AMERICA RESCUE PLAN ACT-NEU'S	489,545.58	490,569.87	0.00	0.00	0.00	490,569.87
360-02	RIVERFRONT COMMITTEE RESERVE	20,000.00	30,000.00	0.00	7,200.00	0.00	22,800.00
360-03	GENERAL ASSISTANCE RESERVE	1,882.50	1,882.50	0.00	1,800.00	0.00	82.50
360-04	DOT VPI	-22,762.58	-39,533.76	-1,065.38	27,953.69	0.00	-67,487.45
360-06	GASB AUDIT RESERVE	0.00	3,200.00	0.00	0.00	0.00	3,200.00
360-07	ANIMAL SHELTER RESERVE	0.00	14,792.00	0.00	29,584.00	0.00	-14,792.00
360-08	SOLAR RECYCLING	0.00	0.00	367.00	0.00	7,340.00	7,340.00
362-00	RLF #10 RESERVE	254,851.77	255,387.30	516.78	0.00	4,021.94	259,409.24
365-02	REC CENTER IMPROVEMENTS	21,787.68	21,787.68	0.00	2,355.74	1,000.00	20,431.94
365-03	LAND ACQUISTIONS/EASEMENTS	8,340.00	8,340.00	0.00	0.00	0.00	8,340.00
365-04	RAILS TO TRAILS PROGRAM	2,057.75	2,057.75	0.00	0.00	1,164.63	3,222.38
365-05	PARK IMPROVEMENT RESERVE	3,176.71	3,176.71	-162.00	600.00	1,038.00	3,614.71
365-07	REC/PARKS COMPUTER RESERVE	2,396.00	2,396.00	0.00	2,510.00	0.00	-114.00
365-09	RECREATION EQUIPMENT RESERVE	-15,808.33	-15,808.33	0.00	0.00	0.00	-15,808.33
365-10	REC LAWN MOWER RESERVE	13,595.44	13,595.44	0.00	0.00	0.00	13,595.44
365-12	CRX/TOS RESERVE	27,764.87	27,712.87	-907.76	2,108.87	4,200.00	29,804.00
365-13	RECREATION - COLLINS POND	8,136.09	8,136.09	0.00	0.00	0.00	8,136.09
365-17	RECREATION VAN RESERVE	13,000.00	13,000.00	0.00	0.00	0.00	13,000.00
365-18	REC SCHOLARSHIPS	2,551.22	2,551.22	0.00	0.00	0.00	2,551.22
365-20	SKI TRAIL/SNOW SHOE RENTAL	2,830.72	2,830.72	0.00	0.00	70.00	2,900.72
365-22	NON APPROP SKI RENTAL PROGRAM	13,682.74	13,542.50	0.00	0.00	1,302.50	14,845.00
365-25	COMMUNITY BULLETIN BOARD	200.00	200.00	0.00	0.00	0.00	200.00
365-26	SPLASH PAD RESERVE	22,350.56	22,350.56	0.00	0.00	0.00	22,350.56
365-27	PARK VEHICLE RESERVE	44,730.00	44,730.00	0.00	0.00	0.00	44,730.00
365-28	VETERAN MEMORIAL PARK RESERVE	5,153.80	5,153.80	0.00	409.04	0.00	4,744.76
365-29	LAKERS RESERVE	42,407.80	42,407.80	-30,185.60	34,459.20	9,000.00	16,948.60
365-30	REC - CARIBOU MILL POND CDS PR	0.00	0.00	0.00	57,786.00	0.00	-57,786.00
366-01	LIBRARY BUILDING RESERVE	73,317.79	72,999.06	0.00	2,279.27	0.00	70,719.79
366-02	LIBRARY MEMORIAL FUND	35,426.81	35,420.21	-8.01	1,513.48	3,138.14	37,044.87
366-03	LIBRARY COMPUTER RESERVE	1,208.20	1,208.20	0.00	0.00	0.00	1,208.20
366-12	KING GRANT	1,565.11	1,565.11	0.00	0.00	0.00	1,565.11
366-14	LIBRARY BOARD OF TRUSTEES RESE	4,023.75	4,023.75	0.00	0.00	960.00	4,983.75
366-15	MCA CONNECTIVITY HUB GRANT	457,307.00	457,307.00	-500.00	69,771.70	0.00	387,535.30
367-01	POLICE DONATED FUNDS	-1,349.49	-1,349.49	-139.41	649.70	50.00	-1,949.19
367-02	POLICE DEPT EQUIPMENT	199,705.22	199,705.22	-294.83	43,762.45	57,869.02	213,811.79
367-03	POLICE CAR RESERVE	382.73	382.73	0.00	0.00	0.00	382.73
367-04	POLICE CAR VIDEO SYSTEM	3,128.75	3,128.75	-421.00	421.00	0.00	2,707.75
367-05	DRINK GRANT PERSONNEL	17,200.11	17,200.11	0.00	0.00	0.00	17,200.11
367-06	PD COMPUTER RESERVE	6,058.22	6,058.22	0.00	0.00	0.00	6,058.22
367-07	POLICE DIGITAL FILING	5,437.00	5,437.00	-1,332.64	5,132.64	0.00	304.36
367-08	MAJOR SYSTEMS REPLACEMENT	78,122.49	78,122.49	0.00	0.00	0.00	78,122.49
367-09	NEW POLICE STATION	-88,093.15	-89,538.15	0.00	295,745.34	0.00	-385,283.49
367-10	POLICE OFFICER RECRUITMENT RES	122,313.45	121,258.47	0.00	5,533.36	0.00	115,725.11
367-12	COPPS NEW POLICE STATION	10,500.00	10,500.00	0.00	0.00	0.00	10,500.00
368-01	FIRE EQUIPMENT RESERVE	-116,126.64	-97,370.77	0.00	0.00	0.00	-97,370.77
368-02	FIRE HOSE RESERVE	14,995.17	14,995.17	0.00	0.00	0.00	14,995.17
368-03	FIRE DEPT FOAM RESERVE	7,392.50	7,392.50	0.00	0.00	0.00	7,392.50
368-04	FIRE TRAINING BLDG RESERVE	3,226.25	3,226.25	0.00	0.00	0.00	3,226.25
368-06	FIRE/AMB COMPUTER RESERVE	3,597.90	3,597.90	0.00	1,450.00	0.00	2,147.90
368-07	FIRE DISPATCH REMODEL	2,390.00	2,390.00	0.00	0.00	0.00	2,390.00

General Ledger Summary Report

Fund(s): ALL

August

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
368-08 FIRE SMALL EQUIPMENT	6,151.96	5,651.80	-648.51	11,879.58	5,811.80	-415.98
368-09 FEMA TRUCK GRANT	1,881.00	1,881.00	0.00	1,876.00	0.00	5.00
368-10 FIRE/AMB BUILDING RESERVE	-130,754.66	-130,754.66	23,565.00	0.00	23,565.00	-107,189.66
368-12 FIRE/AMB UNIFORM RESERVE	95.05	7,178.59	0.00	0.00	0.00	7,178.59
368-13 FIRE/AMB LADDER TEST RESERVE	0.00	2,512.15	0.00	1,470.00	0.00	1,042.15
369-00 FIRE DEPT FOAM RESERVE	0.00	0.00	0.00	22.12	22.12	0.00
369-01 AMBULANCE SMALL EQUIP RESERVE	-82,683.34	-82,683.34	225.00	0.00	475.00	-82,208.34
369-02 AMBULANCE STAIRCHAIRS	2,084.31	2,084.31	0.00	0.00	0.00	2,084.31
369-03 AMBULANCE RESERVE	102,454.67	102,454.67	0.00	0.00	0.00	102,454.67
369-05 EMS STABILIZATION GRANT 24	13,593.59	8,833.64	0.00	8,833.64	0.00	0.00
369-06 EMS SUSTAINABILITY GRANT 25	0.00	0.00	-25,084.38	25,084.38	200,000.00	174,915.62
370-03 PW EQUIPMENT RESERVE	155,505.11	155,505.11	-43,639.00	210,129.12	7,850.81	-46,773.20
370-04 STREETS/ROADS RECONSTRUCTION	358,041.83	358,041.77	2,251.05	37,408.85	33,889.51	354,522.43
370-05 CURBING RESERVE	45,178.30	45,178.30	0.00	0.00	0.00	45,178.30
370-06 FUEL TANK RESERVE	5,301.64	-7,546.11	563.23	785.76	7,818.94	-512.93
370-07 PW BUILDING RESERVE	34,279.57	34,279.57	-74.46	74.46	0.00	34,205.11
370-09 RIVER ROAD RESERVE	-44,881.75	-44,881.75	0.00	0.00	0.00	-44,881.75
370-10 AIRPORT FUEL TANK RESERVE	1,992.48	10,051.86	0.00	0.00	0.00	10,051.86
371-01 ASSESSMENT REVALUATION RESER	60,606.91	60,606.91	0.00	0.00	0.00	60,606.91
371-02 ASSESSING COMPUTER RESERVE	435.50	435.50	0.00	0.00	0.00	435.50
371-05 ASSESSING TRAVEL & TRAINING	0.00	1,200.00	0.00	0.00	0.00	1,200.00
372-01 AIRPORT RESERVE	164,900.96	164,900.96	-5,605.41	467,225.77	432,115.49	129,790.68
372-04 AIRPORT HANGER SECURITY DEPOS	1,635.00	1,635.00	0.00	0.00	0.00	1,635.00
373-01 GEN GOVT COMPUTER RESERVE	11,537.97	11,537.97	0.00	1,340.00	0.00	10,197.97
373-02 CITY COMPREHENSIVE PLAN	29,638.54	29,638.54	-550.00	8,282.50	0.00	21,356.04
373-03 MUNICIPAL BUILDING RESERVE	38,328.03	37,416.96	0.00	12,109.72	0.00	25,307.24
373-04 VITAL RECORDS RESTORATION	8,276.50	8,276.50	0.00	0.00	0.00	8,276.50
373-07 T/A PROPERTY REMEDIATION RESEI	12,039.20	12,039.20	0.00	0.00	0.00	12,039.20
373-08 HRA CONTRIBUTION RESERVE	65,753.82	80,742.37	0.00	0.00	0.00	80,742.37
373-10 FLEET VEHICLES	1,221.20	1,221.20	0.00	0.00	0.00	1,221.20
373-17 LADDER ENGINE TRUCK 2016	57,704.20	56,006.71	0.00	11,042.95	0.00	44,963.76
373-20 CDBG USDA 60 ACCESS/BIRDSEYE	16,899.26	18,369.26	0.00	3,600.00	0.00	14,769.26
373-24 2024 HRA RESERVE	55,649.87	48,256.43	0.00	28,522.37	0.00	19,734.06
373-25 2025 HRA RESERVE	0.00	0.00	-5,212.92	44,743.51	108,676.38	63,932.87
373-50 2022 CAPITAL IMPROVEMENT LOAN	-0.01	-0.01	0.00	57,190.58	0.00	-57,190.59
373-51 GENERAL GOVERNMENT TRAINING I	1,758.06	4,758.06	0.00	0.00	4,760.97	9,519.03
374-00 REC/PARKS COMPUTER RESERVE	1,000.00	1,000.00	0.00	0.00	0.00	1,000.00
374-01 INDUSTRIAL PARK IMPROVEMENTS	12,440.88	12,440.88	0.00	0.00	0.00	12,440.88
374-03 DOWNTOWN INFRASTRUSTURE	19,487.42	19,487.42	0.00	6,083.00	0.00	13,404.42
374-05 FACADE RESERVE	17,983.33	21,566.66	0.00	7,500.00	0.00	14,066.66
374-06 BLIGHT RECOVERY FUND RESERVE	329.55	329.55	0.00	0.00	0.00	329.55
380-05 BROWNFIELD GRANT	0.00	-1,572.50	0.00	0.00	1,572.50	0.00
380-06 NBRC RIVERFRONT/WATER REDEVE	-8,160.00	-14,067.50	0.00	131,517.64	12,435.52	-133,149.62
380-07 CDBG COUNTY AG	0.00	0.00	0.00	39,100.00	0.00	-39,100.00
380-08 2025 EPA BROWNFIELDS CLEANUP C	0.00	0.00	-1,163.84	3,765.41	0.00	-3,765.41
385-00 COMMUNITY DEVELOPMENT MATCH	22,326.74	22,326.74	-8,615.00	8,615.00	0.00	13,711.74
387-00 BOUCHARD TIF	-1,110.79	-1,110.79	0.00	0.00	0.00	-1,110.79
388-00 HILLTOP TIF	9,367.54	9,367.54	0.00	0.00	0.00	9,367.54
392-00 PLANNING/ENGINEERING RESERVE	6,241.09	6,241.09	0.00	0.00	0.00	6,241.09
398-00 RECREATION ACCTS FUND BALANCE	79,708.37	69,492.32	0.00	0.00	0.00	69,492.32
399-00 PARKING LOT MAINTENANCE RES	4,309.03	4,309.03	0.00	0.00	0.00	4,309.03
402-00 CDC ECONOMIC DEVELOPMENT	240,000.00	240,000.00	0.00	0.00	0.00	240,000.00
403-00 CDC REVOLVING LOAN	405,920.18	412,590.99	0.00	0.00	0.00	412,590.99

General Ledger Summary Report

Fund(s): ALL

August

Account	Beginning	Beg Bal	Curr Mnth	---- Y T D ----		Balance
	Balance	Net	Net	Debits	Credits	Net
1 - Gen Fund CONT'D						
406-00 TRAILER PARK RESERVE	44,222.42	44,156.85	0.00	0.00	0.00	44,156.85
407-00 COUNTY TAX	2.13	2.13	0.00	0.00	0.00	2.13
414-00 CEMETARY RERSERVE	200.00	1,000.00	0.00	0.00	0.00	1,000.00
415-00 LIONS COMMUNITY CENTER RESER\	16,056.20	16,056.20	0.00	0.00	0.00	16,056.20
417-00 COMPENSATED ABSENCES	-26,487.62	-26,487.62	-12,075.46	88,487.96	0.00	-114,975.58
419-00 DUE FROM CDC (1280)	28,311.38	28,311.38	0.00	0.00	0.00	28,311.38
421-00 DEFERRED TAX REVENUE	1,119,840.98	1,298,571.79	0.00	0.00	0.00	1,298,571.79
422-00 KEN MATTHEWS SCHOLARSHIP FUN	7,974.39	8,053.16	0.00	0.00	165.41	8,218.57
423-00 DR. CARY CEMETERY TRUST FUND	994.89	995.41	-26.38	26.38	1.00	970.03
424-00 HAMILTON LIBRARY TRUST FUND	1,929.56	1,948.64	0.00	0.00	38.07	1,986.71
425-00 KNOX LIBRARY MEMORIAL FUND	11,138.28	11,255.59	0.00	0.00	234.42	11,490.01
426-00 CLARA PIPER MEM FUND	677.62	677.97	0.00	0.00	0.69	678.66
427-00 JACK ROTH LIBRARY MEM FUND	14,807.48	14,963.45	0.00	0.00	311.65	15,275.10
429-00 BARBARA BREWER FUND	4,884.41	4,950.55	0.00	90.00	91.53	4,952.08
430-00 D. COOPER MEM FUND	50,442.68	51,082.37	0.00	0.00	1,282.30	52,364.67
432-00 MARGARET SHAW LIBRARY MEMORI	14,103.89	14,262.58	0.00	0.00	263.71	14,526.29
433-00 GORDON ROBERTSON MEM FUND	12,473.36	12,612.52	0.00	0.00	283.01	12,895.53
434-00 MEMORIAL INVESTMENT	6,322.63	6,335.58	0.00	0.00	25.54	6,361.12
435-00 RODERICK LIVING TRUST	4,244.11	4,296.69	0.00	0.00	31.88	4,328.57
436-00 AMBULANCE REIMBURSEMENT	18,284.78	18,284.78	0.00	0.00	0.00	18,284.78
437-00 DEFERRED AMBULANCE REVENUE	235,559.56	295,323.52	0.00	0.00	0.00	295,323.52
438-00 PHILIP TURNER LIBRARY MEMORIAL	7,832.92	7,920.85	0.00	0.00	186.69	8,107.54
441-00 AMBULANCE FUND BALANCE	1,005.62	1,005.62	0.00	0.00	0.00	1,005.62
447-00 EMA EQUIP RESERVE	1,991.79	1,991.79	0.00	0.00	0.00	1,991.79
448-00 NYLANDER DONATIONS	3,000.00	3,000.00	0.00	0.00	0.00	3,000.00
456-00 TAX REFIEF FUNDS 2021	194,790.77	194,790.77	0.00	0.00	0.00	194,790.77
456-03 2025 TAXPAYER RELIEF FUND	0.00	310,000.00	0.00	0.00	0.00	310,000.00
457-00 HOMELAND SECURITY RESERVE	2,277.92	2,277.92	0.00	0.00	0.00	2,277.92
460-00 YARD SALE	-177.47	-177.47	0.00	1,042.40	1,135.00	-84.87
461-00 CRAFT FAIR	17,006.26	17,006.26	342.00	78.00	498.00	17,426.26
462-00 CDBG HOUSING REHABILITATION	3,879.87	3,879.87	0.00	0.00	0.00	3,879.87
463-00 MISC EVENTS	4,203.55	4,203.55	0.00	829.38	0.00	3,374.17
465-00 THURSDAYS ON SWEDEN	105.00	105.00	160.00	0.00	160.00	265.00
465-01 STORY OF CARIBOU	5,732.00	5,732.00	0.00	0.00	0.00	5,732.00
465-02 CARIBOU CARES ABOUT KIDS	3,579.00	8,079.00	-2,006.65	7,727.65	0.00	351.35
466-00 HERITAGE DAY	-8,000.00	-8,000.00	0.00	0.00	0.00	-8,000.00
467-00 MARATHON	-45,252.36	-45,252.36	0.00	0.00	0.00	-45,252.36
467-01 SMALL BUSINESS SATURDAY	245.00	245.00	0.00	0.00	0.00	245.00
469-00 DENTAL INSURANCE	3,105.16	3,105.16	-101.26	16,254.80	16,329.81	3,180.17
470-00 EYE INUSRANCE	685.68	685.68	5.26	2,442.25	2,485.03	728.46
471-00 RC2 TIF	243,989.63	243,989.63	0.00	0.00	0.00	243,989.63
472-00 ANIMAL WELFARE	22,473.21	22,423.21	4.00	0.00	2,051.00	24,474.21
473-00 DOWNTOWN TIF	15,420.00	15,420.00	0.00	0.00	0.00	15,420.00
474-00 CADET RESERVE	200.00	200.00	0.00	0.00	0.00	200.00
476-00 FLEET VEHICLE ACCOUNT	100.00	100.00	0.00	0.00	0.00	100.00
477-00 LED STREET LIGHTS	88,575.53	88,575.53	0.00	22,366.21	0.00	66,209.32
478-00 G. HARMON MEM FUND	7,344.55	7,426.50	0.00	0.00	166.63	7,593.13
480-00 CITY RETIREMENT	1,079.76	1,079.76	0.00	0.00	0.00	1,079.76
483-02 DUE TO FUND 2	1,295,867.07	1,305,867.07	0.00	0.00	79,416.30	1,385,283.37
483-03 DUE TO FUND 3	1,202,756.00	1,219,006.32	12,299.53	0.00	107,034.79	1,326,041.11
483-04 DUE TO FUND 4	595,023.08	600,555.08	5,992.34	0.00	48,028.66	648,583.74
483-05 DUE TO FUND 5	5,321,360.64	5,321,360.64	0.00	0.00	10,439.04	5,331,799.68
484-02 DUE FROM FUND 2	-1,248,195.47	-1,248,818.71	-10,138.90	98,343.12	0.00	-1,347,161.83

General Ledger Summary Report

09/12/2025

Fund(s): ALL

Page 6

August

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
484-03 DUE FROM FUND 3	-1,098,430.63	-1,101,941.30	-10,918.16	120,655.63	0.00	-1,222,596.93
484-04 DUE FROM FUND 4	-529,111.26	-529,218.06	-7,363.81	37,566.85	0.00	-566,784.91
484-05 DUE FROM FUND 5	-3,977,489.86	-4,064,122.49	-39,275.18	189,598.30	0.00	-4,253,720.79
486-00 RETIREMENT RESERVE	4,139.00	4,139.00	0.00	0.00	0.00	4,139.00
488-01 BUSINES DISTRCT HOLIDAY LIGHTS	7,140.00	579.30	0.00	3,174.60	0.00	-2,595.30
490-00 T/A PROPERTY REMEDIATION RES	31,481.77	31,481.77	0.00	0.00	0.00	31,481.77
493-00 RSU 39 COMMITMENT	-1,082,828.32	-1,082,828.32	0.00	2,750,691.06	0.00	-3,833,519.38
494-00 TRI COMMUNITY/AWS	324,082.00	324,082.00	0.00	0.00	0.00	324,082.00
496-00 BIRTH RECORDS STATE FEE	76.00	0.00	20.40	796.60	931.00	134.40
497-00 DEATH RECORDS STATE FEE	143.20	0.00	-76.00	1,568.60	1,761.40	192.80
498-00 MARRIAGE RECORDS STATE FEE	24.00	0.00	-2.80	382.60	448.60	66.00
					</	

General Ledger Summary Report

Fund(s): ALL
August

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
4 - FSS CONT'D						
4 - FSS	0.00	0.00	0.00	181,083.51	181,083.51	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-36,273.79	-26,938.31	1,371.47	48,028.66	37,566.85	-37,400.12
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-36,273.79	-26,938.31	1,371.47	48,028.66	37,566.85	-37,400.12
409-00 HOUSING RESERVE	29,638.03	44,398.71	0.00	0.00	0.00	44,398.71
483-01 DUE TO FUND 1	529,111.26	529,218.06	7,363.81	0.00	37,566.85	566,784.91
484-01 DUE FROM FUND 1	-595,023.08	-600,555.08	-5,992.34	48,028.66	0.00	-648,583.74
Fund Balance	36,273.79	26,938.31	-1,371.47	133,054.85	143,516.66	37,400.12
500-00 Expense Control	0.00	0.00	-7,363.81	37,566.85	95,488.00	57,921.15
510-00 Revenue Control	0.00	0.00	5,992.34	72,088.00	48,028.66	-24,059.34
600-00 Fund Balance	36,273.79	26,938.31	0.00	23,400.00	0.00	3,538.31
5 - ECONOMIC DEV	0.00	0.00	0.00	801,039.77	801,039.77	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-627,087.00	-540,454.37	39,275.18	10,439.04	199,962.34	-350,931.07
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-627,087.00	-540,454.37	39,275.18	10,439.04	199,962.34	-350,931.07
473-00 DOWNTOWN TIF	433,867.10	433,867.10	0.00	0.00	0.00	433,867.10
474-00 TRAIL GROOMER RESERVE	32,764.72	32,764.72	0.00	0.00	10,364.04	43,128.76
475-00 REVOLVING LOAN RESERVE	200,000.00	200,000.00	0.00	0.00	0.00	200,000.00
476-00 FIRE STATION RESERVE	50,151.96	50,151.96	0.00	0.00	0.00	50,151.96
483-01 DUE TO FUND 1	3,977,489.86	4,064,122.49	39,275.18	0.00	189,598.30	4,253,720.79
484-01 DUE FROM FUND 1	-5,321,360.64	-5,321,360.64	0.00	10,439.04	0.00	-5,331,799.68
Fund Balance	627,087.00	540,454.37	-39,275.18	790,600.73	601,077.43	350,931.07
500-00 Expense Control	0.00	0.00	-39,275.49	189,600.73	515,887.00	326,286.27
510-00 Revenue Control	0.00	0.00	0.31	601,000.00	2.43	-600,997.57
600-00 Fund Balance	627,087.00	540,454.37	0.00	0.00	85,188.00	625,642.37
Final Totals	6,723.90	-595,321.12	906,697.12	43,002,587.61	42,407,266.49	0.00

Expense Summary Report

Fund: 1

August

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	921,139.88	83,907.54	611,708.08	309,431.80	66.41
17 - HEALTH & SANITATION	272,886.00	22,700.00	181,600.00	91,286.00	66.55
18 - MUNICIPAL BUILDING	75,726.00	5,751.02	46,912.58	28,813.42	61.95
20 - GENERAL ASSISTANCE	49,571.00	6,060.60	33,838.00	15,733.00	68.26
22 - TAX ASSESSMENT	222,676.00	8,941.02	104,988.59	117,687.41	47.15
25 - LIBRARY	295,936.00	25,137.54	186,677.30	109,258.70	63.08
31 - FIRE/AMBULANCE DEPARTMENT	2,683,480.50	193,183.65	1,580,492.54	1,102,987.96	58.90
35 - POLICE DEPARTMENT	2,703,226.00	189,094.79	1,480,229.41	1,222,996.59	54.76
38 - PROTECTION	387,144.00	31,864.99	261,268.37	125,875.63	67.49
39 - CARIBOU EMERGENCY MANAGEMENT	7,845.00	53.74	2,566.36	5,278.64	32.71
40 - PUBLIC WORKS	3,036,888.50	277,890.62	1,919,532.81	1,117,355.69	63.21
50 - RECREATION DEPARTMENT	667,258.00	68,980.20	432,618.29	234,639.71	64.84
51 - PARKS	191,553.00	22,173.71	128,023.99	63,529.01	66.83
60 - AIRPORT	72,801.00	1,057.01	57,427.60	15,373.40	78.88
61 - CARIBOU TRAILER PARK	1,834.00	196.04	1,354.59	479.41	73.86
65 - CEMETERIES	6,750.00	1,000.00	1,000.00	5,750.00	14.81
70 - INS & RETIREMENT	140,500.00	330.00	40,270.23	100,229.77	28.66
80 - UNCLASSIFIED	28,675.00	5,189.55	29,302.09	-627.09	102.19
85 - CAPITAL IMPROVEMENTS	1,045,758.00	0.00	0.00	1,045,758.00	0.00
Final Totals	12,811,647.88	943,512.02	7,099,810.83	5,711,837.05	55.42

