

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, November 17, 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 to approve this meeting
8. Bid Openings, Awards, and Appointments Pages
 - a. Bid Opening – EPA Brownfields Clean-up Grant 2023 Diesel Plant Demolition 02-20
 - b. Bid Opening – Police Station Site Selection Services 21
 - c. Bid Opening – Audit Services 22-23
 - d. Appointment for the Caribou Housing Authority Board of Directors 24
9. Public Hearings and Possible Action Items Pages
 - a. Public Hearing – DEP Brownfields Revolving Loan Fund at Birdseye update 25-32
10. Reports by Staff and Committees Pages
 - a. Financial Reports for October 2025 – Finance Director Carl Grant 33-52
 - b. November 4, 2025, Election Results – City Clerk Danielle Brissette 53
 - c. City Manager's Report
11. Unfinished Business Pages
 - a. There is no unfinished business for this meeting
12. New Business, Ordinances and Resolutions Pages
 - a. Automatic Lien Foreclosure process lien waivers – Finance Director Carl Grant 54-55
 - b. 2022 Volvo Rubber Tire Excavator proposal – Public Works Director Chris Perkins 56-59
 - c. Ambulance 23 Remount Proposal – Fire Chief Brian Lajoie 60-63
 - d. Request to begin Planning and Pricing for a new Ladder Truck – Fire Chief Brian Lajoie 64-65
 - e. Proposed Increase in Interlocal coverage Agreements – Fire Chief Brian Lajoie 66-67
 - f. Maine DOT Overlimit Permit – Route 164 Project No. 029892.00 68-83
13. Reports and Discussion by Mayor and Council Members Reports
14. Next Regular Meetings: December 15, 2025 84-100
15. Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1, §405.6)
 - a. Executive Session for Labor Negotiations pursuant to 1 MRSA §405.6.D (Fire Department Union)
 - b. Executive Session for Labor Negotiations pursuant to 1 MRSA §405.6.D (Police Department Union)

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: _____ Kristina Drinkall, Deputy 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: November 17, 2025
RE: Brownfields Cleanup Funding – Diesel Plant Project Update & Bid Consideration

Introduction

The City of Caribou was awarded funding from the U.S. Environmental Protection Agency (EPA) through its Brownfields Cleanup program to remediate the former Diesel Power Plant site located at 142 Lower Lyndon Street. As part of the cleanup, the City put out a Request for Bids (RFB) for a General Contractor to remove all asbestos-containing materials, lead-based paint, universal and hazardous waste for off-site disposal. Removal of the asbestos roofing at the diesel plant and diesel pump house requires demolition of these structures due to the poor condition of the buildings, quantity and type of roofing system (flat tar and gravel roof). There was a mandatory site walk for interested contractors held on Wednesday, October 22nd at 10AM, which was attended by approximately seventeen people (excluding City and State officials) representing thirteen firms. Questions following the site walk were required to be submitted in writing to the City by Friday, October 24th at 2PM. The City received 15 questions relating to schedule, electricity, disposal, waste oil, and a number of other items, which were posted and answered on the City's website. Bids were received at the Caribou Municipal Building until 2PM on Wednesday, November 5th.

Four bids were received in response to the proposal, one of which was not accepted as it was received after the due date and time and one of which was considered "non-responsive" as it did not include the required schedule. The two responsive bids received, listed in alphabetical order, were:

Industrial Sales and Salvage New Limerick, Maine

KN Environmental, Inc. North Attleborough, Massachusetts

A review panel of City Council members, members of staff, the Caribou Utility District, and the City's Qualified Environmental Professional overseeing the project, County Environmental Engineering, met on Wednesday, November 5th to review the bids. After their review, the group's highest scoring bid based on the RFP criteria was Industrial Sales and Salvage. It is the recommendation that the City Council award the contract to Industrial Sales and Salvage.

A copy of the RFB, questions received and City responses is attached to this memo for reference. Staff is happy to provide additional clarifications and answer questions at the City Council's request.

Suggested Action

After discussion, please make a motion "to accept the proposal from Industrial Sales and Salvage for contracting and demolition services and cleanup of the Diesel Plant and associated outbuildings in the amount of \$235,000".

Second

Discussion

Vote

Attachments

Attachment 1 – Copy of RFB

Attachment 2 – Questions received in response to RFB and City responses



City of Caribou, Maine

Municipal Building
25 High Street
Caribou, ME 04736
Telephone (207) 493-3324
Fax (207) 498-3954
www.cariboumaine.org

CITY OF CARIBOU REQUEST FOR QUALIFICATIONS & FEE PROPOSAL PROFESSIONAL SERVICES - POLICE STATION SITE SELECTION

OVERVIEW

The City of Caribou (City) is soliciting proposals for professional services from qualified engineering, design, and architectural firms to assist with evaluating available buildings for use as the Caribou Police Station. The existing Caribou Police Station is located on the first floor of the Municipal Building at 25 High Street. This effort is the result of financing, approved by citizen referendum, and congressional earmark funding. The City has previously undergone a full design process for a new building and is now shifting its focus to remodel an existing building in Caribou. All documents related to the design and needs presented during that process can be found on the City's website at: <https://www.cariboumaine.org/police-station-project/>.

PROPOSAL SCOPE OF WORK

The selected firm will be expected to provide the following services:

Task 1 – Site Selection

1. Identify suitable sites with structures that could be home to the new Police Station
2. Conduct building engineering evaluations at identified suitable properties in Caribou that could house the new Police Station. Evaluations shall include but not be limited to zoning, structural, plumbing, electrical, mechanical, fire protection features, public safety specific best practices, and the Maine Uniform Building and Energy Code
3. Evaluate exterior site amenities for condition, capacity, and design including: parking, utilities, and required engineering (e.g. stormwater, water, sewer, utilities, etc.)
4. Recommend site(s) for selection for the new Police Station based on the above information

Deliverable: Site Selection Report with ranked recommendations preliminary site layouts and high-level cost estimates

Task 2 – Concept Design & Fit-Up

1. Provide conceptual designs and preliminary site layouts suitable site(s) to achieve best utilization of the space for the Police Station
2. Provide visual materials ready for public viewing, including renderings and building plans
3. Cost estimating using an independent estimator with public sector experience for any work required to fit-up the building and exterior of site for Police Station needs
4. Report project findings and present along with potential options, and recommendations as necessary to inform City of Caribou elected officials, committee members, and staff in the decision-making process

Deliverable: Presentation of visual materials and cost estimates during a public meeting.

FIRM QUALIFICATIONS & SUBMITTAL REQUIREMENTS

- Letter of interest including firm name, address, phone number, email, and authorized signature
- Firm description, history, personnel and in-house capabilities
- Project team organization chart and resumes of key personnel
- List of any sub consultants with scope of services, qualifications, and experience
- Description of current workload and availability
- Project understanding and approach
- Relevant experience with similar municipal projects in the last 5 years
- References, with description of work completed, dates of work, and contact information of the reference provided
- A fee proposal including a breakdown of costs by task, hourly rates for all personnel and sub consultants, overhead costs, travel expenses, and proposed fee structure.

NOTE: Working on this phase of the project will have no impact on the selection of a design professional for the next phase of the project to design the Police Station.

PROJECT OBJECTIVES & DESIGN CONSIDERATIONS

SUBMISSION DETAILS

Proposal submittals must provide eight (8) hard copies via mail and a PDF electronically. Hard copies will be addressed to City Manager's Office, Attn: "Police Station Project", 25 High Street, Caribou, Maine 04736 and electronic copies may be sent via USB drive with the hard copies, or via email to Eric Sanderson, Economic & Community Development Specialist at esanderson@cariboumaine.org.

Proposals will be scored by a selection committee chosen by the City and with the criteria below:

- 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 consultants are teaming with other firms, identify their key staff and provide resumes as well.
- Project & Understanding of the Priorities, Scope, and the city of Caribou** (15 points) – Consultant will describe their team's understanding of the project priorities and scope tasks.
- 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.
- Project Schedule** (10 points). The proposed schedule will be broken down, based on the tasks defined in the scope of services in the RFP.
- Fee** (10 points) – The fee shall include a breakdown of costs by task, hourly rates for all personnel and sub consultants, overhead costs, travel expenses, and proposed fee structure

RFP SCHEDULE

The proposal selection schedule is as follows:

Request for Proposals published	October 3, 2025 at 2:00PM
All questions must be submitted in writing via email to esanderson@cariboumaine.org by	October 22, 2025 at 2:00PM
All questions will be answered by*	October 24, 2025 at 2:00PM
Proposals must be submitted by	November 5, 2025 at 2:00PM
Interview of firms (if needed)	November 10 th -12 th
Proposal consideration/approval by Caribou City Council	November 17 th

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

Brownfields Cleanup Request for Bids Scoring
Caribou Diesel Electric Power Plant and Associated Outbuildings, 142 Lower Lyndon Street, Caribou, Maine

Bidder	Bid Cost	Cost Points (0-60)	Bidder Qualifications (bid scoring team scores)					Qual Points (0-30)	Schedule	Schedule Points (0-10)	Total Bid Points (0-100)
			A	B	C	D	Average				
Industrial Sales & Salvage New Limerick, ME	\$235,000	60	9	7	7	7	7.5	30	10 days to start 60 days to complete	10	100
KN Environmental, Inc. North Attleborough, MA	\$294,000	0	4	2	3	3	3.0	0	November 10 – 28, 2025 (start date not feasible)	0	0
Soderberg Company, Inc. Caribou, ME	Bid considered non-responsive (schedule not included)										
EnviroVantage, Inc. Epping, NH	Bid not accepted (received 11/06/2025)										



City of Caribou, Maine

Municipal Building
25 High Street
Caribou, ME 04736
Telephone (207) 493-3324
Fax (207) 498-3954
www.cariboumaine.org

Request for Bids Brownfields Cleanup Caribou Diesel Electric Power Plant and Associated Outbuildings 142 Lower Lyndon Street Caribou, Maine

OVERVIEW

The City of Caribou is requesting bids from interested contractors for the Brownfields cleanup of the Caribou Diesel Electric Power Plant and Associated Outbuildings (Site) located at 142 Lower Lyndon Street in Caribou, Maine. The analysis of Brownfields cleanup alternatives, cleanup bid documents, cleanup standards, community relation plan, hazardous building materials survey, Phase I Environmental Site Assessment and Phase II Environmental Site Assessment are available in the Administrative Record of the Project on the City of Caribou website under City Planning Projects, Riverfront Development, Riverfront Power Plants Project (www.cariboumaine.org/city-planning-projects/riverfront/riverfront-power-plants-project).

SITE LOCATION AND HISTORY

The Site (3.2 acres) is located on the west side of the Aroostook River near the historic Caribou dam (c. 1889). The Site is developed with a 12,200-square foot diesel plant, diesel pump house, oil tank building, north storage building, oil storage building, pump station, and south storage building. The surrounding area consists of an abandoned steam electric power plant, abandoned bulk plant, active electrical switch station, inactive hydroelectric plant, and former municipal water filter plant.

The diesel plant was constructed in 1949 and operated by Maine Public Service (1943 – 1999) and PDI New England (1999 – 2013). The diesel plant was deactivated in 2012 and the Site was acquired by Merlin One in 2013. The Site has been vacant for several years and the buildings are in poor repair. The City of Caribou acquired the Site in 2019 through automatic lien foreclosure. City efforts to secure the Site and repeated patrols have not deterred trespassers from vandalism and other criminal activities.

IDENTIFICATION OF CONTAMINATION

Asbestos-containing materials (ACM), lead-based paint (LBP), universal and hazardous waste were identified at the Site. As summarized on the tables below, ACM ($\geq 1\%$ asbestos) was identified at the Site in roofing (12,500 square feet), window glaze (1,600 square feet), floor tile and mastic (600 square feet), and stored material (white board insulation). Electrical wire coating and gaskets are presumed positive for asbestos.

Diesel Plant Asbestos-Containing Building Materials			
Description	Est. Quantity	Location	Sample ID
ACM black roof material	12,200 square feet	Roof (tar and gravel)	TGR29, TGR30
ACM window glazing	1,400 square feet	Exterior windows	WG26
ACM black floor tile with ACM black mastic	600 square feet	Second floor lab, file room and hallway	FT24A
ACM gaskets	not quantified	Piping connections, stored material	presume positive
ACM electrical wire coating	not quantified	Electrical wiring	presume positive

Diesel Pump House Asbestos-Containing Building Materials			
Description	Est. Quantity	Location	Sample ID
ACM black roof material	270 square feet	Roof (tar and gravel)	TGR19B

South Storage Building Asbestos-Containing Materials			
Description	Est. Quantity	Location	Sample ID
ACM white board insulation (4-in thickness)	12 square feet	Stored material (4) 1'x3'x4" board insulation	WBI16

Pump Station, Oil Storage Building and North Storage Building Asbestos-Containing Building Materials			
Description	Est. Quantity	Location	Sample ID
ACM window glazing*	200 square feet	Exterior windows	WG21A

*Trace asbestos (<1% asbestos) was detected in window caulk at the pump station.

Limited areas with LBP were identified at the diesel plant (black/yellow pipe, gray window frame and yellow exterior strip), oil storage building (MSDS box) and north storage building (gray door). Universal and hazardous waste was identified at the Site, including mercury-containing fixtures and components, potential lead-containing glass block windows at the diesel plant (500 square feet) and diesel pump house (75 square feet), potential PCB-containing ballasts, and e-waste. ACM, universal and hazardous waste at the Site represent a material threat of a future release and pose a substantial risk to human health and the environment due to vandalism and proximity to the Aroostook River.

SCOPE OF WORK

All ACM, LBP, universal and hazardous waste at the Site will be removed for off-site disposal by a Maine licensed Asbestos Abatement Contractor, Hazardous Waste Transporter, and/or demolition contractor in accordance with state, federal and local regulations. Removal of the asbestos roofing at the diesel plant and diesel pump house requires demolition of these structures due to the poor condition of the buildings, quantity and type of roofing system (flat tar and gravel roof). All ACM, LBP, universal waste, hazardous waste, and demolition debris will be properly removed, transported and disposed in accordance with OSHA General and Construction Standards, Maine Asbestos Management Regulations, Universal Waste and Solid Waste Management Rules.

GENERAL REQUIREMENTS

Cleanup planning and on-site oversight will be provided by the City of Caribou's Qualified Environmental Professional (QEP) for this project. The contractor and subcontractors must adhere to the site-specific health and safety plan(s) developed by the QEP, asbestos abatement contractor and/or hazardous waste transporter for on-site cleanup activities.

The contractor and subcontractors must abide by and ensure compliance with the Davis-Bacon Act. All laborers and mechanics conducting remedial, construction, alteration, or repair activities on this project must be paid wages at rates not less than those prevailing on projects of a character similar in the locality as determined by the Secretary of Labor in accordance with subchapter IV of Chapter 31 of title 40, United States Code.

All site workers involved with this project are required have received 40-hour training in accordance with the Occupational Safety and Health Administration (OSHA) 29 CFR 1910.120 Hazardous Waste Operations and Emergency Response (HAZWOPER) standard. Proof of current 8-hour refreshers are required to be submitted to the City of Caribou's QEP prior to Contract Signing.

Cleanup activities at the diesel plant and diesel pump house near the adjacent electrical switch station must be conducted in accordance with all protocols and requirements established by Versant Power. The QEP will coordinate cleanup planning and remedial activities with adjacent property owners and secure all necessary permits, permissions and approvals to work near the electrical switch station.

Demolition debris will be transported to the Tri-Community Landfill in Fort Fairfield, Maine. The City of Caribou will be directly responsible for all tipping fees at Tri-Community Landfill associated with this project. The contractor shall make every effort to comply with the U.S. Environmental Protection Agency (EPA) Region 1 Office of Site Remediation and Restoration (OSRR) Clean and Green Policy for Contaminated Sites and Office of Solid Waste and Emergency Response (OSWER) Principles for Greener Cleanups.

CHANGE ORDERS

While the City of Caribou anticipates the scope of work is sufficient to complete the project, minor additional work may be necessary. Any subsequent minor additions to the scope of work above will be made by the City of Caribou for the Site in the form of change orders. The selected contractor and their subcontractor(s) will be held to the rates, schedule, and cost provided in its bid. Adjustments to the bid amount due to changer orders will be made on a time and materials bases, based on the contract rates supplied by the contractor for this bid.

SITE WALK

A **mandatory** site walk for interested contractors will be held on **Wednesday, October 22, 2025 at 10:00 AM**. All primary bidders must be present at the site walk to qualify to bid the project. Subcontractors may accompany primary bidders during the site walk, but not as a representative of the bidder. To attend the site walk, please RSVP the Caribou City Manager, Penny Thompson, at citymanager@cariboumaine.org by Monday, October 20, 2025 at 2:00 PM.

QUESTIONS

All questions must be submitted in writing to the Caribou City Manager, Penny Thompson, at citymanager@cariboumaine.org by **Friday, October 24, 2025 at 2:00 PM**. Responses to questions will be provided to prospective bidders via email by Wednesday, October 29, 2025 at 5:00 PM. No phone communication is allowed or will be accepted.

SUBMISSION REQUIREMENTS

Bids that do not include all of the following will be considered non-responsive, and will not be scored. All bids must include:

1. The completed Bid Form. Any alteration to the form may be cause for the City of Caribou to reject the bid, at its sole discretion.
2. A statement of qualifications and summary of recent experience with similar projects within the past 3 years, including references (2-page limit).
3. A schedule for conducting the Scope of Work. The schedule must minimally include a start date and anticipated completion date.
4. A rate sheet for the bidding contractor and any subcontractors. Contractors and subcontractors will be held to the provided rates for any change orders.

Sealed bids must be received at the Office of the City Manager, Caribou Municipal Building, 25 High Street, Caribou, Maine 04736 by **Wednesday, November 5, 2025 at 2:00 PM**. The sealed envelope shall be marked with the name and address of the bidder and noted "Bid for Brownfields Cleanup, Diesel Electric Power Plant and Associated Outbuildings." No faxed or electronic bids will be accepted.

Bids will be reviewed and evaluated by the City of Caribou at its sole discretion and scored based on **60% cost, 30% qualifications, and 10% schedule**. The City of Caribou anticipates selecting a winning bid by Tuesday, November 18, 2025. All bidders will be informed via email.

Bid Form
Brownfields Cleanup
Caribou Diesel Electric Power Plant and Associated Outbuildings
142 Lower Lyndon Street
Caribou, Maine

Bidder Name: _____

Contact Person: _____

Bidder Address: _____

Contact Phone: _____

Contact Email: _____

Bid Review Criteria: Based on **60% cost**, **30% qualifications**, and **10% schedule**.

Cost bid for completion of Scope of Work: \$ _____

Signature: _____ Title: _____

Brownfields Cleanup Request for Bids Questions and Answers
Caribou Diesel Electric Power Plant and Associated Outbuildings
142 Lower Lyndon Street, Caribou, Maine

BIDDER QUALIFICATIONS: How will bidders be evaluated on their qualifications? Is it based on whether bidders are qualified/not qualified, and if not, how can a bidder have more qualifications? Please clarify how experience will be evaluated and scored.

The City of Caribou will assemble a team of no less than three municipal employees and/or Caribou Riverfront Redevelopment Committee members with pertinent backgrounds (e.g., engineering, solid waste, code enforcement, federal projects) to evaluate and score contractor bids. Bid scoring will use a 100-point scale based on 60% cost, 30% qualifications and 10% schedule: Up to with 60 points will be awarded for cost. The lowest bid cost will receive 60 points and the highest bid cost will receive 0 points. Up to 30 points will be awarded for qualifications. The most qualified contractor who can demonstrate recent experience with similar projects and receive favorable evaluations from references will receive 30 points and the least qualified contractor will receive 0 points. Up to 10 points will be awarded for schedule. The earliest start date/anticipated end date will receive 10 points and the latest start date/anticipated end date will receive 0 points.

The contractor's statement of qualifications will be evaluated based on the contractor's overall capabilities, including equipment, personnel, certifications, training, safety programs, etc. The contractor's project experience will be evaluated based on successful and timely completion of similar projects with positive references. Project summaries will be reviewed by the evaluation team for comparison to this Brownfields cleanup project and references will be interviewed. Project summaries should clearly identify subcontractor roles and demonstrate experience with local, state and federal regulations. Preference will be given for projects in Aroostook County, the City of Caribou and surrounding communities. Each contractor will be scored individually on a 10-point scale by each team member and bid points will be awarded based the contractor's average score.

SCRAP METAL: Is the expectation for the City of Caribou to get the scrap rebate checks for all metals recycles from the facility? Would the city be interested in swapping the recovery of the metals from the diesel plant for the tear down of the other buildings in need of removal? Is that something that we can negotiate ahead of time or not?

In accordance with Green remediation BMPs, all efforts must be made to conserve material resources and reduce waste during this Brownfields cleanup. The removal, transport and disposal of all ACM, LBP, universal waste, hazardous waste, and demolition debris, including scrap metal, must be properly documented. The City of Caribou's QEP will provide direct on-site oversight of cleanup activities and assist with permitting and recordkeeping, including non-hazardous waste transporter manifests. The selected contractor will be responsible for all removal and transport expenses (e.g., labor, equipment). The City of Caribou will be directly responsible for all disposal/tipping fees at Tri-Community Landfill, including non-friable asbestos waste, non-recyclable demolition debris (e.g., glass block), universal waste (e.g., fluorescent lamps, ballasts, mercury switches), and e-waste.

All scrap metal and recyclable materials (e.g., batteries, appliances) must be transported to an active, licensed processing facility (e.g., AIM Recycling Caribou) and all proceeds/rebate checks must be sent directly to the City of Caribou. The selected contractor may not retain any proceeds from scrap metal recycling/resale either as profits or rebate to the City of Caribou against their contract. The City of Caribou will utilize scrap metal rebates to redevelop the Site, including demolition of outbuildings and/or landscaping, as a separate project. This work will need to go out to bid and cannot be negotiated ahead of time. Demolition of the north storage building, south storage building, oil storage building, and oil tank building are not Brownfields-eligible cleanup activities.

Brownfields Cleanup Request for Bids Questions and Answers
Caribou Diesel Electric Power Plant and Associated Outbuildings
142 Lower Lyndon Street, Caribou, Maine

FENCING: Is the contractor responsible for temporary and/or permanent fencing?

The contractor is responsible for site security at the diesel plant and associated outbuildings during cleanup and demolition activities only. The contractor will be required to clearly mark all restricted areas with signage, caution tape, traffic cones and/or jersey barriers. Temporary and/or permanent fencing at the adjoining Caribou Switching Station to the north is the responsibility of Versant Power and temporary and/or permanent fencing at the abandoned steam plant to the south is the responsibility of the City of Caribou.

OUTFALLS: How will we cap the large openings that go down to the river?

