

CITY COUNCIL MEETING NOTICE AND AGENDA



Notice is hereby given that the City Council of Caribou will hold a Regular City Council Meeting on **Monday, January 12, 2026**, in the Council Chambers located at 25 High Street, **6:00 pm**.

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

1. Roll Call
2. Invocation/Inspirational Thought
3. Pledge of Allegiance
4. Declaration of any Conflict of Interest
5. 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**)

| | <u>Pages</u> |
|---|--------------|
| 6. Acceptance of Minutes | |
| a. Reconsideration of the minutes of August 25, 2025, Regular City Council meeting | 02-09 |
| b. Minutes of December 15, 2025, Regular City Council meeting | 10-19 |
| 7. Bid Openings, Awards, and Appointments | |
| a. Caribou Housing Authority appointments, clarified to be 5-year terms | 20 |
| b. Mayoral appointments to committees and liaison roles | 21-24 |
| 8. Public Hearings and Possible Action Items | |
| 9. Reports by Staff and Committees | |
| a. Capital budget presentation by Jim Gardner | 25-35 |
| b. City Manager's Report | 36-39 |
| 10. New Business, Ordinances and Resolutions | |
| a. Establish meeting calendar for 2026 | 40 |
| b. Discussion on adopting a resolution to adopt a Code of Conduct for the 2026 City Council | 41-44 |
| c. Discussion on adopting a resolution stating the elected officials' position on the MaineDOT Aroostook River Bridge Project | 45 |

11. Old Business

12. Reports and Discussion by Mayor and Council Members

13. Next Regular Meetings: January 26, 2026

14. Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1, §405.6)

- a. Executive Session for union negotiations pursuant to 1 MRSA §405.6.D (Fire Department Union)
- b. Executive Session for union negotiations pursuant to 1 MRSA §405.6.D (Police Department Union)

15. Adjournment

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

Certificate of Mailing/Posting

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

BY: _____ Danielle Brissette, City Clerk

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



MEMO

To: Mayor and City Council Members
From: Danielle Brissette, City Clerk
Date: January 7, 2026
Re: Multiple sets of City Council Minutes

Tonight, in your packet for review is the set of minutes from the August 25, 2025 Regular City Council Meeting.

After the meeting on December 15, 2025, it was brought to the Clerk's attention that there was a vote that was reversed in the minutes that had been approved.

In the packet you will find the amended minutes showing the changes in the roll call vote listed under agenda item 11B.

You also have the meeting minutes from December 15, 2025 Regular City Council Meeting for your consideration

Requested Action

Please review.

Motion to accept the minutes of:

Amended August 25, 2025, Regular City Council meeting

December 15, 2025, Regular City Council meeting

Second

Discussion

Vote

Council Agenda Item #1: Roll Call

The Caribou City Council held a regular City Council meeting on Monday, August 25, 2025, in the Council Chambers with the following members present; Mayor Boma, Deputy Mayor Smith, Councilors Bagley, Kelley, Lovewell, Theriault and Watson.

Manager Thompson was present for the meeting.

Department manager Carl Grant (Finance Director) was present at the meeting.

The meeting was broadcast via Spectrum and YouTube.

Council Agenda Item #2: Call Meeting to Order

Mayor Boma opened the city Council Meeting at 6:00 PM.

Council Agenda Item #3: Invocation / Inspirational Thought

Deputy Mayor Smith read the invocation.

Council Agenda Item #4: Pledge of Allegiance

Mayor Boma led the Pledge of Allegiance.

Council Agenda Item #5: Declaration of any Conflict of Interest

There were no declarations made.

Council Agenda Item #6: Public Forum

Benjamin Tucker, Caribou Resident

Mr. Tucker came in to express his concerns about the construction of a new Police Department. He is urging the Council to reduce the burden to the taxpayers. He explained that he believes that there is a councilor with a conflict of interest and that if it went to re-vote, he believes that it wouldn't pass. He would like to see it go back to the voters and to take it back to the design phase.

Bruce Hagelstein, Caribou Resident

Mr. Hagelstein explained that he was part of the original committee under Mr. Marker. He stated that he was not impressed with the progression of the new police department and that it feels as if the communication has gone dead and that the City is not any closer than they were five years ago.