Expense Summary Report
Fund: 2
August

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOIBLE TRAIL MAINTENANCE	75,787.00	366.94	53,879.43	21,907.57	71.09
Final Totals	75,787.00	366.94	53,879.43	21,907.57	71.09

Expense Summary Report
Fund: 3
August

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	223,318.00	10,918.16	120,655.63	102,662.37	54.03
Final Totals	223,318.00	10,918.16	120,655.63	102,662.37	54.03

Expense Summary Report

Fund: 4
August

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	95,488.00	7,363.81	37,566.85	57,921.15	39.34
Final Totals	95,488.00	7,363.81	37,566.85	57,921.15	39.34

Expense Summary Report

Fund: 5
August

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	455,601.00	29,843.21	149,943.65	305,657.35	32.91
12 - NYLANDER MUSEUM	54,711.00	3,932.28	34,082.08	20,628.92	62.29
Final Totals	510,312.00	33,775.49	184,025.73	326,286.27	36.06

Revenue Summary Report

Fund: 1

August

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	8,230,740.00	434,574.27	3,378,202.93	4,852,537.07	41.04
20 - GENERAL ASSISTANCE	14,400.00	1,079.22	15,786.83	-1,386.83	109.63
22 - TAX ASSESSMENT	1,278,500.00	606,806.00	716,532.37	561,967.63	56.04
23 - CODE ENFORCEMENT	6,700.00	755.00	4,947.50	1,752.50	73.84
25 - LIBRARY	3,500.00	0.00	2,189.84	1,310.16	62.57
31 - FIRE/AMBULANCE DEPARTMENT	1,932,389.00	73,757.49	1,223,259.45	709,129.55	63.30
35 - POLICE DEPARTMENT	102,471.00	225.00	3,291.00	99,180.00	3.21
39 - CARIBOU EMERGENCY MANAGEMENT	2,400.00	1,800.00	2,400.00	0.00	100.00
40 - PUBLIC WORKS	230,942.00	0.00	47,858.66	183,083.34	20.72
50 - RECREATION DEPARTMENT	22,100.00	760.00	9,385.00	12,715.00	42.47
51 - PARKS	220.00	0.00	110.00	110.00	50.00
60 - AIRPORT	44,400.00	2,404.64	24,365.90	20,034.10	54.88
70 - INS & RETIREMENT	0.00	5,986.00	5,986.00	-5,986.00	----
Final Totals	11,868,762.00	1,128,147.62	5,434,315.48	6,434,446.52	45.79

Revenue Summary Report

Fund: 2
August

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
52 - SNOWMOIBLE TRAIL MAINTENANCE	81,000.00	0.00	0.00	81,000.00	0.00
Final Totals	81,000.00	0.00	0.00	81,000.00	0.00

Revenue Summary Report

Fund: 3
August

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	223,318.00	12,299.53	107,034.79	116,283.21	47.93
Final Totals	223,318.00	12,299.53	107,034.79	116,283.21	47.93

Revenue Summary Report

Fund: 4
August

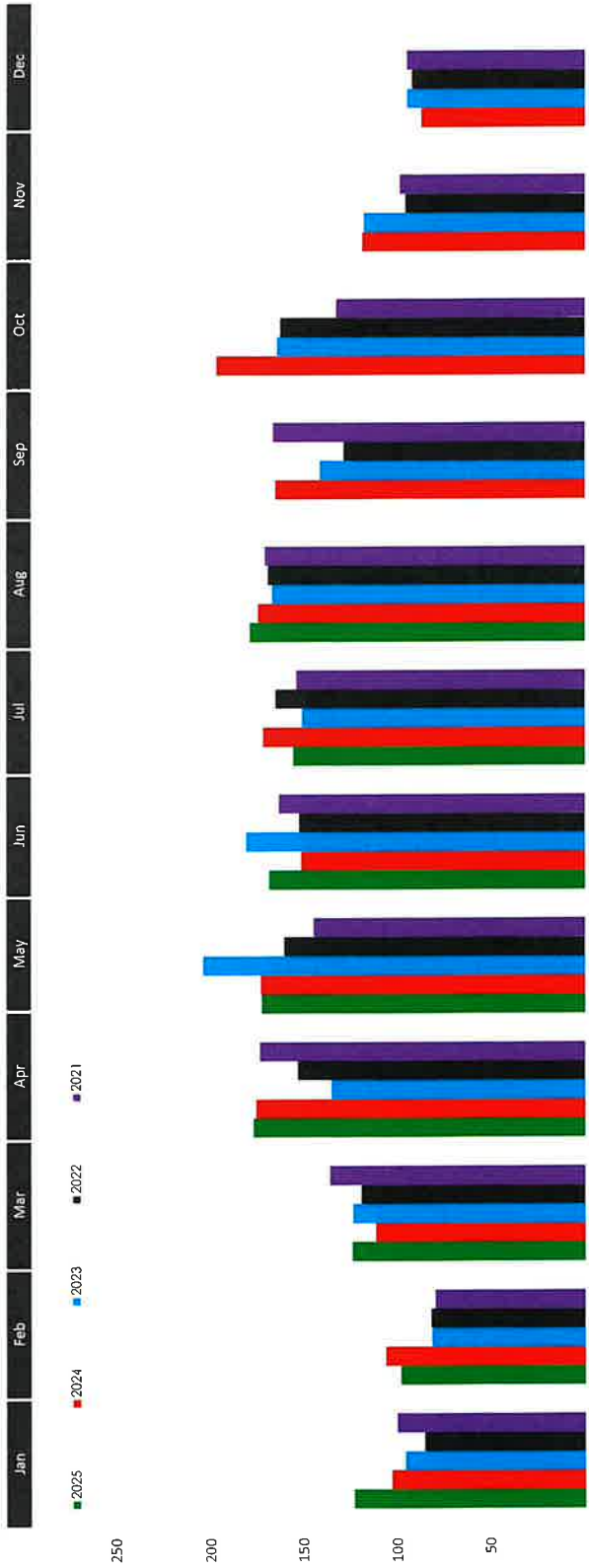
Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	72,088.00	5,992.34	48,028.66	24,059.34	66.63
Final Totals	72,088.00	5,992.34	48,028.66	24,059.34	66.63

Revenue Summary Report

Fund: 5
August

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	600,000.00	0.00	0.00	600,000.00	0.00
12 - NYLANDER MUSEUM	1,000.00	0.31	2.43	997.57	0.24
Final Totals	601,000.00	0.31	2.43	600,997.57	0.00

Excise Trend





MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Public Safety Building Committee report

The Caribou City Council Public Safety Building Committee has been working with Artifex and Manns Woodward on a design for a new police station building. The RFP went out and the bids were opened publicly on June 18, 2025. All bids were over the desired budget. Blane Casey Contractors of Augusta, Maine, was the low bidder once deductive alternates were considered. Artifex suggested that we reach out to the low bidder for suggestions on value engineering for the project to get to an affordable price range. Blane Casey Contractors brought numerous cost reduction ideas to Artifex and the City. The committee met with Artifex and Manns Woodward via zoom on September 4, 2025 to discuss all the reduction ideas. The committee met again to discuss the information gained from that meeting and to evaluate next steps on September 9, 2025.

Given that all bids exceeded the desired budget, and that the final value engineering recommendations also remained above the desired budget, the City Council Public Safety Building Committee makes the recommendation to the Caribou City Council to reject all bids received on June 18, 2025.

In lieu of new construction, the Caribou City Council Public Safety Building Committee has decided to consider existing building refurbishment, based on options not previously available. To that end, staff has reached out to the Boston HUD office to obtain information on how changing direction will affect the \$2.5 million CPF Funding secured by Senator Collins' office. Further, if acceptable by HUD, the committee would like to go forward with a Request for Qualifications and Fee Proposal for a firm to assist the City with the evaluations of available buildings, and then assist with renovations of the building selected.

Suggested action:

Action can be taken under 11A.



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Municipal Buildings Committee report

The Caribou City Council Municipal Buildings Committee met on September 9, 2025.

The committee received updates regarding ongoing projects at municipal buildings, most are at least partially funded by grants, secured by staff. That report is enclosed.

The committee discussed various projects and recommended two for consideration by the Caribou City Council.

Municipal Building: Sidewalk Replacement

Issue: Staff continue to get citations from MMA Safety about the sidewalks being in poor repair. Public Works Director Chris Perkins has worked with a contractor who would be able to do this work. This is below our threshold of \$10,000 that would be required to go out for bid.

Funding Source: G 1-370-05 Curbing Reserve (includes sidewalks) Balance \$45,178.30

The committee recommended moving forward with this project.

Municipal Building: Upgrades for ADA compliance

Issue: The Municipal Building and Wellness Center are not fully accessible to citizens using a wheelchair. Gary Marquis has solicited bids to have the proper door controls installed. The bids are attached. The quote for the wellness center is \$2,152 for the door contractor and \$865 for the electrician. The quote for the municipal building is \$5,500 for the door contractor and \$945 for the electrician. This is below our threshold of \$10,000 that would be required to go out for bid.

Funding Source: G 1-373-03 Municipal Building Reserve Balance \$25,307.24

Funding Source: G 1-365-02 Rec Center Improvements Balance \$20,431.94

(An additional amount was budgeted in 2025 which has not been transferred into account.)

The committee would like to move forward with the ADA compliant controls at the Wellness Center and would like to have more information on the current doors at the Municipal Building i.e. are they ADA compliant if the controls are installed before approving the work there.

Suggested action:

Action on recommended items can be taken under 11 B & C.

Municipal Buildings Staff Report:

The municipal buildings of our community are assets that belong to the citizens. Our duty is to keep them properly maintained for service now and into the future.

Fire Station

Project Partner: Harriman

Project Manager: Amanda Jandreau

Funding: 2024 CDS Request from Senator Collins; County ARPA funds; Municipal ARPA funds; Municipal appropriations in 2023

Update: This project is going very well. Preliminary drawings from the last meeting are included in the packet. Next meeting: Wednesday 9/10/2025.

Public Library

Project Partner: Haley Ward

Project Manager: Matt Ward

Funding: Maine Connectivity Authority grant

Update: This project has had a slow start, but progress is being made. Electrical engineers have been onsite. Next meeting has been set, but I do not have the date.

New Police Station

Project Partner: Artifex

Project Manager: Ellen Angel

Funding: 2023 CDS Request from Senator Collins; loan approved by referendum in 2023

Update: All bids were above budget. However, the bids were all very close, which indicates that a solid package was presented. The committee will have a recommendation for the City Council at the next meeting on 9/15. The committee will meet on 9/9. The agenda is posted online.

KCAR Airport Apron

Project Partner: Stantec

Project Manager: Seth Lovley

Funding: 90% FAA, 5% Maine DOT, 5% Municipal Appropriations

Update: Final work on the new apron should be completed on 9/9. The sewer line was repaired by Soderberg and CUD. This has been a chronic issue. Staff were able to get a DEP grant for 90% of the project. The snow removal equipment (except the broom) should be available for use prior to the first snowfall. The Central Aroostook Chamber of Commerce Oktoberfest will be held at the airport on 9/20.

Riverfront Revitalization

Funding: NBRC Grant with municipal match of 20% which can be in-kind work

Update: This involves the purchase of two buildings, the former train station (rehab) and the former starch plant (demo). The city has closed on the railroad station. The hope is to find a tenant to establish a business there. Using NBRC funds, there is a 20-year encumbrance. The RFP for a Riverfront Master Plan will be on the 9/9 City Council agenda.

Blighted Building: 49 Herschel Street Owner: City of Caribou

Funding: Blight funds generated in the Downtown TIF District

Update: The Contractor has started to remove debris from the inside of the structure. The asbestos testing has been done. There is asbestos present. This will need to be remediated prior to the demolition.

Blighted buildings: 142 Lower Lyndon Street Owner: City of Caribou (Riverfront Power Plants)

Funding: US EPA Brownfields Clean-up Grants

Update: The Diesel Plant (FY2023 Brownfields Cleanup Grant) project was held up due to the CERCLA action at the Steam Plant. When that site was released, Gaftek removed the petroleum products from the site. Next step – the project Qualified Environmental Professional (QEP), County Environmental Engineering, will put out the RFP for the abatement and demolition of the Diesel Plant.

Update: The Steam Plant (FY2025 Brownfields Cleanup Grant) is advertising the Request for Qualifications and Fee Proposal for a project Qualified Environmental Professional (QEP), with bids due on October 9.

Other blighted properties / possible tax lien foreclosures in November / could be put into a land bank:

63 Sweden Street	Owner: Cassidy Holdings LLC	Amount owed: \$43,194.65
------------------	-----------------------------	--------------------------

7 Water Street	Owner: Brian & Sharon Bickford	Amount owed: \$5,981.95
----------------	--------------------------------	-------------------------

Note, this does not include 2025 property taxes which have not been committed.

This amount does not include any water or sewer bills.



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: City Manager's Report

A hot topic that is not on the agenda for discussion tonight:

The Fort Street Bridge Project – On September 4, 2025, there was a stakeholder meeting for those that will be impacted by the Fort Street Aroostook River Bridge project due to a project that is scheduled to begin in 2027. This is a historic bridge, built in 1952 that had a pin replacement in 2005. The main project will be a deck replacement. There will also be truss repairs and truss strengthening. **There will be an extended bridge closure.** The Maine DOT investigated four options and decided on Option 4 which will cost \$22.1 million, last for 27 months, and impact traffic for 16 months. This period will have an 8-month total closure and an 8-month period of alternating closures. As more information becomes available, staff will have it loaded to the City of Caribou website at: [City Planning Projects – City of Caribou, Maine](#)

Since there will be several discussions about municipal buildings on the agenda, I have also attached two articles.

I am happy to answer any questions.

Suggested Action:

No action is required. This is informational only.

Debunking Taj Mahal Syndrome: Developing Municipal Facilities that Meet Your Community Needs

By William Gatchell, AIA, Associate / Municipal Market Leader, Harriman

Some call it the Law of More, or Taj Mahal syndrome.

It's the perception that proposed municipal projects—like a new public safety complex or town hall—are inordinately lavish or contain features above and beyond what's necessary to service a community. New city halls and public safety complexes sometimes draw criticism from residents and officials worried about cost. Many existing municipal buildings in New Hampshire aren't designed to accommodate 21st century needs, and as time passes these needs only grow.

Justifying design choices to communities can be delicate. The conversation often falls to consulting architects and engineers or public officials to properly inform the public about the necessity of renovating or building a new municipal facility and justifying its price tag. A project criticized as “a Taj Mahal” is likely a significant improvement to a facility that fails to meet the basic operational needs of its users. It only seems fancy relative to the condition of aged municipal infrastructure. Addressing this criticism directly—by emphasizing that a well-designed facility meeting functional requirements for safety, professionalism, and longevity is the best way to meet modern safety or municipal needs—can help deflate community opposition and educate residents about what is really necessary to meet current and future needs.

Here are three strategies to address Taj Mahal syndrome.

Use the Ford Truck analogy. Municipal facility projects involve numerous decision makers—from administrators, public works directors, police and fire chiefs to community members—so a simple, consistent communications strategy is key.

Think of that new police or fire station or town office as a reliable Ford pickup truck: it's designed to be a workhorse that comes with varying degrees of utility. An F150 is not

embellished, nor is it inexpensive: it is designed practically to perform well and to last. This simple analogy can help address community concerns by enabling you to explain why a project is necessary.



Atkinson, NH Police Station - This new municipal building offers the appropriate amount of increased space and updated services to meet their community's needs.

Consider some typical municipal facility upgrade requirements:

- Fire stations must now accommodate larger trucks (that can carry more water) and provide spaces that better protect occupants' health.
- Town offices need improved air quality requirements and better, ADA-compliant access for the general public as well as reasonable security measures such as separation of public and staff.
- Growing communities have more roads to plow and bigger fleets to meet the increasing expectations of residents. Public works facilities may need large vehicle bays to accommodate larger trucks with plow blades or loads of road salt, sand or brine.

Using the truck analogy, these upgrades will transform your municipal project into something like a Ford F-150 pickup,

one that meets basic functional and performance requirements, not the luxury Super Duty F-250 Platinum. And a budget-conscious Ford Ranger is not going to be up to the task.

Share information beyond design and construction costs.

Municipal projects have complex approval processes. These projects are typically bonded for 20 years, requiring designs that outlast the bonding duration and are long-term community investments; selecting the cheapest option is not the best value. There are sometimes hidden costs such as purchasing custom fire apparatus to fit in older fire stations or high liability for dangerous DPW maintenance areas. In fact, credentialed public safety facilities such as a CALEA-compliant law enforcement facility lowers a community's liability insurance premiums. Many facilities have served their communities long after replacement was needed; towns often experience an artificially lower tax burden than if the facility was replaced, which typically comes at a premium.

Sharing information with the community and other decision-makers is vital to your project's success. Identify your stakeholders, figure out the best way to reach them and invite them to conversations about your project. You may be reaching out to area business owners, neighborhood groups, and others who can involve their communities in your planning process. Engage your municipal employees in the process: they will directly benefit from the new project. Explain how this is an opportunity to build trust with the community, making the town more responsive to their needs.

Bring experts to the table. Managing construction or renovation of government buildings, fire and police stations, and public works buildings requires an ability to juggle many priorities while establishing relationships with multiple stakeholders. As architects and engineers, we often step into this role for our clients, acting as their advocates during public meetings and presentations.

We not only bring building type expertise but curiosity and excellent listening skills; our goal during these gatherings is to understand the wishes and desires of community members so we can develop successful design solutions. Our job is to design a facility that meets the community's needs and supports the operational goals of its users.

Architects and engineers can provide specialized expertise such as:



Hudson, NH Fire Station - This reception area at the Hudson, NH fire station, keeps staff spaces secure while conducting public business.

- Knowledge of code requirements for critical facilities such as public safety.
- Understanding a community's changing needs and designing a new building accordingly. For example, public libraries are now community meeting spaces, hosting children's and senior's programming, providing training opportunities and more. The design team can facilitate rethinking how a municipality approaches its service to their community.
- Design the right amount of community access spaces and meeting rooms to serve the municipality without creating an excess of building square footage across the town's facilities.

It may also be necessary to establish a lead decision-maker for your project, someone who can gather input from stakeholders and make sure everyone is clear on next steps, budgets and timelines.

The extra effort you put into explaining your municipal project succinctly, reaching out to the community, and using experts to help communicate your goals will help it stay on track through the approvals process. And instead of the Taj Mahal, your constituents will be focused on the value of the community's investment: a facility that meets its utility needs today and serves the community for decades to come.

William Gatchell, AIA, is an associate and senior architect with Harriman out of the Portsmouth, New Hampshire office. Will can be reached by phone at 603.626.1242 or via email at wgatchell@harriman.com

Small Projects, Big Impact

by Will Gatchell, AIA, Senior Associate / Municipal Market Leader

America's municipal infrastructure is at an inflection point.

According to a 2019 National Fire Protection Association study, at least 43% of the country's fire stations are over 40 years old and need immediate upgrades, equipment, and more. The data on the age and condition of police stations is similar. Many police and fire stations are housed in older buildings meant to meet long-term service goals but are short on meeting 21st century needs.

Since most communities will only build new police or fire facilities every 40 or 50 years, it pays to consider all options. Bigger isn't always better. A new building costs millions of dollars, an amount often prohibitive to small communities. Renovating or adding to existing structures that improve functionality and meet community needs is an alternative approach that can make a big impact.

Evaluating your existing buildings is a process that includes:

Facility Assessment

Facility assessments are a physical review of your building to identify what's not working.

Space Needs Analysis

Municipal project best practices should include a space needs analysis process to identify what square footage requirements are needed.

This process begins with interviewing key building users and stakeholders—including departmental leadership, first responders, residents, and local officials. Different municipal needs typically require different specialty spaces.

If your community doesn't support a multi-million-dollar capital project, discuss what's realistic after this investigation and analysis phase. Many public officials believe new construction is less expensive than renovation, given land and construction costs. This may not be true.

Completing a facility assessment and space needs analysis provides a general, but thorough, understanding of scale and cost for potential projects. Once you have a clear picture of your facility needs, you can consider various size projects. Understanding what is essential to include in a renovation or addition enables you and other municipal leaders to focus on ideas that can lead to high impact projects. This information can, in turn, be conveyed to your stakeholders to advocate for a project that is appropriate in size and cost to your community.

Harriman has worked with many communities throughout New Hampshire to conduct facility assessments and space needs analysis of their municipal facilities. The graphics on the next page represent a redesign of a proposed public safety facility after a new facility was deemed too costly.

We added three transformative spaces, reorganizing and renovating the original small building: a public lobby, evidence storage (along with evidence drop-off and processing), and a sallyport. These small adjustments represented a big improvement: separating public space from operations space in the lobby; improving flow and occupant safety within the existing building; and providing extra storage in the evidence space. The additions enable the agency to meet several important best practices without committing to a completely new facility.

Other factors to keep in mind:

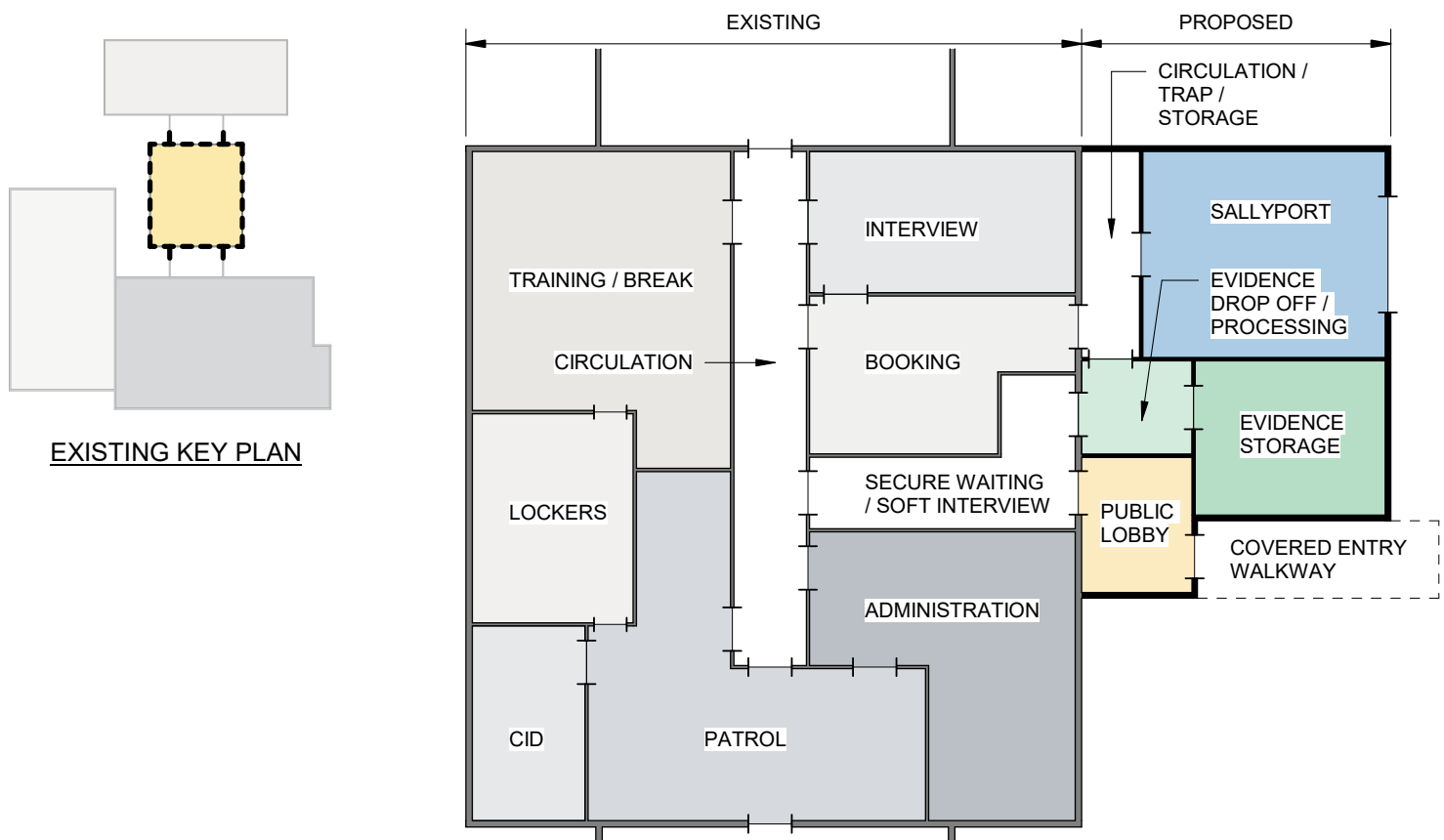
Best practices. Best practices in public safety have changed dramatically in the last 20 years. Staff areas for first responders should be secure and separate from public access areas, vehicle areas, and controlled access areas. They should include functional spaces for sleeping quarters, bathrooms, shower rooms, kitchens, training areas, and public spaces. There should be appropriate-sized apparatus bays, space for parking, and accessibility to emergency vehicles. The facility assessment will result in recommendations to improve existing spaces or create new ones. Indoor air quality and occupant safety are critical considerations that older facilities struggle to provide.