All municipal water, municipal sewer, cooling water supply, cooling water discharge, and outfall drainage piping at the diesel plant and diesel pump house will need to be properly capped and secured prior to building demolition. Refer to the attached outfall summary and boundary survey for known municipal water, municipal sewer, electrical, cooling water piping, and outfalls. The City of Caribou will rely on the selected contractor to properly cap and secure all utility connections in accordance with local, state and federal regulations and industry-accepted methods. The capped municipal water and sewer lines shall be inspected by the Caribou Utilities District prior to backfill.

BACKFILL: What type of gravel should be used to fill the holes in the buildings?

In accordance with Caribou municipal code, no demolition debris may be buried on site within the Urban Compact Zone. The City of Caribou will rely on the selected contractor to properly fill and grade all pits, sumps, basement and/or below-ground areas within the building footprint in accordance with local, state and federal regulations and industry-accepted methods. The type of gravel/backfill used for this project will be determined by contractor. The City of Caribou reserves the right to reject any proposed backfill materials that are unsuitable for this project.

WATER: Will the City provide water and/or allow us to use a nearby hydrant?

We understand site building(s) may need to be wetted during demolition activities due to the presence of non-friable asbestos waste (i.e., roofing, floor tile, mastic, window glaze, electrical, gaskets). We also understand dust control measures employed during demolition activities typically include water sprays. There is currently no active water, sewer or electrical service at the Site and the existing hydrants at the Site are out of service.

Caribou Utilities District will allow use of the nearest active hydrant as a water source for this project. Any water used from a hydrant shall be protected with an approved backflow prevention device and water meter. These devices must be supplied by the contractor. The contractor shall also ensure the hydrant and all associated equipment are adequately protected from freezing conditions. The City of Caribou will be directly responsible for any metered water usage bill(s) from the Caribou Utilities District.

No water shall be discharged into the municipal sewer system without the prior written consent of the Caribou Utilities District. Before consent is granted, any discharge water must meet all pretreatment discharge criteria established by the Maine Department of Environmental Protection. Oversight of any sewered water shall be monitored by the Resident Project Representative or Caribou Utilities District. Please note any water use near the Caribou Switching Station must be conducted in accordance with Versant Power health and safety plans/protocols.

Brownfields Cleanup Request for Bids Questions and Answers
Caribou Diesel Electric Power Plant and Associated Outbuildings
142 Lower Lyndon Street, Caribou, Maine

UNIT 5: Is generator Unit 5 being removed by the City? Does the contractor need to perform any relocation? Is there any expectation of moving this generator without, cutting, disassembly, or damaging it?

For bidding purposes, everything inside the diesel plant and diesel pump house will be removed by the contractor for off-site disposal and recycling. Any changes to the scope of work by the City of Caribou will be a change order, including preservation or relocation of the former US Navy generator Unit 5.

WASTE OIL: Were all fuels and oils removed from the diesel plant? Are we to consider this oil free?

All fuels and oils have been or will be removed from the Site prior to contract signing. Prospective bidders should consider the Site to be oil-free for bidding purposes.

FRIABLE ASBESTOS: Please confirm all the asbestos is non friable.

ACM ($\geq 1\%$ asbestos) identified at the Site includes roofing (12,500 square feet), window glaze (1,600 square feet), floor tile and mastic (600 square feet), and white board insulation (12 square feet). Electrical wire coating and gaskets are presumed positive for asbestos. Trace asbestos ($< 1\%$ asbestos) was detected in window caulk at the pump station. Roofing, floor tile, mastic, window glaze, window caulk, electrical wire coatings and gaskets are non-friable materials. The white board insulation (stored material) in the south storage building is a friable material.

DISPOSAL: Is the contractor supposed to provide transportation to the Tri-Community Landfill but not include tipping fees at the landfill?

Yes, the selected contractor will remove and transport all ACM, LBP, universal waste, hazardous waste, and demolition debris in accordance with local, state and federal regulations and the City of Caribou will be billed directly by Aroostook Waste Solutions for all disposal/tipping fees at Tri-Community Landfill.

LANDFILL: Please clarify which waste can be accepted at the landfill and which cannot. Can both painted and unpainted brick, cmu block, and concrete be accepted at the landfill? What about concrete with rebar?

It is the responsibility of potential bidders to determine what materials (e.g., demolition debris, special wastes, universal wastes) can and cannot be accepted at Tri-Community Landfill. Refer to the Aroostook Waste Solutions website (www.arostookwaste.com) or contact the landfill directly. Please note all efforts must be made to conserve material resources and reduce waste during this Brownfields cleanup in accordance with Green remediation BMPs, including any salvageable or reusable brick.

SCHEDULE: Please clarify schedule expectations and important milestones.

This project has faced significant delays due to CERCLA removal action at the adjoining steam plant and the City of Caribou is eager to proceed with this Brownfields cleanup as soon as possible. Additionally, the pending Brownfields cleanup at the steam plant cannot begin until this project is complete. The City of Caribou is seeking an experienced contractor with the personnel and equipment to successfully complete this project quickly and efficiently. The budget period for this Brownfields cleanup grant is 7/1/2023 – 9/30/2027.

Brownfields Cleanup Request for Bids Questions and Answers
Caribou Diesel Electric Power Plant and Associated Outbuildings
142 Lower Lyndon Street, Caribou, Maine

ELECTRICITY: Will the City provide electricity?

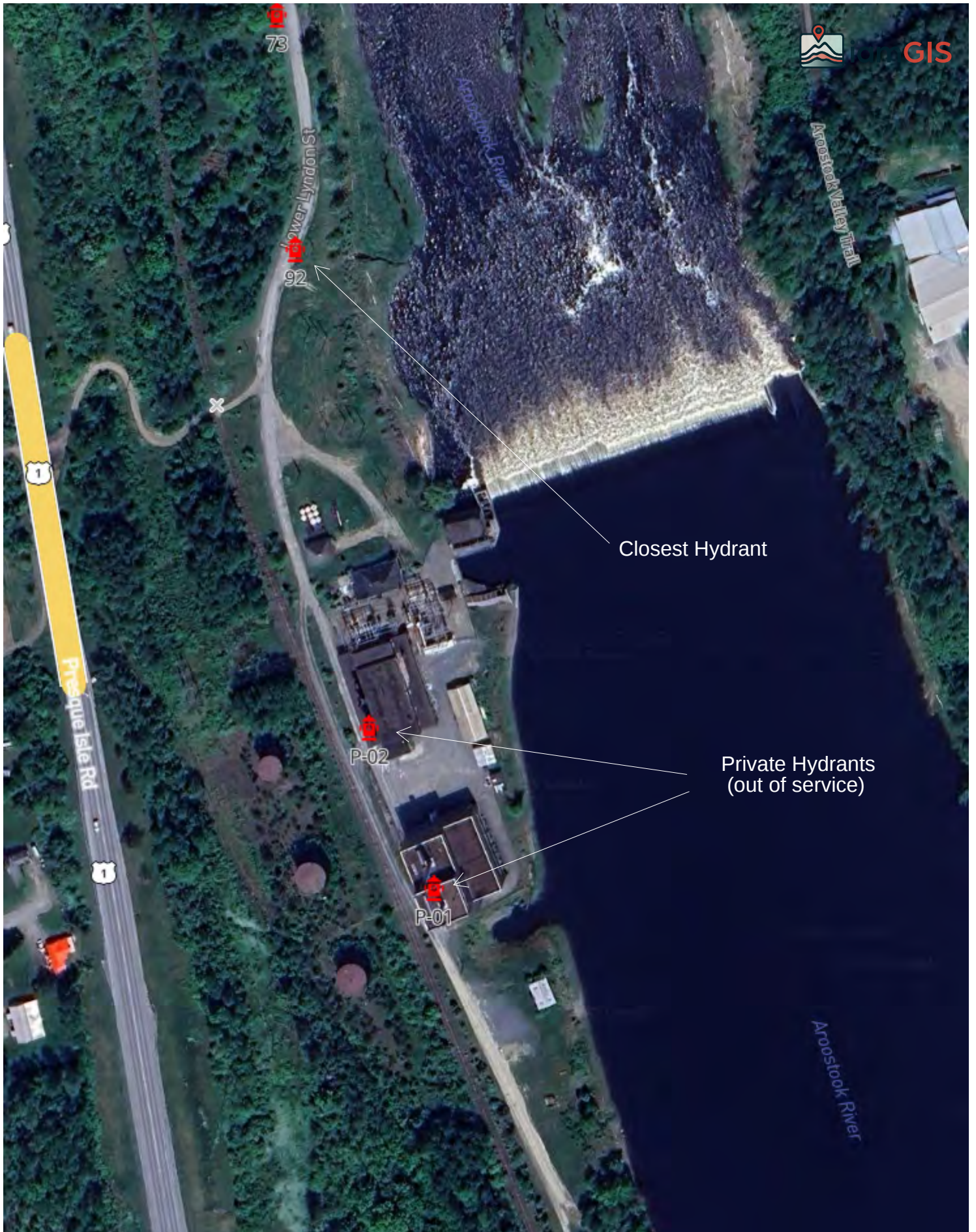
The City of Caribou will not provide electricity for this project and there is currently no electrical service at the Site. The contractor will be responsible for providing all necessary equipment to complete the scope of work, including generators (if/as needed).

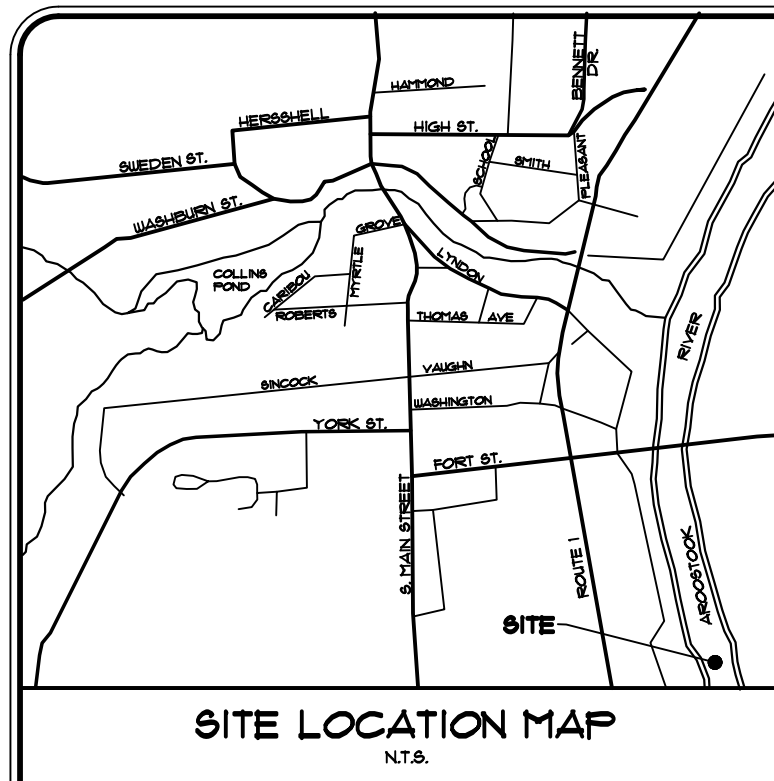
BID SUBMITTALS: What submittals are required?

All bids must include: 1) the completed bid form; 2) a statement of qualifications and summary of recent experience with similar projects; 3) a schedule for conducting the scope of work, and 4) a rate sheet for the bidding contractor and any subcontractors. Proof of current 8-hour refreshers are required to be submitted to the City of Caribou's QEP prior to contract signing.

BID OPENING: Is the bid opening public?

The bid opening will not be public, but all bid documents will be made publicly available following bid evaluation and scoring.



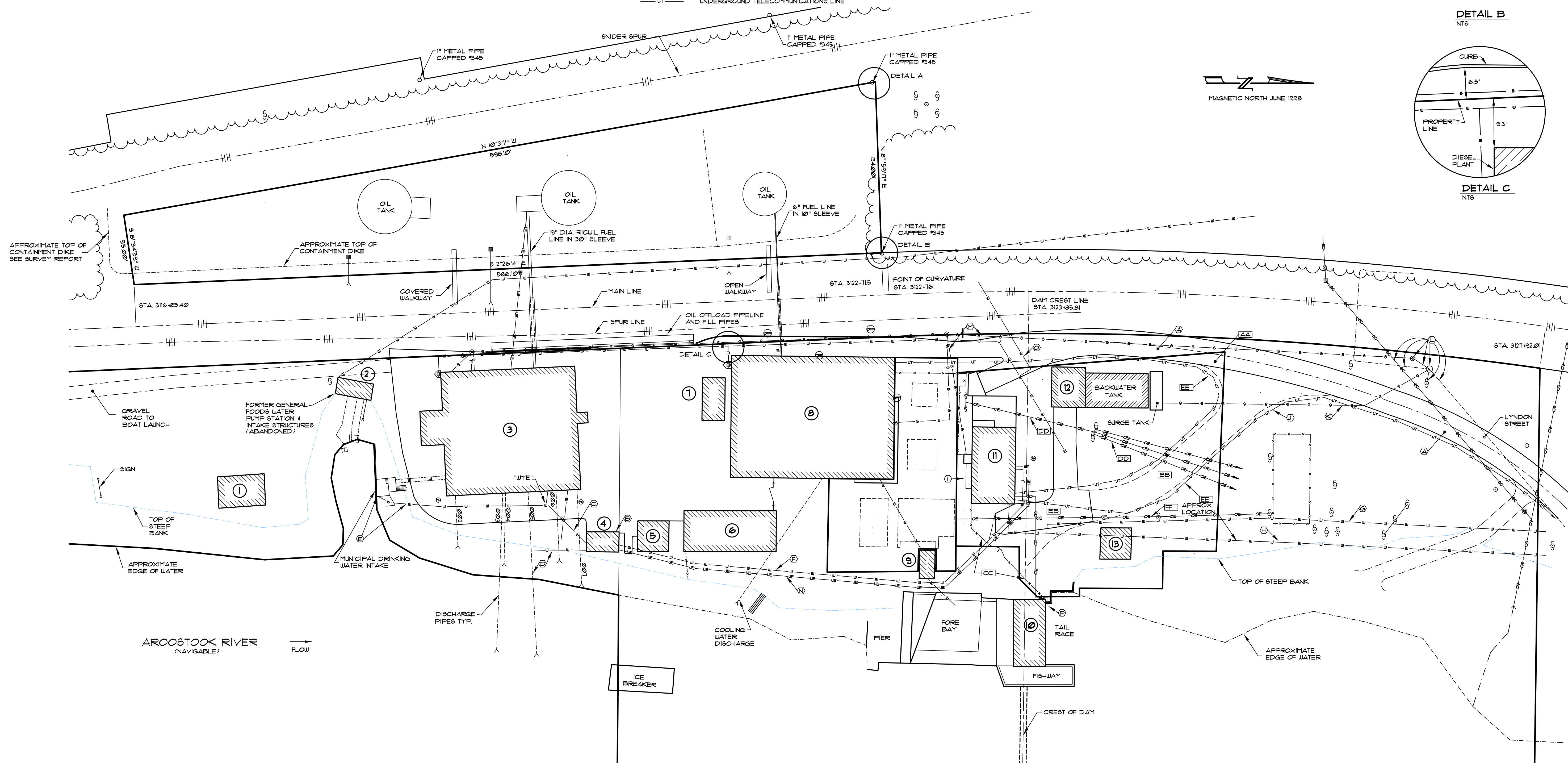
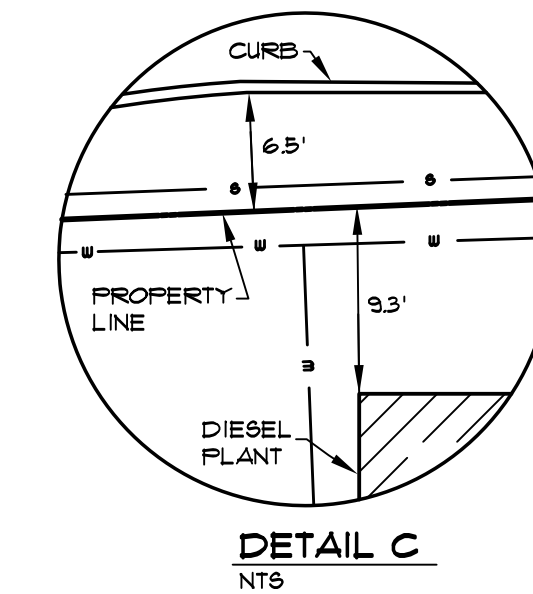
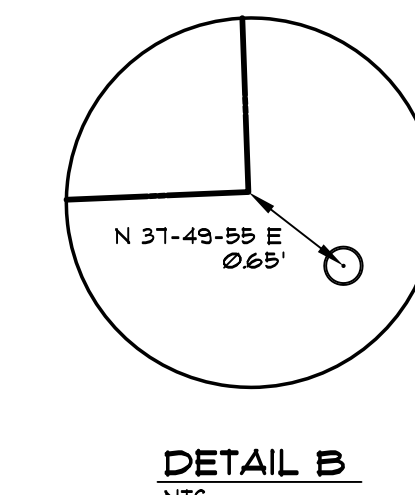
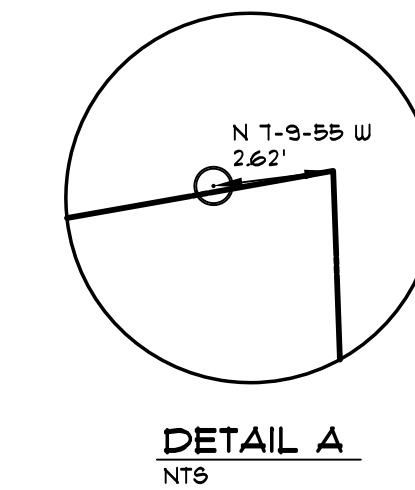


STRUCTURE DATA		
STRUCTURE	APPROXIMATE FLOOR AREA	APPROX. MAX. PEAK HEIGHT
#1 STORAGE BUILDING	899 SF	112 FT
#2 PUMP HOUSE	367.9 SF	6.8 FT
#3 STEAM PLANT	10742 SF	83.3 FT *
#4 PUMP STATION	398 SF	9.3 FT
#5 OIL STORAGE BUILDING	588 SF	11.6 FT
#6 STORAGE BUILDING	2325 SF	15.6 FT
#7 OIL TANK BUILDING	596 SF	16.7 FT
#8 DIESEL PLANT	1221 SF	31.6 FT
#9 DIESEL PUMP HOUSE	268 SF	9.4 FT
#10 HYDRO PLANT	1376 SF	15.1 FT
#11 FILTER PLANT	2042 SF	
#12 GARAGE	828 SF	
#13 PUMP HOUSE	593 SF	

* EXCLUDING STACKS

- # LEGEND
- | | |
|-------|-------------------------------------|
| N/F | NOW OR FORMERLY |
| ○ | PHYSICAL EVIDENCE FOUND |
| ● | 5 REBAR SET 4 CAPPED # 212 |
| ⊙ | UTILITY POLE |
| ⊗ | SANITARY MANHOLE |
| ⊕ | STORM/RAIN MANHOLE |
| ⊖ | OIL FILL PIPE |
| ⊞ | CATCHBASIN |
| ⊟ | HYDRANT |
| ⊠ | SURVEY CONTROL STATION |
| _____ | PROPERTY LINE |
| —OE— | OVERHEAD UTILITY LINE |
| —SD— | STORM DRAIN LINE |
| —X— | FENCE |
| ⌒⌒⌒ | APPROXIMATE TREE LINE |
| —S— | SANITARY SEWER LINE |
| —W— | WATER LINE |
| —UT— | UNDERGROUND TELECOMMUNICATIONS LINE |

EASEMENT LIST	
MAINE PUBLIC SERVICE CO. TO CARIBOU UTILITIES DISTRICT	CARIBOU UTILITIES DISTRICT TO MAINE PUBLIC SERVICE CO.
(A) SITE ACCESS EASEMENT	(AA) SITE ACCESS EASEMENT
(B) LOW LIFT PUMP STATION EASEMENT	(BB) ELECTRICAL SUBSTATION ACCESS EASEMENT
(C) RAW WATER INTAKE LINE FOR STEAM PLANT EASEMENT	(CC) ELECTRICAL SUBSTATION FENCE EASEMENT
(D) RAW WATER LINE FROM THE CONDENSER DISCHARGE LINE TO EASEMENT	(DD) ELECTRICAL LINE EASEMENT
(E) RAW WATER INTAKE STRUCTURE & LINE 2 EASEMENT	(EE) COMMUNICATIONS LINE EASEMENT
(F) RAW WATER LINE TO THE WATER FILTER PLANT EASEMENT	(FF) ELECTRICAL LINE EASEMENT
(G) 12" FINISHED WATER LINE FROM THE WATER FILTER PLANT EASEMENT	
(H) 8" FINISHED WATER LINE FROM THE WATER FILTER PLANT EASEMENT	
(I) WATER FILTER PLANT MAINTENANCE EASEMENT	
(J) COMMUNICATION LINE EASEMENT	
(K) 8" WASTEWATER LINE EASEMENT	
(L) SANITARY SEWER PUMP STATION EASEMENT	
(M) WATER FILTER PLANT SANITARY SEWER LINE EASEMENT	
(N) CONTROL WIRE & ELECTRICAL POWER EASEMENT	
(O) WATER LINE EASEMENT	
(P) 12" STORM DRAIN EASEMENT	



NOTES:

1. THIS PLAN IS THE THIRD OF FIVE SHEETS DETAILING AN ALTA/ACSM LAND TITLE SURVEY OF THE SUBJECT PREMISES. SEE THE OTHER SHEETS FOR ADDITIONAL INFORMATION, CERTIFICATION, AND LIMITATIONS. THE PURPOSE OF THIS SHEET IS TO PROVIDE A GENERAL OVERVIEW OF THE LOCATION OF THE SITE AND TO GRAPHICALLY SHOW THE LOCATION OF SEVERAL PROPOSED EASEMENTS.

2. SHEET 2 OF 5 PROVIDES THE DETAILED INFORMATION FOR THIS PROJECT. SEE THE REPORT FOR ADDITIONAL IMPORTANT INFORMATION.

3. ADDITIONAL UNDERGROUND UTILITIES EXIST ON THE SUBJECT PARCEL AND SHEET 4 OF 5 PROVIDES THE DETAILED INFORMATION FOR THIS PLAN.

4. OVERHEAD ELECTRICAL WIRES ARE SHOWN ACROSS THE CARIBOU UTILITIES DISTRICT ONLY. OTHER LINES EXIST ACROSS THE REMAINDER OF THE PROPERTY AND ARE NOT SHOWN ON THIS PLAN.