Mayor Boma explained that all of the committee meetings are open to the public to attend.

James Bacon, Caribou Taxpayer

Mr. Bacon came in because he would like to have an adult-use-grow facility in Caribou. He explained that he was the owner of Bacon Suto which has closed and that he would like to move his facility to the former location rather than paying rent to somewhere else. He explained that it

is a legal legitimate business through the state and that he is the only adult use cultivation facility in Aroostook County and they have to follow rules and regulations for testing and compliance.

Council Agenda Item #7: Acceptance of Minutes

a. Regular City Council meeting – May 27, 2025

Councilor Bagley amended the motion from June 27, 2025, to state, “to allow Richardson Remedies to operate until ordinances can be amended”

Motion made by Councilor Bagley, seconded by Councilor Watson to amend the minutes for May 27th on page nine for the text to read, “Motion was made by Councilor Kelley, seconded by Deputy Mayor Smith to allow Richardson Remedies to operate his business until ordinances can be amended formally.”

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, Smith – Yes, J. Theriault – Yes, J. P. Watson – Yes, C. Boma– Yes (So voted)

Motion made by Councilor Watson, seconded by Councilor Theriault to approve minutes of May 27, 2025, with amendments suggested by Councilor Bagley and voted on by Council.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #8: Bid Openings, Awards, and Appointments

a. Bid Opening – Maine DECD Housing Opportunity Program, Housing Needs Assessment RFP

Manager Thompson explained that the City of Caribou was awarded a Maine DECD Housing Opportunity Grant to conduct a Housing Needs Assessment in the City of Caribou.

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

| | |
|---------------------|-----------------------|
| 300 Block | Oakwood, Ohio |
| Matrix Design Group | Niceville, Florida |
| North Star Planning | New Gloucester, Maine |
| RKG | Boston, Massachusetts |

Original budget - \$39,900

Revised budget, including in-person meetings - \$42,900

The total budget that was set for this project was \$40,000.

Councilor Bagley explained that the process was very well run, and that there were four great proposals received and that Matrix is in a class of their own.

Motion made by Councilor Lovewell, seconded by Councilor Theriault to accept the proposal from Matrix Design Group for the Caribou Housing Needs Assessment and Housing Plan in the amount of \$42,500.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Theriault – Yes, J. Smith – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #9: Public Hearings and Possible Action Items

There were no items scheduled for discussion on this topic.

Council Agenda Item #10: Reports by Staff and Committees

a. 2024 Municipal Audit presentation by Gisele Macdonald of Felch & Co

Gisele Macdonald of Felch & Co reviewed the 2024 Municipal Audit for the City of Caribou and stated that it was a clean audit.

b. Financial Reports for July 2025 – Finance Director Carl Grant

Carl Grant (Finance Director) reviewed the July 2025 financial report.

Motion made by Councilor Theriault, seconded by Councilor Watson to accept the financial report as presented.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

c. Public Safety Building Committee

Mayor Boma explained that the Public Safety committee has been working with Artifex and Manns Woodward on a design for a new police station building. The RFP went out, and the bids were opened publicly on June 18, 2025. All bids were over the desired budget. Three bids were very close (Ganneston, Blane Casey, and Bowman), but Blane Casey Contractors of Augusta, Maine, were the low bidders once all the deductive alternates were included. Artifex suggested that we reach out to the low bidders for suggestions on value engineering (VE) for the project to get the project into an affordable price range and Blane Casey has been very responsive. Thus far, with the VE process, the bid price has been reduced from \$13,095,580 (net price of \$12,768,993) to \$9,692,623.

Additionally, due to a FOAA request that was recently received, staff have been asked to update the information that is on the Police Station Project page on the City of Caribou website so that the public can be better informed.

Manager Thompson explained that the city is waiting to hear from Artifex with new drawings.

Councilor Bagley explained that he was concerned because it is a lot of risk, and that cost over runs are inevitable. He stated that 12.5 million may be allowable, but that it is not the smart thing to do.

Jan Murchison explained that getting new drawings at this part of the process is normal, and that subconsultants also weigh in at this part of the process.

Councilor Bagley asked if the totals included sales tax and all of the deductions that were proposed.