Location. A visible, accessible location is not always an option in heavily developed

areas. Making the best use of existing sites or available land often requires creativity to facilitate construction in occupied spaces or the development of constrained sites. Merging fire and police stations into a joint public safety complex is one strategy that can reduce cost for both departments while maintaining community access.

Technology. Building in capacity to modify, upgrade, or add to your technology infrastructure over time will allow you to plan for future costs.

A well-planned renovation and/or addition can balance cost-effectiveness with meeting critical municipal or public safety needs. By carefully considering these strategies, you can create a smaller project that will make a big impact on your community for years to come.





MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Action on the Recommendation of the Public Safety Building committee

Given that all bids exceeded the desired budget, and that the final value engineering recommendations also remained above the desired budget, the City Council Public Safety Building Committee makes the recommendation to the Caribou City Council to reject all bids received on June 18, 2025.

Further, if acceptable by HUD, the committee would like to go forward with a Request for Qualifications and Fee Proposal for a firm to assist the City with the evaluations of available buildings, and then assist with renovations of the building selected.

To date, the City of Caribou has incurred costs of \$576,606.82 on this project.

Suggested actions:

Please make a motion to “reject all bids received on June 18, 2025.”

Second

Discussion

Vote

Please make a motion to “advertise a Request for Qualifications and Fee Proposal for a firm to assist the City with the evaluations of available buildings, and then assist with renovations of the building selected, if staff receives a response from HUD that the City is able to proceed with that option”

Second

Discussion

Vote



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Municipal Buildings Sidewalk Project

The Caribou City Council Municipal Buildings Committee met on September 9, 2025, and recommended that the following project be brought to the full City Council for consideration.

Municipal Building: Sidewalk Replacement

Issue: Staff continue to get citations from MMA Safety about the sidewalks being in poor repair. Public Works Director Chris Perkins has worked with a contractor who would be able to do this work. This is below our threshold of \$10,000 that would be required to go out for bid.

Funding Source: G 1-370-05 Curbing Reserve (includes sidewalks) Balance \$45,178.30

The committee recommended moving forward with this project.

There is a memo and supporting documentation provided by Director of Public Works Chris Perkins. Mr. Perkins will be present at the meeting to answer any questions.

Suggested action:

Please make a motion to “approve the quote for the replacement of the sidewalk in front of the municipal building, to be paid from G 1-370-05.”

Second

Discussion

Vote

Caribou City Hall Sidewalk Reconstruction Project

The City of Caribou has secured a qualified contractor to reconstruct the sidewalks at City Hall. This project will not only improve the building's curb appeal but also provide safe, accessible entry for all citizens, including those who use wheelchairs.

Scope of Work

- Caribou Public Works will remove all existing concrete and granite curbing and prepare the site for construction.
- Ouellette's Concrete will form, place, and finish the new sidewalks.
- The project includes:
 - 880 square feet of monolithic concrete with a false curb
 - Decorative joinery that also functions as relief joints
 - Six-inch-thick concrete reinforced with a ½-inch rebar mat, spaced 16" on center

Logistics

To ensure City Hall remains operational throughout the project, construction will be completed in two phases:

1. The section across the front entrance will be replaced first.
2. The section along the east side of the building will follow.

Oversight

Public Works Director Chris Perkins, who has 22 years of experience in commercial and residential concrete work, will oversee the project. He has worked with Ouellette's Concrete previously and is confident in their ability to deliver a high-quality result.

ESTIMATE

Ouellette Concrete LLC.
357 thibodeau rd
Woodland, ME 04736

ouelletteconcrete@gmail.com
+1 (207) 325-1333



Bill to

Chris Perkins
City Of Caribou
City Hall

Ship to

Chris Perkins
City Of Caribou

Estimate details

Estimate no.: 1023
Estimate date: 08/13/2025

#	Product or service	Description	Qty	Rate	Amount
1.	Side walk	Repour sidewalk, joint and false curb with broom finish (price per sqft) (6 inch 4000 psi)	1	\$10.00	\$10.00
Total					\$10.00

Note to customer

Price includes reinforcement

Accepted date

Accepted by

**CARIBOU PARKS & RECREATION DEPARTMENT
55 BENNETT DR.
CARIBOU, ME. 04736
207-493-4224
207-493-4225 Fax**

MEMO

TO: Mayor Courtney Boma
CC: Caribou City Council/ City Manager Thompson
FROM: Gary Marquis
RE: Automatic Door openers
DATE: September 15, 2025

Mayor Boma and City Councilors:

Good evening, I am here to present the Automatic door openers for the Caribou Wellness Center and the openers for City Hall. Attached are the estimates from P.D.Q. Door and one from RL. Todd. There have been many people who have asked for these to be installed at the Wellness Center and City Hall. I feel that it is time to have these put in. I will be present at Monday night's meeting to answer any questions you may have.

Thank you:

**Gary Marquis
Supt. Of Parks & Recreation**



604 North St.
Houlton, Maine 04730
800-734-1401 pdqdoor.com

Estimate

Date Proposal#

4/15/2025 N208045

West Bath Rockport Waterville Hampden

Submitted To:

CARIBOU PARKS AND RECREATION
55 BENNETT DR
CARIBOU ME 04736

Job Location:

TOWN HALL

Terms	Rep	contact/phone #	Serial #	P.O. #
Net 10	PFC			
Quantity	Description		U/M	Total
2	Automatic Opener 2 - DC 7000 handicap operators 4 - 4.5x4.5 push button 4 - wireless transmitters 2 - receivers INSTALLED PRICE ALL WIRING DONE BY OTHERS			5,500.00
Additional charges will apply if we determine there is a presence of lead paint on existing doors/openings. Testing will be done on any residential building built prior to 1978.			Total	\$5,500.00

Additional charges will apply if we determine there is a presence of lead paint on existing doors/openings. Testing will be done on any residential building built prior to 1978.

Trim boards must be installed prior to weatherstripping. Additional charge of \$99.00 to install at a later date.
Additional charges will apply if garage floor is not poured at the time of installation.

All warranties are void if installation is required prior to roof and wall sheathing installation. We do not install doors directly to sheetrock.

CUSTOMER IS RESPONSIBLE FOR ANY WIRING (IE, OUTLETS, HARDWIRING).

"DUE TO RAPIDLY ESCALATING COST OF MATERIALS THIS QUOTE IS VALID FOR NO MORE THAN 5 DAYS". All prices are contingent upon site inspection.

*Signature below indicates that you accept the terms of the agreement. All unpaid balances in excess of 30 days will be subject to 1.5% per month late charge plus reasonable collection costs including court fees, service fees, and attorney's fees.

Printed Name: _____

Signature: _____

Houlton Phone #	Houlton Fax #	Michelle's email address	Patrick's Email Address
207-532-0808	207-532-0880	michellem@pdqdoor.com	patrickc@pdqdoor.com

Proposal Submitted By: _____



604 North St.
Houlton, Maine 04730
800-734-1401 pdqdoor.com

Estimate

Date Proposal#

4/16/2025 N208072

West Bath Rockport Waterville Hampden

Submitted To:

CARIBOU PARKS AND RECREATION
55 BENNETT DR
CARIBOU ME 04736

Job Location:

rec center

Terms	Rep	contact/phone #	Serial #	P.O. #
Net 10	PFC			
Quantity	Description		U/M	Total
2	2 - DC 7000 handicap operators 4 - 4.5x4.5 push buttons 4 - wireless transmitters 2 - receivers INSTALLED PRICE ALL WIRING DONE BY OTHERS			5,500.00
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Printed Name: _____

Signature: _____

Houlton Phone #	Houlton Fax #	Michelle's email address	Patrick's Email Address
207-532-0808	207-532-0880	micheilem@pdqdoor.com	patricke@pdqdoor.com

Proposal Submitted By: _____

R.L. TODD & SON INC. ELECTRICAL CONTRACTORS

April 23, 2025

City of Caribou
25 High Street
Caribou, Maine 04736
RE: Handicapped Door Control Power
Attn: Penny Thompson/ Gary Marquis

Folks, Based on a conversation with Gary I have figured pricing for connection of door controllers at the City Hall and the Rec Dept. I understand that these door controllers will have wireless paddle open switches so our scope of work is limited to power at the door control head units. This may require some exposed conduit at both project locations but will be limited as much as possible.

PROJECT COST:

City Hall: \$865.00

Rec Dept: \$945.00

Please let me know if you have any other questions.

Thank You,

Timothy Todd



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Fire Station Project, Schematic Design Approval

Amanda Jandreau is the Project Manager on the Fire Station project, and a Senior Structural Engineer at Harriman. She will attend the meeting to discuss the Schematic Design drawings and narrative for the Fire Station project.

The information is provided in the packet for your review.

If these drawings are acceptable, the project can then move forward to the Design Development phase where the design and scope can be further refined.

Suggested action:

Please make a motion to “approve the schematic design drawings as presented by Harriman”

Second

Discussion

Vote

Harriman

CITY OF CARIBOU
RENOVATIONS TO EXISTING FIRE STATION AND LIONS
BUILDING
Caribou, Maine
PROJECT 25162

September 12, 2025

Schematic Design

AUBURN

BOSTON

PORTLAND

PORTSMOUTH

www.harriman.com



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3 Architectural Narrative

4 Fire Protection Narrative

5 Plumbing Narrative

6 Mechanical Narrative

7 Electrical Narrative

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RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

CIVIL NARRATIVE

Civil Scope for Renovations

1. Remove existing concrete ramp and stairs to main entrance to Lions Club (to meet ADA).
2. Construct new concrete landing at building entrance, new stairs to sidewalk, new code compliant handrail, and approximately 25' long x 4' wide ADA compliant ramp down to sidewalk.
3. Install ADA detectable warning surface at sidewalk ramp to access driveway.
4. Demolish and remove existing retaining wall between Lions Club and Fire Station building.
5. Construction 30+/- new retaining wall from Fire Station building corner to Lions Club building corner.
6. Construct approximately 200 SF of new pavement, base, and subbase gravel within are of new retaining wall construction.
7. Install 1 new catch basin and approximately 50 LF of 8" storm drain to improve drainage between Lions Club and Fire Station.
8. Minor loam and seed restoration to match existing and restore disturbed areas during construction.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

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RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

STRUCTURAL NARRATIVE

Existing Structure

The existing framing of the Caribou Fire Station is reinforced concrete foundations with load bearing CMU walls at the exterior and interior of the building. The elevated floor framing is open web steel joists, at 30 inches on center, spanning between steel girders supported on steel tube columns at the interior of the building. The floor is 2 ½" thick reinforced concrete over steel form deck. The roof framing is open web steel joists, spaced at 5 feet on center, spanning from the exterior bearing walls to the interior bearing wall between the apparatus bay and the corridor. Steel roof deck is 1 ½" thick type B deck.

The existing framing of the Lions Club building is reinforced concrete foundations supporting open web steel joists spanning from exterior wall to exterior wall at the floor elevation. The steel joists are spaced at approximately 2 feet on center. The elevated concrete slab is assumed to be 2 ½" thick reinforced concrete over form deck. At the roof framing, pitched glulam beams are exposed to view and are spaced at approximately 7 to 8 feet on center. It is assumed that purlins span between glulam beams and support a wood deck.

Structural Scope for Renovations

1. Fire Station:
 - a. Repair damaged concrete in the existing shower area, approximately 5 feet by 5 feet. Remove existing concrete and damaged deck, replace with 20 ga corrugated decking, patch concrete.
 - b. Provide new W8 lintels for new openings in existing CMU walls.
 - c. New W8 Lintel for 10-foot overhead door at ground level.
 - d. Loose lintel at 10-foot overhead door (hot dipped galvanized).
 - e. New concrete retaining wall between two buildings. 16" thick with 8-foot-wide footing.
 - f. New steel angle frames around new floor/roof penetrations.
2. Lion's Club:
 - a. New reinforced concrete ramp.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

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RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

ARCHITECTURAL NARRATIVE

Overview

Interior Architectural scope varies depending on phase. Work ranges from architectural finishes to conveying systems.

Division 00: Procurement and Contracting Requirements

- Typical procurement documents and forms.
- Procurement and documents and forms provided by Owner.

Division 01: General Requirements

- Typical documents and forms.
- Documents and forms provided by Owner.

Division 02: Existing Conditions

- Demolition.
- Hazardous Materials.

Division 03: Concrete

- Reseal existing concrete floors.
- Concrete cutting and repair. Coordinate with structural and plumbing as required.

Division 05: Metals

- Metal tube bollards.

Division 06: Wood, Plastics, Composites

- Rough and finish carpentry as required.
- Architectural casework and countertops.
- FRP at utility and wet and decontamination locations.

Division 07: Thermal and Moisture Protection

- Sealants as required.

Division 08: Openings

- Interior hollow metal frames and doors, painted.
- Exterior sectional overhead door.
- Interior door hardware:
 - Class A heavy-duty lever sets. Function TBD per room function.
- Large Health/Fitness room mirror.
- Hollow metal borrowed lite.

Division 09: Finishes

- Gypsum wallboard assemblies, painted.
 - Includes LGMF stud and acoustic insulation.
 - Moisture and tile board as required.
 - Impact resistant in Health/Fitness room.
 - Acoustic sill seal at acoustic D3 wall type.
- Gypsum soffit assembly, painted.
 - Includes LGMF stud.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Porcelain wall and floor tile in bathrooms.
- Acoustic ceiling tile.
 - Tegular 15/16" grid 2x2.
 - Moisture resistant vinyl 2x2 tile in shower rooms and kitchen.
- Flooring:
 - Athletic rubber flooring in Health/Fitness room.
 - Carpet tile in Offices, Conference, and Dormitories, Recreation.
 - Luxury vinyl tile plank in Kitchen, Kitchenette, and Classroom/training. All corridors and closets in Lions Club.
 - Walk-off Mat in Entry.
 - New rubber stair treads.
 - Epoxy with integral cove base in Decon Bay.
- Rubber wall base at all new wall locations to match existing.
- Wall and hollow metal door paint.
 - Sherwin Williams.

Division 10: Specialties

- Tackboards and markerboards TBD.
- Display cases.
- Room signage.
- Toilet accessories:
 - Soap dispenser (at all sink locations).
 - Toilet paper dispenser.
 - Paper towel dispenser (at all sink locations).
 - ADA grab bar set.
 - Shower curtain rod, heavy duty vinyl curtain.
 - Robe hooks.
 - Mirrors.
- Mop Rack.
- Fire Extinguisher Cabinets.
- Metal personal lockers:
 - 12" x 18".
 - Includes sloped top and base.
- Free-standing metal-wire shelving.
- Adjustable wall MDF shelving.

Division 11: Equipment

- Residential appliances:
 - See mechanical scope for specialty range hood.
- Fitness equipment.
- Washer and Dryer, heavy duty residential, electric.

Division 12: Furnishings

- Office desks and chairs.
- Conference table and chairs.
- Counter height stools.
- Dining table and chairs.
- Basis of design: Murphy Bed:
 - Twin bed size.
 - Includes 18" side vertical storage cabinet.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Power.
- Window treatment:
 - Blackout curtains.
 - Privacy curtain.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

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RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

FIRE PROTECTION DESIGN NARRATIVE

List of Applicable Fire Protection Specifications

Division 21: Fire Protection

210500 - Common Work Results for Fire Suppression

211313 - Wet-Pipe Sprinkler Systems

Codes and Standards:

- National Fire Protection Association NFPA 13 (2016 Edition)
- International Building Code (2021 edition)

Summary of Fire Protection Scope:

Division 21: Fire Protection

Fire Protection Site Utilities:

- Division 21 shall coordinate with Division 32 and water district to provide utilities; an individual service shall be provided to the existing buildings' boiler room. A water flow test will need to be conducted prior to final design to ensure proper flow and water pressure to the site. However, based on the Chiefs records, the hydrant adjacent to the building has a flow rate of up to 958 gallons per minute, pressure is unknown.
- Existing Fire Station
 - Provide a 6" ductile iron main from the street to the existing mechanical room.

Fire Protection Water Entrances:

- Existing Fire Station
 - A 6" water supply will enter the existing mechanical space, pass through a 4" double check backflow preventer to supply the building.
 - Building sprinkler will be supplied by one single riser manifold.
 - As currently designed, we are assuming that a fire pump will not be required to supply a minimum pressure of 25 psi to the sprinkler heads as well as the required 100-gallons per minute hose stream requirement.
- Existing Lions Building
 - Due to the size and occupancy type of this building a sprinkler system is not required.

Sprinkler Systems:

- Existing Fire Station
 - Sprinkler Piping will be schedule-40 black steel piping with grooved ends and fittings. For pipe sizes smaller than 2" schedule 10 pre-grooved piping will be acceptable.
 - Building sprinklers for most areas will be designed for light hazard occupancy with a design density of .10 gallons per sq. ft over 1,500 sq. ft. Other areas such as mechanical/boiler rooms shall be designed with a density of .20 gallons per sq. ft, other areas according to NFPA13.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

Sprinklers:

- Existing Fire Station
 - Sprinklers within the building shall be quick response.
 - Sprinklers within acoustic and gypsum ceilings shall be white concealed plate sprinklers. Sprinklers within exposed areas shall be brass upright sprinklers.
 - Sprinklers within the Apparatus Bay and wash bays shall be brass upright sprinklers with red cages.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

PLUMBING DESIGN NARRATIVE

List of Applicable Plumbing Specifications

Division 22: Plumbing

220500 - Common Work Results for Plumbing
220519 - Meters and Gages for Plumbing Piping
220523 - General-Duty Valves for Plumbing Piping
220529 - Hangers-Supports for Plumbing Piping and Equip
220553 - Identification for Plumbing, Piping and Equipment
220700 - Plumbing Insulation
221116 - Domestic Water Piping
221119 - Domestic Water Piping Specialties
221123 - Domestic Water Pumps
221316 - Sanitary Waste and Vent Piping
221319 - Sanitary Waste Piping Specialties
221616 - Facility Liquified Petroleum Gas Piping
223400 - Fuel Fired Domestic Water Heaters
224000 - Plumbing Fixtures
224500 - Emergency Plumbing Fixtures
224700 - Drinking Fountains and Water Coolers

Codes and Standards:

- *Uniform Plumbing Code, 2021 Edition*
- *The Maine Uniform Building and Energy Code (MUBEC) 2021 Edition*
- *International Energy Conservation Code (IECC), 2021 Edition*
- *ASHRAE Standard 90.1-2016 Energy Standard for buildings except low rise residential buildings*
- *ASHREA Standard 62.1-2016, Ventilation for Acceptable Indoor Air Quality*

Summary of Plumbing Scope

Division 22: Plumbing

Existing Conditions and Demolition:

- Abatement must be commenced on the existing building prior to commencement of work.
- Division 22 shall disconnect and drain any remaining active systems to make safe for the Division 02 contractor to demolish/remove portions of plumbing systems including but not limited to domestic cold-water, hot water, water heater and accessories, sanitary waste and vent piping, propane gas piping.

Drainage Piping:

- Fire Station:
 - Existing drainage piping located in both apparatus bays shall be jetted and a camera survey performed prior to the start of work to verify the condition of the 48-year-old cast iron pipe. It was noted by the Fire Chief that the piping clogs and has no form of access except via a recently installed cleanout.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Floor drains located in the apparatus bays shall be removed and replaced in the proposed renovations.
- Drainage piping above slab throughout the building is in good condition and will be reused.
- Lions Building:
 - Existing drainage piping throughout the building shall be jetted and a camera survey performed prior to the start of work to verify the condition of the cast iron pipe.
 - Drainage piping throughout the building is in fair condition and will be reused for the proposed renovation.

Domestic Water Entrance and Piping:

- Fire Station:
 - Domestic water entrance enters the building as a 4" water supply, approximately 16" above slab the ductile iron piping transitions to Type "L" copper piping. The water entrance has recently been replaced and has two entrances, one entrance acts as the main meter and backflow prevention for the building and a secondary deduct meter that serves the fire truck hose filling station in the apparatus bays.
 - Domestic water piping throughout the building is Type "L" copper piping that was installed in 1977. Since the piping was installed prior to the 1986 safe drinking water act it is assumed that the piping was installed with lead solder. Prior to final Construction Documents the piping should be tested for lead presence. If the results indicate failure the domestic water throughout the building shall be replaced.
- Lions Building:
 - Domestic water entrance enters the building as a 1" water supply, in the basement level mechanical room.
 - Domestic water piping throughout the building is Type "L" copper piping that was installed in 1977. Since the piping was installed prior to the 1986 Safe Drinking Water Act it is assumed that the piping was installed with lead solder. Prior to final Construction Documents the piping should be tested for lead presence. If the results indicate failure the domestic water throughout the building shall be replaced.

Water Heating System

- Fire Station:
 - The water heating system was replaced within the last 5 years with a tankless 199,000 BTU propane water heater. The water heater is set to deliver 130°F water to the buildings fixtures and does not have a mixing valve, however the heater is in great working condition.
 - There is no hot water recirculation for the building.
 - The Fire Chief indicated that the single heater provides adequate hot water for the building.
- Lions Building:
 - The water heating system consists of a single 40-gallon electric water heater. Water heater was manufactured in 2009 and is assumed to have been installed around that same time period.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- There are no gauges indicating the temperature setpoint and there is no mixing valve for the building.

Propane Gas:

- Fire Station:
 - Propane gas is supplied to the building by four 1,000 gallon above grade propane tanks.
 - Gas piping within the building is schedule 40 steel pipe with threaded fittings. Piping is in good working condition.
- Lions Building:
 - Propane gas is supplied to the building by two 120 gallon above grade propane tanks. Tanks and piping will be removed during demolition.
 - Gas piping within the building is schedule 40 steel pipe with threaded fittings. Piping is in good working condition.

Plumbing Fixtures:

- Fire Station:
 - Fixtures throughout the building are original to the 1977 construction. Some have been repaired but all are in poor condition and should be replaced.
 - Water closets are wall hung Vitreous China with a mix of manual and sensor flushometers. Fixtures are past life expectancy and will be replaced.
 - Urinals are wall hung Vitreous China with manual flushometers. Fixtures are past life expectancy and will be replaced.
 - Lavatories are a mix of wall hung, and counter mounted Vitreous China Lavatories with manual faucets. Wall hung fixtures are past life expectancy, counter mounted have been replaced within the last 10 years but do not meet ADA and will be replaced in the proposed renovation.
 - Showers are a tiled stall with metal partitions separating each stall. Shower valves are a thermostatic balancing valve with handheld shower assembly. Showers are past life expectancy and will be replaced.
- Lions Building:
 - Fixtures throughout the building are original to the 1977 construction. Some have been repaired but all are in poor condition and should be replaced.
 - Water closets are floor mounted tank type Vitreous China. Fixtures are past life expectancy and will be replaced.
 - Lavatories are wall hung Vitreous China lavatories with manual faucets. Wall hung fixtures are past life expectancy.

Proposed Renovations:

Plumbing Site Utilities:

Division 22 shall coordinate with Division 32, Propane Gas Company (Northeast Propane), and water district to provide separate utilities, an individual service shall be provided for each utility to the proposed building.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Fire Station:
 - Propane tank farm serving existing fire station shall remain.
 - Existing water service shall remain and will be reconnected.
 - Sanitary waste piping shall remain unless camera survey reveals broken piping.
- Lions Building:
 - Propane tank farm serving existing fire station shall be extended from the fire station to serve the Lions Building as required.
 - Existing water service to the building shall remain.
 - Sanitary waste piping shall remain unless camera survey reveals broken piping.

Domestic Water Entrances:

- Fire Station:
 - Existing water meters and backflow preventors shall remain.
- Lions Building:
 - Existing water service shall be removed back to 12" above the floor. A new water meter and 1" backflow preventor shall be provided.

Domestic Water Piping:

- Fire Station:
 - Pending results of the lead testing it is assumed that Domestic hot and cold-water piping will be demolished. Piping will be replaced with copper type "L" with press joint fittings.
- Lions Building:
 - Pending results of the lead testing it is assumed that domestic hot and cold-water piping will be demolished. Piping will be replaced with copper type "L" with press joint fittings.

Sanitary Waste Systems:

- Fire Station:
 - Proposed drainage will consist of schedule 40 DWV PVC piping with solvent cemented joints and fittings.
 - In the event a camera survey of the below slab drainage indicated drainage piping failure, piping will be replaced with schedule 40 DWV PVC piping with solvent cemented joints and fittings. If piping is found to be in fair condition, pipes will remain. Floor drains throughout the apparatus bays, however, will be removed and replaced with A Zurn Model Z1189.
 - Condensate piping for mechanical systems will be schedule 40 DWV PVC piping with solvent cemented joints and fittings. Condensate piping shall be insulated with ½" insulation.
 - Floor drains and cleanouts shall be cast iron body with stainless steel cover/strainers throughout the building.
- Lions Building:
 - Proposed drainage will consist of schedule 40 DWV PVC piping with solvent cemented joints and fittings.
 - In the event a camera survey of the below slab drainage indicated drainage piping failure, piping will be replaced with schedule 40 DWV PVC piping with solvent cemented joints and fittings. If piping is found to be in fair condition, pipes will remain.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Condensate piping for mechanical systems will be schedule 40 DWV PVC piping with solvent cemented joints and fittings. Condensate piping shall be insulated with ½" insulation.
- Floor drains and cleanouts shall be cast iron body with stainless steel cover/strainers throughout the building.

Propane Gas Systems:

- Fire Station:
 - Proposed gas piping will be schedule 40 steel pipe with mega press fittings.
- Lions Building:
 - Gas piping will be extended from the existing Fire Station tank farm to serve all existing and proposed gas equipment located within the Lions Building.
 - Proposed gas piping will be schedule 40 steel pipe with mega press fittings.

Compressed Air Systems:

- Fire Station:
 - Existing Compressed air systems shall remain.