DISCHARGE PIPE DATA (AS PROVIDED BY M.F.S.)	
PIPE NO.	PIPE USE
*001	ABANDONED 1985 (BOILER BLOW-DOWN)
*002	SCREEN WASH DRAIN
*003	COOLING WATER DISCHARGE, UNIT #1
*004	FLOOR & ROOF DRAINS, UNIT #1
*005	COOLING WATER DISCHARGE, UNIT #2
*006	TRAVELING SCREEN BACKWASH DRAIN
*007	FI COOL & ROOF DRAINS, UNIT #2

ENLARGED PLAN OF DEVELOPED AREA

SCALE: 1" = 40'

SCALE:

[illegible]

ALTA/ACSM LAND TITLE SURVEY
CARIBOU DAM SITE
LYNDON STREET, CARIBOU
ARROOSTOOK COUNTY, MAINE

PROJECT NAME:	PROJECT NO. 98145				
	DRAWING NO. 98145955				
	PID NO.				
	FIELD/ZONE TC				
	DATE ISSUED				
CLIENT:	MAINE PUBLIC SERVICE COMPANY P.O. BOX 10028 MAINE 04149				

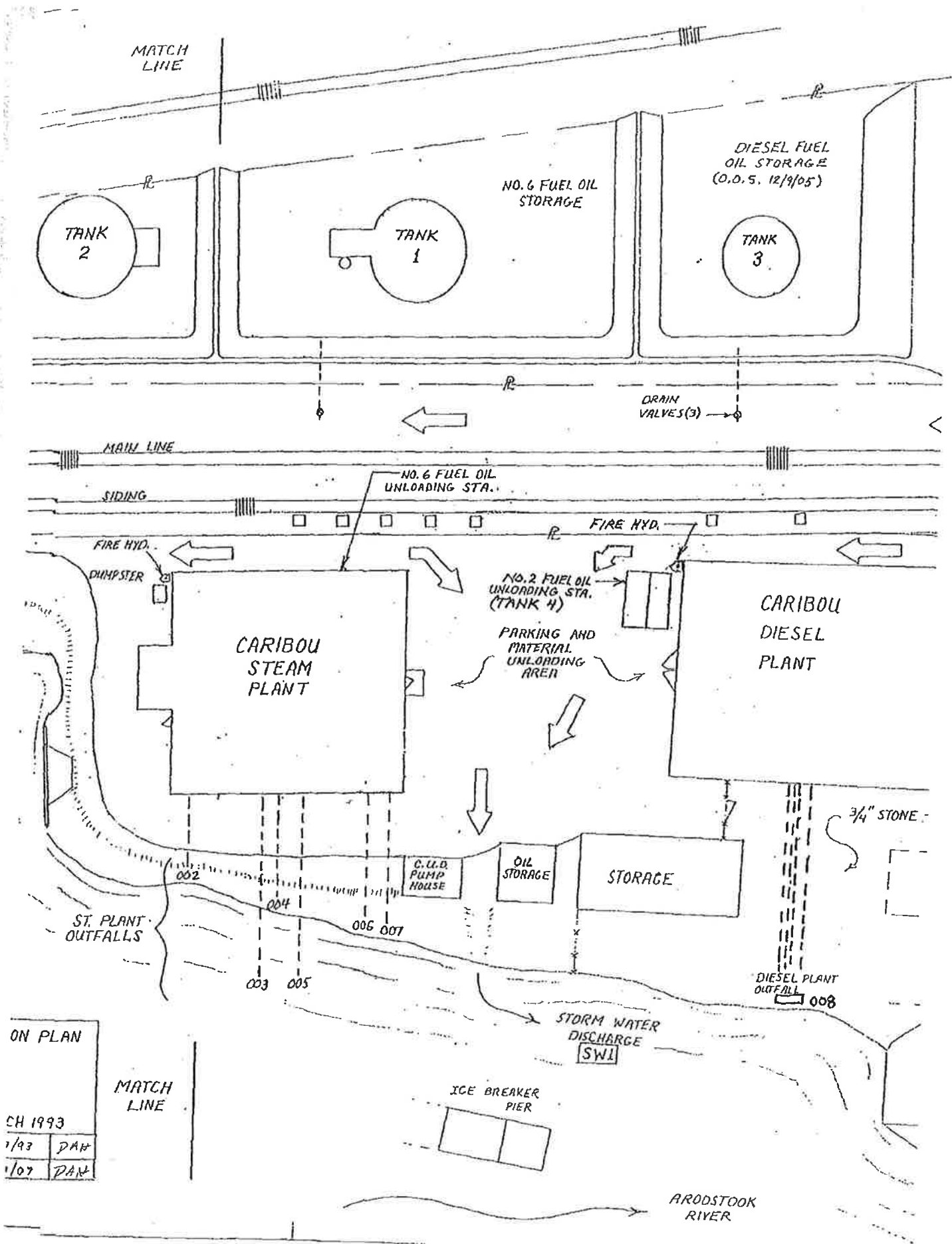
BRSA
B.R. Smith Associates, Inc.
Surveying Engineering
P.O. Box 408, 11 Hall Street, Presque Isle, Maine 04769
Tel. 207.764.3661 Fax 207.764.5918

AUTHENTIC COPY

.....

SHEET 3 OF

SVE-3



ON PLAN

CH 1993

1/93	DAN
1/07	DAN

MATCH LINE

1. APPLICATION SUMMARY (cont'd)

- b. Source Description & Waste Water Treatment: The Caribou Generating Station is utilized as a standby emergency peaking facility and has a generating capacity of 30.1 megawatts (MW); 23.0 MW from two steam generation units and 7.1 MW from four diesel generation units. The six generation units are usually operational during the winter months. Operation of the six units may be coincident but often times are operated as steam only or diesel only with units rarely operating for 24 hours per day.

The April 10, 1991 licensing action eliminated Outfall #001 (boiler blowdown) as the waste stream is now connected to the municipal sanitary collection system. The remaining outfalls contain the following waste streams:

Outfall #002 - River water utilized for steam generation Unit #1 rotary screen backwash. Waters are treated by 1/2" mesh screen. No numeric limitations, except pH are established for this outfall.

Outfall #003 - River water utilized for steam generation Unit #1 condenser cooling waters. Cooling waters do not receive treatment as the only pollutant of concern is heat. The daily maximum flow limitation is 10.96 MGD.

Outfall #004 - Consists of a number of floor drains (some modified with raised rims) and roof drains which convey bearing cooling/lubricating waters and storm water respectively.

Outfall #005 - River water utilized for steam generation Unit #2 condenser cooling waters. Cooling waters do not receive treatment as the only pollutant of concern is heat. The daily maximum flow limitation is 18.86 MGD.

Outfall #006 - River water utilized for steam generation Unit #2 rotary screen backwash. Waters are treated by 1/2" mesh screen. No numeric limitations, except pH are established for this outfall.

Outfall #007 - Consists of a number of floor drains (some modified with raised rims) and roof drains which convey bearing cooling/lubricating waters and storm water respectively.

Outfall #008 - River water utilized for diesel engine cooling plus auxiliary equipment bearing cooling water, municipal waters used for auxiliary cooling, and floor and roof drains. The waste stream receiving formal treatment is the diesel engine pit drain waste stream and the #5 compressor cooling water which passes through an oil/water separator prior to combining with the other waste streams that make up the discharge from Outfall #008. The daily maximum flow limit is 1.44 MGD

See **Attachment B** of this permit for a plan depicting the locations of the outfall pipes.



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: November 17, 2025
RE: Police Station Site Selection Services

The City Council has voted to move the Police Station project in the direction of looking at existing buildings to be remodeled (attached). Proposals have been submitted by two very qualified firms. The selection committee met and created a list of follow-up questions with a deadline for response. Both firms responded in a timely manner. The full proposals can be found online:

[Police Station Project – City of Caribou, Maine](#)

Both firms would create a list of minimum criteria for a remodeled structure, visit eligible sites, reduce the number of sites to study to two, do a comprehensive study of those two sites and then recommend one site to pursue. Additionally, each firm recommends also considering a new construction option to compare against the remodeled building.

The current price proposal from Harriman is \$111,854 (\$125,854 + \$6,000 - \$20,000) (supplemental inspections extra). The current price proposal from Port City is \$ 63,700 (supplemental inspections extra).

The selection committee slightly favors the Harriman proposal due to having a local project manager, Amanda Jandreau, with whom the city has another successful project and their Public Safety sub-consultant, Rob Manns, had worked on the project with Artifex and has that historical knowledge.

Port City has also been involved in prior Public Safety projects in Caribou and were helpful to the city when we applied for the CDS request for the Fire Department facility improvements. They have a lot of experience of working with communities to find solutions for their Public Safety needs, and their proposed cost is lower. Port City did not originally include a schedule but when requested, the schedule submitted is comparable to the one submitted by Harriman.

Suggested action:

Please make a motion to “accept the proposal from Harriman in the amount of \$111,854 to move forward with the site selection for a new police station”

Second

Discussion

Vote

City of Caribou
Finance Department
MEMORANDUM

DATE: November 17, 2025

TO: Council

FROM: Carl Grant, Finance Director

SUBJECT: RFP Audit Results

City received one RFP for 2025 through 2027 audit services, please see attached. RHR Smith has taken most of Felch and Co. clients, for municipal audits.

Motion:

To accept bid by RHR Smith & Co.

Audit RFP Results

RHR Smith & Company

2025 \$35,000 and \$6,000 for Single Audit Programs

2026 \$39,000 and \$6,000 for Single Audit Programs

2027 \$42,200 and \$7,000 for Single Audit Programs

Meets scope of work for Planning, Fieldwork, and Preparation/Review of audited financial statements, also includes travel, out of pocket expenses and client communications related to the audit.



25 High Street
Caribou, ME 04736
Telephone: (207) 493-4234
Fax (207) 376-0178
www.caribouhousing.org



MEMO

TO: Mayor and City Council Members
FROM: Lisa Plourde, Housing Director
Date: November 12, 2025
RE: Housing Board of Commissioners Appointments

The Caribou Housing Authority currently has one vacancy on its Board of Commissioners, which needs to be filled due to a member who moved out of the area. Per the Maine Statutes, Title 30 §4723, *“commissioners who are initially appointed serve for terms of 2, 3, 4, and 5 years”; except all vacancies must be filled for the unexpired terms.”*

To date, I have received one application and am requesting that she be appointed to the Caribou Housing Board of Commissioners for the remainder of the unexpired term.

Please appoint:

Meredith Kilpatrick, for the term ending December 31, 2027

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



MEMO

TO: Caribou City Council Members
FROM: Eric Sanderson, Economic & Community Development Specialist
DATE: November 17, 2025
RE: Brownfields Cleanup Funding – Birdseye Project Update & Public Hearing

Introduction

The City of Caribou was awarded funding from the U.S. Environmental Protection Agency (EPA) through its Brownfields Cleanup program to remediate the former Birdseye site located at 27 Birdseye Avenue. As part of that cleanup, the City is required to hold a public hearing and make the Analysis of Brownfield Cleanup Alternatives (ABCA) available for public comment for 30 days to receive input. Comments will be accepted 30 days following the City Council's public hearing tonight, through Wednesday, December 17th. Staff has published the below notice on the City's website and in the Bangor Daily News/The County newspaper:

Notice Content

PUBLIC NOTICE City of Caribou Public Notice PCB Soils Cleanup at 27 Birdseye Ave. 30 Day Comment Period and Public Meeting The City of Caribou is seeking public comment on the draft Analysis of Brownfields Cleanup Alternatives (ABCA) for PCB soils at 27 Birdseye Ave. A copy of the draft ABCA is available for review at the office of the Caribou City Clerk at 25 High St. and online at <https://www.cariboumaine.org/birdseye-economic-development-plan/>. The City of Caribou will host a meeting to solicit public input on Monday, November 17, 2025, at 6 p.m. at 25 High St. Public comments can also be submitted by December 17, 2025, via email to citymanager@cariboumaine.org. Please use the subject line: Birdseye PCB Soils Cleanup.

With the notice soliciting comment on the ABCA now posted, the City Council will need to hold the public hearing.

Staff is happy to provide additional clarifications and answer questions at the City Council's request.



County Environmental Engineering, Inc.

September 19, 2024

Penny Thompson
City of Caribou
25 High Street
Caribou, Maine 04736

Re: Draft Analysis of Brownfields Cleanup Alternatives
Former Maine Frozen Foods Property, 27 Birdseye Avenue, Caribou, Maine

Dear Penny:

This draft analysis of Brownfields cleanup alternatives (ABCA) was prepared for the former Maine Frozen Foods property (Site) located at 27 Birdseye Avenue in Caribou, Maine. The purpose of this ABCA is to evaluate remedial alternatives for PCB-contaminated soils at the Site. Remedial alternatives evaluated for PCB-contaminated soils include No Action, Cover System and Removal.

Site Location and History

As shown on the attached Location Map (Figure 1), the Site is located at the southwest corner of the Access Highway (Route 1) and Fort Street intersection near downtown Caribou. The Site (21.6 acres) was previously developed with an 83,600-square foot food processing plant, 32,500-square foot freezer building and several outbuildings. As shown on the attached Site Map (Figure 2), the concrete slabs for the food processing plant, freezer building and outbuildings remain in place. The surrounding area consists of commercial properties and residential lots.

The former food processing plant was constructed in the 1940s and operated by the Birdseye Division of General Foods Corporation (1943 – 1980), Colby Co-Operative Starch Company (1980 – 1986), A.E. Stanley Manufacturing Co. (1986 – 1992), and Maine Frozen Foods (1992 – 2002). Facility operations ceased in 2002. The City of Caribou acquired the Site in 2016 through automatic lien foreclosure and site buildings were demolished in 2020.

Previous Environmental Investigations and Draft ABCAs

A Phase I Environmental Site Assessment (ESA) was completed by County Environmental Engineering, Inc. on July 30, 2013 for the Northern Maine Brownfields Initiative. Recognized environmental conditions identified at the Site in the Phase I ESA include documented soil contamination, underground storage tanks for fuel oil and gasoline, debris pile, partially buried debris in the boneyard, and potential petroleum contamination from off-site sources.

A Phase II ESA was completed by County Environmental Engineering, Inc. on February 25, 2014 for the Northern Maine Brownfields Initiative. PCB contamination was identified in accessible soils, but below regulatory guidelines for the commercial work exposure scenario. Petroleum contamination was also identified in accessible soils, but below or comparable to rural developed background threshold values. Samples collected from the on-site water supply wells, downgradient monitoring wells and nearest active private water supply wells demonstrate groundwater has not been impacted.

Surface soil near the former transformer pad at the northwest corner of the food processing plant was sampled by CES, Inc. on December 3, 2014 to delineate and quantify PCB contamination exceeding the EPA Toxic Substances Control Act high occupancy Area cleanup standard of 1 milligram per kilogram. As shown on the attached sampling sketch (Drawing C102) and summary table of analytical results (Table 1), the surface area of PCB-contaminated soils is approximately 565 square feet (24 feet by 23½ feet).

Draft ABCAs were prepared by CES, Inc. on January 22, 2015 and November 2, 2017 for the City of Caribou. The draft ABCAs evaluated cleanup alternatives for the PCB-contaminated soils near the former transformer pad at the northwest corner of the food processing plant, a debris pile south of the food processing plant, and partially buried debris in the boneyard. Cleanup alternatives evaluated for PCB-contaminated soils include focused soil excavation and off-site disposal.

A Limited Soil Investigation Report was completed by CES, Inc. on September 4, 2020 for the City of Caribou. Test pits identified demolition and operations debris in the boneyard, including tires, metal, concrete and asphalt. A debris pile south of the former food processing plant and miscellaneous non-hazardous debris from the boneyard were removed for off-site disposal. Benzo(a)pyrene was detected in accessible soils beneath the former debris pile above regulatory guidelines for the residential exposure scenario, but below the rural developed background threshold value.

A Self-Implementing Cleanup Plan for PCB Remediation Waste was prepared by Haley Ward on February 22, 2021 for the City of Caribou. The proposed cleanup plan includes the removal of the concrete transformer pad and PCB-contaminated soils to a depth of 24 inches for disposal at Tri-Community Landfill in Fort Fairfield, Maine. The volume of PCB-contaminated soils is approximately 42 cubic yards.

Evaluation of Cleanup Alternatives for PCB-Contaminated Soils

The cleanup goal for the Site in regards to PCB-contaminated soils is to eliminate the potential for human exposure to PCBs. The primary route of contaminant migration is surface water flow. The potential exposure route is dermal contact, ingestion and inhalation of soil particles. Potential receptors include future site workers and occupants. Remedial alternatives evaluated for PCB-contaminated soils at the Site include No Action, Cover System and Removal.

No Action Alternative

The Site would remain unchanged with the No Action alternative. The No Action alternative is not protective of human health or the environment. The potential for human exposure to PCBs would continue to exist at the Site and the resilience to address potential adverse impacts caused by extreme weather events would remain unchanged. The No Action alternative is not consistent with the cleanup goal for PCB-contaminated soils at the Site.

Cover System Alternative

A cover system consisting of a geotextile marker barrier and approximately 3 inches of clean soil will be installed over the concrete transformer pad and PCB-contaminated soils at the northwest corner of the former food processing plant under the Cover System alternative. The Cover System alternative is protective of human health and the environment, but the potential for human exposure to PCBs would continue to exist at the Site. The resilience to address potential adverse impacts caused by extreme weather events would be moderately improved. The Cover System alternative is not consistent with the cleanup goal for PCB-contaminated soils at the Site. The cost for the Cover System alternative is \$5,000.

Removal Alternative

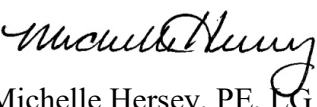
The concrete transformer pad and PCB-contaminated soils at the northwest corner of the former food processing plant would be removed for off-site disposal under the Removal alternative. On-site oversight and confirmation soil sampling will be provided by a Qualified Environmental Professional. The Removal alternative provides adequate protection of human health and the environment. The resilience to address potential adverse impacts caused by extreme weather events would be greatly improved. The Removal alternative would meet the cleanup goal for PCB-contaminated soils at the Site. The cost for the Removal alternative is \$42,000.

Conclusion and Recommendations

Remedial alternatives evaluated for PCB-contaminated soils at the Site include No Action, Cover System and Removal. The No Action and Cover System alternatives do not meet the cleanup goal for the Site in regards to PCB-contaminated soils. The Removal alternative would eliminate the potential for human exposure to PCBs. We recommend the Removal alternative for PCB-contaminated soils at the Site.

Thank you for the opportunity to offer our services on this project and please don't hesitate to contact us if you have any questions, comments or concerns.

Respectfully Submitted,
County Environmental Engineering, Inc.


Michelle Hersey, PE, LG
President

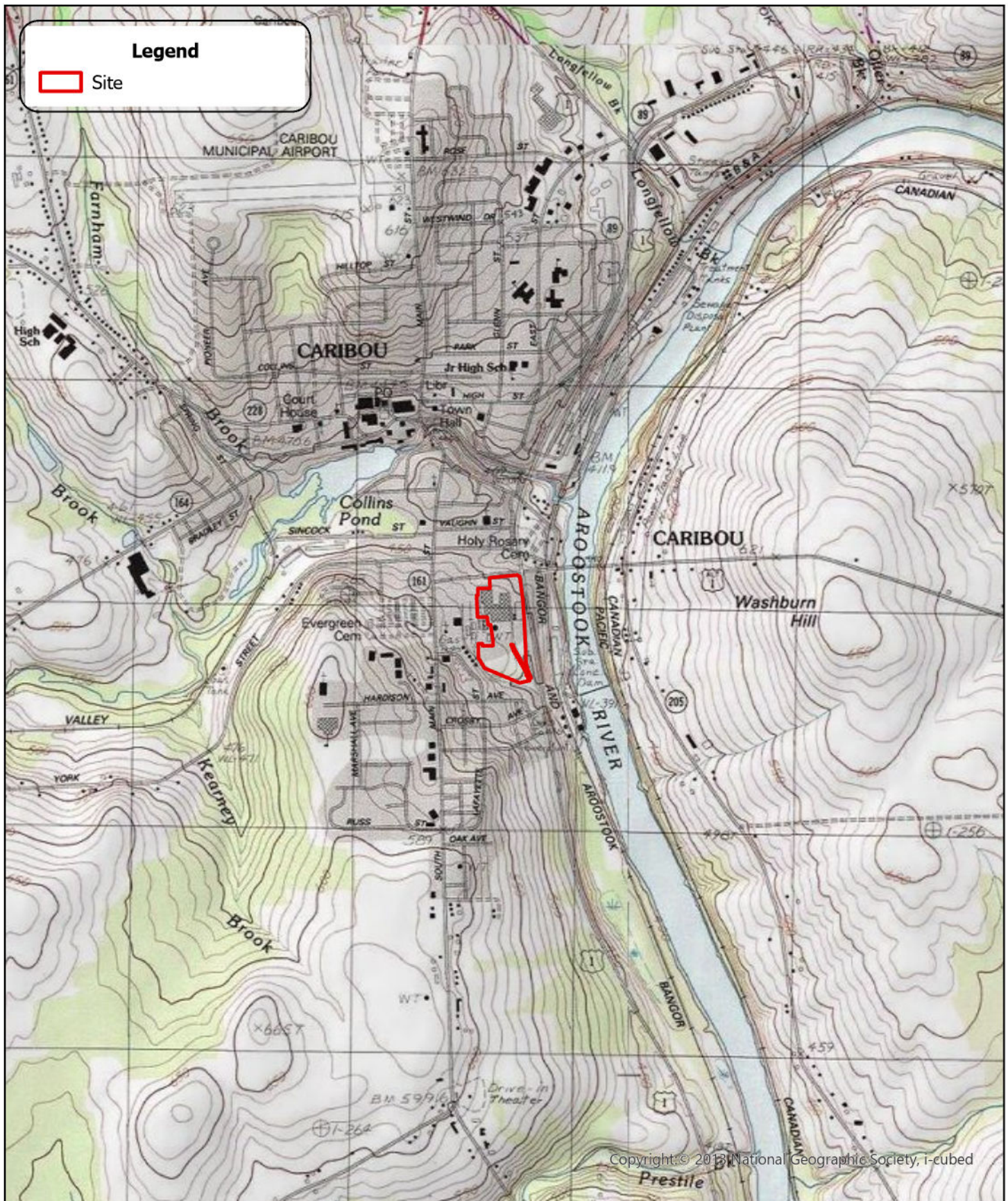


	Figure 1	Location Map Analysis of Brownfields Cleanup Alternatives Former Maine Frozen Foods 27 Birdseye Avenue, Caribou Aroostook County, Maine	0 1,000 2,000 3,000 4,000 Ft Project 241-05	Drawn by: MDH Date: 09/02/2024	
--	------------------------	--	---	---	--