Ms. Murchison explained that the Municipality is sales tax exempt and that it does include the deductions that were proposed. Ms. Murchison stated that they are looking at having something equivalent to the proposal while spending less money, such as a metal building with metal siding and a metal roof.

Councilor Bagley asked if the mezzanine would still be included.

Mayor Boma and Ms. Murchison confirmed that the plans are to keep it.

d. Tax Acquired Property Policy & Land Bank Committee

Deputy Mayor Smith explained that the newly formed Caribou City Council ad-hoc committee to update the City's policy for Tax Acquired property

and revisit the idea of forming a land bank to aid with the disposal of tax-acquired property, met on Friday August 15, 2025. This initial meeting was to review the current policy for tax acquired property and review statutes enacted by the State of Maine in response to the 2023 Tyler v. Hennepin County Supreme Court decision.

He stated that it was a productive meeting between members of the City Council and staff. All those attending the meeting have agreed to submit suggested changes to Eric who will incorporate those into a document for review before the next meeting, date to be determined.

e. City Manager's Report

Manager Thompson reviewed the City Managers report dated August 25, 2025.

Council Agenda Item #11: Unfinished Business

a. Finalize acceptance of the RFP for demolition of 49 Herschel Street

Manager Thomason explained that at the last meeting, the City Council tabled the acceptance of a bid for the RFP for the demolition of 49 Herschel Street and asked staff to connect with the low bid to ask that he amend his bid to include language about what was included (and excluded) from his bid.

Manager Thompson explained that County Abatement would be working on checking for asbestos and removing the hazardous materials.

Motion made by Deputy Mayor Smith, seconded by Councilor Lovewell to accept the bid from Kevin Thibodeau of Thibodeau Trucking and Excavation in the amount of \$34,950 for the RFP for the demolition of 49 Herschel Street.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, Smith – Yes, J. Theriault – Yes, J. P. Watson – Yes, C. Boma– Yes (So voted)

b. Reconciliation and integration of Ordinance 3 into City Code

Manager Thompson explained that the Caribou City Council voted in the affirmative, 5-2, to approve Ordinance 3, 2025 Series to repeal and replace Section 39 of Chapter 13, the Land Use Ordinances of the City of Caribou.

Section 13-100 (7) of The Land Use Ordinances of the City of Caribou tasks the Planning Board with amending these ordinances. Since this was not done prior to the vote on Ordinance 3, there are sections of Chapter 13 that need to be updated. One example is the Caribou Land Use Table, which does not allow “Medical Marijuana Dispensaries” in the R-3, but allows, with Planning Board approval, a location in the RC-2, C-1, C-2, I-1, I-2, and H-1 zones. The City Council should formally request that the Planning Board work on updating the Land Use Table and any other affected sections of Chapter 13.

Additionally, in Chapter 7, Licenses and Permits, Article 11, deals with the licensing of Registered Nonprofit Dispensaries and Registered Cultivation Facilities. This section would also need to be updated. Chapter 7 requires a permit by the DHHS and the Planning Board. Ordinance 3 addressed zoning only to the extent that the use would be allowed in the R-3 zone (and any non-conforming on the date of enactment) but does not address Planning Board approval. Chapter 7 also calls for a Public Hearing on applications. Also, for example, the fee is listed at \$500 per location. Ordinance 3 calls for a \$1,000 annual licensing fee and additional fees for inspections. The City Council should formally request that the Planning Board and City staff work on updating Chapter 7 Article 11.

Motion made by Councilor Bagley to rescind the previous vote for Ordinance number 3 and to send it to the planning board.

Roll Call Vote: D. Bagley – Yes, J. Kelley – No, T. Lovewell – Yes, Smith – No, J. Theriault – Yes, J. P. Watson – No, C. Boma– No (Motion fails)