Domestic Water Heating Systems:

- Fire Station:
 - One commercial wall hung tankless Rinnai REP 199i water heater with 199,000 btu input shall be added to the existing system to provide adequate water for the additional proposed showers.
 - The water heater will operate at up to 97% efficiency and will be able to have a first hour rating of 480-gallons of 130°F hot water at an 80-degree temperature rise.
 - Water heater flue shall be Polypropylene. Flue and shall be discharged through the exterior wall with a concentric vent to match the existing heater.
 - Hot water produced by the heater shall pass through one thermostatic mixing valve set to deliver 120°F to the building.
 - One variable speed potable water circulator with on-board controls to operate the pump at a constant pressure will be provided.
- Lions Building:
 - One 50-gallon Hubbell PBX50 heat pump water heater will be provided.
 - The water heater will be able to have a first hour rating of 68-gallons of 130°F hot water at an 80-degree temperature rise.
 - Hot water produced by the heater shall pass through one thermostatic mixing valve set to deliver 120°F to the building.
 - Due to the fixtures being within 20 feet of the water heater a recirculation loop will not be provided.

Plumbing Fixtures:

- Fire Station:
 - Facets and flush valves will be self-generating low flow fixtures.
 - Water closets will be floor mounted Vitreous China fixtures. Water closets will have a flow rate of 1.28 gallons per flush.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Urinals will be wall hung Vitreous China fixtures with concealed wall carriers. Urinals will have a flush rate of 0.5-gallons per minute.
- Electronic water coolers will be ADA compliant wall hung bi-level unit with bottle filler located on the lower bubbler station.
- Showers will be one piece acrylic showers with linear drain at the shower opening, pressure balanced shower valve, with institutional type shower brackets and shower head with flow rate of 1.5-gallons per minute.
- Showers intended to be ADA compliant will have a fold up seat and handheld shower assembly on a slide bar.
- Mop Basins will be 24x24x12 Terrazzo sink mounted on the floor with wall mounted faucet.
- Lions Building:
 - Faucets and flush valves will be self-generating low flow fixtures.
 - Water closets will be floor mounted Vitreous China fixtures. Water closets will have a flow rate of 1.28 gallons per flush.
 - Urinals will be wall hung Vitreous China fixtures with concealed wall carriers. Urinals will have a flush rate of 0.5-gallons per minute.
 - Electronic water coolers will be ADA compliant wall hung bi-level unit with bottle filler located on the lower bubbler station.
 - Showers will be one piece acrylic showers with linear drain at the shower opening, pressure balanced shower valve, with institutional type shower brackets and shower head with flow rate of 1.5-gallons per minute.
 - Showers intended to be ADA compliant will have a fold up seat and handheld shower assembly on a slide bar.
 - Mop Basins will be 24x24x12 Terrazzo sink mounted on the floor with wall mounted faucet.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING-SCHEMATIC

MECHANICAL DESIGN NARRATIVE

Overview

The Caribou Fire Department and the adjacent Lions Building are included within the scope of this project. Ventilation upgrades are the primary scope of work from a mechanical perspective. This includes outdoor air ventilation for both buildings, upgraded kitchen hood for the fire department and vehicle exhaust systems for the fire department.

Proposed Scope

- Caribou Fire Department:
 - Demolition of existing ductwork throughout the building that was abandoned in place when the central air handler was removed.
 - Demolition of existing vehicle exhaust systems on the ground floor and first floor of the building.
 - Existing heating and cooling elements are expected to remain in place and continue to heat and cool the building. The exception would be if the alternative proposed ventilation system is accepted, the heat pump systems would be demolished.
 - Existing building controls are expected to remain in place and continue to control their respective heating and cooling elements.
 - Additional control will be required for ventilation equipment to operate during occupied hours and be disabled during unoccupied hours.
 - Relocation of existing microwave oven located above residential gas range in Recreation Room.
 - Provide kitchen hood ducted through outside wall, equal to Denlar D1000 series with integral fire suppression system.
 - Provide mechanical ventilation to the occupied portions of the building in accordance with ASHRAE standard 62.1 requirements.
 - This can be accomplished with multiple small heat recovery ventilators placed around the building.
 - Ductwork in this application will be small since it will only be providing the code required amount of outside air.
 - Space heating and cooling will continue to be provided through existing heating and cooling elements.
 - One alternative could be to replace the existing heat pump cassettes with central air-handling equipment that provides cooling and ventilation. This alternate system is expected to have a higher upfront cost with larger ductwork distributed around the building.
 - Provide new vehicle exhaust systems for vehicle bays on the ground floor and first floor of the building.
 - Hoses shall have magnetic disconnect from vehicles.
- Lions Building:
 - Existing heating and cooling elements are expected to remain in place and continue to heat and cool the building. The exception would be if the alternative proposed ventilation system is accepted, the heat pump systems would be demolished.

- Existing building controls are expected to remain in place and continue to control their respective heating and cooling elements.
- Additional control will be required for ventilation equipment to operate during occupied hours and be disabled during unoccupied hours.
- Provide mechanical ventilation to the occupied portions on the upper floor of the building in accordance with ASHRAE standard 62.1 requirements.
 - This can be accomplished with multiple small heat recovery ventilators placed around the building.
 - Ductwork in this application will be small since it will only be providing the code required amount of outside air.
 - Space heating and cooling will continue to be provided through existing heating and cooling elements.
 - One alternative could be to replace the existing heat pump cassettes with central air-handling equipment that provides cooling and ventilation. This alternate system is expected to have a higher upfront cost with larger ductwork distributed around the building.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

ELECTRICAL DESIGN NARRATIVE

Summary of Electrical Scope

Division 26: Electrical

Demolition:

- Selective demolition of Electrical and Fire Alarm Systems shall be the division 26/28 contractor to ensure continuity of systems and safety of building occupants through all phases of construction.

Service Entrance (Fire Station):

- Reconfigure 400A/1phase service to the fire station. Relocate CT cabinet and meter to the upper-level (grade) exterior of the building in new enclosures with new 400A/1 phase service entrance rated disconnect (enclosed circuit breaker) and feed main panel. Remove existing CT cabinet and meter from within the building. Coordination with the Utility Co. and rework of the existing secondary conductors will be required.
- Replace existing 400A/1 phase switchboard with new 400A/1phase panelboard. Panel will house two 100A breakers and three 200A breakers.

Service Entrance & Generator (Lions Building):

- Disconnect from Utility.
- Provide feeder from Fire Station main panelboard to existing service entrance panel. Remove bonding strap connection at service entrance ground and neutral buses.
- Establish/verify grounding.
- Remove existing generator and transfer switch.

Remove/Add/Rework circuits for receptacles and lighting as required to accommodate floor plan and kitchen changes:

- Data in offices (assume two drops per space) and ten in "living quarters" to be run from jack to data rack for termination by city vendor.
- Additional circuits to support mechanical upgrades.

Division 28: Electrical

Fire Alarm System:

- Completely remove existing system and cabling.
- Provide new system throughout Fire Station and Lions Building. Lions Building to be served by control panel located in the Fire Station.
- System shall comply with Chapter 38 (New Business Occupancies) of NFPA 101-2018.
- Per Chapter 38 of NFPA 110, 2021 a Fire Alarm System shall be provided and shall be in compliance with Chapter 9 of NFPA 101, 2021.
- The Fire Alarm System shall be activated by:
 - o Manual means – pull stations.
 - o Automatic means – smoke detector and upon activation of the sprinkler system.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING - SCHEMATIC

- Notification shall be initiated upon activation alerting all occupants and notifying the Fire Department/Central Receiving/Monitoring Station.
- Fire Alarm System shall be installed in accordance with NFPA 72, 2019.
- Appliances/Devices will be RED in color.

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING

SCHEMATIC
SEPTEMBER 12, 2025

LIST OF DRAWINGS

GENERAL DRAWINGS	
G00-1	COVER SHEET
CIVIL DRAWINGS	
C10-1	EXISTING CONDITIONS AND DEMOLITION PLAN
C20-1	SITE LAYOUT PLAN
ARCHITECTURAL DRAWINGS	
A00-1	ABBREVIATIONS AND LEGENDS
A04-1	EXISTING GROUND FLOOR AND REFLECTED CEILING PLANS
A04-2	EXISTING FIRST FLOOR AND REFLECTED CEILING PLANS
A04-3	EXISTING FIRST FLOOR AND REFLECTED CEILING PLANS
A05-1	GROUND FLOOR AND REFLECTED CEILING DEMOLITION PLANS
A05-2	FIRST FLOOR AND REFLECTED CEILING DEMOLITION PLANS
A05-3	FIRST FLOOR AND REFLECTED CEILING DEMOLITION PLANS
A10-1	GROUND FLOOR AND REFLECTED CEILING PLANS
A10-2	FIRST FLOOR AND REFLECTED CEILING PLANS
A10-3	FIRST FLOOR AND REFLECTED CEILING PLANS

Harriman

RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE	
Harriman Project No.	25162

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PRELIMINARY
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CONSTRUCTION

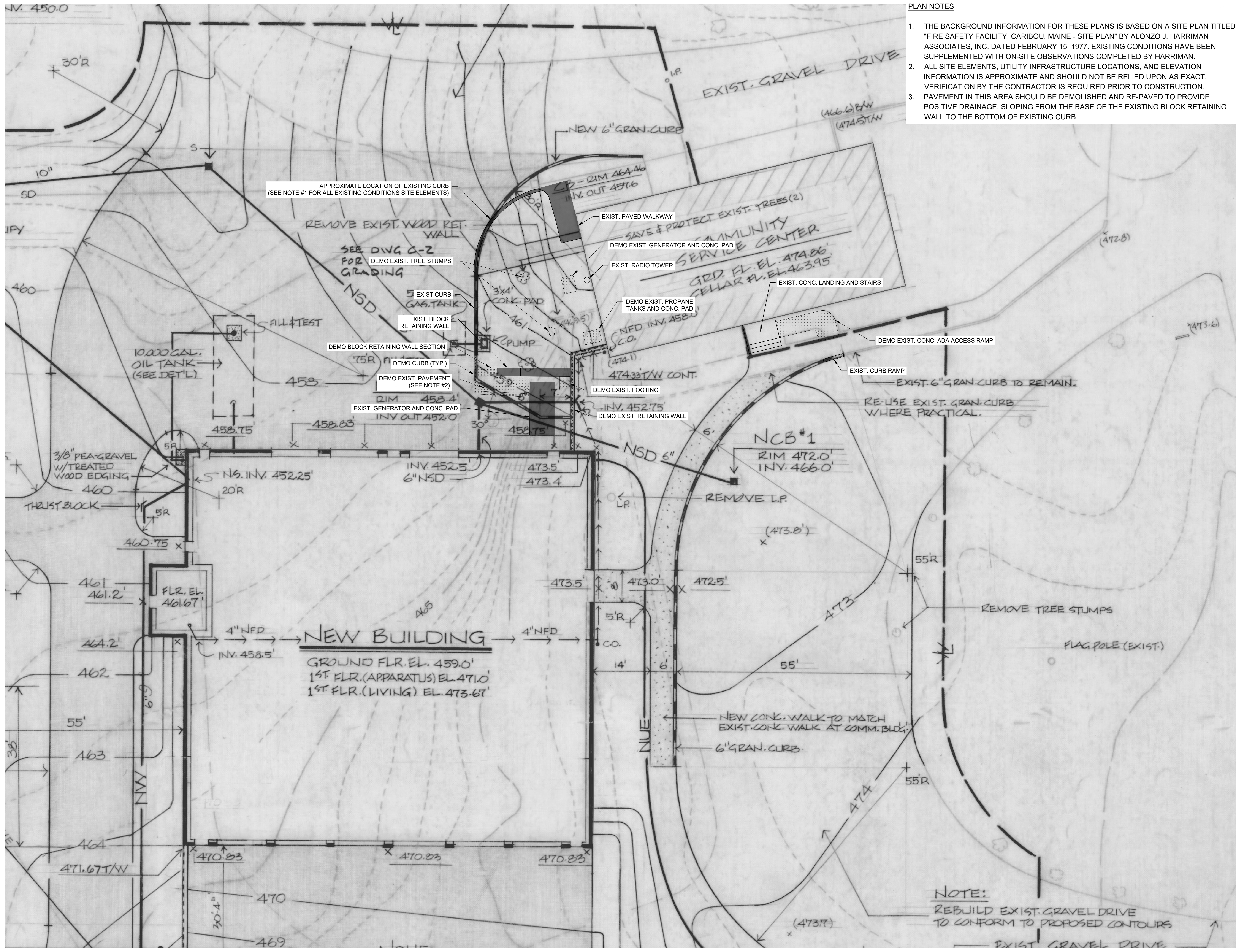
SCHEMATIC

SEPTEMBER 12, 2025

Revision Date	Revision Description
Drawn by: TCL	

COVER SHEET

G00-1



- PLAN NOTES
1. THE BACKGROUND INFORMATION FOR THESE PLANS IS BASED ON A SITE PLAN TITLED "FIRE SAFETY FACILITY, CARIBOU, MAINE - SITE PLAN" BY ALONZO J. HARRIMAN ASSOCIATES, INC. DATED FEBRUARY 15, 1977. EXISTING CONDITIONS HAVE BEEN SUPPLEMENTED WITH ON-SITE OBSERVATIONS COMPLETED BY HARRIMAN.
 2. ALL SITE ELEMENTS, UTILITY INFRASTRUCTURE LOCATIONS, AND ELEVATION INFORMATION IS APPROXIMATE AND SHOULD NOT BE RELIED UPON AS EXACT. VERIFICATION BY THE CONTRACTOR IS REQUIRED PRIOR TO CONSTRUCTION.
 3. PAVEMENT IN THIS AREA SHOULD BE DEMOLISHED AND RE-PAVED TO PROVIDE POSITIVE DRAINAGE, SLOPING FROM THE BASE OF THE EXISTING BLOCK RETAINING WALL TO THE BOTTOM OF EXISTING CURB.

Harriman

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING

CARIBOU, MAINE	
Harriman Project No.	25162

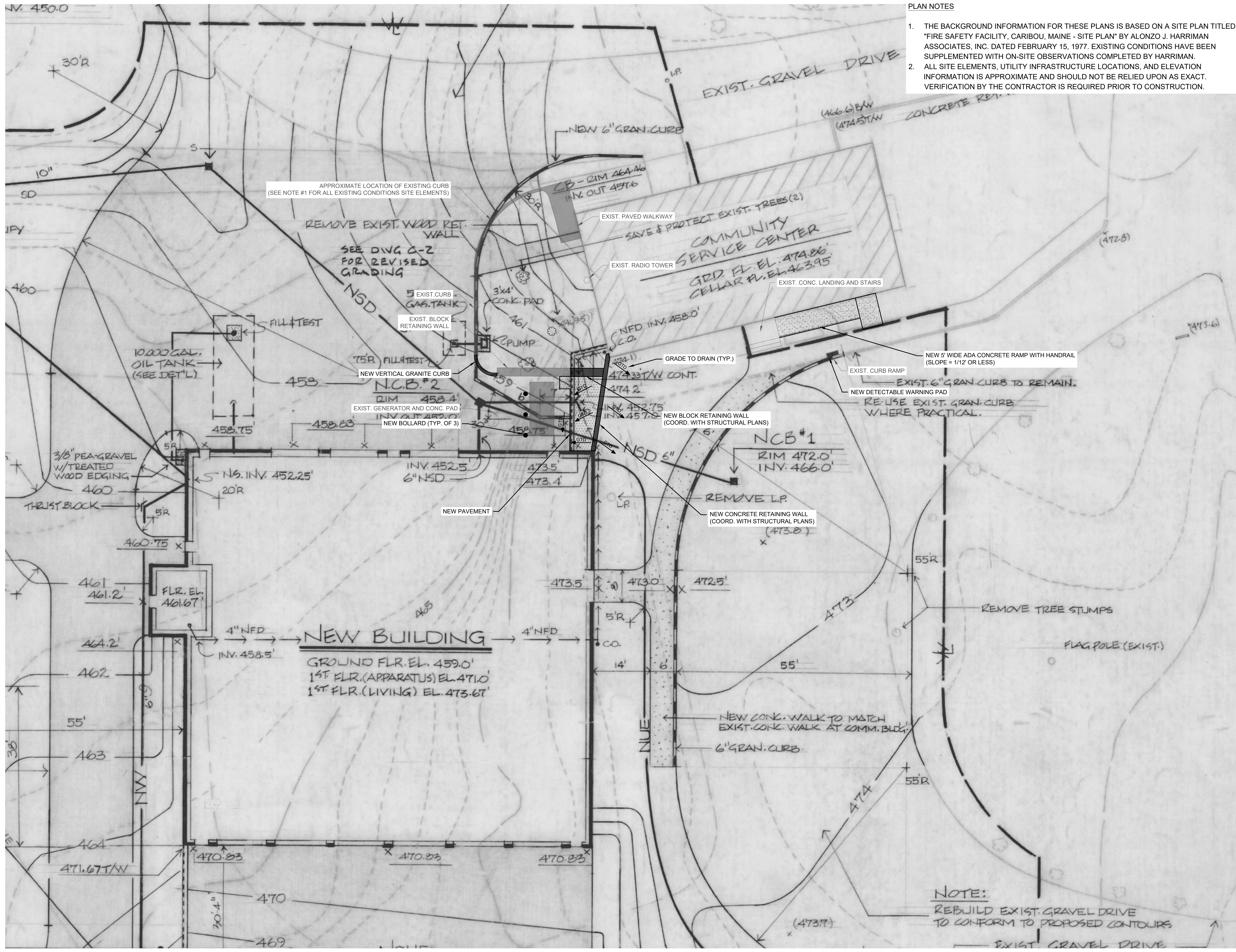
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Plan North
True North

PRELIMINARY NOT FOR CONSTRUCTION

SCHEMATIC	
SEPTEMBER 12, 2025	
Revision Date	Revision Description
Drawn by: CWB	

EXISTING CONDITIONS AND DEMOLITION PLAN



- PLAN NOTES
1. THE BACKGROUND INFORMATION FOR THESE PLANS IS BASED ON A SITE PLAN TITLED "FIRE SAFETY FACILITY, CARIBOU, MAINE - SITE PLAN" BY ALONZO J. HARRIMAN ASSOCIATES, INC. DATED FEBRUARY 15, 1977. EXISTING CONDITIONS HAVE BEEN SUPPLEMENTED WITH ON-SITE OBSERVATIONS COMPLETED BY HARRIMAN.
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RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE	
Harriman Project No.	25162

Graphic Scale
0'
(line measures 1" when plotted at full size)

Plan North
True North

PRELIMINARY
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CONSTRUCTION

SCHEMATIC	
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Revision Date	Revision Description
Drawn by: CWB	

SITE LAYOUT PLAN

C20-1

GRAPHIC SYMBOLS

Harriman

CARIBOU, MAINE

Harriman Project No.	25162
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SPECIAL INDICATIONS
PARTITION CONSTRUCTION - PLAN

SEPTEMBER 12, 2025

[illegible]

A00-1

ABBRV	TERM	ABBRV	TERM
A/C	AIR CONDITIONING	HB	HOSE BIB
AB	ANCHOR BOLT	HD	HUB DRAIN
AC	ACOUSTICAL	HM	HOLLOW METAL
ACT	ACOUSTICAL TILE	HORIZ	HORIZONTAL
AD	ACCESS DOOR	HP	HIGH POINT
ADJ	ADJUSTABLE	HSS	HOLLOW STRUCTURAL SECTION
AFF	ABOVE FINISH FLOOR	HT	HEIGHT
AFG	ABOVE FINISH GRADE	HTG	HEATING
AL	ALUMINUM	HVAC	HEATING - VENTILATING - AIR
ALT	ALTERNATE		CONDITIONING
AP	ACCESS PANEL	HYD	HYDRANT
APX	APPROXIMATE		
ARCH	ARCHITECT (URAL)	ID	INSIDE DIAMETER
AVB	AIR VAPOR BARRIER	INS	INSULATE (D) (ION)
		INT	INTERIOR
		INV	INVERT
BD	BOARD		
BIT	BITUMINOUS		
BJ	BAR JOIST	JC	JANITOR'S CLOSET
BLDG	BUILDING	JT	JOINT
BLKG	BLOCKING		
BM	BENCH MARK	KIT	KITCHEN
BOD	BOTTOM OF DECK		
BOT	BOTTOM	LAB	LABORATORY
BP	BASE PLATE	LAM	LAMINATE (D)
BSMT	BASEMENT	LAV (L)	LAVATORY
BTU	BRITISH THERMAL UNIT	LB (S)	POUNDS
		LD	LINEAR DIFFUSER
CAB	CABINET	LF	LINEAL FEET
CB	CATCHBASIN	LG	LONG
CD	CEILING DIFFUSER	LTG	LIGHTING
CEM	CEMENT (ITIOUS)	LTL	LINTEL
CER	CERAMIC	LW	LIMIT OF WORK
CF	CUBIC FEET		
CG	CORNER GRILLE	M	METER (S)
CHBD	CHALKBOARD	MAS	MASONRY
CHI	CEILING HEIGHT	MAT	MATERIAL
CI	CONTINUOUS INSULATION	MAX	MAXIMUM
CJT	CONTROL JOINT	MECH	MECHANICAL
CL	CLOSET	MED	MEDIUM
CLG	CEILING	MET	METAL
CMPS	COMPOSITE	MFR	MANUFACTURE (R)
CMPST	CONCRETE MASONRY UNIT	MH	MANHOLE
CO	CLEANOUT	MIN	MINIMUM
COL	COLUMN	MISC	MISCELLANEOUS
CONC	CONCRETE	MO	MASONRY OPENING
CONN	CONNECT	MR	MOP RECEPTOR
CONST	CONSTRUCTION	MT	METAL THRESHOLD
CONT	CONTINUE (OUS)	MTD	MOUNTED
CONTR	CONTRACT (OR)		
CORR	CORRUGATED	N	NORTH
CPT	CARPET (ED)	NA	NOT APPLICABLE
CT	CERAMIC TILE	NIC	NOT IN CONTRACT
CUH	CABINET UNIT HEATER	No	NUMBER
CV	CONVECTOR	NTS	NOT TO SCALE
CW	COLD WATER		
CY	CUBIC YARD	OC	ON CENTER (S)
		OD	OUTSIDE DIAMETER
DF	DRINKING FOUNTAIN	OFF	OFFICE
DG	DOOR GRILLE	OH	OVERHEAD
DH	DOUBLE HUNG	OPG	OPENING
DIA	DIAMETER	OPH	OPPOSITE HAND
DIAG	DIAGONAL	OPP	OPPOSITE
DIM	DIMENSION		
DIV	DIVISION	P	PLATE
DN	DOWN	PAR	PARALLEL
DTL	DETAIL	PERP	PERPENDICULAR
DWG	DRAWING	PFN	PREFINISHED
		PL	PROPERTY LINE
E	EAST	PLAM	PLASTIC LAMINATE
EB	EXPANSION BOLT	PLUMB	PLUMBING
EF	EXHAUST FAN	PNL	PANEL
EIFS	EXTERIOR INSULATED FINISH SYSTEM	PNT	PAINT (ED)
EJ	EXPANSION JOINT	PT	PRESSURE TREATED
EL	ELEVATION (S)	PTN	PARTITION
ELEC	ELECTRIC (AL)	PVC	POLYVINYL CHLORIDE
EP	ELECTRIC PANEL	PWD	PLYWOOD
EQ	EQUAL		
EQ	EQUAL	QT	QUARRY TILE
ER	EXHAUST REGISTER		
ES	EACH SIDE	R	RISER
EST	ESTIMATE	RAD	RADIUS
EW	ELECTRIC WATER COOLER	RB	RUBBER BASE
EXG	EXISTING	RD	ROOF DRAIN
EXP	EXPANSION	REF	REFERENCE
EXT	EXTERIOR	REFR	REFRIGERATOR
		REQ	REQUIRE (D)
FA	FIRE ALARM	REV	REVISION (S)
FAI	FRESH AIR INTAKE	RL	ROOF LEADER
FC	FLEXIBLE CONNECTION	RM	ROOM
FCO	FLOOR CLEANOUT	RO	ROUGH OPENING
FD	FLOOR DRAIN	ROW	RIGHT OF WAY
FDTN	FOUNDATION		
FE	FIRE EXTINGUISHER	S	SOUTH
FEC	FIRE EXTINGUISHER CABINET	SAB	SOUND ATTENUATING BATTS
FIN	FINISH (ED)	SD	STORM DRAIN
FLG	FLASHING	SDMH	STORM DRAIN MANHOLE
FLR	FLOOR (ING)	SEC	SECTION
FO	FACE OF	SHT	SHEET
FOC	FACE OF CONCRETE	SIM	SIMILAR
FOS	FACE OF STUD	SK	SINK
FPG	FIBERGLASS REINFORCED PANEL	SMU	SOLID MASONRY UNIT
FTG	FOOTING	SPEC	SPECIFICATION (S)
		SQ	SQUARE
GA	GAGE, GAUGE	SS	STAINLESS STEEL
GALV	GALVANIZED	SSK	SERVICE SINK
GB	GRAB BAR	STD	STANDARD
GC	GENERAL CONTRACT (OR)	STL	STEEL
GL	GLASS	STOR	STORAGE
GPDW	GYPSUM DRY WALL	STRUC	STRUCTURAL
		SYM	SYMMETRY (ICAL)
		SYS	SYSTEM