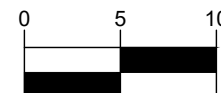
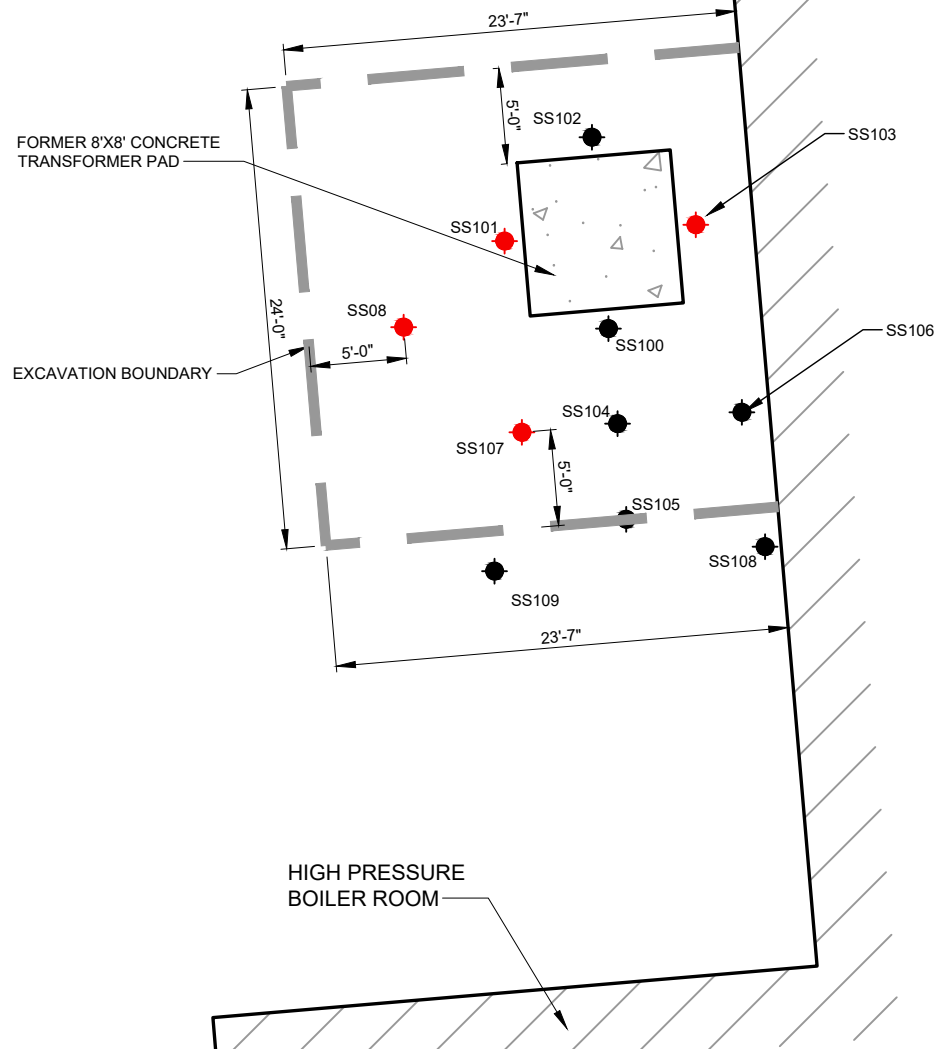
Site

PCB-Contaminated Soils

	Figure 2	Site Map	0100200300400 Ft		
	Analysis of Brownfields Cleanup Alternatives Former Maine Frozen Foods 27 Birdseye Avenue, Caribou Aroostook County, Maine		Project 241-05		
			Drawn by: MDH Date: 09/02/2024		



- SOIL SAMPLE WITH PCBs > 1mg/kg
- SOIL SAMPLE WITH PCBs < 1mg/kg



PROJECT TITLE:

**LIMITED PCB SOIL TESTING
CARIBOU, MAINE**

DWG:

C102

BY:

BTH

DATE:

2021.02.18

SHEET TITLE:

**FORMER BIRDSEYE FACILITY
SAMPLING SKETCH**

JN:

10963.002

SCALE:

1"=10'

REV:

REV DATE:

HALEY WARD
ENGINEERING | ENVIRONMENTAL | SURVEYING

31



TABLE 1										
PCB COMPOUND	SAMPLE IDENTIFICATION AND PCB CONCENTRATIONS (mg/kg)									
	SS100	SS101	SS102	SS103	SS104	SS105	SS106	SS107	SS108	SS109
AROCLOR-1016	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1221	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1236	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1242	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1248	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1254	ND	ND	ND	ND	ND	ND	ND	ND	ND	ND
AROCLOR-1260	0.976	6.51	0.877	1.54	0.0858	0.248	0.0835	1.19	0.0922	0.103

Note: **BOLD** values exceed the USEPA TSCA HOA threshold concentration of 1 mg/kg.

Samples collected on December 3, 2014



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: November 17, 2025
RE: October Financial Report, presented by Finance Director Carl Grant

Finance Director Carl Grant will present the October Financial Reports.

Suggested action:

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

Second

Discussion

Vote

FINANCIAL NOTES

For period ending October 31, 2025

GENERAL LEDGER

Assets for the month ended at 17,866,623.37, with a cash balance of 4,763,725.26. 2025 tax receivable for the month came in at 2,807,706.96 collected for the month of October. A rate of 34.4% collect, compared to last year at this same time 83.5% about 49.1% less than last year. 2025 prepayments were 6,309.69 for the month and are at 9,849.72 for the total.

Liabilities came in at 11,980,132.29 and the fund balance ended at 5,886,491.08.

Expenses

October expenses for the month were a total of 1,026,031.15 with a YTD percentage to budget of 77.9%, down 5.4% to budget.

Revenues

Revenues for the month were at 824,745.01 with a YTD percentage to budget of 86.6%, this is a 3.2% increase to the budget.

Excise tax collection was at 191,116.19 for the month with a YTD collection of 1,544,927.07, this is over budget by 4.7%.

Revenue Sharing came in at 298,668.52 for the month with a YTD collection of 2,299,206.69, this is over budget by 10.4% or 254,206.69.

*Please find the addition of a bar graph of revenue sharing for the last five years.

General Ledger Summary Report

Fund(s): ALL

11/13/2025

Page 1

October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund	6,723.90	-595,321.12	0.00	72,891,555.50	72,296,234.38	0.00
Assets	15,289,483.18	15,221,282.37	-2,431,945.55	30,899,316.87	28,253,975.87	17,866,623.37
101-00 CASH (BANK OF MACHIAS)	8,482,337.07	8,314,805.68	691,523.68	13,811,235.42	17,362,315.84	4,763,725.26
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	6.96	1,800.93
110-00 SECTION 125 CHECKING FSA	27,671.88	27,980.15	-1,293.45	17,813.91	11,536.20	34,257.86
110-10 2024 SECTION 125 CHECKING HRA	55,649.87	48,256.43	0.00	0.00	48,256.43	0.00
110-11 2025 SECTION 125 CHECKING HRA	0.00	0.00	-5,658.06	110,276.38	57,269.89	53,006.49
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	67,488.64	423,081.23
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	5,930.86	0.00	191,791.29
116-03 CD TD	245,111.76	247,437.67	-254,450.46	7,012.79	254,450.46	0.00
116-04 CD ACADIA FEDERAL CREDIT UNION	215,626.39	217,856.94	0.00	6,755.78	0.00	224,612.72
116-05 CD KATHDIN TRUST COMPANY	235,522.67	237,652.28	0.00	5,559.26	7,256.60	235,954.94
117-00 RLF #10 INVESTMENT	254,851.77	255,387.30	0.00	4,597.50	0.00	259,984.80
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	-9,084.69	161,012.50	156,041.69	13,670.04
124-00 GAS INVENTORY	21,226.73	13,059.28	7,417.44	80,905.00	86,654.06	7,310.22
125-00 ACCOUNTS RECEIVABLE	75,327.05	120,435.03	44,885.01	674,048.26	712,566.63	81,916.66
130-00 COMSTAR RECEIVABLES	169,728.00	295,323.52	53,798.47	1,571,730.08	1,506,055.15	360,998.45
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	1.51	0.00	996.92
181-00 HAMILTON LIBRARY TR. INVEST	1,929.56	1,948.64	0.00	57.72	0.00	2,006.36
182-00 KNOX LIBRARY INVESTMENT	11,138.28	11,255.59	0.00	355.43	0.00	11,611.02
183-00 CLARA PIPER MEM INV	677.62	677.97	0.00	1.04	0.00	679.01
184-00 JACK ROTH LIBRARY INVEST	14,807.48	14,963.45	0.00	472.54	0.00	15,435.99
185-00 KEN MATTHEWS SCHOLARSHIP FUN	7,974.39	8,053.16	0.00	250.78	0.00	8,303.94
187-00 DOROTHY COOPER MEM INV	50,442.68	51,082.37	0.00	1,760.69	0.00	52,843.06
189-00 MARGARET SHAW LIBRARY INV	14,103.89	14,262.58	0.00	410.90	0.00	14,673.48
190-00 GORDON ROBERTSON MEM INV	12,473.36	12,612.52	0.00	430.10	0.00	13,042.62
191-00 MEMORIAL INVESTMENT	6,322.63	6,335.58	0.00	38.56	0.00	6,374.14
192-00 G. HARMON MEM INV	7,344.55	7,426.50	0.00	253.24	0.00	7,679.74
193-00 BARBARA BREWER FUND	4,884.41	4,950.55	0.00	142.63	0.00	5,093.18
194-00 RODERICK LIVING TRUST	4,244.11	4,296.69	0.00	48.17	0.00	4,344.86
196-00 PHILIP TURNER LIBRARY INV	7,832.92	7,920.85	0.00	252.76	0.00	8,173.61
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	-2,807,706.96	10,797,371.18	3,717,271.95	7,026,847.35
200-26 2026 TAX RECEIVABLE	0.00	0.00	-6,309.69	5,980.71	15,830.43	-9,849.72
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	0.00	0.00	1,128.05	7,885.71
205-22 2022 LIENS RECEIVABLE	69,087.19	69,087.19	-779.80	0.00	24,114.64	44,972.55
205-23 2023 LIENS RECEIVABLE	177,929.79	177,929.79	-17,199.70	0.00	96,346.48	81,583.31
205-24 2024 LIENS RECEIVABLE	0.00	0.00	-26,591.63	527,202.18	248,547.19	278,654.99
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

General Ledger Summary Report

Fund(s): ALL
October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
210-14 2014 PP TAX RECEIVABLE	5,657.51	5,657.51	0.00	0.00	0.00	5,657.51
210-15 2015 PP TAX RECEIVABLE	10,944.67	10,944.67	0.00	0.00	4,486.24	6,458.43
210-16 2016 PP TAX RECEIVABLE	10,241.16	10,241.16	0.00	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	-32.56	0.00	32.56	13,993.47
210-21 2021 PP TAX RECEIVABLE	12,210.73	12,210.73	-37.04	0.00	37.04	12,173.69
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	-32.86	0.00	1,954.99	10,946.27
210-25 2025 PP TAX RECEIVABLE	-79.11	-79.11	-116,495.77	279,028.20	118,579.49	160,369.60
210-26 2026 PP TAX RECEIVABLE	0.00	0.00	-22.40	0.00	42.40	-42.40
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	415,386.66	415,386.66	0.00
304-00 FICA W/H	18.26	18.26	0.00	561,749.78	561,749.78	18.26
305-00 MEDICARE WITHHOLDING	4.27	4.27	0.00	131,376.04	131,376.04	4.27
306-00 STATE WITHHOLDING	0.00	0.00	0.00	191,263.57	191,263.57	0.00
307-00 M.S.R.S. W/H	-167.65	-167.65	0.00	156,854.57	156,854.57	-167.65
307-01 MSRS EMPLOYER	-2,436.03	-2,436.01	0.06	240,177.22	240,176.81	-2,435.60
308-00 AFLAC INSURANCE	-1.08	0.00	-0.08	5,945.28	5,946.16	-0.88
309-00 DHS WITHHOLDING	0.00	0.00	0.00	12,772.00	12,772.00	0.00
312-00 HEALTH INS. W/H	-29,785.12	-29,785.12	-901.83	241,872.73	246,440.83	-34,353.22
315-00 TEAMSTERS W/H	0.00	0.00	0.00	4,362.00	4,362.00	0.00
315-01 FIREFIGHTERS UNION W/H	0.00	0.00	0.00	9,699.36	9,699.36	0.00
316-00 COUNCIL #93 W/H	0.00	0.00	0.00	3,019.77	3,019.77	0.00
318-00 MMA INCOME PROTECTION	-8,995.59	-8,995.59	-671.48	38,641.49	40,302.51	-10,656.61
319-00 REAL ESTATE TAX W/H	0.00	0.00	0.00	21,105.98	21,105.98	0.00
320-00 ICMA RETIREMENT CORP	0.00	0.00	0.00	146,458.30	146,458.30	0.00
320-01 ICMA EMPLOYER MATCH	0.00	0.00	0.00	26,893.94	26,893.94	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	17,707.77	17,707.77	-23.21
323-00 MMA SUPP. LIFE INSURANCE	-2,552.93	-2,552.93	-302.11	12,012.49	12,689.01	-3,229.45
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	1,201.64	1,201.64	0.00
324-01 PAID FAMILY MEDICAL LEAVE	0.00	0.00	0.00	32,234.89	32,234.89	0.00
325-00 DED. FOR VALIC	0.00	0.00	0.00	30,086.35	30,086.35	0.00
325-01 VALIC EMPLOYER MATCH	0.00	0.00	0.00	5,908.85	5,908.85	0.00
329-00 SALES TAX COLLECTED	-52.79	-52.85	-32.67	216.52	324.37	-160.70
330-00 VEHICLE REG FEE (ST. OF ME)	-2,969.00	2,874.00	14,225.25	304,002.83	312,126.83	-5,250.00
331-00 BOAT REG FEE INLAND FISHERIES	0.00	0.00	118.00	34,719.20	19,252.71	15,466.49
332-00 SNOWMOIBLE REG (F&W)	-7,660.25	0.00	-110.00	19,279.61	19,389.61	-110.00
333-00 ATV REGISTRATION (F&W)	0.00	0.00	1,607.75	35,368.61	51,605.60	-16,236.99
335-00 PLUMBING PERMITS (ST. OF ME)	-2,336.35	0.00	-237.50	0.00	1,415.00	-1,415.00
336-00 CONCEALED WEAPON PERMIT	985.00	985.00	0.00	1,040.00	1,040.00	985.00
338-00 CONNOR EXCISE TAX	3.76	3.76	2,974.22	62,763.21	66,302.71	-3,535.74
339-00 CONNOR BOAT EXCISE	68.80	68.80	0.00	224.60	239.60	53.80
340-00 DOG LICENSES (ST. OF ME)	-854.00	0.00	-224.00	1,194.00	1,418.00	-224.00
341-00 FISHING LICENSES (ST. OF ME)	-375.00	0.00	0.00	3,858.00	3,858.00	0.00
342-00 HUNTING LICENSES (ST. OF ME)	-1,455.50	0.00	-320.00	4,290.50	5,226.75	-936.25
347-00 NEPBA UNION PD	0.00	0.00	0.00	6,690.00	6,690.00	0.00

General Ledger Summary Report

Fund(s): ALL

October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
Liabilities	9,615,457.41	10,136,133.53	-2,230,659.41	8,312,226.92	10,156,225.68	11,980,132.29
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	9,615,457.41	10,136,133.53	-2,230,659.41	8,312,226.92	10,156,225.68	11,980,132.29
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	67,488.64	0.00	423,081.23
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	1,926.83	1,800.00	1,926.83	2,009.33
360-04 DOT VPI	-22,762.58	-39,533.76	0.00	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	8,074.00	8,074.00
362-00 RLF #10 RESERVE	254,851.77	255,387.30	0.00	0.00	4,597.50	259,984.80
365-02 REC CENTER IMPROVEMENTS	21,787.68	21,787.68	0.00	2,355.74	6,000.00	25,431.94
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	0.00	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	1,000.00	14,595.44
365-11 TRAIL MAINTENANCE RESERVE	0.00	0.00	-133.54	133.54	0.00	-133.54
365-12 CRX/TOS RESERVE	27,764.87	27,712.87	-1,076.33	5,402.69	5,040.00	27,350.18
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	2,000.00	15,000.00
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	3,449.60	1,302.50	11,395.40
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	15,000.00	59,730.00
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	0.00	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	-1,628.46	3,907.73	0.00	69,091.33
366-02 LIBRARY MEMORIAL FUND	35,426.81	35,420.21	241.80	1,832.23	3,516.89	37,104.87
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	-10,665.00	82,936.70	0.00	374,370.30
367-01 POLICE DONATED FUNDS	-1,349.49	-1,349.49	0.00	789.70	50.00	-2,089.19
367-02 POLICE DEPT EQUIPMENT	199,705.22	199,705.22	12,663.79	53,605.82	133,333.72	279,433.12
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	0.00	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	0.00	8,007.64	0.00	-2,570.64
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	330,604.57	0.00	-420,142.72
367-10 POLICE OFFICER RECRUITMENT RES	122,313.45	121,258.47	-38,936.00	44,469.36	0.00	76,789.11
367-11 SOP DEVELOPMENT/CONSULTATION	0.00	0.00	-35,000.00	35,000.00	35,000.00	0.00
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	82,000.00	-15,370.77
368-02 FIRE HOSE RESERVE	14,995.17	14,995.17	0.00	0.00	0.00	14,995.17

General Ledger Summary Report

Fund(s): ALL

October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
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
368-08 FIRE SMALL EQUIPMENT	6,151.96	5,651.80	-4,364.45	21,040.66	11,486.88	-3,901.98
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	0.00	0.00	166,374.41	35,619.75
368-11 FIRE/AMB VEHICLE RESERVE	0.00	0.00	35,000.00	0.00	35,000.00	35,000.00
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
368-14 FIRE/AMB CONTRACT SERVICE RESE	0.00	0.00	0.00	0.00	9,200.00	9,200.00
368-15 FY24 FIRE DEPT CDS REQUEST RES	0.00	0.00	-22,518.16	22,518.16	0.00	-22,518.16
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	0.00	0.00	30,525.00	-52,158.34
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	275,000.00	377,454.67
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	-3,445.00	67,043.94	200,000.00	132,956.06
370-03 PW EQUIPMENT RESERVE	155,505.11	155,505.11	1,291.18	210,129.12	54,141.99	-482.02
370-04 STREET'S/ROADS RECONSTRUCTION	358,041.83	358,041.77	-94,043.33	133,410.39	199,663.51	424,294.89
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	726.11	785.76	9,255.38	923.51
370-07 PW BUILDING RESERVE	34,279.57	34,279.57	0.00	74.46	8,500.00	42,705.11
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 RESERV	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	90,749.63	547,617.85	592,310.56	209,593.67
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	6,000.00	16,197.97
373-02 CITY COMPREHENSIVE PLAN	29,638.54	29,638.54	0.00	8,282.50	0.00	21,356.04
373-03 MUNICIPAL BUILDING RESERVE	38,328.03	37,416.96	-523.56	12,633.28	25,000.00	49,783.68
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	19,734.06	100,476.43
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	72,608.00	117,571.76
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	48,256.43	0.00	0.00
373-25 2025 HRA RESERVE	0.00	0.00	-5,658.06	57,269.89	110,276.38	53,006.49
373-50 2022 CAPITAL IMPROVEMENT LOAN	-0.01	-0.01	0.00	57,190.58	57,190.59	0.00
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	-10,000.00	10,000.00	1,572.50	-10,000.00
380-06 NBRC RIVERFRONT/WATER REDEVE	-8,160.00	-14,067.50	-1,086.75	142,554.39	12,435.52	-144,186.37
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	0.00	4,714.01	0.00	-4,714.01
385-00 COMMUNITY DEVELOPMENT MATCH	22,326.74	22,326.74	0.00	8,615.00	0.00	13,711.74

General Ledger Summary Report

Fund(s): ALL

October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
387-00 BOUCHARD TIF	-1,110.79	-1,110.79	0.00	0.00	16,583.60	15,472.81
388-00 HILLTOP TIF	9,367.54	9,367.54	0.00	0.00	61,663.80	71,031.34
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	5,000.00	9,309.03
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
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	-1,186,458.00	1,186,458.00	1,186,458.00	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 RESERVA	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	-11,715.31	110,385.65	40,000.00	-96,873.27
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	250.78	8,303.94
423-00 DR. CARY CEMETERY TRUST FUND	994.89	995.41	0.00	26.38	1.51	970.54
424-00 HAMILTON LIBRARY TRUST FUND	1,929.56	1,948.64	0.00	0.00	57.72	2,006.36
425-00 KNOX LIBRARY MEMORIAL FUND	11,138.28	11,255.59	0.00	0.00	355.43	11,611.02
426-00 CLARA PIPER MEM FUND	677.62	677.97	0.00	0.00	1.04	679.01
427-00 JACK ROTH LIBRARY MEM FUND	14,807.48	14,963.45	0.00	0.00	472.54	15,435.99
429-00 BARBARA BREWER FUND	4,884.41	4,950.55	0.00	90.00	142.63	5,003.18
430-00 D. COOPER MEM FUND	50,442.68	51,082.37	0.00	0.00	1,760.69	52,843.06
432-00 MARGARET SHAW LIBRARY MEMORI	14,103.89	14,262.58	0.00	0.00	410.90	14,673.48
433-00 GORDON ROBERTSON MEM FUND	12,473.36	12,612.52	0.00	0.00	430.10	13,042.62
434-00 MEMORIAL INVESTMENT	6,322.63	6,335.58	0.00	0.00	38.56	6,374.14
435-00 RODERICK LIVING TRUST	4,244.11	4,296.69	0.00	0.00	48.17	4,344.86
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	272.76	8,193.61
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	194,790.77	0.00	0.00
456-03 2025 TAXPAYER RELIEF FUND	0.00	310,000.00	0.00	310,000.00	0.00	0.00
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	6,555.00	1,072.00	8,007.00	23,941.26
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	0.00	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	0.00	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	173.93	19,890.96	20,399.39	3,613.59
470-00 EYE INUSRANCE	685.68	685.68	34.11	3,074.33	3,175.56	786.91
471-00 RC2 TIF	243,989.63	243,989.63	-13,046.88	13,046.88	131,519.74	362,462.49
472-00 ANIMAL WELFARE	22,473.21	22,423.21	116.00	0.00	2,167.00	24,590.21
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	-1,742.66	29,977.75	0.00	58,597.78