Motion made by Deputy Mayor Smith, seconded by Councilor Kelley to “request that the Caribou Planning Board and City staff work to reconcile and integrate Ordinance 3 into Chapter 13 and Chapter 7 of the Caribou City Code and forward to the Caribou City Council.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #12: New Business, Ordinances and Resolutions

a. Countersign Election Warrant for RSU#39 Budget Validation 09.09.2025

Motion made by Deputy Mayor Smith, seconded by Councilor Watson to countersign the warrant for the September 9, 2025, RSU #39 Budget Validation Election.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

b. Election motions for 09.09.2025 Budget Validation Election

Motion made by Deputy Mayor Smith, seconded by Councilor Watson to set the start time as 8:00 a.m., to appoint Danielle Brissette as Election Warden, Kristina Drinkall and Amber Madore as Deputy Wardens for the September 9, 2025, Election.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

c. Consider updating fees charged to the County of Aroostook for election fees

Motion made by Councilor Lovewell, seconded by Councilor Watson to adopt the fee schedule for providing election services to Connor Township.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Yes, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #13: Reports and Discussion by Mayor and Council Members

Councilor Watson extended his gratitude, thanking everyone who helped with Caribou Cares about Kids and events. He stated that the VFW is also working towards the back-to-school bingo which averages just over 100 kids, and roughly 200 kids at the annual Christmas Bingo, where every child is a winner.

Councilor Kelley said that she wanted to address the conflict of interest regarding the Police Station project, she stated that she has no personal gain.

Deputy Mayor Smith is optimistic for the new committee and starting fighting blight.

Councilor Lovewell stated that she is excited to start committees to fight blight, restore tax rolls and to work on land banks and feasible projects.

Councilor Bagley agrees that land banks are an exciting concept and discussed the idea of receiving a deed in lieu or foreclosure.

Mayor Boma stated that it is great to have people interested and reminded that all meetings are open to the public to come, see and ask questions.

Councilor Theriault thanked everyone for their work and is excited to have Amazon opening their facility here in Caribou.

Council Agenda Item #14: Next Regular Meeting: September 15, 2025

Council Agenda Item #15: Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1, §405.6)

Council did not enter executive session.

Council Agenda Item #16: Adjournment

Motion made by Councilor Watson, Seconded by Councilor Theriault to adjourn the meeting at 7:46 PM.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Theriault – Yes, J. Smith – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Danielle Brissette, Secretary

Council Agenda Item #1: Roll Call/Determine Quorum

The Caribou City Council held a Regular City Council Meeting on Monday, December 15, 2025, in the Council Chambers with the following members present: Mayor Boma, Councilors Bagley, Lovewell, Theriault and Watson. Councilor Kelley was present via Zoom. Deputy Mayor Smith was absent from the meeting.

City Manager Penny Thompson was present at the meeting.

Department Managers Carl Grant (Finance Director), Brian Lajoie (Fire Chief), and Eric Sanderson (Economic & Community Development Specialist) Corey Saucier (Police Chief) and Gary Marquis (Superintendent of Parks and Recreation) were present at the meeting.

The meeting was broadcast via Spectrum and YouTube.

Council Agenda Item #2: Call the Meeting to Order

Mayor Boma called the meeting to order at 6:00 PM

Council Agenda Item #3: Invocation / Inspirational Thought

Councilor Lovewell read the invocation.

Council Agenda Item #4: Pledge of Allegiance

Mayor Boma led the Pledge of Allegiance.

Council Agenda Item #5: Declaration of any Conflict of Interest

Councilor Bagley stated that he would need to reclude himself from agenda item 15 A in executive session.

Council Agenda Item #6: Public Forum

There were no comments made by the public.

Council Agenda Item #7: Acceptance of Minutes

a. Minutes of August 25, September 15, October 20, and November 17, Regular City Council meetings.

Motion made by Councilor Watson, seconded by Councilor Theriault to accept the minutes of August 25, 2025, Regular City Council meeting, September 15, 2025, Regular City Council meeting, October 20, 2025, Regular City Council meeting, and November 17, 2025, Regular City Council meeting.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #8: Bid Openings, Awards, and Appointments

- a. Appreciation to City Council member Joan Theriault for her years of service.

Mayor Boma stated that tonight is the final City Council meeting for 2025, and the end of 13 years of service to the citizens of Caribou for City Councilor Joan Theriault.

Councilor Theriault has just completed her 4th full term on the Caribou City Council, after being appointed to serve in 2013. She was born and brought up in Caribou and has never lived anywhere else. She has been married to her husband, Paul, for 59 years and they have 1 daughter, Denise. In 1987, together they built, owned, and operated Rivers Bend Mobile Home Park, an adults-only community on the River Road. They sold Rivers Bend in 2023 but still reside there. Before her retirement, Councilor Joan Theriault worked as a property and casualty insurance agent for 50 years.