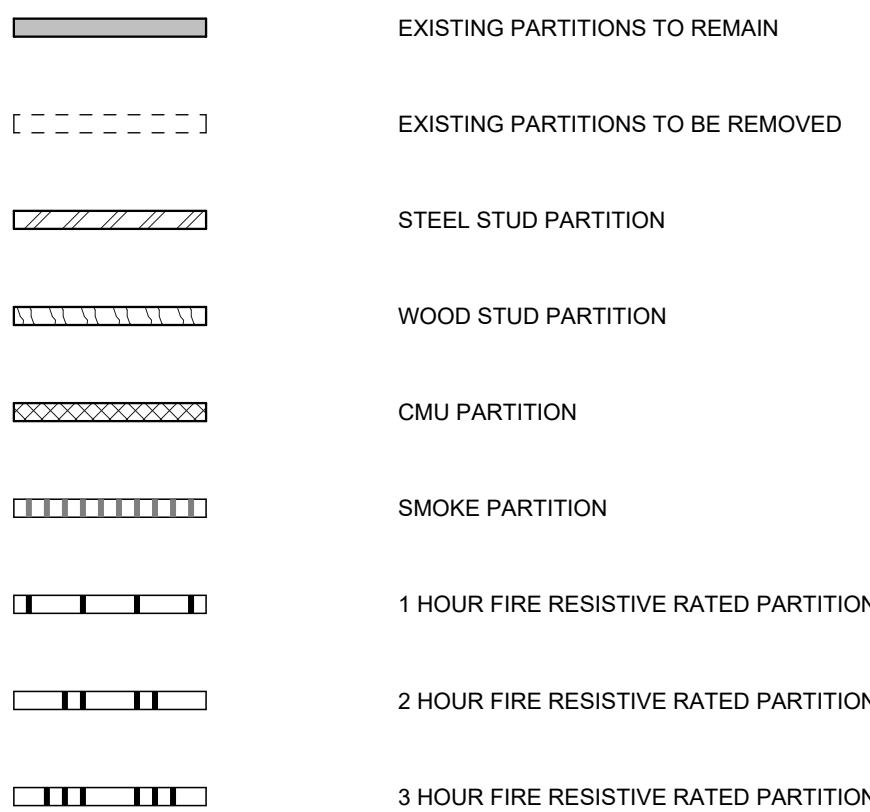
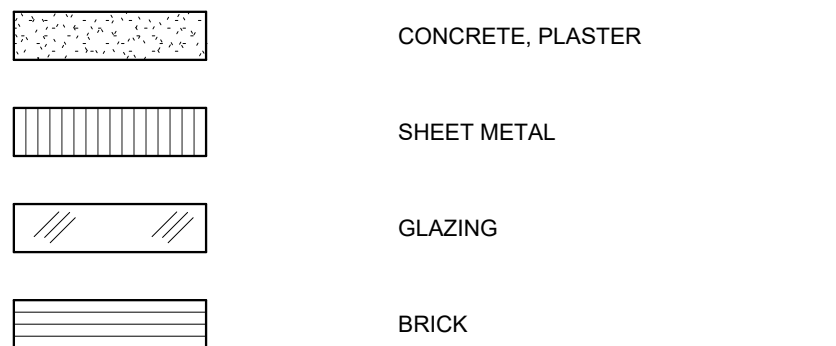
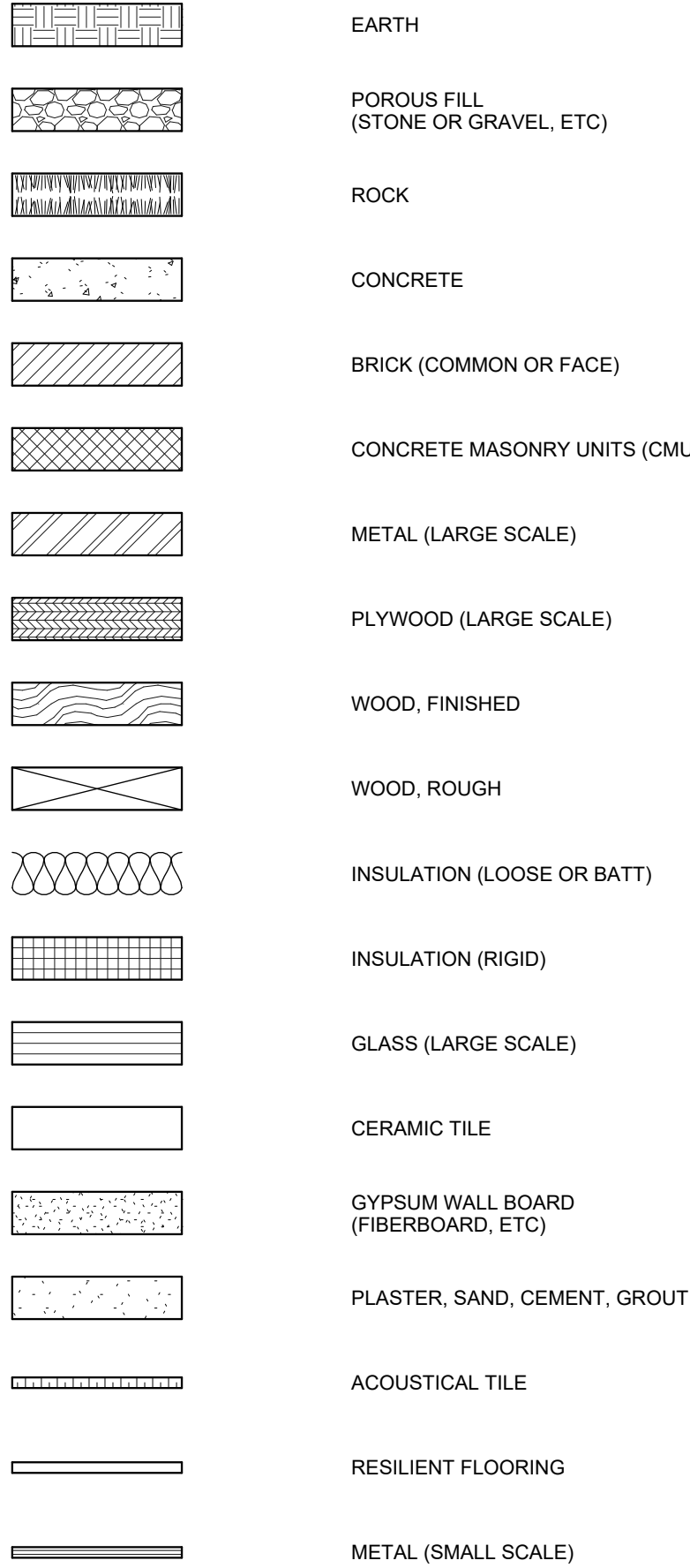
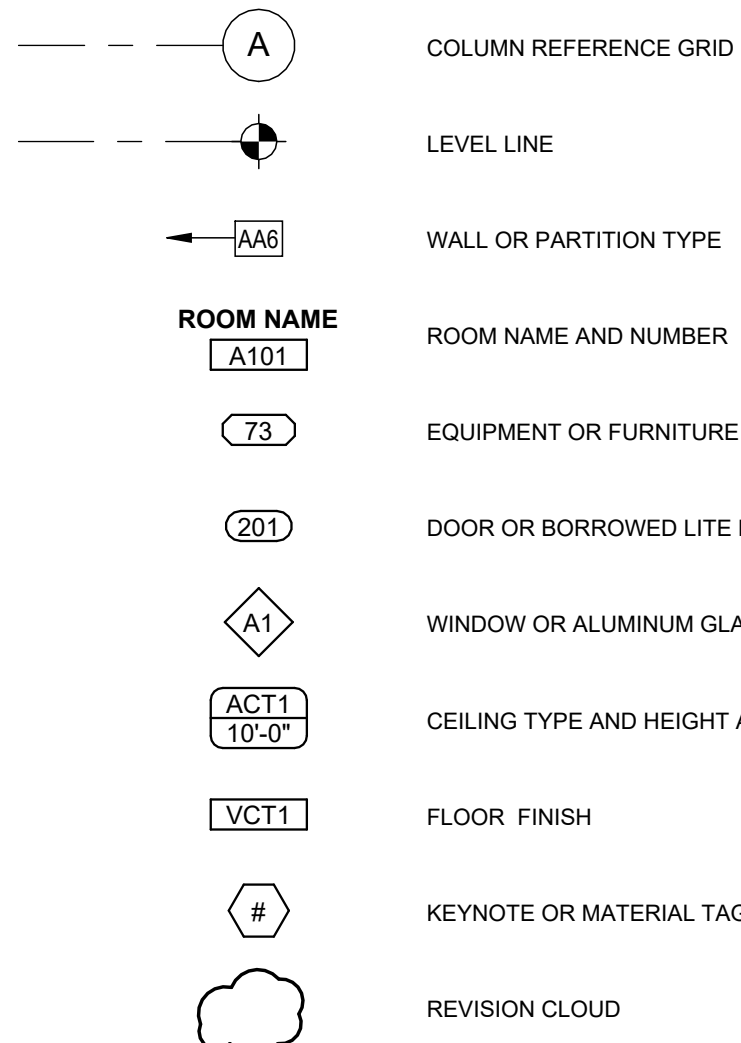
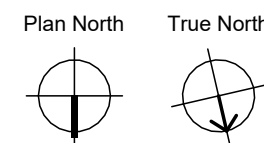
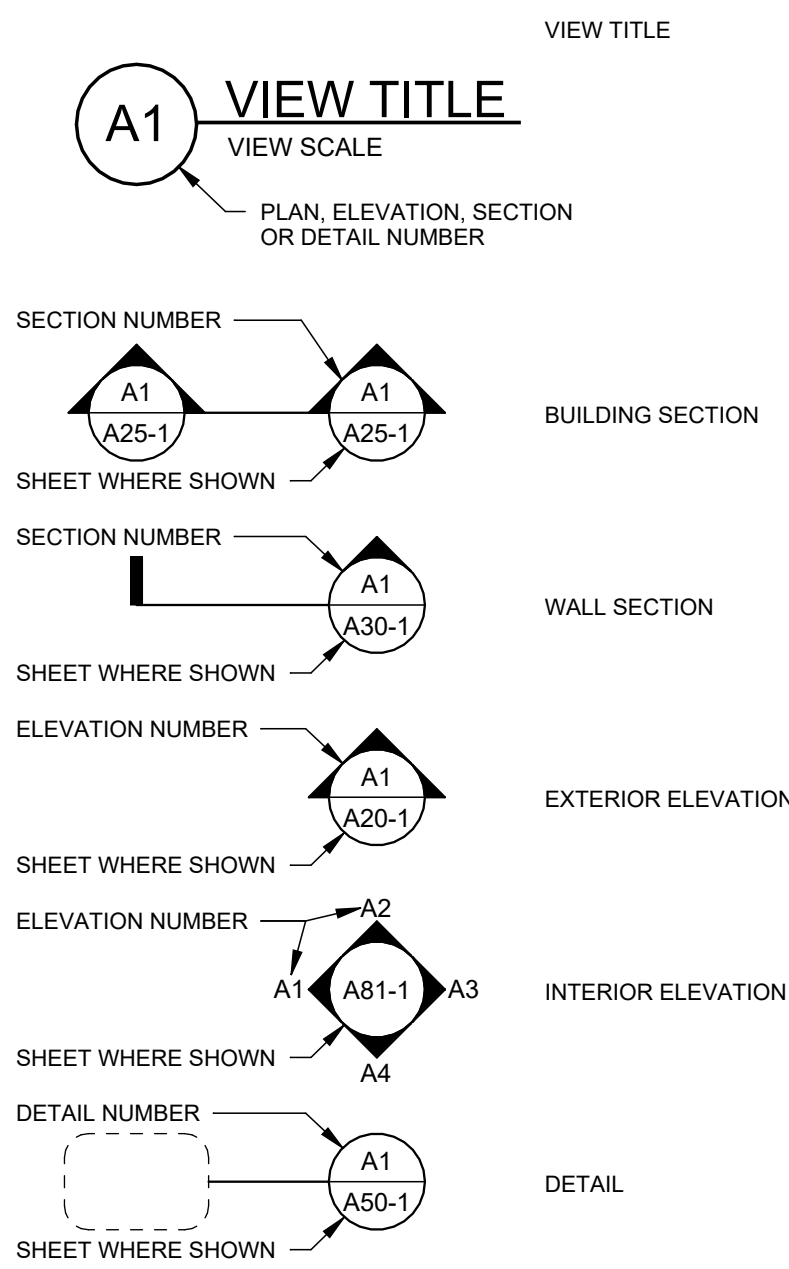
<u>ABBRV</u>	<u>TERM</u>
T	TREAD
T&G	TONGUE & GROOVE
TD	TRENCH DRAIN
TEL	TELEPHONE
THK	THICK (NESS)
TKBD	TACKBOARD
TOC	TOP OF CONCRETE
TOF	TOP OF FOOTING
TOS	TOP OF STEEL
TPTN	TOILET PARTITION
TV	TELEVISION
TYP	TYPICAL
UH	UNIT HEATER
UNO	UNLESS NOTED OTHERWISE
UR	URINAL
UV	UNIT VENTILATOR
V	VENT
VB	VINYL BASE
VCT	VINYL COMPOSITION TILE
VERT	VERTICAL
VF	VINYL FABRIC
VTR	VENT THRU ROOF
W	WEST, WIDTH, WIDE
W	WITH
W/O	WITHOUT
WC	WATER CLOSET
WCH	WATER CLOSET HANDICAP
WCO	WALL CLEANOUT
WD	WOOD
WG	WALL GRILLE
WH	WALL HUNG
WIN	WINDOW
WP	WORKING POINT
WWF	WELDED WIRE FABRIC

SYMBOLS USED AS ABBREVIATIONS

L	ANGLE
CL	CENTERLINE
C	CHANNEL
Ø	DIAMETER
PL	PLATE
□	SQUARE

PLAN - SECTION

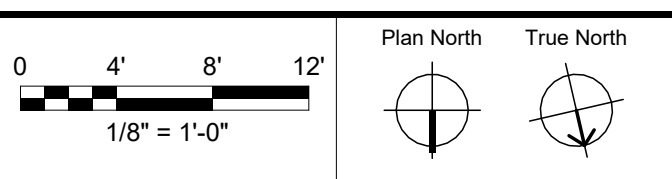
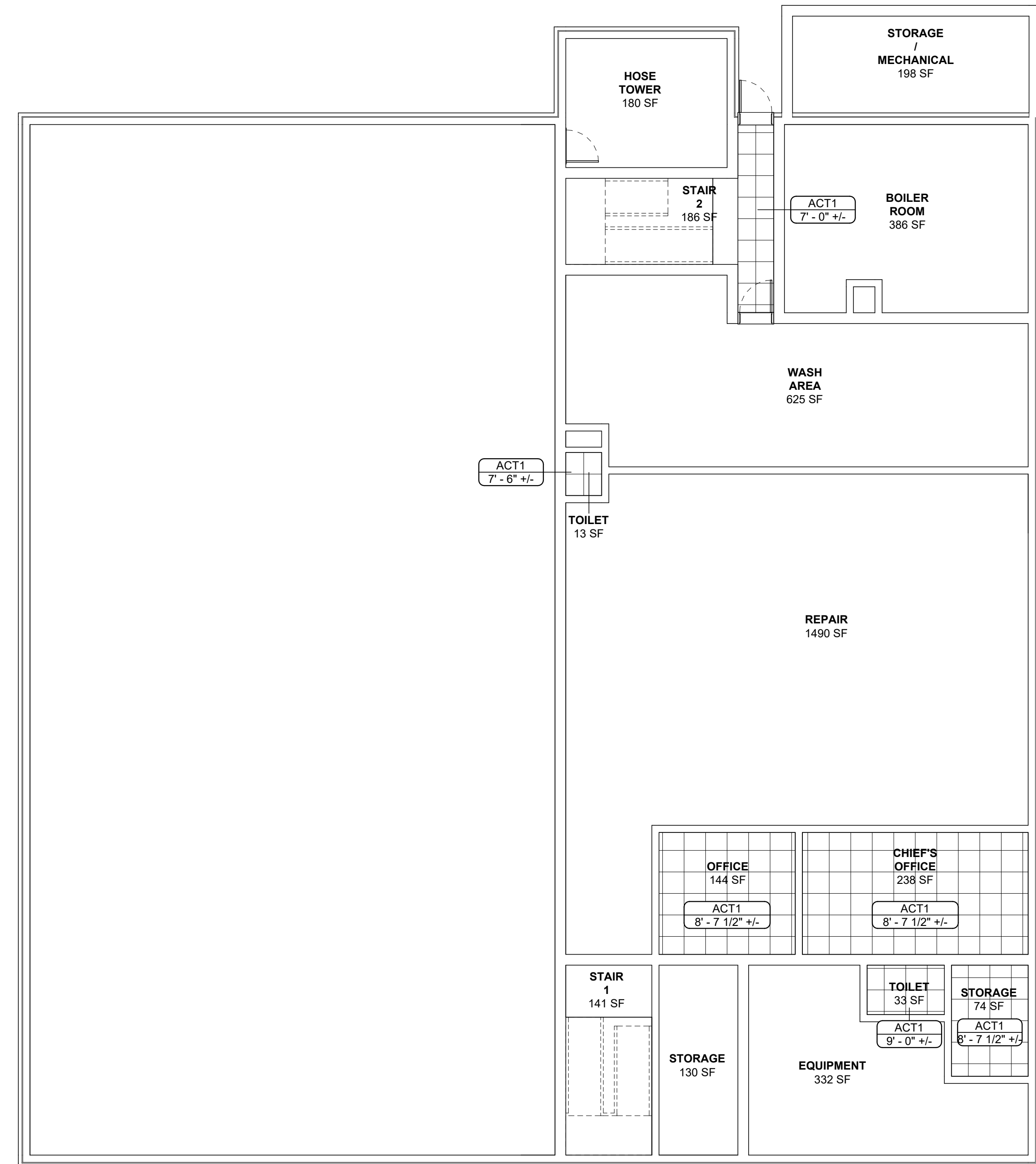
PLAN - SECTION



RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING

Harriman Project No.

5162



PRELIMINARY
NOT FOR
CONSTRUCTION

SEPTEMBER 12, 2025

[illegible]

EXISTING GROUND FLOOR AND REFLECTED CEILING PLANS

80

A1 **EXISTING GROUND FLOOR PLAN**
SCALE: 1/8" = 1'-0"

A2 EXISTING GROUND FLOOR REFLECTED CEILING PLAN
SCALE: 1/8" = 1'-0"

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING

Harriman Project No.

5162



SEPTEMBER 12, 2025

Revision Date	Revision Description
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Drawn by: TCL

EXISTING FIRST FLOOR
AND REFLECTED CEILING
PLANS

A04-2

82



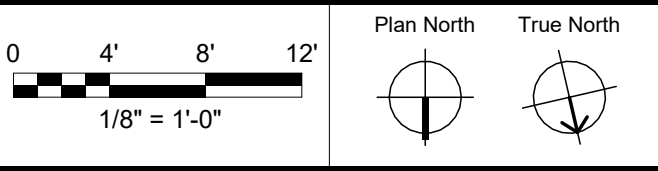
RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE

Harriman Project No. 25162

DEMOLITION KEY NOTES

CODE	DESCRIPTION
1	REMOVE PARTITION COMPLETE. TERMINATE ANY ASSOCIATED UTILITIES AS REQUIRED BY CODE AND PROPOSED SCOPE.
3	REMOVE FLOOR FINISH COMPLETE. PREPARE FOR NEW FLOORING FINISH.
4	REMOVE ACT SYSTEM COMPLETE. PREPARE FOR NEW CEILING.
8	REMOVE PORTION OF EXISTING MASONRY WALL COMPLETE. PREP AND RECEIVE NEW DOOR OPENING. PROVIDE SUPPORT AND STABILIZATION AS REQUIRED TO RETAIN WALL INTEGRITY.



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SEPTEMBER 12, 2025

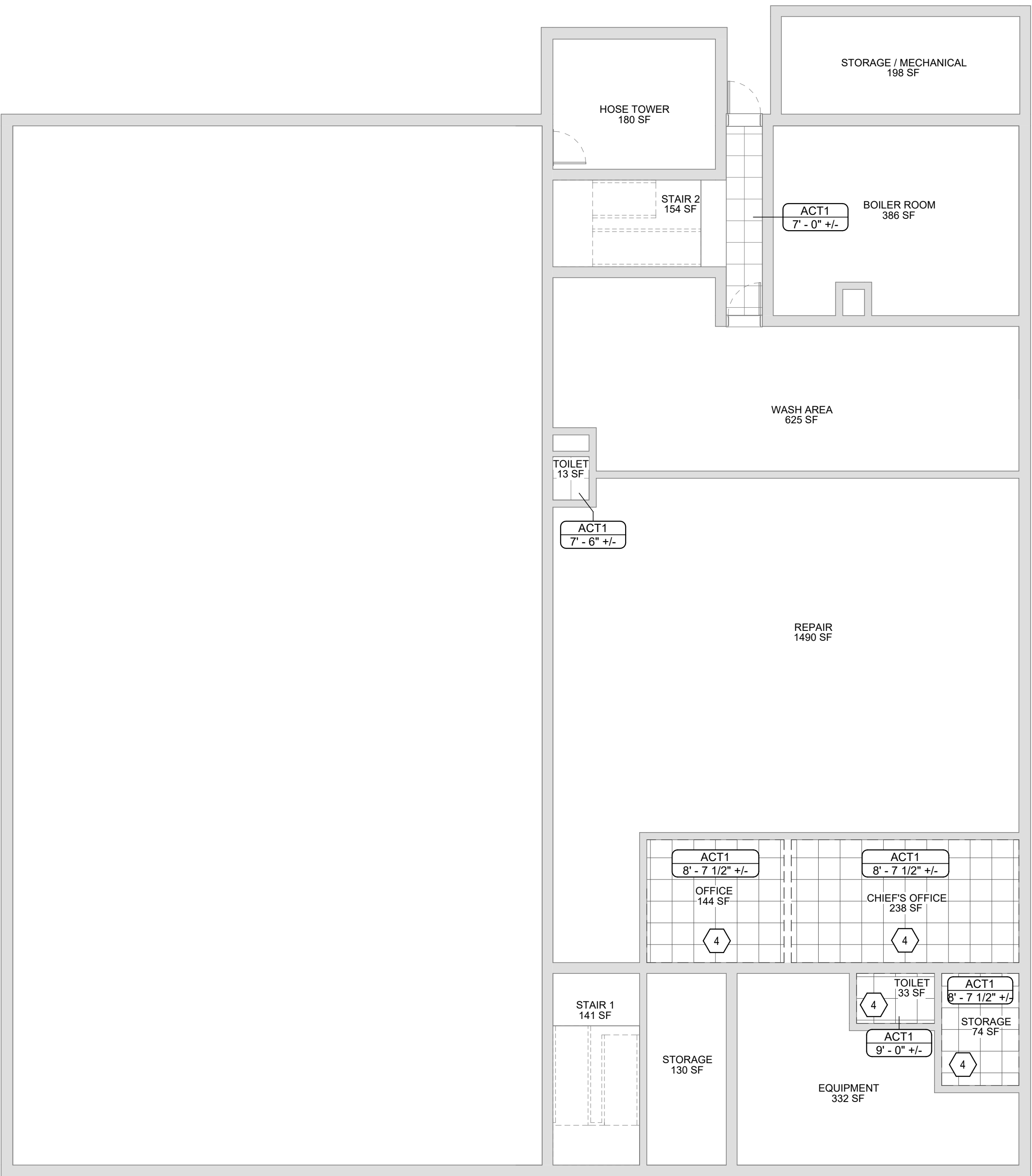
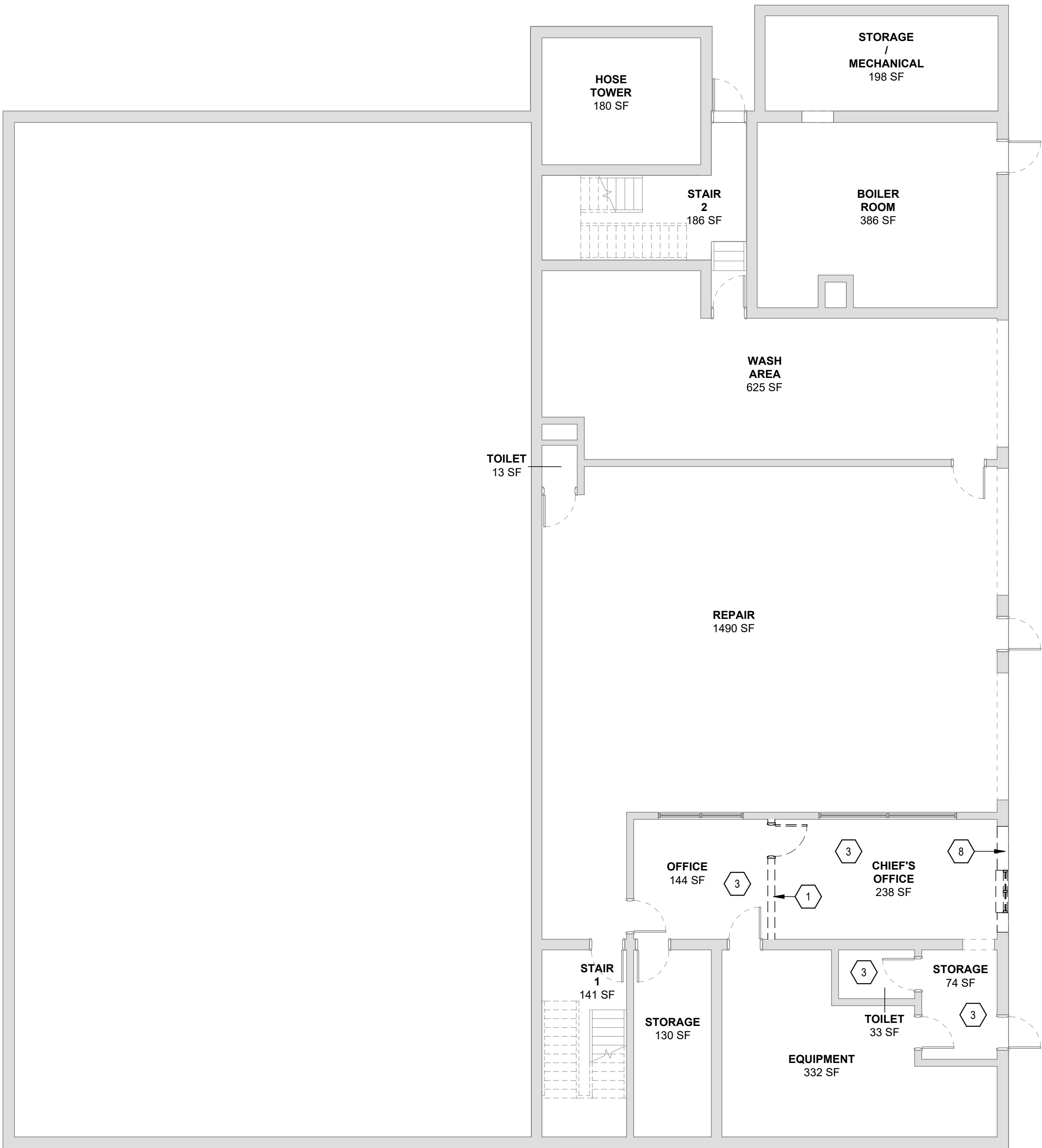
Revision Date	Revision Description