General Ledger Summary Report

Fund(s): ALL
October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ----		Balance Net
				Debits	Credits	
1 - Gen Fund CONT'D						
478-00 G. HARMON MEM FUND	7,344.55	7,426.50	0.00	0.00	253.24	7,679.74
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	80,535.08	1,386,402.15
483-03 DUE TO FUND 3	1,202,756.00	1,219,006.32	10,147.39	0.00	127,641.00	1,346,647.32
483-04 DUE TO FUND 4	595,023.08	600,555.08	0.00	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	746,440.24	6,067,800.88
484-02 DUE FROM FUND 2	-1,248,195.47	-1,248,818.71	-3,238.22	106,051.49	0.00	-1,354,870.20
484-03 DUE FROM FUND 3	-1,098,430.63	-1,101,941.30	-14,699.95	145,962.31	0.00	-1,247,903.61
484-04 DUE FROM FUND 4	-529,111.26	-529,218.06	-5,996.30	48,531.67	0.00	-577,749.73
484-05 DUE FROM FUND 5	-3,977,489.86	-4,064,122.49	-22,694.85	236,735.45	0.00	-4,300,857.94
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	-902,051.37	3,652,742.43	5,456,845.00	721,274.25
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	-6.00	1,054.20	1,171.40	117.20
497-00 DEATH RECORDS STATE FEE	143.20	0.00	119.20	1,868.20	2,092.20	224.00
498-00 MARRIAGE RECORDS STATE FEE	24.00	0.00	-43.20	533.40	575.00	41.60
Fund Balance	5,667,301.87	5,680,469.96	-201,286.14	33,680,011.71	33,886,032.83	5,886,491.08
500-00 EXPENDITURE CONTROL	0.00	0.00	-1,026,031.15	10,930,676.59	13,759,471.36	2,828,794.77
510-00 REVENUE CONTROL	0.00	0.00	824,745.01	20,905,252.12	19,310,394.70	-1,594,857.42
600-00 FUND BALANCE	5,667,301.87	5,680,469.96	0.00	1,844,083.00	816,166.77	4,652,553.73
2 - Snowmoible Trail Maintenance	0.00	0.00	0.00	267,586.57	267,586.57	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-1,288.83	-10,665.59	1,988.52	129,583.47	186,586.57	46,337.51
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-1,288.83	-10,665.59	1,988.52	129,583.47	186,586.57	46,337.51
365-11 TRAIL MAINTENANCE RESERVE	46,382.77	46,382.77	-1,249.70	49,048.39	80,535.08	77,869.46
483-01 DUE TO FUND 1	1,248,195.47	1,248,818.71	3,238.22	0.00	106,051.49	1,354,870.20
484-01 DUE FROM FUND 1	-1,295,867.07	-1,305,867.07	0.00	80,535.08	0.00	-1,386,402.15
Fund Balance	1,288.83	10,665.59	-1,988.52	138,003.10	81,000.00	-46,337.51
500-00 Expense Control	0.00	0.00	-1,988.52	57,003.10	75,787.00	18,783.90
510-00 Revenue Control	0.00	0.00	0.00	81,000.00	0.00	-81,000.00
600-00 Fund Balance	1,288.83	10,665.59	0.00	0.00	5,213.00	15,878.59
3 - Housing Department	0.00	0.00	0.00	496,921.31	496,921.31	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-42,929.19	-55,668.84	4,552.56	127,641.00	145,962.31	-37,347.53
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-42,929.19	-55,668.84	4,552.56	127,641.00	145,962.31	-37,347.53
409-00 HOUSING RESERVE	61,396.18	61,396.18	0.00	0.00	0.00	61,396.18
483-01 DUE TO FUND 1	1,098,430.63	1,101,941.30	14,699.95	0.00	145,962.31	1,247,903.61

General Ledger Summary Report

Fund(s): ALL
October

Account	Beginning Balance	Beg Bal Net	Curr Mnth Net	---- Y T D ---- Debits Credits		Balance Net
3 - Housing Department CONT'D						
484-01 DUE TO FUND 1	-1,202,756.00	-1,219,006.32	-10,147.39	127,641.00	0.00	-1,346,647.32
Fund Balance	42,929.19	55,668.84	-4,552.56	369,280.31	350,959.00	37,347.53
500-00 Expense Control	0.00	0.00	-14,699.95	145,962.31	223,318.00	77,355.69
510-00 Revenue Control	0.00	0.00	10,147.39	223,318.00	127,641.00	-95,677.00
600-00 Fund Balance	42,929.19	55,668.84	0.00	0.00	0.00	55,668.84
4 - FSS	0.00	0.00	0.00	192,048.33	192,048.33	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-36,273.79	-26,938.31	5,996.30	48,028.66	48,531.67	-26,435.30
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-36,273.79	-26,938.31	5,996.30	48,028.66	48,531.67	-26,435.30
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	5,996.30	0.00	48,531.67	577,749.73
484-01 DUE FROM FUND 1	-595,023.08	-600,555.08	0.00	48,028.66	0.00	-648,583.74
Fund Balance	36,273.79	26,938.31	-5,996.30	144,019.67	143,516.66	26,435.30
500-00 Expense Control	0.00	0.00	-5,996.30	48,531.67	95,488.00	46,956.33
510-00 Revenue Control	0.00	0.00	0.00	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	1,594,178.73	1,594,178.73	0.00
Assets	0.00	0.00	0.00	0.00	0.00	0.00
Liabilities	-627,087.00	-540,454.37	22,694.85	746,440.24	322,870.49	-964,024.12
and Fund	0.00	0.00	0.00	0.00	0.00	0.00
Balances	-627,087.00	-540,454.37	22,694.85	746,440.24	322,870.49	-964,024.12
473-00 DOWNTOWN TIF	433,867.10	433,867.10	0.00	0.00	65,771.00	499,638.10
474-00 TRAIL GROOMER RESERVE	32,764.72	32,764.72	0.00	0.00	20,364.04	53,128.76
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	22,694.85	0.00	236,735.45	4,300,857.94
484-01 DUE FROM FUND 1	-5,321,360.64	-5,321,360.64	0.00	746,440.24	0.00	-6,067,800.88
Fund Balance	627,087.00	540,454.37	-22,694.85	847,738.49	1,271,308.24	964,024.12
500-00 Expense Control	0.00	0.00	-22,695.16	246,738.49	515,887.00	269,148.51
510-00 Revenue Control	0.00	0.00	0.31	601,000.00	670,233.24	69,233.24
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	0.00	75,442,290.44	74,846,969.32	0.00

Expense Summary Report

11/13/2025

Page 1

Fund: 1

October

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
10 - GENERAL GOVERNMENT	921,139.88	88,456.33	721,321.85	199,818.03	78.31
17 - HEALTH & SANITATION	272,886.00	22,787.75	227,087.75	45,798.25	83.22
18 - MUNICIPAL BUILDING	75,726.00	5,855.60	57,648.77	18,077.23	76.13
20 - GENERAL ASSISTANCE	49,571.00	2,828.86	39,564.76	10,006.24	79.81
22 - TAX ASSESSMENT	222,676.00	9,508.16	121,150.73	101,525.27	54.41
25 - LIBRARY	295,936.00	22,901.84	230,336.07	65,599.93	77.83
31 - FIRE/AMBULANCE DEPARTMENT	2,683,480.50	228,660.70	1,977,727.92	705,752.58	73.70
35 - POLICE DEPARTMENT	2,703,226.00	233,268.34	1,821,789.73	881,436.27	67.39
38 - PROTECTION	387,144.00	34,537.25	327,319.40	59,824.60	84.55
39 - CARIBOU EMERGENCY MANAGEMENT	7,845.00	779.92	3,782.13	4,062.87	48.21
40 - PUBLIC WORKS	3,036,888.50	276,871.02	2,493,837.37	543,051.13	82.12
50 - RECREATION DEPARTMENT	667,258.00	70,848.03	551,421.92	115,836.08	82.64
51 - PARKS	191,553.00	18,042.64	158,563.23	32,989.77	82.78
60 - AIRPORT	72,801.00	3,661.31	62,259.20	10,541.80	85.52
61 - CARIBOU TRAILER PARK	1,834.00	389.74	1,964.95	-130.95	107.14
65 - CEMETERIES	6,750.00	1,500.00	6,750.00	0.00	100.00
70 - INS & RETIREMENT	140,500.00	4,710.38	104,665.16	35,834.84	74.49
80 - UNCLASSIFIED	28,675.00	423.28	29,904.17	-1,229.17	104.29
85 - CAPITAL IMPROVEMENTS	1,045,758.00	0.00	1,045,758.00	0.00	100.00
Final Totals	12,811,647.88	1,026,031.15	9,982,853.11	2,828,794.77	77.92

Expense Summary Report

Fund: 2
October

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
52 - SNOWMOBILE TRAIL MAINTENANCE	75,787.00	1,988.52	57,003.10	18,783.90	75.21
Final Totals	75,787.00	1,988.52	57,003.10	18,783.90	75.21

Expense Summary Report

Fund: 3

October

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
24 - HOUSING	223,318.00	14,699.95	145,962.31	77,355.69	65.36
Final Totals	223,318.00	14,699.95	145,962.31	77,355.69	65.36

Expense Summary Report

Fund: 4
October

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
96 - SECTION 8 - FSS PROGAM	95,488.00	5,996.30	48,531.67	46,956.33	50.82
Final Totals	95,488.00	5,996.30	48,531.67	46,956.33	50.82

Expense Summary Report

Fund: 5
October

Account	Budget Net	Curr Mnth Net	YTD Net	Unexpended Balance	Percent Spent
11 - ECONOMIC DEVELOPMENT	455,601.00	18,769.54	200,324.77	255,276.23	43.97
12 - NYLANDER MUSEUM	54,711.00	3,925.62	40,838.72	13,872.28	74.64
Final Totals	510,312.00	22,695.16	241,163.49	269,148.51	47.26

Revenue Summary Report

Fund: 1

October

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
10 - GENERAL GOVERNMENT	8,230,740.00	545,343.85	7,839,325.82	391,414.18	95.24
20 - GENERAL ASSISTANCE	14,400.00	1,065.00	17,384.59	-2,984.59	120.73
22 - TAX ASSESSMENT	1,278,500.00	8,817.11	725,349.48	553,150.52	56.73
23 - CODE ENFORCEMENT	6,700.00	877.50	6,860.00	-160.00	102.39
25 - LIBRARY	3,500.00	865.60	3,226.79	273.21	92.19
31 - FIRE/AMBULANCE DEPARTMENT	1,932,389.00	260,937.59	1,578,734.67	353,654.33	81.70
35 - POLICE DEPARTMENT	102,471.00	330.00	3,641.00	98,830.00	3.55
39 - CARIBOU EMERGENCY MANAGEMENT	2,400.00	0.00	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	677.50	10,062.50	12,037.50	45.53
51 - PARKS	220.00	0.00	110.00	110.00	50.00
60 - AIRPORT	44,400.00	5,830.86	32,965.07	11,434.93	74.25
70 - INS & RETIREMENT	0.00	0.00	5,986.00	-5,986.00	----
Final Totals	11,868,762.00	824,745.01	10,273,904.58	1,594,857.42	86.56

Revenue Summary Report

Fund: 2
October

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
October

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
24 - HOUSING	223,318.00	10,147.39	127,641.00	95,677.00	57.16
Final Totals	223,318.00	10,147.39	127,641.00	95,677.00	57.16

Revenue Summary Report

Fund: 4
October

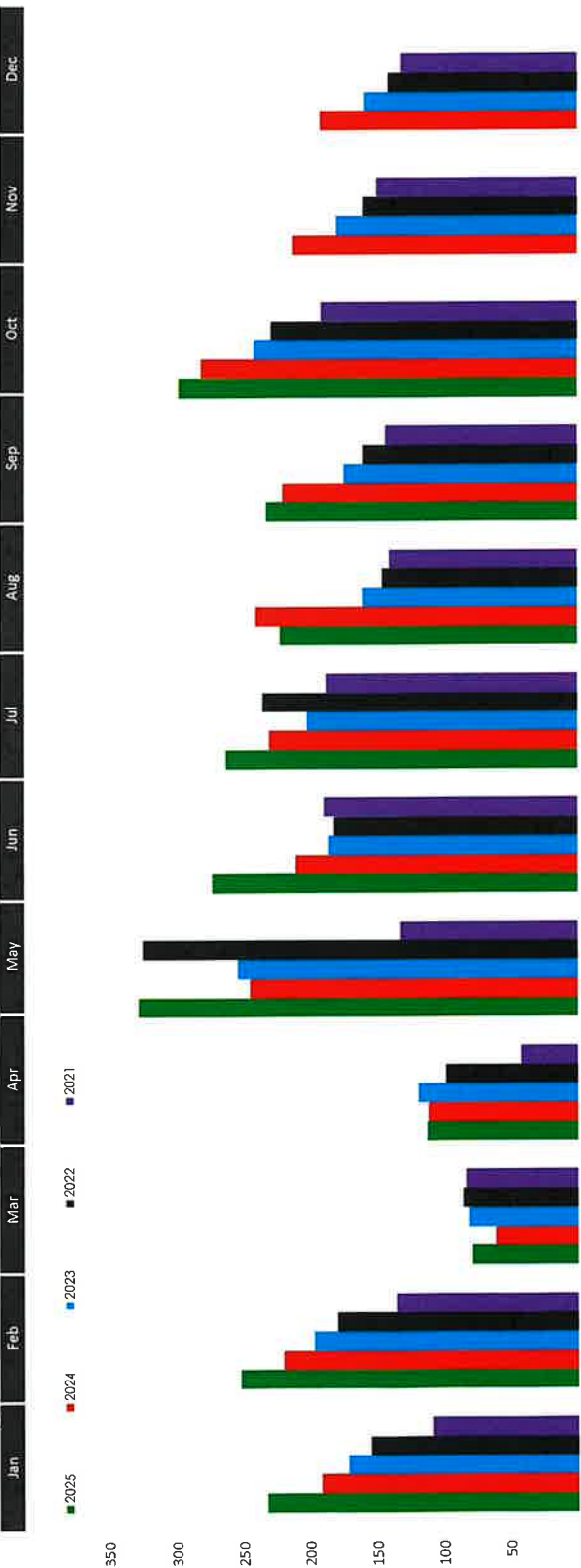
Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
96 - SECTION 8 - FSS PROGAM	72,088.00	0.00	48,028.66	24,059.34	66.63
Final Totals	72,088.00	0.00	48,028.66	24,059.34	66.63

Revenue Summary Report

Fund: 5
October

Account	Budget Net	Curr Mnth Net	YTD Net	Uncollected Balance	Percent Collected
11 - ECONOMIC DEVELOPMENT	600,000.00	0.00	670,230.20	-70,230.20	111.71
12 - NYLANDER MUSEUM	1,000.00	0.31	3.04	996.96	0.30
Final Totals	601,000.00	0.31	670,233.24	-69,233.24	111.52

Revenue Sharing Trend





2025 Caribou & Connor TWP Election Totals Tuesday, November 4, 2025

State of Maine Referendum Election

Question 1: Citizen Initiative	Question 2: Citizen Initiative
926 Yes 981 No	980 Yes 925 No

City of Caribou Municipal Election

City Council	Regional School Unit #39	Jefferson Cary Memorial Hospital Fund
1042 Bagley, Daniel	371 Anderson, Betheny	1551 Soucy, Roger
1130 Knight Phair, Lori	637 Beaupre, Jacob	
665 Tucker, Benjamin	330 Jandreau, Amanda	
	310 Peterson, Christina	

City of Caribou
Finance Department
MEMORANDUM

DATE: November 17, 2025

TO: Council

FROM: Carl Grant, Finance Director

SUBJECT: Waivers of Foreclosure for properties

This is the meeting that the Caribou City Council would need to approve Waivers of Foreclosures.

The following list shows the properties that are still unpaid as of 11-12-25, leaving 81 unpaid, I suspect about half will be paid by the foreclosure date of November 24th, as history shows that the balances are paid at the last possible moment.

I'm pleased to report, that last year's waivers of 59, 20 accounts have been paid this year leaving only 39 properties unpaid with under 45,000 dollars outstanding on an over 10 million dollar commitment, that's a collection rate of 99.5%.

11/12/2025

Tax Collector

Property Account #	Comment	Original Amount		Amount Due		Projected Lien at Foreclosure		Outstanding CUD Water		Outstanding CUD Sewer		CUD Total
		\$	1,200	\$	40,000	\$	1,200	\$	300	\$	400	
87 Homestead		\$	1,513	\$	1,513	\$	1,708					\$
194 MH - with Land		\$	739	\$	702	\$	862					\$
279 Garage		\$	476	\$	476	\$	497					\$
285		\$	523	\$	523	\$	703					\$
386		\$	3,516	\$	3,516	\$	4,201					\$
387		\$	1,832	\$	1,831	\$	2,222					\$
466 Homestead		\$	262	\$	261	\$	343					\$
775		\$	2,278	\$	2,069	\$	2,340					\$
811		\$	3,797	\$	3,797	\$	4,531					\$
905 Mobile Home in Park		\$	30	\$	29	\$	134					\$
916 Mobile Home in Park		\$	77	\$	76	\$	197					\$
1211 Homestead		\$	3,027	\$	2,741	\$	2,856					\$
1279		\$	1,301	\$	1,301	\$	1,617					\$
1399 Land Only		\$	560	\$	560	\$	728					\$
1418 Mobile Home in Park		\$	98	\$	98	\$	186					\$
1419 Mobile Home in Park		\$	108	\$	76	\$	197					\$
1616 Mobile Home in Park		\$	10	\$	10	\$	109					\$
1633 Hotel w/ MH Park		\$	4,168	\$	4,167	\$	4,993					\$
1635 Mobile Home in Park		\$	30	\$	29	\$	134					\$
1636 Mobile Home in Park		\$	30	\$	29	\$	105					\$
1638 Mobile Home in Park		\$	20	\$	20	\$	120					\$
1639 Mobile Home in Park		\$	10	\$	10	\$	109					\$
1643 Mobile Home in Park		\$	30	\$	29	\$	132					\$
1644 Mobile Home in Park		\$	30	\$	29	\$	132					\$
1645 Mobile Home in Park		\$	20	\$	20	\$	120					\$
1710		\$	1,243	\$	29	\$	65					\$
1748		\$	3,549	\$	3,549	\$	4,277					\$
1755		\$	626	\$	626	\$	825					\$
1803 Land Only		\$	184	\$	183	\$	286					\$
1842 Homestead		\$	153	\$	152	\$	250					\$
1868 Homestead		\$	2,056	\$	2,055	\$	2,522					\$
1984 Land Only		\$	550	\$	39	\$	65					\$
2022 Homestead		\$	1,184	\$	1,184	\$	1,480					\$
2050 MH - Park		\$	5,125	\$	5,125	\$	6,128					\$
2096 Land Only		\$	266	\$	265	\$	383					\$
2145 Land Only		\$	80	\$	80	\$	165					\$
2210 MH - with Land		\$	201	\$	201	\$	257					\$
2840 Homestead		\$	613	\$	612	\$	789					\$
2872		\$	294	\$	293	\$	415					\$
2977		\$	1,699	\$	1,698	\$	2,103					\$
2990 Land Only		\$	221	\$	220	\$	412					\$
3063		\$	1,812	\$	1,347	\$	1,389					\$
3117		\$	11,782	\$	11,782	\$	13,927					\$
3213 Land Only		\$	256	\$	255	\$	408					\$
3343		\$	1,923	\$	1,923	\$	2,348					\$
3348		\$	3,275	\$	3,274	\$	3,917					\$
3458 Homestead		\$	556	\$	556	\$	742					\$
3460		\$	1,401	\$	708	\$	711					\$
3606		\$	1,467	\$	1,466	\$	1,802					\$
3646		\$	301	\$	300	\$	450					\$
3930		\$	1,703	\$	904	\$	2,089					\$
3975 Land Only		\$	340	\$	339	\$	487					\$
4094 Shed		\$	375	\$	374	\$	519					\$
4129		\$	1,406	\$	1,406	\$	1,741					\$
4524 Mobile Home in Park		\$	30	\$	29	\$	132					\$
4537 Mobile Home in Park		\$	98	\$	98	\$	212					\$
4573		\$	1,305	\$	1,305	\$	1,592					\$
4578 Mobile Home in Park		\$	119	\$	119	\$	211					\$
4582 Land Only		\$	65	\$	64	\$	147					\$
4729 Mobile Home in Park		\$	10	\$	10	\$	109					\$
4733 Mobile Home in Park		\$	98	\$	98	\$	21					\$
4759 Mobile Home Park		\$	4,994	\$	4,994	\$	6,001					\$
4778 Mobile Home in Park		\$	231	\$	230	\$	341					\$
4791 Homestead		\$	3,321	\$	3,321	\$	3,509					\$
4804 Building Only/Leased		\$	954	\$	954	\$	1,191					\$
4843 Land Only		\$	75	\$	74	\$	158					\$
4876 Mobile Home in Park		\$	20	\$	20	\$	120					\$
4877 Mobile Home in Park		\$	98	\$	98	\$	186					\$
4883		\$	455	\$	454	\$	604					\$
4940 Land Only		\$	78	\$	78	\$	163					\$
4969 Land Only		\$	121	\$	121	\$	213					\$
4983 Mobile Home in Park		\$	10	\$	10	\$	109					\$
4994 Mobile Home in Park		\$	20	\$	20	\$	120					\$
5000 Mobile Home in Park		\$	30	\$	29	\$	132					\$
5021 Mobile Home in Park		\$	20	\$	20	\$	120					\$
5065 Land Only		\$	39	\$	39	\$	117					\$
5069 Mobile Home in Park		\$	125	\$	125	\$	218					\$
5070 Land Only		\$	180	\$	179	\$	282					\$
5110 Mobile Home in Park		\$	20	\$	20	\$	94					\$
5121 MH - Murphy		\$	49	\$	128	\$	128					\$
5163 Land Only		\$	599	\$	599	\$	774					\$
		\$	82,290	\$	78,090	\$	97,232					\$

Accounts to be waived

Accounts waived in 2024

Deceased

Building only on leased land

Potential buyer through realtor

30

14 Filed w/ Registry 29, on 11-26 had 25

8

1

1

Subject: Request to Pursue Purchase Negotiation – 2022 Volvo Rubber Tire Excavator

It was recently brought to my attention that Chadwick-BaRoss here in Caribou has a 2022 Volvo rubber tire excavator for sale. The machine has approximately 1,300 hours on it — roughly equivalent to four oil changes, which is minimal use.

I wanted to bring this opportunity to your attention because I would like to move forward with negotiations on the equipment.

Background on the Machine

The excavator was originally purchased new by Fort Kent Public Works. It has been operated regularly during the summer months and was most recently working on a substantial project in Fort Kent. During that project, the operator unfortunately rolled the machine onto its side, causing significant damage to the cab.