Councilor Theriault did not seek re-election for another term on the Caribou City Council so tonight, we express our appreciation for the projects and decisions she championed while on the City Council.

Mayor Boma presented Councilor Theriault with a desktop clock thanking her for her years of service and dedication to the City of Caribou.

Council Agenda Item #9: Public Hearings and Possible Action Items

There were no public hearings scheduled for the meeting.

Council Agenda Item #10: Reports by Staff and Committees

- a. Financial Reports for November 2025 – Finance Director Carl Grant

Carl Grant reviewed the November Financial report for the City of Caribou.

Motion made by Councilor Watson, seconded by Councilor Theriault to accept the November financial report as presented.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

- b. City Manager’s Report

City Manager, Penny Thompson reviewed City Manger’s Report and Hot topics in the community such as the Fort Street Bridge Project.

Council Agenda Item #11: Unfinished Business

- a. Library Connectivity Hub, Design Development approval – Matthew Carter, Haley-Ward

Matthew Carter of Haley-Ward joined the meeting via Zoom and reviewed the highlights of the design and renovations to the Library.

Councilor Bagley asked if the telehealth cubicles would have sound isolation.

Mr. Carter explained that the walls will be insulated and there is a special clip that is used to slow the vibration allowing for less sound to travel.

Councilor Bagley asked about the updated cost estimate because the one provided with the design documents was outdated.

Mr. Carter assured him that they are working on it now and they plan to have it completed by the 19th.

Councilor Bagley asked about the schedule and deadlines.

Mr. Carter explained that the plan is to go out to bid in January, and that they cannot control the construction timelines. That information would have to be gathered from the contractor.

Peter Baldwin (Library Director) explained that the deadline for the grant is October 31st and that the initial grant had a 10% contingency built in.

Council had a brief discussion with Mr. Carter and Mr. Baldwin regarding timeframes in what goes out to bid, possibly charging contractors for liquidated damages and the possible risk. Mr. Baldwin also explained that he is applying for other funds to help with accessibility to the building.

Motion made by Councilor Watson, seconded by Councilor Theriault to approve the design development drawings as presented by Haley-Ward.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

b. Memorandums of understanding (MOU) with IAFF 5191 (Fire Department Union)

Manager Thompson explained that at most recent Collective Bargaining Agreement (CBA) with IAFF 5191, the union for the Caribou Fire and Ambulance department employees, expired on 12/31/2024. With no contract settled for 1/1/2025, the City Council budgeted for a 4% wage increase for the department in 2025. Currently, negotiations are still ongoing until a contract can be ratified.

Coming up at the end of the year, the proper resolution would be to pay out the funds that were appropriated for this purpose in the 2025 municipal budget. Due to their challenges in filling full-time positions, there are adequate funds to increase this amount from 4% to 4.25%.

Motion made by Councilor Watson, seconded by Councilor Theriault to approve the Memorandums of Understanding with IAFF 5191, and authorize City Manager Penny Thompson to sign on behalf of the City of Caribou.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

c. Proposed increase in Interlocal coverage Agreements – Fire Chief Brian Lajoie

Brian Lajoie (Fire Chief) outlined the increase to the interlocal agreements for local communities and proposed a 5% increase.

Councilor Bagley asked about the peridium communities, and Chief Lajoie explained that they are managed separately in different lines.

Motion made by Councilor Watson, seconded by Councilor Theriault to implement a 5% increase in the per capita rates for Fire and Ambulance coverage in 2026.

Council Agenda Item #12: New Business, Ordinances and Resolutions

a. Request regarding 2026 SnowBowl – E &C D Specialist Eric Sanderson

Eric Sanderson (Economic & Community Development Specialist) explained that Spud Speedway is looking to host the SnowBowl back in Caribou this year.

Mr. Sanderson explained that he has had discussions with the Public Works Department for snow hauling, Wellness center staff for use of the facilities for an event in front of the tennis court, and with the Fire and Ambulance department for coverage during the show, which would be approximately 45 minutes.

Troy Haney explained that they are going to try to host all of the events at the speedway but are setting up contingency plans incase of a change with the weather. The event will have snow drags, snow cross and much more.