Drawn by: TCL

GROUND FLOOR AND
REFLECTED CEILING
DEMOLITION PLANS

DEMOLITION NOTES

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- B. ADHERE TO BUILDING OWNER RULES OF OPERATION IN PERFORMING WORK UNDER THIS CONTRACT.
- C. REMOVE DEBRIS FROM SITE IN AN APPROVED MANNER, AND AS DIRECTED BY BUILDING OWNER.
- D. ALERT OWNER IMMEDIATELY UPON FINDING ANY EXISTING CONDITIONS DURING DEMO THAT ARE NOT NOTED ON THE DRAWINGS THAT MAY AFFECT CONSTRUCTION AND/OR DESIGN.
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- F. ALL EXISTING CONDITIONS TO REMAIN SHALL BE PROTECTED. WHERE DEMOLITION ABUTS EXISTING MATERIAL TO REMAIN, PATCH ANY DAMAGES TO MATCH EXISTING ADJACENT SURFACES.
- G. COORDINATE REMOVAL OF SALVAGED ITEMS WITH OWNER.
- H. REMOVE ASSOCIATED DOORS, WINDOWS, AND ELECTRICAL TEL-DATA WHEN REMOVING INTERIOR PARTITIONS UNLESS OTHERWISE NOTED.
- I. COORDINATE DEMOLITION OF WALLS WITH EXISTING EQUIPMENT TO REMAIN. REFER TO MEP-FP DRAWINGS FOR EXTENT.
- J. REMOVE ALL ABANDONED OR OBSOLETE MISC. ITEMS THROUGHOUT SPACE, INCLUDING ABOVE THE CEILING. INCLUDING BUT NOT LIMITED TO: HANGERS & SUPPORTS FOR MECHANICAL, ELECTRICAL, & FIRE PROTECTION SYSTEMS, FURNISHINGS, SIGNAGE AND DÉCOR. COORDINATE SALVAGED ITEMS WITH OWNER.
- K. PROTECT EXISTING FIREPROOFING.
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- N. REMOVE SWITCHES, CONTROLS, ETC. THAT ARE TO BE DISCONNECTED. WHERE RECEPTACLES OR SWITCHES ARE TO BE REMOVED OR RELOCATED, ABANDONMENT AND CAP PLATES ARE NOT ACCEPTABLE. REMOVE ALL INFRASTRUCTURE BACK TO SOURCE AND PATCH WALL TO MATCH EXISTING WALL CONDITION.



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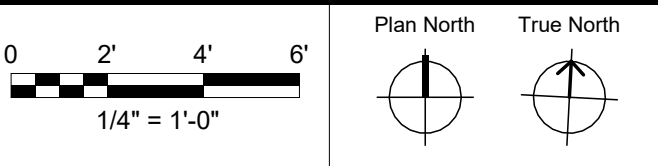
RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE

Harriman Project No. 25162

DEMOLITION KEY NOTES

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2	REMOVE PLUMBING FIXTURE COMPLETE. TERMINATE ANY ASSOCIATED PLUMBING AS REQUIRED BY CODE AND PROPOSED SCOPE. REMOVE ANY ASSOCIATED TOILET ACCESSORIES.
3	REMOVE FLOOR FINISH COMPLETE.
4	REMOVE ACT SYSTEM COMPLETE. PREPARE FOR NEW CEILING.
5	REMOVE CEILING COMPLETE. PREPARE FOR NEW CEILING.
6	REMOVE APPLIANCE AND TERMINATE ANY UTILITY CONNECTIONS COMPLETE.
7	REMOVE CASEWORK COMPLETE.



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CONSTRUCTION

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SEPTEMBER 12, 2025

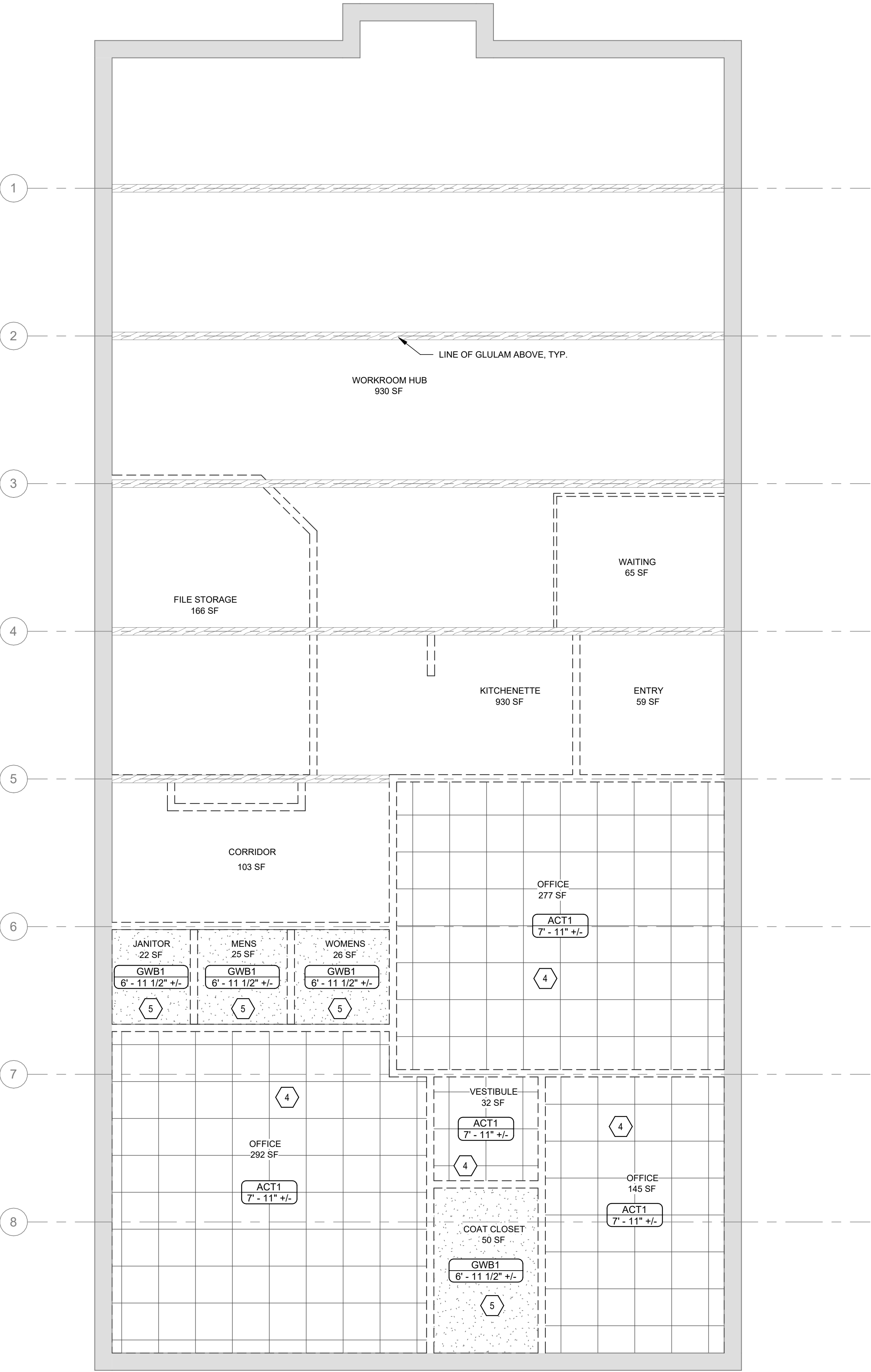
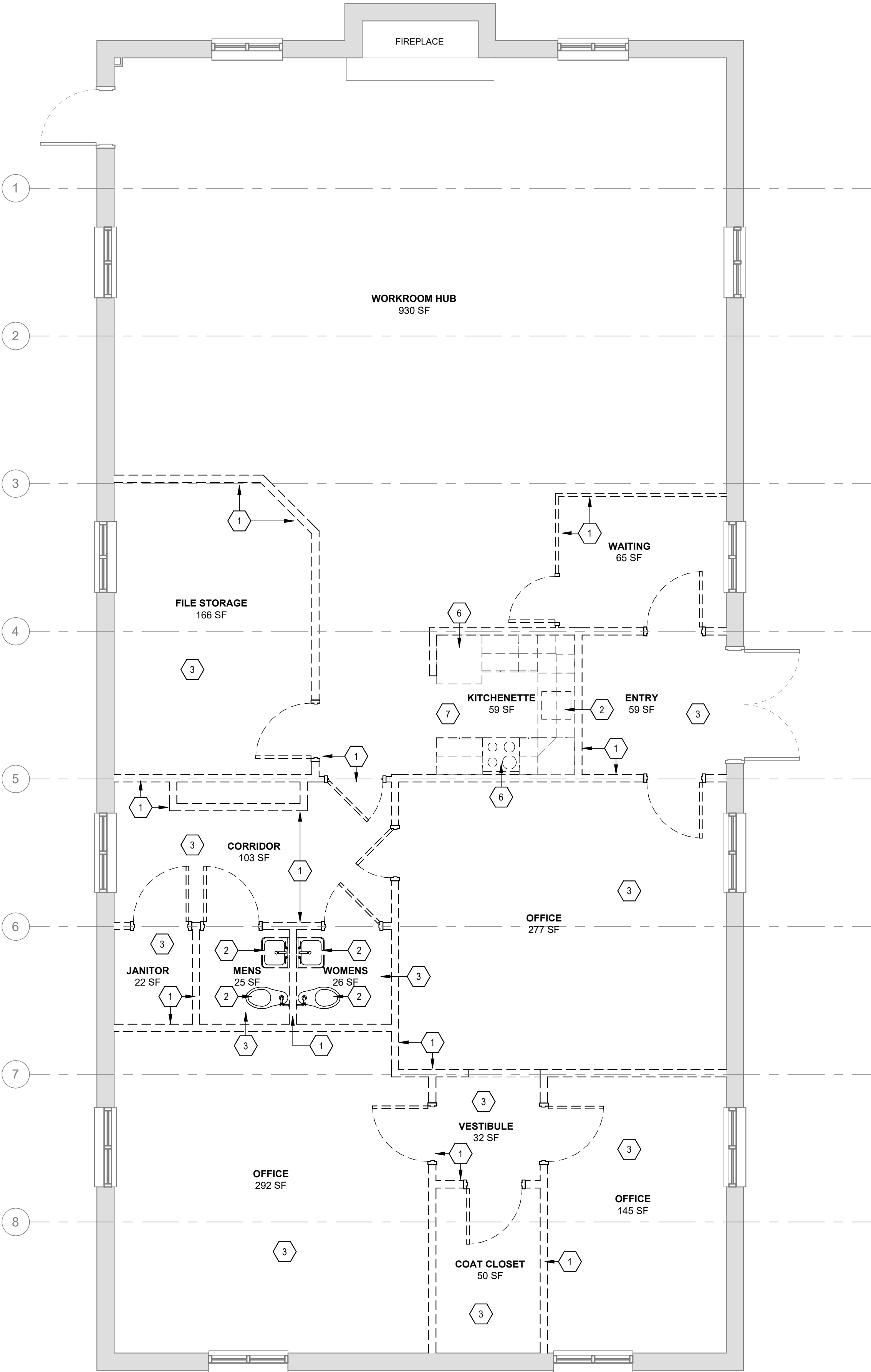
Revision Date	Revision Description

Drawn by: TCL

FIRST FLOOR AND
REFLECTED CEILING
DEMOLITION PLANS

DEMOLITION NOTES

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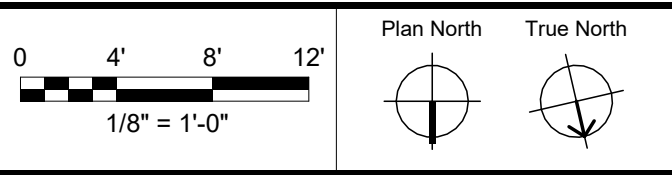
A1 FIRST FLOOR DEMOLITION PLAN
SCALE: 1/4" = 1'-0"

A2 EXISTING FIRST FLOOR DEMOLITION REFLECTED CEILING PLAN
SCALE: 1/4" = 1'-0"

Harriman

RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE	
Harriman Project No.	25162



PRELIMINARY
NOT FOR
CONSTRUCTION

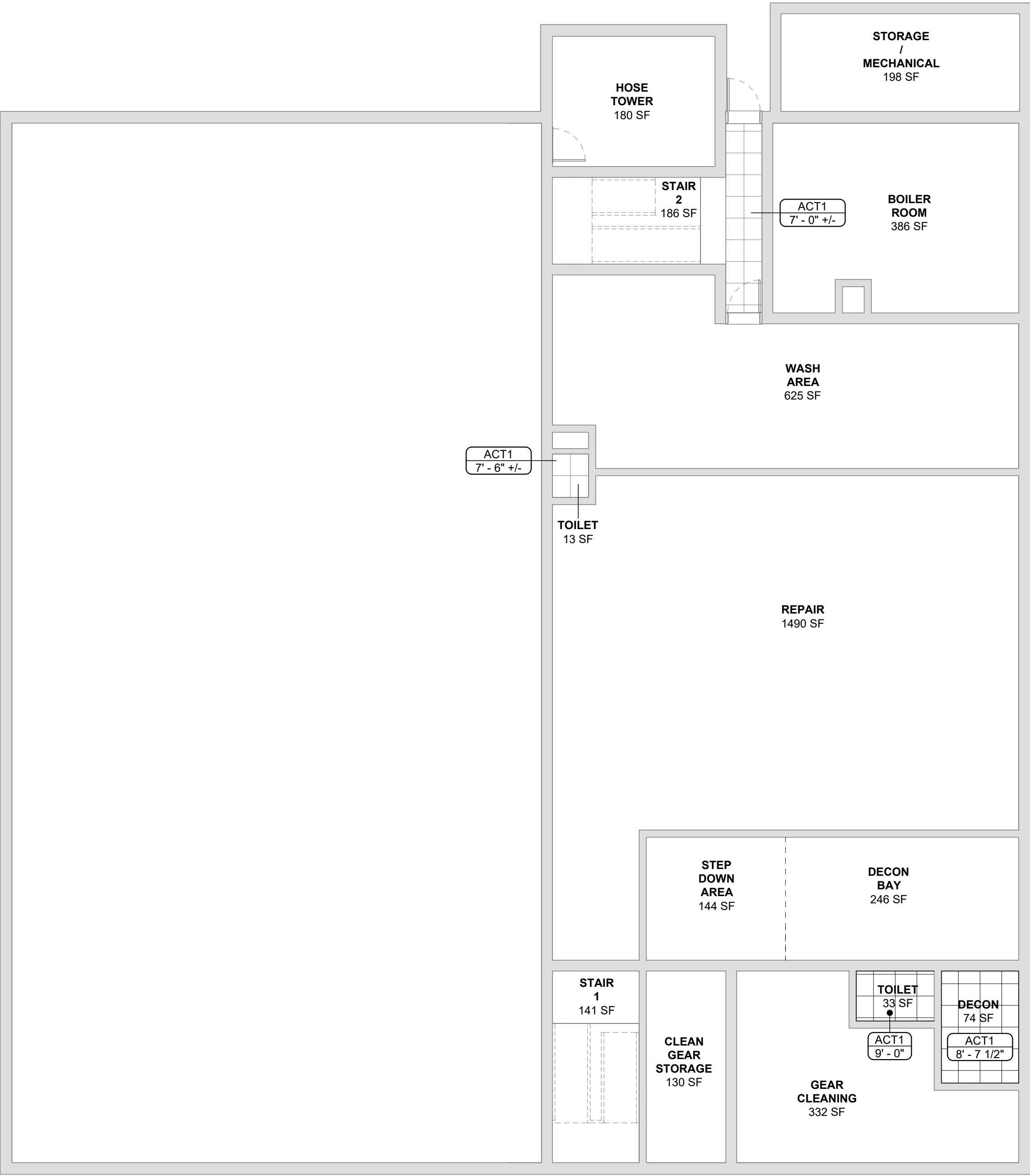
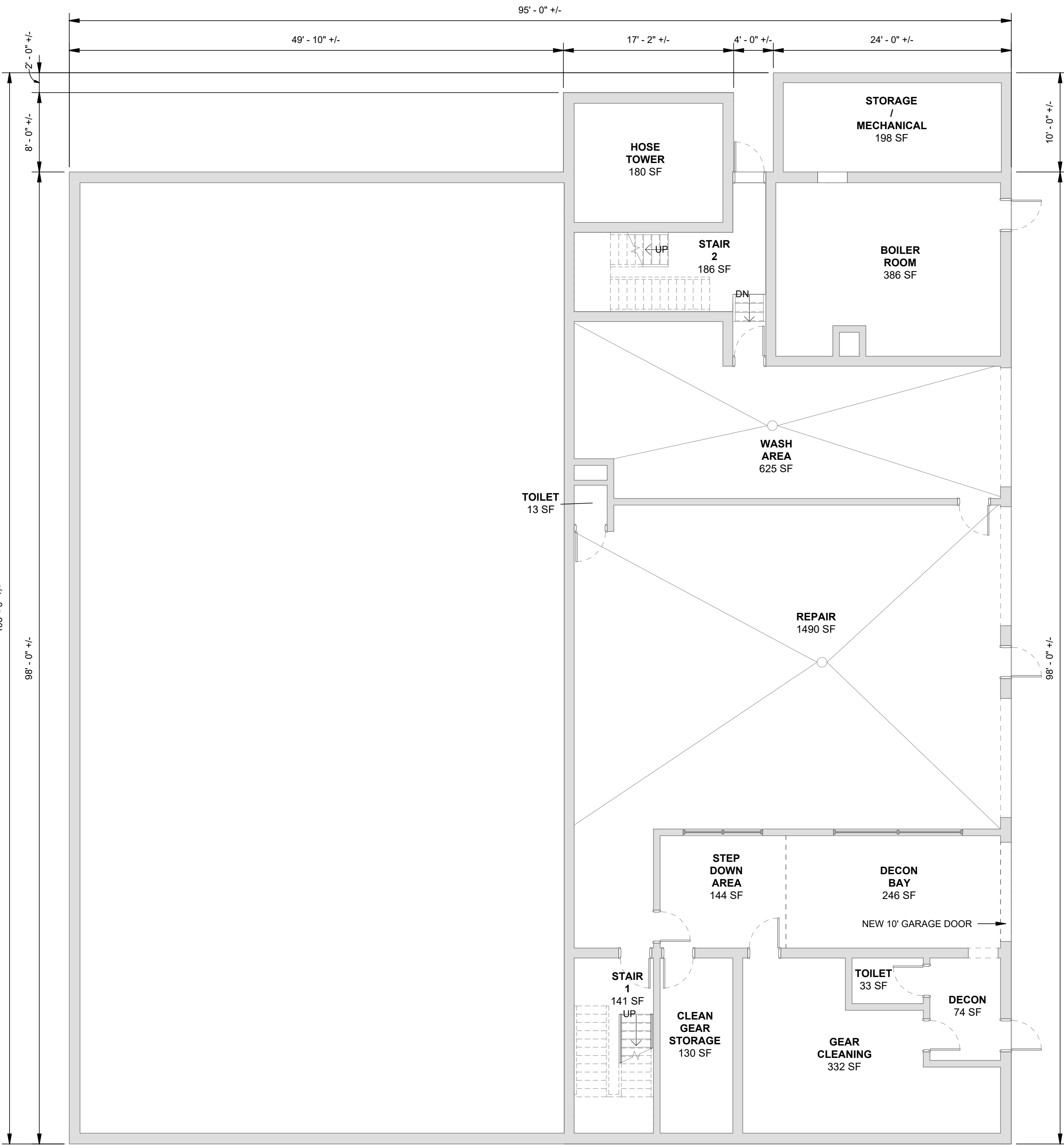
SCHEMATIC

SEPTEMBER 12, 2025

Revision Date	Revision Description
Drawn by: TCL	

GROUND FLOOR AND
REFLECTED CEILING
PLANS

A10-1



A1 GROUND FLOOR PLAN
SCALE: 1/8" = 1'-0"

A2 GROUND FLOOR REFLECTED CEILING PLAN
SCALE: 1/8" = 1'-0"

RENOVATIONS TO EXISTING FIRE STATION AND LIONS BUILDING

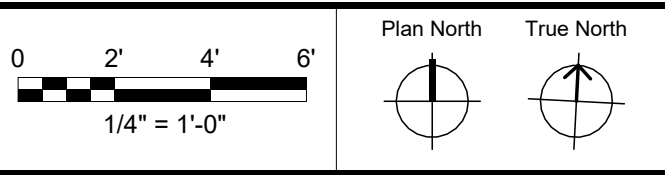
Harriman Project No.	25162
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A10-2