Due to the urgency of project completion, Fort Kent chose to trade in the damaged unit for a new one rather than wait for cab replacement. Chadwick-BaRoss has since repaired the excavator, including installation of a brand-new cab and controls, and is now offering it for sale.

Suitability and Benefits

A tracked excavator would be ideal for projects such as blighted building demolitions and culvert replacements like the Belanger Road project. However, tracked machines have limitations, and most municipalities simply cannot afford to maintain both a tracked and a rubber tire excavator.

We looked for years through the DRMO surplus program for a tracked unit without success. In the past, rubber tire excavators were not considered viable for demolition work because

of constant flat tire issues. Technology has since improved considerably — foam-filled tires are now a reliable option, eliminating that concern.

While neither machine type is perfect, both have their strengths and weaknesses. However, in our particular setting, the versatility of a rubber tire excavator far outweighs that of a tracked machine.

With this type of equipment, we could:

Take on larger-scale projects in-house (e.g., the Belanger Road culvert, estimated at \$50,000 if contracted out),

Handle demolition of tax-acquired properties as time allows, and

Quickly clear beaver-clogged culverts without the need for excavation and reset.

Our 2005 DRMO backhoe could continue to serve for a few more years if it were no longer our primary frontline machine.

Financial Overview

As of now, G1-370-04 shows a balance of \$424,294.89. I am still waiting on final year-end statements from Trombley's and Soderberg, which will reduce that total slightly, leaving an estimated final balance of around \$375,000.

Chadwick-BaRoss originally priced the machine at \$198,000. After discussion, I was able to negotiate the price down to \$186,954.39.

If I were to “borrow” the funds from the G1-370-04 (Streets and Roads Reserve) account, it would leave a balance of approximately \$188,000.

In my FY2026 CIP request, I proposed the following:

\$227,750 in G1-370-03 (Equipment Reserve) for replacement of the 2006 backhoe with the blown engine, and to recover 33.3% from the loss of 2025 backhoe funding.

\$165,000 in G1-370-04 to continue our LCP plan for maintaining the City’s chip-sealed roads.

Technically, the 2026 equipment reserve was earmarked to replace T2, a 2002 plow truck originally obtained from DRMO (a 1992 model refurbished in 2002).

If both FY2026 CIP requests are funded, my intent would be to reimburse G1-370-04 from the G1-370-03 allocation, effectively restoring the Streets and Roads Reserve balance.

Procurement Note

In the past, when purchasing used equipment from local vendors, and when there were no other comparable units available, we did not issue competitive bids. In cases like this, where it is highly unlikely another vendor would have a comparable piece of used equipment, that same approach would apply.

Summary

This opportunity represents a rare chance to obtain a late-model, low-hour rubber tire excavator that can dramatically increase productivity and versatility within our Public Works operations. The negotiated price is well below the cost of a new machine (which

currently ranges between \$241,000 and \$315,000), and the short-term borrowing from G1-370-04 is both feasible and recoverable under the proposed FY2026 plan.

I believe this purchase would provide significant long-term value to the City and position us to handle more projects internally at substantial cost savings.

Respectfully,

Chris Perkins

Caribou Public Works



CARIBOU FIRE & AMBULANCE DEPARTMENT



To: Mayor Boma and Members of the City Council
From: Chief Brian Lajoie, Caribou Fire & Ambulance Department
Date: November 16, 2025
Subject: Ambulance 23 Remount Proposal

Dear Mayor Boma and City Councilors,

Thank you for the opportunity to speak with you this evening regarding the department's request to purchase a new ambulance chassis, which will allow us to proceed with the re-mount of Ambulance 23.

Ambulance 23 is now 12 years old and currently has 121,381 miles. In keeping with the City's long-standing practice, ambulances are replaced either through a full replacement or a remount, depending on the condition of the patient module. This unit was originally purchased with a Braun patient care module, chosen for its high-quality craftsmanship and lifetime structural warranty, making it an excellent candidate for remounting.

To maintain compliance with Braun's warranty requirements, the remount must be performed by an authorized Braun dealer. For this reason, I am presenting a single proposal from Autotronics of Madawaska, the region's authorized Braun dealer. Autotronics has been the department's sole provider of ambulance purchases and remounts for over 35 years, consistently delivering reliable service and quality workmanship.

Proposal Overview:

The proposal before you includes:

- The purchase of a 2025/26 Ford E-450 7.3L Gas 4x2 Ambulance Prep Chassis
- Electrical system updates
- Multiple component and equipment upgrades
- Installation of a Stryker Power Load System

Discounts have been applied to the total proposal, bringing the total project cost to \$261,861.00.

Through the Maine EMS Sustainability Grant (2025), the department secured funding under the Capital Purchases category for the purchase of a Stryker Power Load System. This grant-funded item will save taxpayers \$34,000, reducing the total remount cost to \$227,861.00.

Funding Source:

Funding for the re-mount will come from the Ambulance Reserve Account (G-1-369-03), which currently holds a balance of \$337,454.67.

I will be present this evening to answer any questions the Council may have. Thank you again for your time and consideration.

Respectfully,
Brian P. Lajoie
Fire Chief



PO Box 535
Madawaska, ME 04756

11/4/2025

2546

Caribou Fire Dept
121 High Street
Caribou, ME 04736

Kyle

2025/26 Ford E-450 7.3L Gas 4x2 Ambulance Prep Package
VIN: TBA
Module: Braun Chief XL Type III
Module # TBA
Customer Supplied

1

236,761.00

236,761.00

Included in Sale:

EXTERIOR

- Paint unit to match current fleet (2 Tone Paint)
- Paint Rims Red to Match Unit
- Decals to match current fleet
- Perf Vinyl on Windows
- Clean and Buff ALL Diamond Plate
- Clean and Buff Rub Rails
- Clean and Buff Fenderettes
- Clean and Buff Rear Bumper
- Clean and Buff Compartment Diamond Plate Interior Door Panels and Trim Pieces
- Clean and Buff Compartments
- Clean Turtle Tile
- Upgrade to LED Compartment Lights
- Upgrade to LED Back-up Lights (2)
- Upgrade to LED Scene Lights (6)
- LED Driving Light over cab on Module
- LED Driving Light on front bumper area
- New LED Grille Lights to Fit Ford Chassis
- New Siren Speakers
- Close off DEF Fuel Fill

Please sign and return once proposal is accepted

Subtotal

Sales Tax (5.5%)

2075436262

2075437412

www.autotronics.net



PO Box 535
Madawaska, ME 04756

11/4/2025

2546

Caribou Fire Dept
121 High Street
Caribou, ME 04736

Kyle

- New Mud Flaps
- New Rear Door Grabbers
- New Batteries in Side Compartment
- New Rear Door Latches
- Buff ALL Exterior Lighting
- Reseal Module Windows

INTERIOR

- New LED Dome Lights
- New LED Fluorescent Lights
- New Floor in Rear of Unit
- Adjust Center Console to Match Cab
- Repair Interior Upholstery
- New HVAC Filters
- Test HVAC System
- Test Electrical System
- Test Oxygen System
- Clean and Buff Interior of Module
- Install a HEPA Filter System
- Wizard Charger for Power-Load System
- Cut Floor to accept floorplate

Update V-Mux Electrical System	1	1,650.00	1,650.00
Stryker Power-Load System	1	34,000.00	34,000.00
Conquest Account		-2,500.00	-2,500.00
Autotronics Discount		-5,000.00	-5,000.00
Ford FIN # Discount		-1,800.00	-1,800.00
Chassis Trade-in: 2013 Chevy G4500 6.6L Diesel		-1,250.00	-1,250.00

Please sign and return once proposal is accepted

Subtotal

Sales Tax (5.5%)

2075436262

2075437412

www.autotronics.net



PO Box 535
Madawaska, ME 04756

11/4/2025 2546

Caribou Fire Dept
121 High Street
Caribou, ME 04736

Kyle

NOTE: Chassis and Stryker Products must be paid for upfront at time of approval, payment must be received within 15 days of approval. Chassis' are in stock and are sold on first come, first serve basis. Proposal is valid for 30 days.

Please sign and return once proposal is accepted

Subtotal	\$261,861.00
Sales Tax (5.5%)	\$0.00
	\$261,861.00

2075436262 2075437412 www.autotronics.net



CARIBOU FIRE & AMBULANCE DEPARTMENT



To: Mayor Boma and Members of the Caribou City Council
From: Chief Brian Lajoie, Caribou Fire & Ambulance Department
Date: November 16, 2025
Subject: Request to Begin Planning and Pricing for a New Ladder Truck

Dear Mayor Boma and City Councilors,

I am requesting authorization to begin the planning, design, and pricing process for the replacement of the City of Caribou's current ladder truck, which is now 23 years old. While the apparatus has served this community well, it is nearing the end of its reliable service life and is beginning to show signs of mechanical and operational wear that can affect performance and safety.

Why Fire Apparatus Are Replaced After 20 Years

Fire apparatus are typically replaced after 20 years of service for several important reasons:

1. **Operational Safety and Reliability:**
Over time, critical systems—such as pumps, aerial hydraulics, braking, and electrical components—begin to deteriorate. Even with excellent maintenance, age-related failures become more frequent, potentially jeopardizing firefighter safety and emergency response reliability.
 2. **Standards and Compliance:**
The National Fire Protection Association (NFPA) recommends that frontline apparatus be retired or reassigned after 20 years, as older vehicles often no longer meet current safety or performance standards.
 3. **ISO Rating Impact:**
Equipment condition and reliability directly affect the Insurance Services Office (ISO) rating for the city. As fire apparatus systems fail or underperform, it can negatively influence the city's ISO score, which in turn can lead to higher fire insurance premiums for residents and businesses. Maintaining modern, reliable equipment helps protect both public safety and the community's financial interests.
 4. **Maintenance and Cost Efficiency:**
Older apparatus are more expensive to maintain due to parts scarcity and mechanical fatigue. Frequent downtime also reduces operational readiness and places additional strain on the rest of the fleet.
-

Importance of the Ladder Truck

The ladder truck is arguably the most critical apparatus in our fleet. It provides capabilities that no other vehicle can match, including:

- Aerial reach for rescue and firefighting operations in multi-story or large commercial structures.
- Elevated master streams for controlling large-scale fires where ground access is limited.
- Ventilation, roof access, and technical rescue capabilities, essential in both urban and industrial emergencies.

Without a functional ladder truck, our ability to perform rescues, access roofs, and control large fires would be severely limited placing both our firefighters and the community at greater risk.

Financial Considerations and Timeline

A new ladder truck represents a significant capital investment, estimated at approximately \$1,800,000.00. Based on the City Charter, any purchase exceeding \$500,000.00 must be brought before the voters for approval.

Given current industry conditions, the lead time for building and delivering a new ladder truck is approximately four (4) years. If the process begins now, our current unit will be 28 years old by the time the replacement arrives.

I have spoken with a manufacturer who has confirmed that payment is not required until the apparatus is delivered, giving the city a full four years to plan and determine the preferred financing method—whether through bonding, reserves, or other funding mechanisms.

Recommendation

I respectfully request that the City Council authorize the Caribou Fire & Ambulance Department to begin the specification, design, and pricing process for a new ladder truck. This will allow us to prepare accurate cost estimates, develop design options, and ensure that we are ready to move forward once voter approval is obtained.

Conclusion

The ladder truck is a cornerstone of our department's emergency response capability and a critical component in protecting the citizens, businesses, and infrastructure of Caribou. Beginning this process now will ensure continuity of service, fiscal responsibility, and readiness for the future.

Thank you for your time and consideration. I will be available at the council meeting to answer any questions or provide additional information.

Respectfully,
Brian P. Lajoie
Fire Chief



CARIBOU FIRE & AMBULANCE DEPARTMENT



To: Mayor Boma and Members of the Caribou City Council
From: Chief Brian P. Lajoie, Caribou Fire & Ambulance Department
Date: November 16, 2025
Subject: Proposed 5% Increase in Interlocal Ambulance and Fire Coverage Agreements

Overview

The Caribou Fire & Ambulance Department currently provides both ambulance and fire coverage to several surrounding communities through established interlocal cooperation agreements. These partnerships ensure timely, professional emergency medical and fire response for neighboring towns that do not operate their own full-time emergency services.

In addition to supporting regional public safety, these agreements generate essential revenue that helps offset the department's operational and equipment costs.

After reviewing current and projected expenses for the upcoming fiscal year, I am proposing a 5% increase to the current interlocal ambulance and fire coverage agreements.

Reason for Proposed Increase

The proposed adjustment is necessary to help the department keep pace with rising operational, equipment, and medical supply costs that have steadily increased over the past year.

1. Medical Supplies and Equipment

The cost of disposable medical supplies including IV tubing, oxygen delivery systems, cardiac monitor electrodes, and medications continues to rise due to inflation and supply chain impacts in the healthcare industry.

2. Operational and Maintenance Expenses

Fuel, parts, vehicle maintenance, and labor costs have also increased significantly. The department's ambulances and fire apparatus require regular maintenance to ensure safety and reliability. These rising expenses directly impact our ability to maintain equipment at required readiness levels.

3. Firefighting Equipment and Safety Gear

Firefighting tools, protective equipment, and apparatus maintenance have experienced cost increases similar to medical supplies. The department must routinely replace turnout gear, hoses, and fire suppression equipment to meet current OSHA and NFPA safety standards.

4. Training and Certification Requirements

Compliance with Maine EMS, Maine Fire Service Institute, and federal standards requires continuous investment in training, recertification, and updated safety programs. These ongoing requirements carry significant costs in both time and resources.

Financial Impact

The proposed 5% increase will help participating communities plan for predictable costs while ensuring the department can continue providing dependable, high-quality fire and EMS services. This remains a far more cost-effective option than the expense of establishing and staffing independent municipal fire or EMS operations.

The additional revenue will help offset operational expenses while allowing the department to:

- Maintain and recruit qualified personnel to ensure reliable staffing levels.
 - Keep all emergency vehicles and apparatus in safe and serviceable condition.
 - Replace critical medical and firefighting equipment as needed to ensure readiness.
 - Sustain compliance with all state and federal training and certification mandates.
-

Recommendation

I respectfully recommend that the City Council approve a 5% increase to all current interlocal ambulance and fire coverage agreements, effective with the next contract cycle.

This modest adjustment will help ensure the long-term sustainability, safety, and operational reliability of the Caribou Fire & Ambulance Department, while maintaining affordable service contracts for our neighboring communities.

Respectfully submitted,
Brian Lajoie
Fire Chief
Caribou Fire & Ambulance Department

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



MEMO

To: Mayor and City Council Members
From: Penny Thompson, City Manager
Date: November 17, 2025
Re: Maine DOT overlimit permit, Project No. 029892.00 Route 164

The Maine Department of Transportation is seeking a Construction Overlimit Permit for Project No. 029892.00 Route 164.

A copy of the paperwork received by the City Clerk is on the following pages.

Suggested action:

If the agreement is satisfactory, please make a motion "to approve a Construction Overlimit Permit for Maine Department of Transportation for the project number 029892.00 Route 164."

Second

Discuss

Vote



Janet T. Mills
GOVERNOR

STATE OF MAINE
DEPARTMENT OF TRANSPORTATION
16 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0016

Dale F. Doughty
ACTING COMMISSIONER

Danielle Brissette, City Clerk
Re: City of Caribou
25 High Street
Caribou, ME 04736

10/28/2025

Subject: Forestry Clearing
Project No.: 029892.00
Location: Caribou
Roadway: Route 164

Dear Ms. Brissette:

The Maine Department of Transportation will soon solicit quotes for the subject project for construction, and pursuant to 29-A MRSA § 2382 (7) we have established a "Construction Area." A copy of 29-A § 2382 is enclosed for your information. Also included is an agreement, **which requires signature by the municipal officers**, and additional background documents.

The agreement stipulates that the municipality will issue a permit for a stated period of time to the MDOT contractor for transporting construction equipment (backhoes, bulldozers, etc.) that exceed legal weight limits, over municipal roads. The agreement acknowledges the municipality's right to require a bond from the contractor to "guarantee suitable repair or payment of damages" per 29-A MRSA.

29-A MRSA § 2382 (7) states that "*the suitability of repairs or the amount of damage is to be determined by the Department of Transportation on state-maintained ways and bridges, otherwise by the municipal officers.*" In other words, municipal officers determine the suitability of repairs on municipal ways and bridges.

The State cannot force municipalities to allow overweight vehicles to travel on posted municipal roads. Municipal postings supersede overweight permits. However, the agreement requires municipalities to make reasonable accommodations for overweight vehicles that are operated by contractors and the MDOT in connection with the construction project.

The specific municipal roads involved are not necessarily known at present, as the contractor's plan of operation won't be known until just prior to the start of work. If the municipality plans to require a bond; the amount of the bond should be determined prior to the start of work. If the project number administratively changes, you will be notified, and the agreement modified accordingly. Please return the completed agreement to my attention. Should you have any questions, please contact me at 207 624-3410.

Sincerely,

George M.A. Macdougall, P.E.
Contracts & Specifications Engineer
Bureau of Project Development

Please return this AGREEMENT, when completed, to:

Maine Department of Transportation
ATTN.: George Macdougall, Contracts & Specifications Engineer
#16 State House Station, Child Street
Augusta, Maine 04333-0016

Project No.: 029892.00

Location: Caribou

Pursuant to 29-A MRSA § 2382, the undersigned municipal officers of the City of Caribou agree that a construction overlimit permit will be issued to the Contractor for the above-referenced project allowing the contractor to use overweight equipment and loads on municipal ways.

The municipality may require the contractor to obtain a satisfactory bond pursuant to 29-A MRSA § 2388 to cover the cost of any damage that might occur as a result of the overlimit loads. If a bond is required, the exact amount of said bond should be determined prior to the use of any municipal way. The MaineDOT will assist in determining the amount of the bond if requested. A suggested format for a general construction *overlimit bond* is attached. A suggested format for a construction *overlimit permit* is also attached. This construction overlimit permit does not supersede rules that restrict the use of public ways, such as posting of public ways, pursuant to 29-A MRSA § 2395.

The maximum speed limit for trucks on any municipal way will be 25 mph (40 km per hour) unless a higher speed limit is specifically agreed upon, in writing, by the Municipal Officers.

CITY OF CARIBOU

By the Municipal Officials

SPECIAL PROVISION 105
CONSTRUCTION AREA

Construction Areas located in the City of Caribou have been established by the Maine Department of Transportation (MDOT) in accordance with provisions of 29-A § 2382 Maine Revised Statutes Annotated (MRSA).

The sections of highway under construction in Aroostook County:

***Project 029892.00** is located in the city of Caribou along Route 164, 1.10 miles north of the Route 1 intersection.*

Per 29-A § 2382 (7) MRSA, the MDOT may “issue permits for stated periods of time for loads and equipment employed on public way construction projects, United States Government projects or construction of private ways, when within construction areas established by the Department of Transportation. The permit:

- A. Must be procured from the municipal officers for a construction area within that municipality;*
- B. May require the contractor to be responsible for damage to ways used in the construction areas and may provide for:*

- (1) Withholding by the agency contracting the work of final payment under contract; or*
- (2) The furnishing of a bond by the contractor to guarantee suitable repair or payment of damages.*

The suitability of repairs or the amount of damage is to be determined by the Department of Transportation on state-maintained ways and bridges, otherwise by the municipal officers;

- C. May be granted by the Department of Transportation or by the state engineer in charge of the construction contract; and*

- D. For construction areas, carries no fee and does not come within the scope of this section.”*

The Municipal Officers for the City of Caribou agreed that an Overlimit Permit will be issued to the Contractor for the purpose of using loads and equipment on municipal ways in excess of the limits as specified in 29-A MRSA, on the municipal ways as described in the “Construction Area.”

As noted above, a bond may be required by the municipality, the exact amount of said bond to be determined prior to use of any municipal way. The MDOT will assist in determining the bond amount if requested by the municipality.

The maximum speed limits for trucks on any city way will be 25 mph (40 km per hour) unless a higher legal limit is specifically agreed upon in writing by the Municipal Officers concerned.

GENERAL GUIDANCE

CONSTRUCTION OVERLIMIT PERMIT AND BONDING

The Maine Bureau of Motor Vehicles (BMV) establishes requirements and standards for the permitting of non-divisible over dimensional and overweight vehicles and loads (collectively overlimit loads) on state roads. These state motor vehicle permits are available on-line. 29-A MRSA and Secretary of State Administrative Rules Chapters 155-157 apply. Additionally, municipalities and county commissioners may issue overweight permits for travel on municipal and county ways maintained by that municipality or county. These permits are typically single trip permits requiring vehicle registration data, intended route etc.

However, in this case we're dealing with *Construction Permits* involving overlimit loads in support of construction projects. According to 29-A MRSA § 2382 (7), a Construction Permit is a permit *"for a stated period of time that may be issued for loads and equipment employed on public way construction projects, United States Government projects or construction of private ways, when within construction areas established by the Department of Transportation"*. According to 29-A § 2382 MRSA, the construction overlimit permit must be procured from the municipal officers for overweight loads on a municipal way in support of a construction project within that municipality.

By signing the attached agreement, the municipality agrees to issue construction overlimit permits to the MDOT construction contractor.

Frequently Asked Questions:

A. Why sign the document in advance of the actual construction contract?

Response: There are three primary reasons: First, to comply with 29-A § 2382. Second, to ensure that there are no surprises regarding the use of municipal roads by the Maine DOT contractor (to reasonably reduce risk and thus keep the cost of construction down) and third, to ensure the town is aware of its rights to control its own roads, and its rights to require a separate contractor's bond. (This is in addition to the Payment Bond and the Performance Bond the Maine DOT requires of the contractor).

B. Different roads may require different levels of scrutiny. How is a posted road handled?

Response: Despite the general construction overweight permit, the contractor cannot exceed the load limit on a posted municipal road without specific municipal permission. 29-A § 2395 MRSA notes that any ways requiring special protection (such as posted roads) will continue to be protected and overweight permits are superseded by such postings. In such a case the contractor would have to use an alternate route.

C. Is there any reason why the contractor cannot be held to indemnify and hold harmless the Municipality beyond the simple posting of a bond?

Response: The objective of our standard letter is to deal with overweight equipment and trucks on municipal ways during construction of a Maine DOT construction project. The bond merely provides a measure of protection against damage to municipal ways as a direct result of construction activity. Other areas of risk and indemnification are beyond the scope of our letter.

D. Are we required to obtain a bond?

Response: No. In fact, few municipalities have required a construction bond. It is a matter of risk management.

E. If used, what amount should be required on the bond?

Response: Previous MDOT letters used to speak about a maximum bond amount of \$14,000 / mile (\$9,000 / kilometer) of traveled length, however 29-A § 2382 sets no maximum. The amount of the bond (if any bond is required at all) is based on the individual situation. The MDOT will assist in providing a bond amount estimate if so requested.