Mr. Haney stated that if they hold the event on city property, they are going to try to do it with very little municipal impact, other then using the facilities and closing a portion of Bennett drive if the show takes place at the Wellness Center. They are looking to have a good idea by mid-January on where the event will be held because it all depends on mother nature and the snow conditions. He explained that they will still need the ambulance coverage with either location for the events.

Gary Marquis explained that they can leave the parking lot unplowed where the show would take place and that it adds no extra on the rec for the event to be there.

Chief Corey Saucier (Police) stated that there should not be any issues for them, he has reserve officers that he will have on for traffic control.

Chief Brian Lajoie (Fire & Ambulance) stated that they are short another person right now, but that they will do the best that they can to make sure that the event has coverage.

Mr. Haney explained that some of the local earthworks' companies volunteer to help move snow for the event to be able to take place.

Motion made by Councilor Watson, seconded by Councilor Theriault to approve the use of the Recreation & Wellness Center for the 2026 Snow Bowl as presented, allowing use of resources and staff from Parks & Recreation, Public Works, Police, and Economic Development Departments, and the Fire Department resources allocated as available at the discretion of the Fire Chief.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

b. Abatement Request for uncollectable accounts – Finance Director Carl Grant

Carl Grant (Finance Director) explained that he is asking for an abatement for two trailers that are in a trailer park and are in bad shape. He explained that the accounts have been worked, and now he would like to clean up the books.

Manager Thompson explained that this is something that the City budgets for abatements.

Motion made by Councilor Bagley, seconded by Councilor Lowell to abate the taxes for account 5045 in the amount of \$146.01 and account 5121 in the amount of \$58.88.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

c. MainePERS request to add Dispatchers – Finance & HR Director Carl Grant

Carl Grant (Finance & HR Director) explained that currently the City is working on negotiations with police, patrolman and dispatchers have been added. Currently dispatchers are not in the plan for dispatchers to be able to take deductions or be in the Maine State Retirement Program. Mr. Grant explained that tonight he is here to ask the Council to sign the contract to allow dispatchers to be in the program, the change would need to be in effect to allow them to take place in the Maine State Retirement plan.

Chief Soucier (Police Chief) explained that there was an MOU (Memorandum of Understanding) signed previously that allowed dispatchers to have union protection that adds them to the union contract. When this took place, it did not give them the opportunity to get the Maine State Retirement.

Information provided to the Council from packet:

**City of Caribou, Caribou Fire & Police's
legislative body to add coverage for Dispatchers under their
MainePERS Consolidated Participating Local District Plan (The Plan)**

To see if the City of Caribou, Caribou Fire & Police will vote to add coverage for its full-time dispatchers effective January 1, 2026.

The City agrees to:

- A) Add coverage under Special Plan 3C for its full-time dispatchers who regularly work at least 40 hours per week, 52 weeks per year effective January 1, 2026.
- B) Continue to provide Special Plan 3C to its full-time firefighters and police officers who regularly work at least 40 hours per week, 52 weeks per year.
- C) Continue to exclude all other employees, including city council members, from participating in The Plan.
- D) Authorize Penny Thompson, City Manager or Courtney Boma, City Council Chair to sign the amended agreement between the City and Maine Public Employees Retirement System.

Motion made by Councilor Watson, seconded by Councilor Theriault to approve as written

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Theriault – Yes, J. Smith – Absent, P. Watson – Yes, C. Boma– Yes (So voted)

d. Approval of Maine Paid Family & Medical Leave program participation for 2026

Manager Thompson explained that on July 11, 2023, Maine governor Janet Mills signed a Paid Family and Medical Leave program into law. The program provides wage-replacement benefits to eligible private and public sector workers who will be able to take up to 12 weeks of family and medical leave for reasons such as illness and the birth of a child.

The program is funded by employer and employee premium payments remitted to the State that begin January 1, 2025, and will be 1% of wages. Starting in 2028, the Maine Department of Labor will set the premium for the coming calendar year, but it will be set at 1% in 2025, 2026, and 2027. Claims will be processed starting May 1, 2026. The MEDOL will be providing more guidance in 2026.