RENOVATIONS TO
EXISTING FIRE STATION
AND LIONS BUILDING

CARIBOU, MAINE	
Harriman Project No.	25162



PRELIMINARY
NOT FOR
CONSTRUCTION

SCHEMATIC

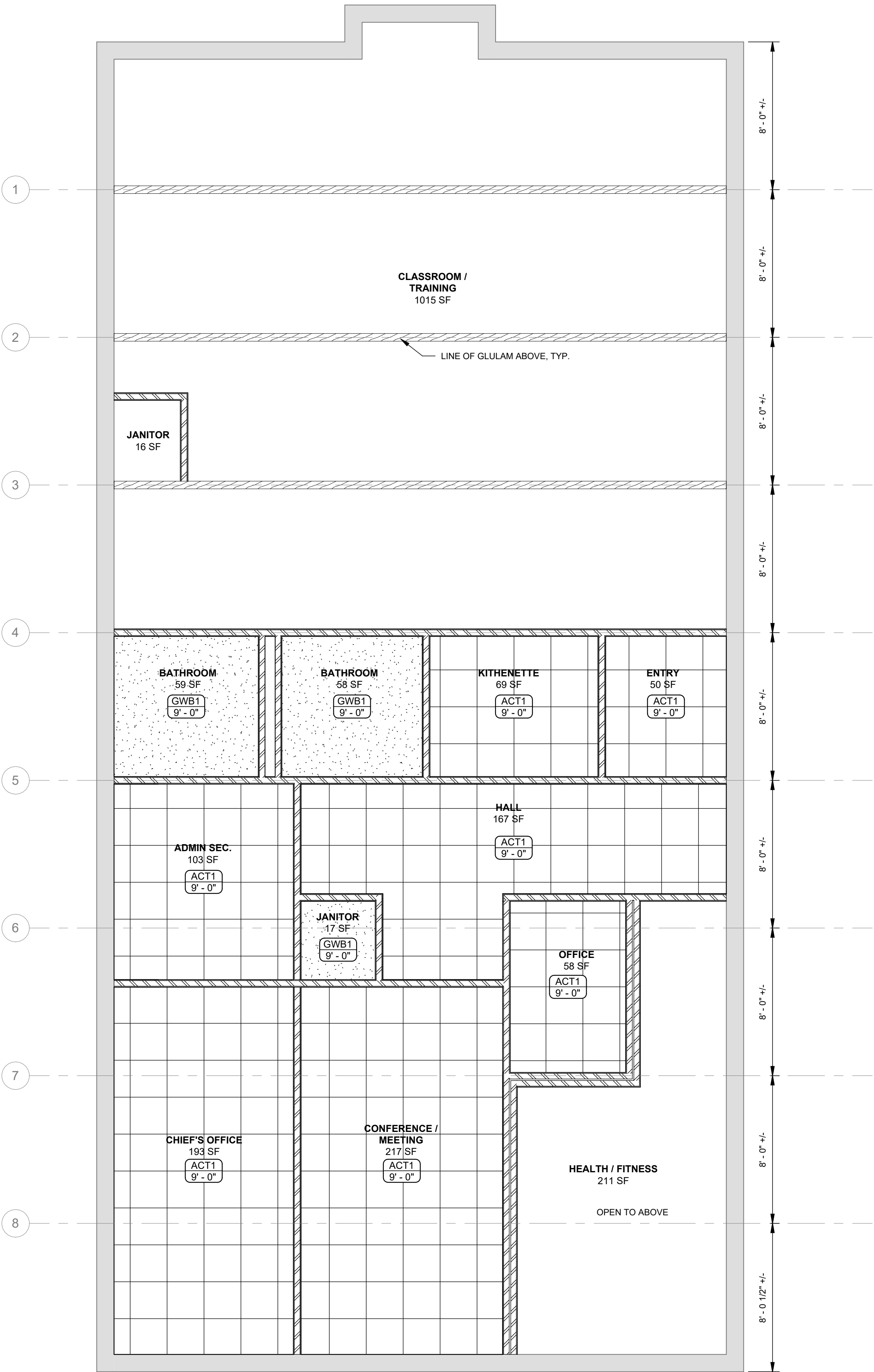
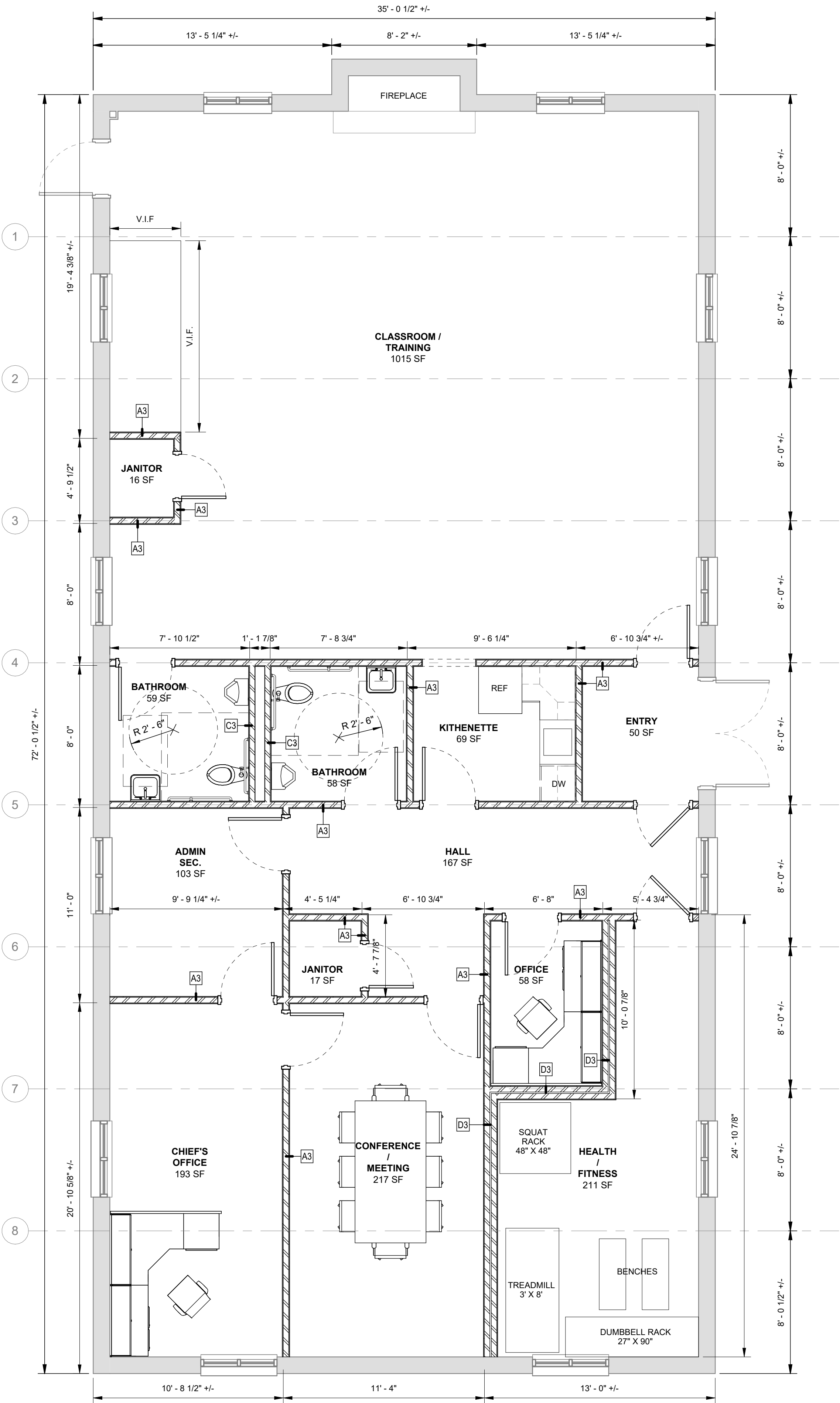
SEPTEMBER 12, 2025

Revision Date	Revision Description

Drawn by: TCL

FIRST FLOOR AND
REFLECTED CEILING
PLANS

A10-3



A1 FIRST FLOOR PLAN
SCALE: 1/4" = 1'-0"

A2 FIRST FLOOR REFLECTED CEILING PLAN
SCALE: 1/4" = 1'-0"



MEMO

TO: Caribou City Council Members
FROM: Danielle Brissette
RE: Ordinance No. 4, 2025 Series, Amending Chapter 17 General Assistance
DATE: September 12, 2025

Each year a new set of General Assistance Maximums are provided by the Maine Welfare Director's Association (MWDA) and Maine Municipal Administration (MMA) and we must make adjustments to our Maximums as set by the state. We do have the option to place higher amounts for the maximums, but at this time it is not believed to be necessary to do so.

Tonight, we need to introduce Ordinance No. 4, 2025 Series, Amending Chapter 17 General Assistance, and then hold a public hearing at a future meeting to accept the new maximums.

Recommended Action:

Please introduce: Ordinance No. 4, 2025 Series, Amending Chapter 17 General Assistance" and a public hearing will be scheduled for the next regular meeting held on October 20, 2025.

Ordinance Introduced by Councilor _____
on _____, 2025

Ordinance No. 04, 2025 Series
City of Caribou
County of Aroostook
State of Maine

AN ORDINANCE AMENDING CHAPTER 17 General Assistance
Short Title: An ordinance Amending General Assistance Guidelines

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. Amendments to Ordinance

A. Appendix A of Chapter 17 of the Caribou City Ordinances is hereby amended to read as follows:

OVERALL MAXIMUMS

# in Household	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
One	\$640.00	\$649.00	\$655.00	\$692.00	\$742.00	\$766.00	\$803.00
Two	\$696.00	\$710.00	\$717.00	\$754.00	\$812.00	\$842.00	\$871.00
Three	\$816.00	\$831.00	\$840.00	\$881.00	\$951.00	\$1,043.00	\$1,085.00
Four	\$1,100.00	\$1,119.00	\$1,132.00	\$1,185.00	\$1,281.00	\$1,421.00	\$1,486.00
Five	\$1,180.00	\$1,200.00	\$1,254.00	\$1,353.00	\$1,464.00	\$1,524.00	\$1,569.00
Six	\$1,255.00	\$1,275.00	\$1,329.00	\$1,428.00	\$1,539.00	\$1,599.00	\$1,644.00

Add \$75 for each additional person

B. Appendix B of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

The maximum amounts allowed for food are established in accordance with the U.S.D.A. Thrifty Food Plan. As of October 1, 2025, those amounts are:

2025-2026 FOOD MAXIMUMS

Number in Household	Weekly Maximum	Monthly Maximum
1	\$67.91 <u>69.30</u>	\$292.00 <u>298.00</u>
2	\$124.65 <u>126.98</u>	\$536.00 <u>546.00</u>
3	\$178.60 <u>182.56</u>	\$768.00 <u>785.00</u>
4	\$226.74 <u>231.16</u>	\$975.00 <u>994.00</u>
5	\$269.30 <u>275.12</u>	\$1,158.00 <u>1,183.00</u>
6	\$323.26 <u>330.47</u>	\$1,390.00 <u>1,421.00</u>
7	\$357.21 <u>365.35</u>	\$1,536.00 <u>1,571.00</u>
8	\$408.37 <u>416.05</u>	\$1,756.00 <u>1,789.00</u>
NOTE: For each additional person add \$240 <u>18</u> .00 per month.		

c. Appendix C of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

A listing of the maximum levels of assistance for housing (both heated and unheated)

Number of Bedrooms	UNHEATED		HEATED	
	Weekly	Monthly	Weekly	Monthly
0	\$144149	\$619640	\$174181	\$748779
1	\$152155	\$654667	\$191196	\$822844
2	\$186192	\$798826	\$237245	\$1,0191,054
3	\$261273	\$1,1231,174	\$324338	\$1,3931,451
4	\$270278	\$1,1621,196	\$347356	\$1,3231,529
Recovery Residence			\$147.00	\$633.00
26+ rooms			\$102.90	\$443.10

Formatted Table

D. Appendix D of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

NOTE: For an electrically heated dwelling also see Appendix E – Heating Fuel. But remember, an applicant is *not automatically* entitled to the “maximums” established – applicants must demonstrate need.

1) **Electricity Maximums for Household *Without* Electric Hot Water:** The maximum amounts allowed for utilities, for lights, cooking and other electric excluding hot water and heat:

Number in Household	Weekly	Monthly
1	\$19.95	\$85.50
2	\$22.52	\$96.50
3	\$24.97	\$107.00
4	\$27.53	\$118.00
5	\$29.88	\$128.50
6	\$32.55	\$139.50
NOTE: For each additional person add \$10.50 per month		

2) **Electricity Maximums for Household *With* Electrically Heated Hot Water:** The Maximum amounts allowed for utilities, hot water, for lights, cooking and other electric uses excluding heat.

Number in Household	Weekly	Monthly
1	\$29.63	\$127.00
2	\$34.07	\$146.00
3	\$39.67	\$170.00
4	\$46.32	\$198.50
5	\$55.65	\$238.50
6	\$58.68	\$251.50
NOTE: For each additional person add \$14.50 per month		

NOTE: When the dwelling unit is heated electrically, the maximum amount allowed for heating purposes will be calculated by multiplying the number of gallons of fuel allowed for that month by the current price per gallon. When fuels such as wood, coal and/or natural gas are used applicant shall be considered to need more than 7 tons of coal per year, 8 cords of wood per year, 126,000 cubic feet of natural gas per year, or 1,000 gallons of propane.

E. Appendix H of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

Funeral Maximums

Burial Maximums

The maximum amount of general assistance granted for the purpose of burial is **\$1,620** Additional costs may be allowed by the GA administrator, where there is an actual cost, for:

- The wholesale cost of a cement liner if the cemetery by-laws require one;
- The opening and closing of the grave site; and
- A lot in the least expensive section of the cemetery. If the municipality is able to provide a cemetery lot in a municipally owned cemetery or in a cemetery under municipal control, the cost of the cemetery lot in any other cemetery will not be paid by the municipality.

The municipality’s obligation to provide funds for burial purposes is limited to a reasonable calculation of the funeral director’s direct costs, not to exceed the maximum amounts of assistance described in this section. Allowable burial expenses are limited to:

- Removal of the body from a local residence or institution
- A secured death certificate or obituary
- Embalming
- A minimum casket
- A reasonable cost for necessary transportation
- Other reasonable and necessary specified direct costs, as itemized by the funeral director and approved by the municipal administrator.

Cremation Maximums

The maximum amount of assistance granted for a cremation shall be **\$1,125**. Additional costs may be allowed by the GA administrator where there is an actual cost, for:

- A cremation lot in the least expensive section of the cemetery
- A reasonable cost for a burial urn not to exceed \$55
- Transportation costs borne by the funeral director at a reasonable rate per mile for transporting the remains to and from the cremation facility.

This ordinance, being introduced on September 15, 2025 and a public hearing being held on October 20, 2025 was duly passed by the City Council of the City of Caribou, Maine, this ____ day of _____ 2025.

_____ Courtney Boma, Mayor	_____ Jody Smith, Deputy Mayor
_____ Daniel Bagley, Councilor	_____ Jennifer Kelley, Councilor
_____ Tamara Lovewell, Councilor	_____ Joan Theriault, Councilor
_____ Paul Watson, Councilor	
	Attest: _____ Danielle Brissette, City Clerk

Ordinance Introduced by Councilor _____
on _____, 2025

Ordinance No. 04, 2025 Series
City of Caribou
County of Aroostook
State of Maine

AN ORDINANCE AMENDING CHAPTER 17 General Assistance

Short Title: An ordinance Amending General Assistance Guidelines

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Two		\$710.00	\$717.00	\$754.00	\$812.00	\$842.00	\$871.00
Three		\$831.00	\$840.00	\$881.00	\$951.00	\$1,043.00	\$1,085.00
Four		\$1,119.00	\$1,132.00	\$1,185.00	\$1,281.00	\$1,421.00	\$1,486.00
Five		\$1,200.00	\$1,254.00	\$1,353.00	\$1,464.00	\$1,524.00	\$1,569.00
Six		\$1,275.00	\$1,329.00	\$1,428.00	\$1,539.00	\$1,599.00	\$1,644.00

Add \$75 for each additional person

B. Appendix B of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

The maximum amounts allowed for food are established in accordance with the U.S.D.A. Thrifty Food Plan. As of October 1, 2025, those amounts are:

2025-2026 FOOD MAXIMUMS

Number in Household	Weekly Maximum	Monthly Maximum
1	\$69.30	\$298.00
2	\$126.98	\$546.00
3	\$ 182.56	\$785.00
4	\$231.16	\$994.00
5	\$275.12	\$1,183.00
6	\$330.47	\$1,421.00
7	\$365.35	\$1,571.00
8	\$416.05	\$1,789.00
NOTE: For each additional person add \$218.00 per month.		

c. Appendix C of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

A listing of the maximum levels of assistance for housing (both heated and unheated)

Number of Bedrooms	UNHEATED		HEATED	
	Weekly	Monthly	Weekly	Monthly
0	\$149	\$640	\$181	\$779
1	\$155	\$667	\$196	\$844
2	\$192	\$826	\$245	\$1,054
3	\$273	\$1,174	\$338	\$1,451
4	\$278	\$1,196	\$356	\$1,529
Recovery Residence			\$147.00	\$633.00
26+ rooms			\$102.90	\$443.10

D. Appendix D of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

NOTE: For an electrically heated dwelling also see Appendix E – Heating Fuel. But remember, an applicant is ***not automatically*** entitled to the “maximums” established – applicants must demonstrate need.

1) **Electricity Maximums for Household *Without* Electric Hot Water:** The maximum amounts allowed for utilities, for lights, cooking and other electric excluding hot water and heat:

<u>Number in Household</u>	<u>Weekly</u>	<u>Monthly</u>
1	\$19.95	\$85.50
2	\$22.52	\$96.50
3	\$24.97	\$107.00
4	\$27.53	\$118.00
5	\$29.88	\$128.50
6	\$32.55	\$139.50
NOTE: For each additional person add \$10.50 per month		

2) **Electricity Maximums for Household *With* Electrically Heated Hot Water:** The Maximum amounts allowed for utilities, hot water, for lights, cooking and other electric uses excluding heat.

<u>Number in Household</u>	<u>Weekly</u>	<u>Monthly</u>
1	\$29.63	\$127.00
2	\$34.07	\$146.00
3	\$39.67	\$170.00
4	\$46.32	\$198.50
5	\$55.65	\$238.50
6	\$58.68	\$251.50
NOTE: For each additional person add \$14.50 per month		

NOTE: When the dwelling unit is heated electrically, the maximum amount allowed for heating purposes will be calculated by multiplying the number of gallons of fuel allowed for that month by the current price per gallon. When fuels such as wood, coal and/or natural gas are used applicant shall be considered to need more than 7 tons of coal per year, 8 cords of wood per year, 126,000 cubic feet of natural gas per year, or 1,000 gallons of propane.

E. Appendix H of Chapter 17 of the Caribou City Ordinance is hereby amended to read as follows:

Funeral Maximums

Burial Maximums

The maximum amount of general assistance granted for the purpose of burial is **\$1,620**. Additional costs may be allowed by the GA administrator, where there is an actual cost, for:

- The wholesale cost of a cement liner if the cemetery by-laws require one;
- The opening and closing of the grave site; and
- A lot in the least expensive section of the cemetery. If the municipality is able to provide a cemetery lot in a municipally owned cemetery or in a cemetery under municipal control, the cost of the cemetery lot in any other cemetery will not be paid by the municipality.

The municipality's obligation to provide funds for burial purposes is limited to a reasonable calculation of the funeral director's direct costs, not to exceed the maximum amounts of assistance described in this section. Allowable burial expenses are limited to:

- Removal of the body from a local residence or institution
- A secured death certificate or obituary
- Embalming
- A minimum casket
- A reasonable cost for necessary transportation
- Other reasonable and necessary specified direct costs, as itemized by the funeral director and approved by the municipal administrator.

Cremation Maximums

The maximum amount of assistance granted for a cremation shall be **\$1,125**. Additional costs may be allowed by the GA administrator where there is an actual cost, for:

- A cremation lot in the least expensive section of the cemetery
- A reasonable cost for a burial urn not to exceed \$55
- Transportation costs borne by the funeral director at a reasonable rate per mile for transporting the remains to and from the cremation facility.

This ordinance, being introduced on September 15, 2025 and a public hearing being held on October 20, 2025 was duly passed by the City Council of the City of Caribou, Maine, this ____ day of _____ 2025.

Courtney Boma, Mayor

Jody Smith, Deputy Mayor

Daniel Bagley, Councilor

Jennifer Kelley, Councilor

Tamara Lovewell, Councilor

Joan Theriault, Councilor

Paul Watson, Councilor

Attest: _____
Danielle Brissette, City Clerk

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



MEMO

TO: Caribou City Council Members
FROM: Danielle Brissette
RE: Approval of a Peddler's and Hawker's License
DATE: September 8, 2025

Mr. Troy Reynolds DBA Renewal by Anderson is requesting permission to go door to door selling his products.

A peddler's license in the City of Caribou requires Council permission per the Charter found in Article III Peddlers and Hawkers Section 7-301-304.

Suggested Action:

If approved, please move to accept the peddler's application as presented for a term of 30 days for Troy Reynolds DBA Renewal By Anderson.

Second,

Discuss,

Vote.

CITY OF CARIBOU

APPLICATION FOR PEDDLER'S AND HAWKER'S LICENSE

Name: Troy Reynolds
Business Name: Renewal by Andersen
Address: 615 Odlin Rd. Ste. 5, Bangor, Maine, 04401
Telephone Numbers: Home: 207-368-6163 Business: Cell: 207-322-9044
Email: treynolds@rbagreatermaine.com

Items to be sold: Window & Door Inspections


Describe: Knocking doors to schedule a window inspector to come out to check their windows, design new ones & take measurements to give an exact price. No obligation, free window inspection & quote.
For whom are the articles being sold: (i.e. Organization, Personal, etc.) _____

Homeowners

State License #: OCR15068 (Enclose copy of State License)

The cost of the Peddler's & Hawker's License is \$25.00 according to Chapter 7, Section 303 of the City Ordinances, the practice of going in a upon private residences in the City of Caribou by such hawkers and peddlers whether licensed or not, and not of said private residences. For the purpose of peddling and hawking good, wares and merchandise at retail, is hereby to be a nuisance and a violation of this Article.

I swear that the above statements are true and correct to the best of my knowledge.

Signed:  Print: Troy Reynolds
Title: Junior Sales Manager Date: 9/4/2025

Hearing scheduled for council on: _____

Approved: _____ Rejected: _____

Reason: _____



State of Maine

LICENSE # OCR15068

Be it known that

THE PEARL GROUP

Doing Business As: RENEWAL BY ANDERSEN OF GREATER MAINE

615 ODLIN RD STE 5

BANGOR, ME 04401-6737

has qualified as required by Title 9A MRSA Chapter 6-202 and is licensed as:

GENERAL CREDITOR

ISSUE DATE

January 31, 2025

EXPIRATION DATE

January 31, 2026

Linda Conti, Acting Superintendent

FIRST ISSUED

April 2, 2020

THIS DOCUMENT MUST BE DISPLAYED AT THE HOLDERS PERMANENT PLACE OF BUSINESS

Enclosed please find Maine GENERAL CREDITOR LICENSE # OCR15068.

Please make note of your license number and reference this number in any future correspondence with the BUREAU OF CONSUMER CREDIT PROTECTION. Should you require further information, please call (207) 624-8527.





MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Appointment of City's MMA Voting Delegate to the MMA annual meeting

The City of Caribou needs to appoint a voting delegate for the Maine Municipal Association Annual Business Meeting that is being held in conjunction with the MMA Annual Convention.

The information is attached.

There has not been a decision made on who will be the delegate, so I am asking that the City Council designate that the final decision on the appointment be made by the City Manager, Penny Thompson.

Suggested action:

Please make a motion "to designate the responsibility to name an official Voting Delegate to the 2025 MMA Annual Business Meeting to City Manager Penny Thompson".

Second

Discussion

Vote



**MAINE MUNICIPAL
ASSOCIATION SINCE 1936**

60 Community Drive | Augusta, ME 04330-9486
1-800-452-8786 (in state) | (t) 207-623-8428

To: Key Municipal Officials of MMA Membership
From: Catherine Conlow, Executive Director
Date: September 8, 2025
Subject: MMA Annual Business Meeting & Voting Credentials

The Maine Municipal Association will hold its annual business meeting in conjunction with the 89th Annual Convention:

Date: Wednesday, October 8, 2025

Time: 1:15 p.m. (Immediately following the MMA Leadership & Recognition Luncheon)

Location: Cross Insurance Center, Bangor, Maine

Purpose & Highlights:

Join MMA President Melissa Doane, Vice President Justin Poirier, and Executive Director Catherine Conlow as they:

- Share strategic priorities for the year ahead.
- Present highlights of MMA's 2025 activities and accomplishments.
- Announce the results of the Executive Committee election.

This meeting offers a unique opportunity for municipal officers to participate directly in MMA's direction-setting, celebrate collective achievements, and engage in forward-looking dialogue.

Enclosed you will find the meeting agenda as well as a voting delegate credential form. Appointed delegates are authorized to vote on all items of business conducted during the meeting. To ensure your municipality is represented, please complete and submit the form by either: (1) bringing it to the Annual Business Meeting on October 8; (2) emailing it to kellymaines@memun.org, or mailing it, so the form arrives on or before Monday, October 6, to:

Kelly Maines
Executive Office Administrative Coordinator
60 Community Drive
Augusta, ME 04330

Note: This year, there are no proposed amendments to the MMA bylaws.

"From Partners to Progress" embodies our 2025 theme, spotlighting how partnerships pave the way to meaningful advancement across Maine's municipalities. The Convention delivers a rich blend of

educational breakout sessions, keynote presentations, and impactful networking opportunities, all focused on helping municipal leaders harness collaboration for local progress.

Enjoy the Member Appreciation Reception in the Exhibit Hall featuring live music by Star City Syndicate, delicious snacks, and refreshing beverages. During the reception, MMA will present the prestigious Ethel N. Kelley Memorial Award, recognizing one distinguished municipal official for outstanding service and dedication.

For more information about the 2025 Annual Convention, visit the MMA website at <https://www.memun.org/Training/Conferences-Conventions/Convention/Agenda>

Please mark your calendars, register for the event, and make arrangements to attend. Should you need assistance with the credential forms, ADA accommodations, or if you have any questions regarding the meeting, please contact Kelly Maines at either the email address listed above or 207-623-8428 ext. 2241.

I look forward to seeing you there!

**Maine Municipal Association
Annual Business Meeting
Wednesday, October 8, 2025
1:15 p.m. – 2:30 p.m.
Cross Insurance Center
Bangor, Maine**

AGENDA

1. **Introductions and Welcoming Remarks** – MMA President Melissa Doane, Bradley Town Manager will welcome members to the business meeting.
2. **Election Results** – Melissa Doane will share the results of the Maine Municipal Election that took place August 29, 2025.
3. **Approval of 2024 MMA Annual Business Meeting Minutes** – Melissa Doane will ask for approval of the 2024 Annual Business Meeting minutes to be approved as presented.
4. **MMA President's Report** – Melissa Doane will discuss her term in office and the remainder of the year.
5. **Executive Director's Report** – Catherine Conlow, MMA Executive Director will discuss MMA business taking place throughout the year.
6. **Other Business** (*comments from the floor*)
7. **Adjournment**

**Maine Municipal Association
Annual Business Meeting
Wednesday, October 2, 2024, 1:15 p.m.
Augusta Civic Center - Penobscot Room
Meeting Minutes**

Members in Attendance: See attached record.

Introductions and Welcoming Remarks -MMA President Diane Hines welcomed members of MMA to the 2024 Annual Business meeting and called the meeting to order at 1:15 p.m.

Election Results - Diane Hines shared results of the MMA Executive Committee Election that took place August 23, 2024, as follows:

New Members begin their terms on January 1, 2025.

Officers for 2025:

- President – Melissa Doane, Town Manager, Bradley
- Vice President - Justin Poirier, Town Manager, Monmouth

Re-elected for a three-year term:

- David Cyr, Town Manager, Frenchville

Newly elected for a three-year term:

- Matt Garside, Town Manager, Poland
- Michele Varuolo-Cole, Selectperson, Bethel

Filling a vacant position with a term ending December 31, 2026:

- Pious Ali, Councilor, Portland

Approval of the 2023 MMA Annual Business Meeting Minutes – Diane Hines asked for approval of the 2023 MMA Annual Business Meeting.

Elaine Aloes MOVED, and the motion was seconded by David Cyr that the MMA Annual Business Meeting minutes be approved by voting members present. The motion passed with all in favor.

MMA President's Report - Diane Hines shared highlights from the past nine months of her presidency and her plans for the last three months. She shared the importance of Post Traumatic Stress Disorder (PTSD) that is suffered by many first responders and the ServeStrong initiative implemented by MMA. ServeStrong is an online platform that all members can use to connect with resources and real help to overcome this difficulty. It is free to all members and confidential for all users.