F. Why the blanket approval?

Response: The blanket approval we seek is the reasonable accommodation by the municipality to allow the Maine DOT contractor to use town ways (if required) to haul overweight construction equipment and trucks. This theoretically gives the municipality and the MDOT time to discuss exceptions to a blanket approval. In general, this avoids unnecessary risks and saves money for all concerned in the long run.

G. Who determines the suitability of repairs?

Response: For municipal ways, the suitability of repairs may be determined by municipal officers. The MDOT will assist.

H. What is a non-divisible load?

Response: Per Chapter 157 (The Administration of Over-Dimension and Overweight Permits) under the Secretary of State administrative rules (See Rule Chapters for the Department of the Secretary of State on line), a non-divisible load is defined as: A load which, if separated into smaller loads or vehicles, would:

- 1) make it unable to perform the function for which it was intended;
- 2) destroy its value or;
- 3) require more than eight work hours to dismantle using appropriate equipment. Sealed oceangoing containers, spent nuclear materials in casks, and government-controlled military vehicles and their loads will be considered non-divisible

I. What is the standard for Overweight trucks and equipment?

Response: Overweight means a weight that exceeds the legal limits established in 29-A MRSA Chapter 21.

J. This is an unorganized township with no county or municipal roads. Why should I respond?

Response: Because of limited staff, we send out a standard letter to cover contingencies and minimize risk to the construction process. From time to time the letter may not have a practical application. In most cases of unorganized territories, the agreement is signed and returned as a matter of routine. This ensures that surprises will not be encountered after the start of construction regarding travel over municipal and county ways.

Additional tips:

False Information - Permit are invalidated by false information. A permit is invalidated by the violation of any condition specified by the terms of the permit or by false information given on the application. On evidence of such violation of falsification, the permittee may be denied additional permits.

Proper Registration - Overload permits do not relieve the registrants of vehicles from their obligations to properly register their vehicles in accordance with Motor Vehicle Laws.

Agent's Power of Attorney - If you do require a contractor's bond, make sure you have a copy of the Surety Agent's power of attorney authorizing the surety agent to sign for the surety. Keep the power of attorney with your duplicate original bond at the municipality. The contractor will also have a duplicate original.

Other bonds - The Maine DOT requires a payment bond and a performance bond of the contractor which is held against unsatisfactory performance on the part of the contractor for all construction projects over \$100,000. (The Miller Act (40 U.S.C. 270a-270f) normally requires performance and payment bonds for any federal aid construction contract exceeding \$100,000. 14 MRSA § 871 provides a similar requirement for state funded construction projects.) These bonds cover the proper performance of the contract and the payment of all employees, suppliers and subcontractors.

SPECIAL PROVISION 105
OVERLIMIT PERMITS

Title 29-A § 2382 MRSA Overlimit Movement Permits.

1. Overlimit movement permits issued by State. The Secretary of State, acting under guidelines and advice of the Commissioner of Transportation, may grant permits to move nondivisible objects having a length, width, height or weight greater than specified in this Title over a way or bridge maintained by the Department of Transportation

2. Permit fee. The Secretary of State, with the advice of the Commissioner of Transportation, may set the fee for single trip permits, at not less than \$6, nor more than \$30, based on weight, height, length and width. The Secretary of State may, by rule, implement fees that have been set by the Commissioner of Transportation for multiple trip, long-term overweight movement permits. Rules established pursuant to this section are routine technical rules pursuant to Title 5, chapter 375, subchapter II-A.

3. County and municipal permits. A county commissioner or municipal officer may grant a permit, for a reasonable fee, for travel over a way or bridge maintained by that county or municipality

4. Permits for weight. A vehicle granted a permit for excess weight must first be registered for the maximum gross vehicle weight allowed for that vehicle.

5. Special mobile equipment. The Secretary of State may grant a permit, for no more than one year, to move pneumatic-tire equipment under its own power, including Class A and Class B special mobile equipment, over ways and bridges maintained by the Department of Transportation. The fee for that permit is \$15 for each 30-day period.

6. Scope of permit. A permit is limited to the particular vehicle or object to be moved, the trailer or semitrailer hauling the overlimit object and particular ways and bridges.

7. Construction permits. A permit for a stated period of time may be issued for loads and equipment employed on public way construction projects, United States Government projects or construction of private ways, when within construction areas established by the Department of Transportation. The permit:

A. Must be procured from the municipal officers for a construction area within that municipality;

B. May require the contractor to be responsible for damage to ways used in the construction areas and may provide for:

(1) Withholding by the agency contracting the work of final payment under contract; or

(2) The furnishing of a bond by the contractor to guarantee suitable repair or payment of damages.

The suitability of repairs or the amount of damage is to be determined by the Department of Transportation on state-maintained ways and bridges, otherwise by the municipal officers;

C. May be granted by the Department of Transportation or by the state engineer in charge of the construction contract; and

D. For construction areas, carries no fee and does not come within the scope of this section.

8. Gross vehicle weight permits. The following may grant permits to operate a vehicle having a gross vehicle weight exceeding the prescribed limit:

A. The Secretary of State, with the consent of the Department of Transportation, for state and state aid highways and bridges within city or compact village limits;

B. Municipal officers, for all other ways and bridges within that city and compact village limits; and

C. The county commissioners, for county roads and bridges located in unorganized territory.

9. Pilot vehicles. The following restrictions apply to pilot vehicles.

A. Pilot vehicles required by a permit must be equipped with warning lights and signs as required by the Secretary of State with the advice of the Department of Transportation.

B. Warning lights may be operated and lettering on the signs may be visible on a pilot vehicle only while it is escorting a vehicle with a permit on a public way.

With the advice of the Commissioner of Transportation and the Chief of the State Police, the Secretary of State shall establish rules for the operation of pilot vehicles.

9-A. Police escort. A person may not operate a single vehicle or a combination of vehicles of 125 feet or more in length or 16 feet or more in width on a public way unless the vehicle or combination of vehicles is accompanied by a police escort. The Secretary of State, with the advice of the Commissioner of Transportation, may require a police escort for vehicles of lesser dimensions.

A. The Bureau of State Police shall establish a fee for state police escorts to defray the costs of providing a police escort. A county sheriff or municipal police department may establish a fee to defray the costs of providing police escorts.

B. The Bureau of State Police shall provide a police escort if a request is made by a permittee. A county sheriff or municipal police department may refuse a permittee's request for a police escort.

C. A vehicle or combination of vehicles for which a police escort is required must be accompanied by a state police escort when operating on the interstate highway system.

10. Taxes paid. A permit for a mobile home may not be granted unless the applicant provides reasonable assurance that all property taxes, sewage disposal charges and drain and sewer assessments applicable to the mobile home, including those for the current tax year, have been paid or that the mobile home is exempt from those taxes. A municipality may waive the requirement that those taxes be paid before the issuance of a permit if the mobile home is to be moved from one location in the municipality to another location in the same municipality for purposes not related to the sale of the mobile home.

11. Violation. A person who moves an object over the public way in violation of this section commits a traffic infraction.

Section History:

PL 1993, Ch. 683, §A2 (NEW).

PL 1993, Ch. 683, §B5 (AFF).

PL 1997, Ch. 144, §1,2 (AMD).

PL 1999, Ch. 117, §2 (AMD).

PL 1999, Ch. 125, §1 (AMD).

PL 1999, Ch. 580, §13 (AMD).

PL 2001, Ch. 671, §30 (AMD).

PL 2003, Ch. 166, §13 (AMD).

PL 2003, Ch. 452, §Q73,74 (AMD).

PL 2003, Ch. 452, §X2 (AFF).

MUNICIPAL OVERLIMIT PERMIT FOR CONSTRUCTION

MUNICIPALITY: _____

Phone: 207-_____; fax: 207-_____

APPLICATION FOR OVERLIMIT PERMIT TO MOVE CONSTRUCTION EQUIPMENT AND LOADS IN EXCESS OF LEGAL LIMITS ON MUNICIPAL WAYS

Construction Time Period:

Per 29-A § 2382 (7) MRSA, application is hereby made to the MUNICIPALITY OF _____
for An Overlimit Permit to move construction equipment, material, objects or loads in excess of legal limits over
ways maintained by the MUNICIPALITY in support of construction operations for the following Maine DOT
project

Project Description:

Project Identification Number (PIN):

NAME OF PERMITTEE (Construction Company):

STREET/P.O. BOX:

CITY:

STATE/PROV:

ZIP / POSTAL CODE:

PHONE:

FAX:

This object or load cannot be readily reduced to the legal limits.

Signed by:

(name & title)

Permit is granted. A copy of this signed permit will be provided to the permittee as proof of permit. This permit
will automatically expire at the physical completion of the above construction project. The original permit will be
held on file at the municipality.

Signed:

Municipal Official

MUNICIPAL OVERLIMIT PERMIT FOR CONSTRUCTION

MUNICIPALITY: _____

Phone: 207-_____; fax: 207-_____

APPLICATION FOR OVERLIMIT PERMIT TO MOVE CONSTRUCTION EQUIPMENT AND LOADS IN EXCESS OF LEGAL LIMITS ON MUNICIPAL WAYS

Construction Time Period:

Per 29-A § 2382 (7) MRSA, application is hereby made to the MUNICIPALITY OF _____
for An Overlimit Permit to move construction equipment, material, objects or loads in excess of legal limits over
ways maintained by the MUNICIPALITY in support of construction operations for the following Maine DOT
project

Project Description:

Project Identification Number (PIN):

NAME OF PERMITTEE (Construction Company):

STREET/P.O. BOX:

CITY:

STATE/PROV:

ZIP / POSTAL CODE:

PHONE:

FAX:

This object or load cannot be readily reduced to the legal limits.

Signed by:

(name & title)

Permit is granted. A copy of this signed permit will be provided to the permittee as proof of permit. This permit
will automatically expire at the physical completion of the above construction project. The original permit will be
held on file at the municipality.

Signed:

Municipal Official

BOND # _____

Date: _____

MUNICIPAL CONSTRUCTION BOND

KNOW ALL MEN BY THESE PRESENTS: That (name of construction firm) _____
_____ and the Municipality of _____, as
principal, and _____
, a corporation duly organized under the laws of the State of _____ and having a
usual place of business _____,
as Surety, are held and firmly bound unto the Treasurer of the Municipality of
_____ in the sum of
_____ and 00/100 Dollars (\$) _____
to be paid said Treasurer of the Municipality of _____ or
her/his successors in office, for which payment well and truly to be made, Principal and
Surety bind themselves, their heirs, executors and administrators, successors and assigns,
jointly and severally by these presents.

The condition of this obligation is such that if the Principal designated as Contractor in
the Contract to construct Project Number _____ in the Municipality of
_____ promptly and faithfully performs the Contract,
without damage to the municipal ways, other than normal wear and tear; then this
obligation shall be null and void; otherwise it shall remain in full force and effect.

However, if the Principal designated as Contractor causes damage to any municipal way
beyond normal wear and tear, in the construction of the above project through the use of
legal weight, legal dimension trucks or equipment; or overweight or over-dimension
equipment or trucks (as defined in 29-A MRSA) on the municipal ways, then this bond
may be used to guarantee that the contractor either repairs or pays for the damage caused
by the use of its equipment or trucks. The degree of damage beyond normal wear and
tear will be determined by municipal officials with the assistance of the Maine
Department of Transportation.

The Surety hereby waives notice of any alteration or extension of time made by the Municipality.

Signed and sealed this day of, 20....

WITNESS:

SIGNATURES:

CONTRACTOR:

Signature.....

.....

Print Name Legibly

Print Name Legibly

.....

.....

WITNESS:

SIGNATURES SURETY:

Signature.....

Signature.....

Print Name Legibly

Print Name Legibly

NAME OF LOCAL AGENCY:

ADDRESS

TELEPHONE

NAME OF SURETY

SURETY ADDRESS:.....

BOND # _____

BOND # _____

Date: _____

MUNICIPAL CONSTRUCTION BOND

KNOW ALL MEN BY THESE PRESENTS: That (name of construction firm)
_____ and the Municipality of _____, as
principal, and _____
, a corporation duly organized under the laws of the State of _____ and having a
usual place of business _____,
as Surety, are held and firmly bound unto the Treasurer of the Municipality of
_____ in the sum of
_____ and 00/100 Dollars (\$))
to be paid said Treasurer of the Municipality of _____ or
her/his successors in office, for which payment well and truly to be made, Principal and
Surety bind themselves, their heirs, executors and administrators, successors and assigns,
jointly and severally by these presents.

The condition of this obligation is such that if the Principal designated as Contractor in
the Contract to construct Project Number _____ in the Municipality of
_____ promptly and faithfully performs the Contract,
without damage to the municipal ways, other than normal wear and tear; then this
obligation shall be null and void; otherwise it shall remain in full force and effect.

However, if the Principal designated as Contractor causes damage to any municipal way
beyond normal wear and tear, in the construction of the above project through the use of
legal weight, legal dimension trucks or equipment; or overweight or over-dimension
equipment or trucks (as defined in 29-A MRSA) on the municipal ways, then this bond
may be used to guarantee that the contractor either repairs or pays for the damage caused
by the use of its equipment or trucks. The degree of damage beyond normal wear and
tear will be determined by municipal officials with the assistance of the Maine
Department of Transportation.

The Surety hereby waives notice of any alteration or extension of time made by the Municipality.

Signed and sealed this day of, 20....

WITNESS:

SIGNATURES:

CONTRACTOR:

Signature.....

.....

Print Name Legibly

Print Name Legibly

.....

.....

WITNESS:

SIGNATURES SURETY:

Signature.....

Signature.....

Print Name Legibly

Print Name Legibly

NAME OF LOCAL AGENCY:

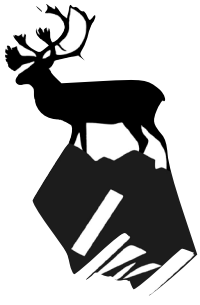
ADDRESS

TELEPHONE

NAME OF SURETY

SURETY ADDRESS:.....

BOND # _____



Caribou Public Library

DIRECTOR'S REPORT

**To: City Manager Penny Thompson
Mayor Boma & Caribou City Council**
From: Peter Baldwin, Library Director
October 2025 Report

The time of fall programming has come to the library, with new décor placed around the library. As the grounds become awash with leaves, the Friends of the Library have donated their time, as they do annually, to put the library gardens to rest. As the plants begin to slumber for the winter, the Friends group has done an incredible job at removing their old stems in preparation for the snowfall, and to ensure a pleasant spring.

The library has been notified of a \$10,000 gift that will be coming from the Carnegie Foundation in celebration of the 250-year anniversary of the United States. We are grateful for this gift and have begun planning to use the funds for the improvements of the library grounds to further highlight the prominence and importance of our historic building.

The library worked remotely for some of this month, but ensured the allocation of time to make house calls to patrons for the purposes of technology assistance. With many of our partnerships for digital offerings struggling through changes in funding, there are limited programs available to offer personalized assistance to older adults with their personal devices. This month, the Director assisted twelve patrons at their homes for assistance with their devices or networks.

The Caribou Bookmobile continues to dazzle and impress with our new partnership with the Caribou High School. On October 21st, our Bookmobile Librarian, Meredith, brought the bookmobile to the High School and provided each 8th grader with books. With over 80 student receiving books, we are thrilled to report this programs success. The alternative education center of the high school has also asked for a day themselves for the same program. The Caribou Bookmobile will now be visiting the high school twice a month to continue this program.

This month, the Library Director met with representative of the new Children's Museum and was offered a tour of their building. While the inside is impressive, discussions soon turned to potential collaborative opportunities, including a Toddler hour sponsored by the library, featuring our Children's Librarian, Brenda. Brenda has also been hard at work in the children's room putting on a pumpkin painting program, of which 7 were in attendance, and as a part of the City's Trunk or Treat program.

The Library Director continues to work with other departments on citywide event projects, as well as preparing for Small Business Saturday. At the same time, the Director continues to work on other initiatives for the Nylander Museum and Library including more plannings, proposals, and potentially new advances in services and our archives.

That's all for us at the library, tune in next month!

Peter Baldwin

CIRCULATION STATISTICAL COMPARISON													
MATERIAL TYPE	OCT 2024	NOV 2024	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	AUG 2025	SEPT 2025	OCT 2025
Adult books	788	627	612	820	519	447	598	493	405	517	565	505	592
Juvenile books	689	680	752	600	549	542	619	511	513	835	587	560	614
Teen/YA books	96	71	79	101	61	90	159	91	88	83	83	73	55
DVDs	48	103	47	79	56	48	105	86	61	45	39	51	59
eBooks/Audiobooks	175	159	156	141	118	164	132	160	172	184	173	153	207
Magazines	59	60	22	52	17	73	32	27	11	29	21	14	25
Interlibrary loans	25	16	17	32	15	12	37	26	38	48	45	61	40
Hotspots	N/A	N/A	N/A	22	7	45	43	21	11	11	30	15	13
STEAM	16	22	19	3	3	0	2	2	2	2	8	10	0
Renewals	429	275	406	401	343	472	489	364	291	429	390	627	406
TOTAL NUMBERS	2,325	2,013	2,110	2,251	1,688	1,893	2,216	1,781	1,592	2,183	1,941	2,069	2,011

** As of January 2025, the Library has replaced puzzle tracking as a statistic with Hotspot kits.

YEAR-TO-DATE OVERALL MONTHLY STATISTICAL COMPARISON													
MATERIAL TYPE	OCT 2024	NOV 2024	DEC 2024	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	AUG 2025	SEPT 2025	OCT 2025
Circulation	2,325	2,013	2,113	2,251	1,688	1,893	2,216	1,781	1,592	2,183	1,941	2,069	2,011
Library Visitors	3,116	3,152	3,016	2,103	1,971	1,422	2,114	2,643	2,288	2,874	2,846	2,335	2,267
Computer Use	** See Note	** See Note	** See Note	47	41	58	81	78	84	112	98	92	92
Books added	110	42	49	73	145	52	136	26	55	66	61	85	60
Books withdrawn	18	12	91	1,606	12	34	51	81	17	5	29	86	14
Program Participation	4,668	4,971	4,848	4,794	4,273	4,419	4,166	3,904	3,410	3,946	9,442		
New patrons	13	12	12	11	13	14	15	11	21	26	31	25	15
Archives (# of users)	55	42	33	38	41	12	37	31	47	29	35	43	39

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

YEAR-TO-DATE MONTHLY CIRCULATION COMPARISON													
Year	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
2017	1,429	1,647	2,165	1,671	1,782	2,053	2,086	2,225	1,995	2,335	2,284	2,094	23,766
2018	1,789	1,755	2,396	2,758	2,192	2,501	2,629	3,166	2,727	2,894	2,587	2,104	29,498
2019	2,924	2,026	2,728	2,663	2,116	1,979	2,519	2,297	2,129	2,099	1,603	1,770	26,853
2020	2,404	2,415	1,710	289	281	1,113	2,040	3,327	2,990	3,278	3,063	3,525	26,435
2021	3,850	3,710	4,434	2,270	1,947	2,451	2,277	2,477	2,367	2,116	2,246	1,838	31,983
2022	2,039	1,709	2,193	2,043	1,987	1,994	2,067	2,552	2,297	2,217	2,294	2,296	25,688
2023	2,642	2,374	2,576	2,328	2,546	2,044	2,111	2,144	1,999	2,293	2,268	2,109	27,434
2024	2,793	2,202	2,270	2,261	2,138	2,014	2,234	2,268	2,229	2,325	2,013	2,113	26,860
2025	2,251	1,688	1,893	2,216	1,781	1,592	2,183	1,941	2,069	2,011			19,625



CARIBOU FIRE & AMBULANCE DEPARTMENT



Chief Brian P. Lajoie

Monthly Report – October 2025

Call Summary

<i>Category</i>	<i>Number of Calls</i>	<i>Category</i>	<i>Number of Calls</i>
Ambulance Calls	195	Fire Calls	27
BLS Calls	108	Structure Fires	1
ALS Calls	87	Chimney	2
Canceled Calls	1	Rescue	0
Drug/Behavioral Calls	11	Silent Alarms	24
Outside Community Calls	41		
PIFT Transfers	0		
LifeFlight Transfers	0		
Long Distance Transfers	0		
Total Calls for October:	222		

Monthly Activities & Events

October 1–3, 2025:

Chief Lajoie attended the Fire Officer III Certification Academy at Eastern Maine Community College. This weeklong course, hosted by the Maine Fire Service Institute and the Regional Alliance for Firefighter Training, concluded with national Pro Board Fire Officer III Certification.

Chief Lajoie is proud to report successful completion of the program and certification achievement.

October 7, 2025:

All department members attended an MRI Safety Screening Presentation hosted by Cary Medical Center's Radiology Department. A follow-up tour of the MRI facility will be conducted to reinforce safety protocols and identify restricted areas for first responders.

October 8, 2025:

Chief Lajoie attended the Harriman Bi-Weekly Building Renovation Meeting via Zoom (1500 hrs.).

October 15, 2025:

Chief Lajoie attended a Safety Committee Meeting at Cary Medical Center focused on managing community-wide catastrophic events.

October 17, 2025:

Chief Lajoie participated in a Maine Fire Marshal's Office Webinar (2 hours) covering the upcoming National Emergency Response Information System (NERIS) transition, scheduled for 2026. This federal initiative will standardize national fire incident reporting.

October 18, 2025:

Chief Lajoie and department members attended calling hours and funeral services for Donnie Demerchant, a long-serving firefighter and paid-call member with over 25 years of service to the department.

October 20, 2025:

Chief Lajoie attended the Caribou City Council Meeting.

October 21, 2025:

Chief Lajoie conducted a safety walk-through inspection at Connor School in preparation for the upcoming year-long construction project.

October 22, 2025:

- Attended Harriman Bi-Weekly Building Renovation Zoom Meeting (1500 hrs).
- Participated in a Capital Committee Meeting held at the CFD Training Center.

October 23, 2025:

Department members participated in the Caribou Tech Center's "Plan Your Future Day" from 0830–1030 and 1130–1330, engaging with students about careers in fire and EMS.

October 24, 2025:

Chief Lajoie and several members attended calling hours for Captain Steve Sperry.

October 25, 2025:

The department honored retired Captain Steve Sperry, who served the City of Caribou for 47 years, by attending his funeral services and providing ceremonial participation.

October 27, 2025:

Chief Lajoie attended a Traffic Incident Management Group (TIMS) Zoom Meeting focusing on winter transportation safety and highway preparedness.

October 29, 2025:

Chief Lajoie, the Police Chief, and the Deputy Code Enforcement Officer performed an inspection at Safe Alternatives.