Employers with 15 or more employees may deduct up to 50% of the premium required for an employee from the employee's wages.

You may recall that this new mandate was cited as a reason for the budget increase at the RSU and the County.

According to the Finance Director, his estimate of the City's 2026 payroll is \$5 million, so a 1% premium would be equal to \$50,000.

Ms. Thompson stated that her recommendation is for the City to pay the full 1% premium in 2026. The City paid the 1% premium in 2025 because there are collective bargaining agreements that are not settled to reflect this new language. This is still true as the City moves into 2026.

The City Council and Manager Thompson had a brief discussion regarding union negotiations not being ratified yet, union contracts being 3 years, and taking care of the people that slip through the cracks.

Motion made by Councilor Bagley, seconded by Councilor Watson to pay the full 1% MFML premium for the 2026 budget year.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

e. Approval of 2026 COLA for employees not covered under collective bargaining agreements

Manager Thompson explained that on January 1, 2026, employees covered under a Collective Bargaining Agreement will receive a Cost of Living and/or other adjustment to their hourly rate of pay. The amount of the adjustment is tied to their Collective Bargaining Agreement. Those part-time employees who are paid the Maine state minimum wage will receive a 3.08% increase from \$14.65 to \$15.10 per hour. There is no such automatic COLA for the non-union employees.

Three of the four unions are still under negotiation currently. The Public Works Union will be in year three of a three-year contract in 2026 and will receive a 3% increase.

In June 2025, the Caribou City Council adopted a new wage scale for non-union employees.

As a reflection of their ongoing dedication in serving the citizens of Caribou, I am asking for a 3% Cost of Living Adjustment to be approved for all regular non-union non-contract employees, both full-time and part-time, effective January 1, 2026.

Councilor Bagley thanked Manager Thompson for advocating for the staff.

Motion made by Councilor Watson, seconded by Councilor Theriault to approve a 3% Cost of Living Adjustment for all regular non-union non-contract employees, both full-time and part-time, effective January 1, 2026.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

f. Approval to close municipal offices at 12:00pm on Wednesday, December 24, 2025

Manager Thompson explained that the City personnel manual provides those employees not covered under a Collective Bargaining Agreement, Christmas Day as a holiday. This year, Christmas Eve falls on a workday.

She explained that she is asking that those employees not covered under a CBA be allowed to start their Christmas holiday at 12 noon on Wednesday December 24, 2025. Any scheduled work hours not worked after 12 noon on Wednesday December 24, 2025 due to the closure will be paid as regular time.

Employees not covered under a collective bargaining agreement include: all department managers, any non-union personnel in union departments, Caribou Public Library, Nylander Museum, Parks and Recreation, Caribou Housing Authority, Tax Assessment / Code Enforcement, and all General Government departments.

Motion made by Councilor Watson, seconded by Councilor Theriault that the employees who are not covered under a collective bargaining agreement end their regular workday at 12 noon on Wednesday December 24, 2025, and any scheduled work hours not worked after 12 noon on Wednesday December 24, 2025 due to the closure be paid as regular time.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council Agenda Item #13: Reports and Discussion by Mayor and Council Members

Councilor Kely wished everyone a Merry Christmas and stated that she would miss Councilor Theriault.

Councilor Bagley wished everyone happy holidays.

Councilor Lovewell wished everyone a Merry Christmas and Happy Holidays and stated that she will miss Councilor Theriault.

Councilor Watson extended his well wishes to Councilor Theriault.

Mayor Boma stated Happy Holidays and that they are going to miss Councilor Theriault.

Councilor Theriault stated that she is going to miss being on the Council, she stated that she loved serving on the council and the excitement of new things. She explained that she has received so much encouragement over the years.

Council Agenda Item #14: Next Meeting: January 2, 2026

Council Agenda Item #15: Executive Session(s) (May be called to discuss matters identified under MRSA, Title 1 §405.6)

b. Executive Session for Labor Negotiations pursuant to 1 MRSA §405.6.D (Fire Department Union)

Motion made by Councilor Lovewell, seconded by Councilor Watson to enter executive session at 7:37 PM to discuss Labor Negotiations pursuant to 1 MRSA §405.6.D Fire Department Union.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Yes, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Council entered executive session at 7:46PM.