She continued by discussing improvements to the MMA facility, and she shared her and MMA's commitment to Diversity, Equity and Inclusion pointing out the scholarships and educational opportunities made available by MMA. Next, she talked about the membership survey that was sent out to town officials to engage members. She stated, "Your input matters."

Executive Director's Report – Executive Director, Catherine Conlow discussed the activities taking place at MMA over the past year and plans for the future. She thanked President Diane

Hines and the Executive Committee for their guidance, vision and unwavering commitment to local government. She gave a special welcome to the new committee members and thanked those about to retire from the board.

Cathy discussed the challenges with staffing at MMA and discussed all the projects that each department at MMA has been working on throughout the year. Notable accomplishments include Servestrong, website improvements, more hybrid training opportunities, and the membership survey designed to ensure that MMA meets its members' needs and expectations.

In closing Cathy shared that MMA is well positioned to continue thriving and thanked the members for their continued support.

Other Business (*comments from the floor*) – Steven Bunker complemented the convention and shared his appreciation of the sessions. He shared with the meeting participants that he is a volunteer firefighter that has survived brain cancer contracted on the job. He works reducing these risks for others and helping to develop best practices for firefighters. He encouraged all to become a part of the process in promoting safety in this profession.

Adjournment – The meeting adjourned at 1:44 p.m.

**MAINE MUNICIPAL ASSOCIATION
VOTING DELEGATE CREDENTIALS**

_____ Is hereby designated as the official Voting
(print name) Delegate and
_____ as the alternative Voting Delegate for
(print name)

(municipality)

to the Maine Municipal Association's Annual Business Meeting, which is scheduled to be held, on Wednesday, October 8, 2025, at 1:15 p.m., at the Bangor Cross Insurance Center, Bangor, Me.

The voting delegate credentials may be cast by a majority of the municipal officers, or by a municipal official designated by a majority of the municipal officers of each municipal member.

Date: _____ Municipality: _____

Signature of a Municipal Official designated by a majority of Municipal Officers:

Name: _____ Position: _____

Or signature of the majority of municipal officers:

_____	_____
_____	_____
_____	_____
_____	_____

Please return this form no later than Monday, October 6, 2025, or bring it with you to the MMA Annual Business Meeting. If mailing send to:

**MMA Annual Business Meeting
Maine Municipal Association
60 Community Drive
Augusta, Maine 04330
Email: kmaines@memun.org**

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



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: September 15, 2025
RE: Resolution 3, 2025 Series, Establishing the 2025 Property Tax Rate

The RSU#39 budget passed on Tuesday September 9, 2025.

I did not have time this week to finish the work that needs to be done to present the City Council with all the information needed to establish the 2025 tax rate. However, I am mindful that the City Council would like to get the rate set, and have the 2025 tax bills mailed as soon as possible. I will come in over the weekend and do all the calculations needed then send a packet addendum when it is complete. That addendum can also be loaded online, so that citizens can be aware.

Here is a note from Assessor's Agent Joe Salley about changes to the 2025 assessed values:

"This year, the adjustments that were made were 5% added to residential land and building values. This was done so that the City of Caribou could certify at 100% with Maine Revenue Services for the 2025 tax year. I did not move the commercial values because many of the assessments are already above the asking price on the commercial properties. I believe you emailed a couple of them this spring that the asking price was less than assessed. We also have not had many commercial sales to use as a guide, so I did not feel comfortable making that adjustment."

It is important to note that over 70 jurisdictions in Maine made updates to values in 2025 to be able to certify at 100%.

The tax rate should decrease, as values increase. To calculate the minimum tax rate, the amount of tax to be raised is divided by the taxable municipal valuation so it is most important to focus on is what amount is being raised through taxation.

The municipal amount to be raised cannot be finalized until I have an estimated tax rate to determine the final amounts for: Tax Increment Financing District, Homestead Exemption, and Business Equipment Tax Exemption. At this time, it appears that the funds raised through taxation for municipal appropriations will be lower in 2025 than 2024.

The amount to be raised for the County of Aroostook will increase by \$142,312.00 (over the 2024 appropriation).

The amount to be raised for RSU#39 will increase by \$480,645.46 in 2025 (over the 2024 appropriation).

Thank you for your patience.



City of Caribou, Maine

City Clerk's Office
 25 High Street
 Caribou, ME 04736
 Telephone (207) 493-3324
 Fax (207) 493-4207
www.cariboumaine.org

In the Clerk's Office we handle several different items, such as Elections, General Assistance, FOAA Requests, tax payments and several other things. In August we received Several FOAA Requests, processed 2 new General Assistance applications and 1 renewal.

	TOTALS	
	TRANS	AMOUNT
Accounts Receivable	0	\$ -
ATV REGISTRATION	35	\$ 4,368.36
BIRTH RECORDS	67	\$ 1,065.00
BOAT REG	4	\$ 260.00
BUILDING PERMITS	7	\$ 350.00
CITY OWN PROPERTY	0	\$ -
CONNOR BOAT	0	\$ -
DEATH RECORDS	18	\$ 972.00
DOG LICENSES	3	\$ 23.00
FAX FEE & PHOTO COPY	1	\$ 3.00
FISHING LICENSE	5	\$ 117.00
HUNTING LICENSE	5	\$ 277.00
IN TOWN REG	5	\$ 1,275.10
MARRIAGE RECORDS	24	\$ 608.00
MISC. INCOME	0	\$ -
MISC. LICENSES	9	\$ 270.00
MISC. RECEIPTS	1	\$ 165.00
MOTOR VEHICLE	833	\$ 210,543.50
NOTARY FEES	10	\$ 65.00
PERSONAL PROPERTY PAYMENT	6	\$ 5,600.00
PLUMBING PERMITS	2	\$ 555.00
PMTS. IN LIEU OF TAX	0	\$ -
REAL ESTATE PAYMENT	183	\$ 88,016.02
REZONING REQ/SUBDIVISION REVIEW	0	\$ -
SIGN PERMITS	0	\$ -
SITE DESIGN REVIEW	0	\$ -
SNOWMOBILE REGISTRATION	0	\$ -
TAX ACQUIRED REAL ESTATE PAYMENT	0	\$ -
TAX ACQUIRED LIEN PAYMENT	0	\$ -
TAX LIEN PAYMENT	42	\$ 92,169.84
TRAILER PARK LOT RENT	0	\$ -
ZONING DOCUMENT FEE	0	\$ -
	1260	\$ 406,702.82



CARIBOU FIRE & AMBULANCE DEPARTMENT

Chief Brian P. Lajoie



Monthly Report for August 2025

Ambulance Calls -	219	Fire Calls -	20
BLS Calls -	128	Structures -	3
ALS Calls -	91	Rescue -	0
Canceled Calls -	0	Silent -	17
Drug/Behavioral -	8		
Outside Communities -	55		
PIFT Transfers -	0		
LifeFlight -	9		
Long Distance Transfers -	0		
Total August Calls -239			

August 6, 2025: Chief Lajoie had a meeting with Karson Reidy working temporary hire and with his Captain Scott Michaud on his 4-month review. During this meeting a full-time employment position was offered to Karson, and he accepted with no hesitation. Time served will count towards his probation period which will be reviewed in two months.

August 12, 2025: Chief Lajoie assisted with Harriman Associates and their engineers while they reviewed the Lion's & Fire Department buildings for phase one of the renovation plans.

August 13, 2025: Chief Lajoie attended the City Safety Committee Meeting held at the Caribou Rec Department.

August 13, 2025: Chief Lajoie attended the Harriman Associates Bi-weekly Zoom Meeting on building renovations.

August 19, 2025: Chief Lajoie did a walk-through Fire Safety Inspection of the entire facility at Cary Medical Center, along with Pines Health Service facilities located on the Cary Medical campus.

August 27, 2025: Chief Lajoie attended a Region 5 EMS decommission meeting at the Caribou Training Facility to discuss the future of the Region 5 radio tower status.

August 27, 2025: Chief Lajoie attended the Harriman Associates Bi-weekly Zoom Meeting on building renovations.

August 28, 2025: Chief Lajoie attended a Local Emergency Planning Committee meeting at the Aroostook Emergency Management Office.

All Crews performed the monthly checks for the building and all vehicles for the month of August. Ambulance 21 compartments, interior and exterior were cleaned. Ambulance 21 was waxed.

Respectfully submitted,

Brian P. Lajoie

Fire Chief, FO II
Service Director



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

WAITING LIST STATISTICS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Applicants in State of Maine	53,300	53,485	54,584	55,127	55,632	56,156	56,456						45317
Applicants in Aroostook County	597	626	620	655	700	683	712						1196
Applicants in Caribou Area	15	21	72	31	52	80	93						43
Applicants Pulled From Waiting List	14	20	19	30	15	0	0						123
Vouchers on Street	10	7	18	18	11	3	0						32

HOUSING CHOICE VOUCHER PROGRAM

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
HUD Allocated Vouchers	196	196	196	196	196	196	196						2352
Total Vouchers Leased	166	168	167	167	166	172	171						1177
Port Out Vouchers	2	2	2	2	3	3	3						17
Homeownership Vouchers	1	1	1	1	1	1	1						7
All Other Housing Choice Vouchers	163	165	164	164	162	168	167						1153

Total HAP Expense	\$ 93,275	\$ 103,010	\$ 102,470	\$ 99,853	\$ 103,772	\$ 105,934	\$ 103,401						\$ 711,715
All Other Voucher	\$ 82,070	\$ 91,994	\$ 92,813	\$ 92,519	\$ 95,758	\$ 96,650	\$ 96,622						\$ 648,426
Port Out Payments	\$ 2,450	\$ 2,450	\$ 2,450	\$ 2,450	\$ 2,802	\$ 2,802	\$ 2,559						\$ 17,963
Homeownership HAP	\$ 356	\$ 124	\$ 87	\$ 87	\$ 87	\$ 87	\$ 87						\$ 915
FSS Escrow, Participants Account	\$ 8,399	\$ 8,442	\$ 7,120	\$ 4,797	\$ 5,125	\$ 6,395	\$ 4,133						\$ 44,411

Lease Up Rates	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
HUD Allocated -vs- Leased	85%	86%	85%	85%	85%	88%	87%						86%
HUD Funded -vs- HAP Expense	82%	104%	105%	105%	94%	126%	63%						97%

MAINSTREAM VOUCHERS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Allocated Vouchers	40	40	40	40	40	40	40						480
Total Vouchers Leased	33	35	35	36	36	35	34						244

Total HAP Expense	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156						\$106,092
HAP Expense	\$ 15,161	\$ 17,297	\$ 17,285	\$ 17,786	\$ 17,808	\$ 17,687	\$ 19,350						\$122,374
FSS Escrow, Participants Account	\$ 1,645	\$ 1,574	\$ 1,261	\$ 1,261	\$ 1,293	\$ 1,216	\$ 782						\$9,032

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						180
Total Vouchers Leased	8	8	8	8	8	8	8						56
Total HAP Expenses	\$ 8,562	\$ 6,778	\$ 5,465	\$ 5,573	\$ 5,573	\$ 5,606	\$ 5,606						\$ 43,163
Hap Expense	\$ 7,249	\$ 5,465	\$ 4,127	\$ 4,235	\$ 4,235	\$ 4,463	\$ 4,463						\$ 34,237
FSS Escrow, Participants Account	\$ 1,313	\$ 1,313	\$ 1,338	\$ 1,338	\$ 1,338	\$ 1,143	\$ 1,143						\$ 8,926

HOUSING QUALITY STANDARDS INSPECTIONS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Initial Inspection	7	5	3	4	8	6	1						34
Annual Inspection	1						67						68
No Show							6						6
Reinsection(s)			1	1	1		1						4
Other, Public Housing Authority Inspections							0						0
Total Inspections	8	5	4	5	9	6	74		0	0	0	0	112

SPECIALITY PROGRAM - FAMILY SELF-SUFFICIENCY

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Number of Participants	56	56	56	56	55	61	53						56
FSS Famlies, Disbursement	4	0	3	4	1	0	0						12
FSS Disbursement Amount	\$ 8,765	\$ -	\$ 5,175	\$ 5,175	\$ 5,230	\$ -							\$ 24,346
FSS Graduate, Families	2	1	0	0	1	1	2						7
FSS Graudate, Escrow	\$ 17,440	\$ 8,228	\$ -	\$ -	\$ 4,802	\$ 5,251	\$ 12,824						\$ 48,546
FSS Forfeiture, Families	2	2	0	0	0	1	0						5
FSS Forfeiture, Escrow	\$ 8,587	\$ 591	\$ -	\$ -	\$ -	\$ 6,018							\$ 15,196

LANDLORD INCENTIVE PROGRAM

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Signing Bonus	2	5	4	3	2	7	2						25
	\$ 700	\$ 1,750	\$ 1,400	\$ 1,050	\$ 700	\$ 2,450	\$ 700						\$ 8,750
Security Deposit	3	4	4	3	1	5	3						23
	\$ 3,371	\$ 4,170	\$ 4,250	\$ 2,764	\$ 700	\$ 5,381	\$ 2,975						\$ 23,611
Damage Reimbursements	2	0	0	0	0	0	2						4
	\$ 1,701	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000						\$ 4,701
Grand Total of Incentives	\$ 5,772	\$ 5,920	\$ 5,650	\$ 3,814	\$ 1,400	\$ 7,831	\$ 6,675						\$ 37,062

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	
GRAND TOTAL OF ASSISTANCE INTO	\$ 139,263	\$ 131,478	\$ 127,587	\$ 126,066	\$ 132,122	\$ 134,771	\$ 142,580						
2025 YEAR TO DATE	\$ 139,263	\$ 270,741	\$ 398,329	\$ 524,395	\$ 656,517	\$ 791,288	\$ 933,868						

Percentage Increase per Month, 2025-vs- 2024	17%	17%	-12%	9%	-9%	19%	24%							9%
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2024 MONTHLY ASSITSTANCE	\$118,666	\$112,793	\$145,462	\$115,355	\$144,410	\$113,192	\$115,081	#####	####	####	####	####	
YEAR TO DATE	\$118,666	\$231,459	\$376,921	\$492,276	\$636,686	\$749,878	\$864,959	#####	#####	#####	#####	#####	



Board of Directors

July 7, 2025

5:00 p.m.

Present:

Kevin Barnes, Chairman; Dr. Carl Flynn, Clara Collins, Doug Plourde, Mike Gahagan, Neal Griffith, Jenn Plant, RN, CNO; Kris Doody, RN, CEO; Dr. Regen Gallagher, CMO; Chelsea Desrosiers, CFO; Paula Parent, RN, CHRO; Dr. Caleb Swanberg, COS; Stev Rogeski, PHS; Chip Holmes, Ovation Healthcare and Peg McAfee

Zoom:

Jane McCall, Vice Chair; Penny Thompson, Luke Dyer

Excused:

Dr. Irene Djuanda, Meagan Thompson

Welcome:

Kevin Barnes, Chairman, Board of Directors welcomed Stev Rogeski, PHS; and Chip Holmes, Ovation Healthcare to the meeting.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION		PLAN OF ACTION	PERSON RESPONSIBLE
REGULAR MEETING				
1. Call to Order	Kevin Barnes, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:07 p.m.		Informational.	K. Barnes
2. Review and Approval of Minutes	The minutes of June 2, 2025 were reviewed.		Upon motion duly made and seconded, it was so VOTED to approve the June 2, 2025 meeting minutes as presented.	K. Barnes
3. Report of Chief of Staff	Dr. Caleb Swanberg, Chief of Staff provided the following updates from the June 25 th MSEC & GMS Meetings: Cary "Notes" Sent to Health Info Net – MSEC & GMS received updates on Cary "Notes" being sent to Health Info Net. A new interface is being setup to allow designated "Notes" to be sent to Health Info Net. The CIO requested a list of which "Notes" need to go to Health Info Net. The list will be provided by the Medical Staff Office. Alexander Bolton, DO – Additional Privilege Request FPPE Completed. Dr. Bolton was previously granted the additional privilege of Lexiscan stress testing with a FPPE plan to complete 10 proctored cases. Dr. Bolton submitted a log of the 10 Lexiscan cases he has completed with Dr. Djuanda as his proctor. Dr. Djuanda has completed an evaluation and has recommended Dr. Bolton be granted full privileges to complete Lexiscan stress testing independently. Upon motion duly made and seconded it was so VOTED to recommend approving independent Lexiscan stress testing privileges to Alexander Bolton, DO. This		Upon motion duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented. Informational. Upon motion duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented.	Dr. C. Swanberg

Board of Directors
July 7, 2025
5:00 p.m.

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>recommendation was forwarded to the Board of Directors for action.</p> <p>Annual Policies Review and Approved by MSEC & GMS – The Use of Patient Restraints and Adverse Occurrence policies were reviewed and approved.</p> <p>Contract Listing – The MSEC & GMS approved the contract listed distributed for review with the following recommendations:</p> <ol style="list-style-type: none"> 1. Ongoing monitoring of the vRad turnaround time and addressing as needed. 2. Updated contracts will be obtained from Houlton Regional Hospital and NL ARG Hospital. 3. Obtain contracts/BAA's with Northern Prosthetic in PI, House of Comfort, and Acadia Medical Supply. <p>High Sensitivity Troponin 1 (hs-eTn) Algorithm – The algorithm was reviewed and approved by MSEC.</p> <p>EMTALA Policy – The EMTALA is reviewed for approval annually by the General Medical Staff. The GMS approved the EMTALA Policy as presented.</p> <p>EMS Award – Dr. Swanberg reported that Kris Doody, RN, CEO, shared that Cary Medical Center has been honored with the 2025 EMS Community Partner Award by Maine Emergency Medical Services (EMS). This prestigious award is presented annually to a non-EMS organization that exemplifies excellence, integrity, and outstanding collaboration within the EMS system. Cary was recognized for its ongoing support of EMS organizations and its strong commitment to enhancing emergency medical care across the region.</p>	<p>testing privilege to Alexander Bolton, DO, as requested.</p> <p>Informational.</p> <p>Informational.</p> <p>Informational.</p> <p>Informational.</p> <p>Informational.</p>	
<p>4. Quality Management Committee, Patient Safety Committee, Dashboard</p>	<p>Dr. Regen Gallagher provided the following updates from the June 3rd, 2025 meeting:</p> <p>Patient Safety Survey – The survey is completed. The results have been received. Information will be provided to the QM Committee, Medical Staff Committees and Board of Directors.</p> <p>Leapfrog Survey – Information was submitted on June 27th prior to the June 30th deadline. The QM Agenda will be updated to include all items necessary to quality management and hospital review. Plans are to work proactively on informed consent and infection prevention, i.e. Cauti and C.difficile.</p> <p>FMEA (Failure Mode and Effects Analysis) – The most recent FMEA completed included Foley use and Cauti prevention. Education to CNA's and nursing staff is ongoing. The QM Committee is looking for suggestions for the next FMEA.</p>	<p>Upon motion duly made and seconded, it was so VOTED to approve the Quality Management Committee Report as presented.</p>	<p>Dr. R. Gallagher</p>

Board of Directors
July 7, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<p>Joint Commission – Rounding began with managers in June. Managers will be responsible to follow the action plans created to remain in compliance.</p> <p>QM Compliance Indicators – Indicators reviewed included: Patient Access, Environmental Services, Nutritional Services, Radiology, Lab and ICU.</p> <p>Dashboard 2025 – The 2025 Dashboard was reviewed, including: Inpatient Core Measures, Medical Staff and Departmental Quality Indicators. Q1 data is mostly complete. Some Q2 has been added. Information is only due later in the month. Jenn Plant reported that Patient Satisfaction information will transition from Chelsea Desrosiers, CFO/COO to Chelsea Desjardins, RN, Nurse Educator. Currently patient comments are being reviewed by nursing leadership.</p> <p>The Patient Safety Committee did not meet in June.</p>		
5. Report of Chairman, Board of Directors – Kevin Barnes, Chairman	<p>Kevin Barnes provided the following updates:</p> <p>Department Leaders – No report.</p> <p>Pines Board of Directors – Clara Collins reported Pines has reviewed supply purchases to move to centralized purchasing. The Washburn Clinic has been cleared of equipment and supplies. The clinic was closed permanently on May 31, 2025.</p> <p>MSEC & GMS Meetings – Kevin Barnes was unable to attend due to an internet outage.</p> <p>Strategic Planning Retreat Overview – Kris Doody reported that the Administrative Team reviewed the draft of the Strategic Plan with Ovation. Once the final Strategic Plan has been received it will be brought to both Cary and Pines Boards for review and approval.</p>	Informational.	K. Barnes
6. Report of CEO – Kris Doody	<p>Kris Doody reported the following, noting more information is available in the CEO Report:</p> <p>Physician Recruitment and Retention -</p> <ul style="list-style-type: none"> Hospitalists – An offer was extended to Dr. Sahalia Rashid. Negotiations for a full contract have 	Informational.	K. Doody

Board of Directors
July 7, 2025
5:00 p.m.

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AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
<p>Retention</p>	<p>begun. (Didn't she decline?) Additional candidates are being reviewed for site visits.</p> <ul style="list-style-type: none"> General Surgery – On site interviews have been completed with Dr. Liam Haveran, Dr. Priya Chhikara and Dr. Mustapha Daouadi. Offers were extended to Dr. Chhikara and Dr. Daouadi. Discussion continues with Dr. Brown to schedule a site visit. Dr. Daouadi arrived Monday, June 30th and began working in a per diem status. Family Medicine – Dr. Sheelagh Prosser has signed an employment contract and will be returning August 2025. Dr. Prosser and her husband have purchased land and a home on the Plante Road in Caribou. Dr. Prosser may be working at the St. John Valley Health Center in Van Buren. Danielle Desjardins, FNP signed a contract and began working in May 2025 at the SJVHC. Pediatrics – Dr. Srikanth Garlapati completed a site visit May 23rd, an offer was extended. Emergency Medicine – A Zoom interview was completed with Dr. Craig Bates April 18th. A contract for per diem coverage was extended and signed by Dr. Bates. A Zoom interview was conducted with Dr. Eugene Oteng. He completed a working site visit early June. A contract for per diem coverage was extended and signed by Dr. Oteng. With Dr. Jorge Insignares deciding to leave Cary and return home to be with family, several shifts are open for coverage as a result. Anesthesia – A Letter of Intent was extended to Dr. Heather Suss. Dr. Suss has provided locum coverage and is interested in a part-time position. Yanira Medeiros, CRNA has signed a contract to begin in January 2026. Dr. Wojciech Franzl has provided his resignation, effective July 25, 2025. Dr. Franzl will remain on the Medical Staff in a per diem position. OB/GYN – A contract has been fully executed between Pines Health Services and Dr. Mercedes Sayago for full-time OB/GYN services. <p>State Budget – Kris Doody reported some payments to hospitals were delayed from the State. The State also lowered the PIPs that Cary used to receive, but Cary is no longer paid on PIP.</p> <p>Federal Budget – Kris reported the BBB signed by the President includes cuts to Medicaid. Paula Parent shared that some employee benefits might be affected, i.e. no tax on overtime, dependent care deductibles going from \$5,000 to \$7,500. Information will be provided once available.</p> <p>Congressional Spending Request – Kris reported the following:</p> <ul style="list-style-type: none"> EMR Project – A lot of behind the scenes work is being completed by IT for the \$9.8M EMR project. As of January 2026 Radiology images will be going to a Fuji system from the CPSI PAX system. Pines Renovation - The Pines renovation project to move primary care to the Cary campus was originally approved for \$8.9M but was pulled. The application has been resubmitted for 2026. The application has passed the preliminary stages with hopes for full funding approval. 		

Board of Directors
July 7, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	<ul style="list-style-type: none"> Air Handler – The \$1.25M application for air handler replacement did not get approved. <p>EPIC – Chelsea Desrosiers stated she met staff from EPIC at her conference in Denver. She spent time with them discussing EPIC and learned more about the platform. Staff are currently working on platforms for CMC and opportunities with OCHIN.</p> <p>Cary Classic – Kris shared that the Cary Classic Golf Tournament is this weekend, Saturday, July 12th, rain date is Sunday, July 13th.</p> <p>MHA – Kris shared that Steve Michaud, President of Maine Hospital Association announced he is retiring September 2026.</p>		
7. Report of Finance and Personnel Committee a. May Financials	<p>Chelsea Desrosiers provided the following updates:</p> <p>May Financials - Chelsea Desrosiers provided an overview of the May 2025 Financials for Cary Medical Center, including review of: gross patient revenue, net operating revenue, gross charges, expenses, purchased services, professional fees, supplies, benefits and net income (loss).</p>	Upon motion duly made and seconded, it was so VOTED to approve the May Financials as presented.	C. Desrosiers
8. Ovation Healthcare Updates	<p>Chip Holmes provided the following updates:</p> <ul style="list-style-type: none"> The Strategic Plan, “strategy on a page”, was rolled out to Administration. Once finalized the plan will have a tracking tool to compliment the “strategy on a page” model. Chip reported with the new BBB approved last week there are resources available through Ovation, MHA, etc. Economists are reviewing comparisons of the Affordable Care Act (ACA) to the BBB. Chip continues to recommend that hospitals stick to their plan, control their controllables and figure out how to protect their balance sheet. 	Informational.	C. Holmes
9. Other, Adjournment & Next Meeting	<p>Adjournment - Upon motion duly made and seconded, it was so VOTED to adjourn the meeting at approximately 5:55 p.m.</p> <p>Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, September 8, 2025, 5:00 p.m.</p>	Informational.	K. Barnes

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

Respectfully submitted,

Kris Doody, RN, MSB, CEO