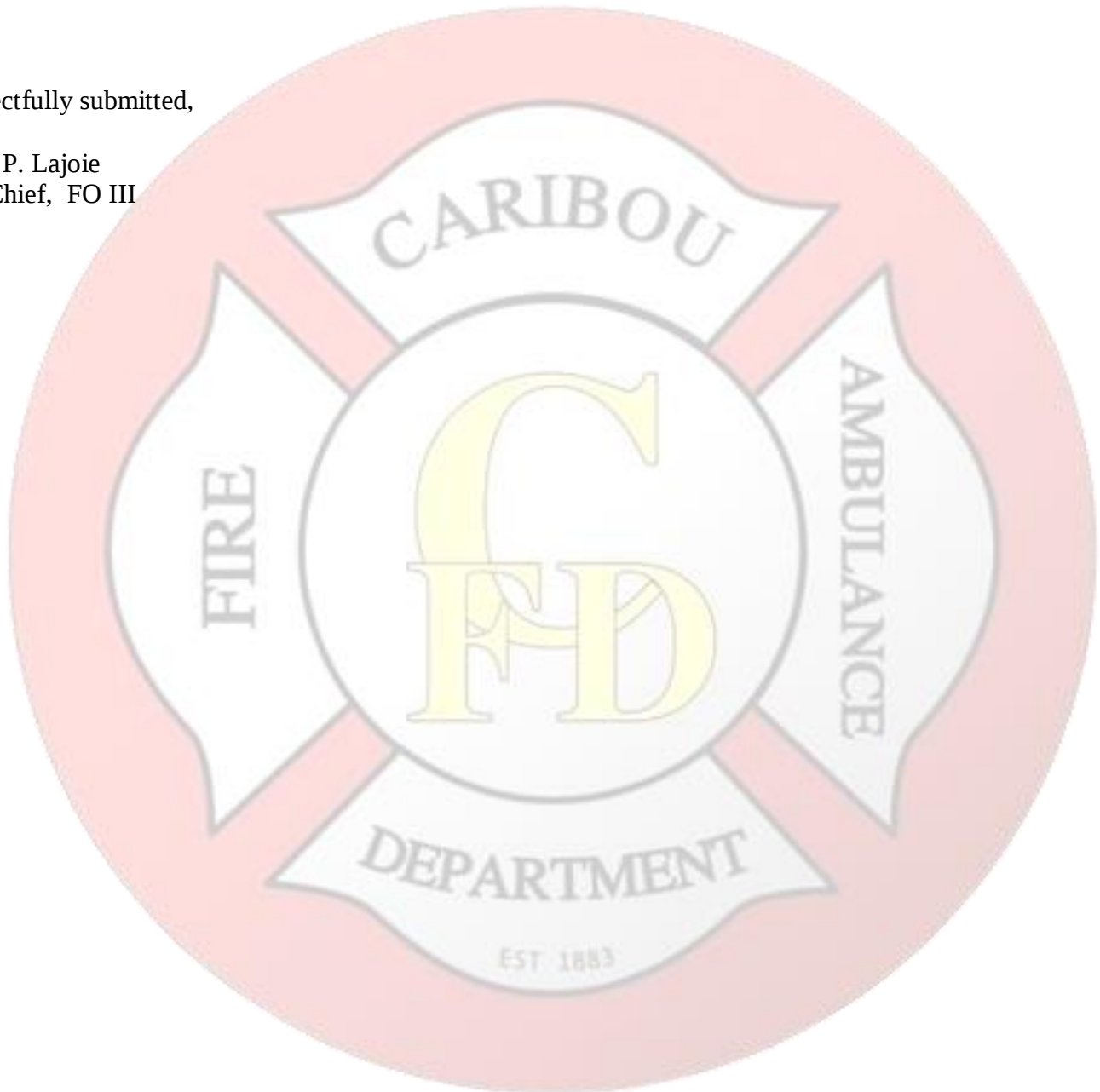
Station & Equipment Maintenance

Crews completed all monthly building and apparatus checks for October.

- Ambulance 23 received detailed cleaning of compartments, interior, and exterior, and the unit was waxed.

Respectfully submitted,

Brian P. Lajoie
Fire Chief, FO III





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	57,266	58,080				500,086
Applicants in Aroostook County	597	626	620	655	700	683	712	784	760				6,137
Applicants in Caribou Area	15	21	72	31	52	80	93	125	143				632
Applicants Pulled From Waiting List	14	20	19	30	15	0	0	0	0				123
Vouchers on Street	10	7	18	18	11	3	0	0	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	196	196				2352
Total Vouchers Leased	166	168	167	167	167	173	171	168	163				1510
Port Out Vouchers	2	2	2	2	3	3	3	2	2				21
Homeownership Vouchers	1	1	1	1	1	1	1	1	1				9
All Other Housing Choice Vouchers	163	165	164	164	163	169	167	165	160				1480
Total HAP Expense	\$ 93,275	\$ 103,010	\$ 102,470	\$ 99,853	\$ 103,772	\$ 105,934	\$ 103,720	\$ 103,672	\$ 101,536				\$ 917,242
All Other Voucher	\$ 82,070	\$ 91,994	\$ 92,813	\$ 92,519	\$ 95,758	\$ 96,650	\$ 96,941	\$ 96,029	\$ 93,559				\$ 838,333
Port Out Payments	\$ 2,450	\$ 2,450	\$ 2,450	\$ 2,450	\$ 2,802	\$ 2,802	\$ 2,559	\$ 2,559	\$ 2,559				\$ 23,081
Homeownership HAP	\$ 356	\$ 124	\$ 87	\$ 87	\$ 87	\$ 87	\$ 87	\$ 38	\$ 38				\$ 991
FSS Escrow, Participants Account	\$ 8,399	\$ 8,442	\$ 7,120	\$ 4,797	\$ 5,125	\$ 6,395	\$ 4,133	\$ 5,046	\$ 5,380				\$ 54,837

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%	83%				86%
HUD Funded -vs- HAP Expense	73%	101%	107%	110%	98%	94%	99%	93%	72%				94%

MAINSTREAM VOUCHERS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Allocated Vouchers	40	40	40	40	40	40	40	40	40				480
Total Vouchers Leased	32	33	35	36	36	35		34	35				276
Total HAP Expense	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156	\$15,156				\$136,404
HAP Expense	\$ 14,521	\$ 16,080	\$ 17,842	\$ 19,319	\$ 19,391	\$ 19,270	\$ 19,350	\$ 18,535	\$ 19,090				\$163,398
FSS Escrow, Participants Account	\$ 1,645	\$ 1,574	\$ 1,261	\$ 1,261	\$ 1,293	\$ 1,216	\$ 782	\$ 1,402	\$ 1,402				\$11,836

EMERGENCY HOUSING VOUCHERS

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Allocated Vouchers	15	15	15	15	15	15	15	15	15				180
Total Vouchers Leased	8	8	8	8	8	8	8	8	8				72

Total HAP Expenses	\$ 8,562	\$ 6,778	\$ 5,465	\$ 5,573	\$ 5,573	\$ 5,606	\$ 5,606	\$ 5,791	\$ 5,127				\$ 54,081
Hap Expense	\$ 7,249	\$ 5,465	\$ 4,127	\$ 4,235	\$ 4,235	\$ 4,463	\$ 4,463	\$ 5,085	\$ 5,127				\$ 44,449
FSS Escrow, Participants Account	\$ 1,313	\$ 1,313	\$ 1,338	\$ 1,338	\$ 1,338	\$ 1,143	\$ 1,143	\$ 706	\$ -				\$ 9,632

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	1	0				35
Annual Inspection	1						67	29	8				105
No Show							6	1	0				7
Reinsection(s)			1	1	1		1	18	9				31
Other, Public Housing Authority Inspections							0	21	10				31
Total Inspections	8	5	4	5	9	6	74	70	27	0	0	0	209

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	54	54				56

FSS Famlies, Disbursement	4	0	3	4	1	0	0	1	0				13
FSS Disbursement Amount	\$ 8,765	\$ -	\$ 5,175	\$ 5,175	\$ 5,230	\$ -		\$ 1,116	\$ -				\$ 25,462

FSS Graduate, Families	2	1	0	0	1	1	2	1	1				9
FSS Graudate, Escrow	\$ 17,440	\$ 8,228	\$ -	\$ -	\$ 4,802	\$ 5,251	\$ 12,824	\$ 853	\$ 9,383				\$ 58,782

FSS Forfeiture, Families	2	2	0	0	0	1	0	0	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	2	2				29
	\$ 700	\$ 1,750	\$ 1,400	\$ 1,050	\$ 700	\$ 2,450	\$ 700	\$ 700	\$ 700				\$ 10,150

Security Deposit	3	4	4	3	1	5	3	2	1				26
	\$ 3,371	\$ 4,170	\$ 4,250	\$ 2,764	\$ 700	\$ 5,381	\$ 2,975	\$ 1,750	\$ 900				\$ 26,261

Damage Reimbursements	2	0	0	0	0	0	2	0	0				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	\$ 2,450	\$ 1,600				\$ 41,112
---------------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	--	--	--	-----------

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	
GRAND TOTAL OF ASSISTANCE INTO	\$ 138,623	\$ 130,261	\$ 128,144	\$ 127,599	\$ 133,705	\$ 136,354	\$ 142,899	\$ 126,665	\$ 131,356				
2025 YEAR TO DATE	\$ 138,623	\$ 268,884	\$ 397,029	\$ 524,628	\$ 658,333	\$ 794,687	\$ 937,586	\$ 1,064,252	\$ 1,195,608				

Percentage Increase per Month, 2025-vs- 2024	17%	15%	-12%	11%	-7%	20%	24%	4%	-14%				7%
--	-----	-----	------	-----	-----	-----	-----	----	------	--	--	--	----

2024 MONTHLY ASSITSTANCE	\$118,666	\$112,793	\$145,462	\$115,355	\$144,410	\$113,192	\$115,081	\$121,466	\$ 152,073	##	##	##	
YEAR TO DATE	\$118,666	\$231,459	\$376,921	\$492,276	\$636,686	\$749,878	\$864,959	\$986,425	\$1,138,498	###	###	###	



Board of Directors
October 6, 2025
5:00 p.m.

Present:

Kevin Barnes, Chairman; Jane McCall, Vice Chair; Dr. Carl Flynn, Doug Plourde, Mike Gahagan, Clara Collins, Neal Griffith, Dr. Irene Djuanda, Kris Doody, RN, CEO; Dr. Regen Gallagher, CMO; Chelsea Desrosiers, CFO; Jenn Plant, RN, CNO; Ben Willey, CFPO; Paula Parent, RN, CHRO; Dr. Caleb Swanberg; COS; and Peg McAfee

Zoom:

Luke Dyer, Meagan Thompson

Excused:

Penny Thompson

Guest:

Danny Gahagan, PHS;

Welcome:

Kevin Barnes, Chairman, Board of Directors welcomed Danny Gahagan, PHS 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 5:12 p.m.	Informational.	K. Barnes
2. Review and Approval of Minutes	The minutes of the September 8, 2025 meeting were reviewed.	Upon motion, duly made and seconded, it was so VOTED to approve the September 8, 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 September 24 th MSEC & GMS Meeting: Appointment Consulting Medical Staff – Harsh Mehta, MD (Cardiology); The complete appointment application and provider profile of Harsh Mehta, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. Upon motion, duly made and seconded, it was so VOTED to recommend approving provisional appointment of Harsh Mehta, MD to the Consulting Medical Staff with privileges as requested through December 31, 2026. Dr. Hoeksma was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.	Upon motion, duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented. Upon motion, duly made and seconded, it was so VOTED to approve the provisional appointment of Harsh Mehta, MD to the Consulting Medical Staff.	Dr. C. Swanberg

Board of Directors
October 6, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	Appointment Courtesy Staff - Matthew Christianson, MD (Emergency Medicine); The complete application and provider profile of Matthew Christianson, MD was reviewed with no discrepancies. He reported two malpractice claims; both closed without payment. The report from the National Practitioner's Data Bank contained no reports. The claims were reviewed by the Chief of Emergency Medicine with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend approving provisional appointment of Matthew Christianson, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2026. Dr. Christianson will be proctored for procedural sedation. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action. Appointment Courtesy Staff - Barry Smith, MD (Emergency Medicine); The complete appointment application and provider profile of Barry Smith, MD was reviewed with no discrepancies. He reported one malpractice claim, pre-trial settlement. The report from the National Practitioner's Data Bank contained one medical malpractice settlement payment. The claim was reviewed by the Chief of Emergency Medicine with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend approving provisional appointment of Barry Smith, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2026, Dr. Smith will be proctored for procedural sedation. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action. Resignation- Kirsten Darrell, PA-C; The resignation of Kirsten Darrell, PA-C was received effective August 25, 2025. Upon motion, duly made and seconded, it was so VOTED to recommend approving the resignation of Kirsten Darrell, PA-C as presented. This was forwarded to the Board of Directors for action. Nominating Committee for 2026 MSEC Elections/Open Positions - Dr. Swanberg noted it is time to select the nominating committee for the 2026 MSEC elections. The nominating committee will be announced at the November Medical Staff Executive Committee meeting. Process for Referring Cases for Peer Review - A lengthy discussion ensued regarding the process for referring cases for peer review and how the concerns are relayed to the assigned reviewer as well as feedback to the person who requested the case to be reviewed. There was discussion regarding the confidentiality and protection of peer review. There was also discussion about the possibility of a multi-	Upon motion, duly made and seconded, it was so VOTED to approve the provisional appointment of Matthew Christianson, MD to the Courtesy Medical Staff. Upon motion, duly made and seconded, it was so VOTED to approve the provisional appointment of Barry Smith, MD to the Courtesy Medical Staff. Upon motion, duly made and seconded, it was so VOTED to approve the resignation of Kirsten Darrell, PA-C. Informational. Informational.	



Board of Directors
October 6, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	disciplinary peer review. Dr. Gallagher will gather information on multi-disciplinary peer review rules and regulations and present them at the next meeting. Coronary CT New Services - Dr. Laferriere provided a presentation on the enhancements coming to coronary CT which will be FFRct & coronary CTA plaque analysis. Dr. Laferriere will distribute additional information to the outpatient providers when the new services are available.	Informational.	
4. Quality Management Committee, Patient Safety Committee, Dashboard	Dr. Regen Gallagher provided the following updates, noting the QM Committee did not meet in September: Patient Safety Meeting – September 10, 2025 – Reports reviewed at the September meeting included: Patient Falls, Patient Transfers (where to and reasons for transfer), Cardiopulmonary Critical Results, lab critical values, medication incidents and wound care. AHRQ Hospital Safety Culture Survey 2025 – Dr. Gallagher reported that every other year Cary Medical Center is required to conduct a patient safety survey. Cary changed the survey provider; thus, the challenge is the inability to compare data over time. As a requirement of the survey, the results are being provided to staff, medical staff and the Board of Directors. The report noted there are questions across 10 dimensions, there were 135 respondents (80 in 2023), a 24% response rate. The survey is anonymous. All results are summarized with the Top 3 Opportunities and the Top 3 Strengths listed. A plan was included for the Top 3 Priorities: staffing and work pace, handoffs and information exchange, and response to error. Dashboard 2025 – The 2025 Dashboard was included in the packet for review. Jenn Plant reported that Patient Satisfaction information has transitioned from Chelsea Desrosiers, CFO/COO to Chelsea Desjardins, RN, Nurse Educator. Currently patient comments are being reviewed by nursing leadership. Jenn Plant circulated a handout regarding Press Ganey and CAHP Scoring. The report reviewed patient experience ratings, including comments from January 1, 2024 through June 30, 2025 for Ambulatory Surgery and Inpatient Units: ACU, ICU, Maternal Child.	Upon motion, duly made and seconded, it was so VOTED to approve the Quality Management Committee Report as presented. The results and the plan will be presented to staff and medical staff	Dr. R. Gallagher Dr. R. Gallagher
5. Report of Chairman, Board of Directors – Kevin Barnes, Chairman a. Report from Board Members	Kevin Barnes provided the following updates: Pines Board of Directors – Dr. Carl Flynn reported that Pines reviewed their quality indicators, financials, after hours triage. Pines is reviewing options of changing after hours triage vendors. The number of	Informational.	K. Barnes

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
– PHS BOD, MSEC & GMS	patients has significantly increased with changes that have occurred with Northern Light and Anthe, Family Planning and closure of a local physician practice. Family Planning is closing in Presque Isle on October 31, 2025. The closure affects approximately 700 patients. Also, there were a significant number of patients affected when Dr. David Conner closed his practice. MSEC & GMS Meeting – No report was provided.		
6. Report of CEO – Kris Doody a. Physician Recruitment and Retention	Kris Doody reported the following, noting more information is available in the CEO Report: Physician Recruitment and Retention - • General Surgery – A zoom interview was held on Friday, September 19th with Dr. Neel Sharma. He was unable to be on site due to a delayed flight. An onsite visit is being planned. A site visit was completed on Wednesday, October 8th with Dr. Eric Rau, experienced General Surgeon currently at Houlton Regional Hospital. A contract has been extended to Dr. Rau. • OB/GYN – Dr. Sarah Krantz completed a site visit September 8th – 10th. Dr. Krantz is a friend of Dr. Kara Dwight and is currently working in Boston. She is Maine licensed, discussions continue. • Emergency Medicine – Zoom calls were completed with Dr. Aaron Ratner & Dr. Veronica Coppersmith for part-time permanent positions. Additional candidates are being reviewed for Zoom interviews and future site visits. • Anesthesia – Yanira Medeiros, CRNA has signed a contract to begin October 13, 2025. • Radiology - Dr. Jeremy Lindahl, Radiologist, began full-time September 22, 2025. Dr. Brenda Roy will transition to a part-time position. • Family Practice - Heather Curran, FNP from Family Planning in Presque Isle voiced an interest in working for Pines Health Services. Ms. Curran was on site October 8th. Discussion continues. 340B State of Maine Legislation – The legislation passed into law last week. With this legislation reverses past unilateral Pharma changes to 340B reimbursement and expenses. This affects Pines significantly. Federal Budget – Members of Administration are following the shut down closely for ongoing updates. The last shutdown lasted 35 days. NL/Anthem Negotiation – As of September 30th Northern Light and Anthem had not reached an agreement. A meeting was scheduled for October 1st, however, the meeting was cancelled. It was announced after that date that NL and Anthem agreed to extend the current contract for one month, until October 30th.	Informational.	K. Doody
b. 340B State of Maine Legislation c. Federal Budget d. NL/Anthem Negotiation			

Board of Directors
October 6, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
e. VDA 2007 & 2009 Appeal	VDA 2007 & 2009 Appeal – The 2007 and 2009 VDA appeal ended successfully with repayment, including interest, owed to Cary Medical Center. The Provider Reimbursement Letter was received, repayment should follow within thirty days. The 2021 VDA was submitted; the estimated payment is approximately \$550K.		
f. Other	Other – Discussion ensued regarding hosting another City Council Workshop when the City Manager returns from leave. It was noted a tour of Radiology would be offered at that time.		
7. Report of Finance and Personnel Committee	Chelsea Desrosiers provided the following updates:	Upon motion, duly made and seconded, it was so VOTED to approve the August Financials as presented.	C. Desrosiers
a. August Financials	August Financials – Chelsea Desrosiers provided an overview of the August 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).		
	Retirement Contribution for Employees – The Finance and Personnel Committee unanimously approved the discretionary retirement contribution for employees employed through December 31, 2024. The Committee recommends full board approval.	Upon motion, duly made and seconded, it was so VOTED to approve the discretionary retirement contribution for employees as presented.	
8. Nursing Quarterly Report	Nursing Quarterly Report - Jenn Plant provided the following updates: - Current recruitment includes one full-time Emergency Medicine RN, two part-time Emergency Medicine Techs; and two full-time Surgical Techs - An overview of employed nursing positions included the number of RNs, New Nursing Graduates, LPNs. Ms. Plant noted that onboarding has been a slow process with new nurse grads for 2025 due to issues external to the hospital. - Patient Safety Measures included Medication Barcode Scanning improvements; Inpatient Falls, no trends noted, however most patients are over the age of 65; Education Compliance including completion of basic life support completion at goal; and Pediatric Advanced Life Support, Ms. Plant noted that Cary has trained more PALS instructors to assist with the education. - A recent educational opportunity was provided by LifeFlight of Maine Northeast Critical Care	Upon motion, duly made and seconded, it was so VOTED, to approve the Nursing Quarterly Report as presented.	J. Plant



Board of Directors
October 6, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	Transport team; the largest group representing a hospital was from Cary. The training was in Freeport; our team traveled the furthest for the education. • LifeFlight of Maine Pediatrics was on site, at Cary, for education and training; attendees included nurses and paramedics from CF&A, NMMC, and HRH. • Additional education for nursing service included AHA required courses, post-intubation management and trauma care.		
9. Safety Quarterly Report	Safety Quarterly Report – Ben Willey provided the following updates: • The EOC Management Plan Goals Dashboard, Life Safety Dashboard, and Emergency Management Dashboard were reviewed in-depth • Security Statistics were provided through July, including response to aggressive behavior and response to non-aggressive behavior. • July Security Statistics for aggressive contacts and med evals were included in graph form	Upon motion, duly made and seconded, it was so VOTED to approve the Safety Quarterly Report as presented.	B. Willey
10. Compliance Quarterly Report	Dr. Regen Gallagher Provided the following updates: • The physician contract audit was completed in May 2025 for FY 2024. There were two minor discrepancies in CME money payouts. Both will be rectified by withholding CME monies this year. • Fiscal audits included FY 2021 MaineCare Final Settlement, FY 2022 Medicare desk review, FY 2021 VDA receivable outstanding, wage index review, and Medicare Low Volume Adjustment. • The SAM.gov validation is being completed. • Drawdowns through HRSA payment system for the EMR project is expected next quarter. • The Compliance Hotline is advertised widely with signage posted in the organization and is reviewed during annual training. Additional information is included in other compliance related communications. No calls have been received. • New contracts included two direct emergency medicine locum companies and one CRNA addendum.	Upon motion, duly made and seconded, it was so VOTED to approve the Compliance Quarterly Report as presented.	
11. Ovation Healthcare Updates	Ovation updates were included in the packet for review.	Informational.	C. Holmes
12. Other, Adjournment & Next Meeting	Other – Kris Doody reminded everyone about the Cary and Pines Employee Recognition is scheduled for Friday, October 17th, Caribou VFW starting at 5 p.m. Please notify Peg if you are planning to attend. Adjournment - Upon motion, duly made and seconded, it was so VOTED to adjourn the meeting at approximately 6:24 p.m.	Informational.	K. Barnes



Board of Directors
October 6, 2025
5:00 p.m.

AGENDA TOPIC	ISSUE DISCUSSED & CONCLUSION	PLAN OF ACTION	PERSON RESPONSIBLE
	Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, November 3, 2025, 5:00 p.m.		

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

Respectfully submitted,

Kris Doody, RN, MSB, CEO