Staff Present: Finance Director Carl Grant, City Manager Penny Thompson, and Fire Chief Brian Lajoie.

Council exited executive session at 8:31 PM

Action taken: Members of the staff were given guidance on further negotiations.

c. Executive Session for Labor Negotiations pursuant to 1 MRSA §405.6.D (Police Department Union)

Motion made by Councilor Watson, seconded by Councilor Theriault to enter executive session at 8:33PM to for labor Negotiations pursuant to 1 MESA §405.6.D Police Department Union.

Councilor Kelley excused herself from the executive session.

Roll Call Vote: D. Bagley – Yes, J. Kelley – Absent, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Staff Present: Finance Director Carl Grant and City Manager Penny Thompson.

Council exited executive session at 8:40PM.

Action taken: Members of the staff were given guidance on further negotiations

a. Executive Session for Labor Negotiations pursuant to 1 MESA §405.6.E (80-B Complaint)

Motion made by Councilor Watson, seconded by Councilor Theriault to enter into executive session at 8:45 PM for legal consultation regarding 80-B pursuant to 1 MRSA §405.6.E.

Councilor Bagley excused himself from executive session.

Roll Call Vote: D. Bagley – Absent, J. Kelley – Absent, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Staff present: City Manager Penny Thompson.

Council exited executive session at 9:36PM.

No action taken.

Council Agenda Item #16: Adjournment

Motion made by Councilor Watson, seconded by Councilor Theriault to adjourn the meeting at 9:36 PM.

December 15, 2025

25-18 Pg. 10

Roll Call Vote: D. Bagley – Absent, J. Kelley – Absent, T. Lovewell – Yes, J. Smith – Absent, J. Theriault – Yes, P. Watson – Yes, C. Boma– Yes (So voted)

Danielle Brissette, Secretary



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: January 7, 2026
RE: Correction, Term Limits for Housing Board of Commissioners Appointments

This memorandum serves as a formal correction to the term limits previously stated in the December 29, 2025, request for board appointments.

On January 2, 2026, James Belanger and Jennifer Murray were appointed to the Housing Board of Commissioners with an initial recorded term ending on December 31, 2028. However, this reflected an incorrect three-year duration.

In accordance with the Caribou Housing Authority's standard appointment protocols, we are requesting that the records be amended to reflect a full five-year term for both members.

The corrected appointment details are as follows:

- **Commissioner:** James Belanger
Term Ending: December 31, 2030
- **Commissioner:** Jennifer Murray
Term Ending: December 31, 2030

Thank you for your time and attention to this matter.

Suggested Action:

Motion to appoint James Belanger and Jennifer Murray to the Caribou Housing Authority Board of Commissioners, each for a term of 5 years, expiring on December 31, 2030.

Second

Discussion

Vote



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: January 12, 2026
RE: Mayoral appointments to committee and liaison roles for 2026

According to the Caribou City Charterⁱ, “The Mayor shall, subject to the approval of the City Council, appoint all Council Committees, name the Chairperson of said Committees and determine the duties of said Committees.”

Mayor Boma will finalize appointments to committee and liaison roles, based on information received from members.

Suggested action:

Please make a motion to approve the 2026 appointments to committee and liaison roles.

Second

Discussion

Vote

ⁱ Caribou City Charter, Section 2.03

Mayoral appointment of City Councilors for 2026 Committees.

City Charter, Section 2.03 provides, "The Mayor shall, subject to the approval of the City Council, appoint all Council Committees, name the Chairperson of said Committees and determine the duties of said Committees." According to action of City Council during the January 4, 2021 meeting, all red and green appointments will be considered for the Charter test of 80% attendance at committee meetings to which a Councilor is appointed. Liaison roles will not apply toward the attendance test.

| Council Committees by Charter, Statute or Agreement | | |
|---|-------------------|---|
| Role | Member | Committee Purpose |
| Capital Budget Committee | | |
| Chair | Jody Smith | Review capital requests as part of the budget process. Multiple meetings prior to budget approval. Deadline: Have recommendation back to Council by February 15 for incorporation into the final 2026 budget (deadline to present to City Council is March 1.) |
| Member | Jennifer Kelley | |
| Member | Lori Knight-Phair | |
| Staff | City Manager | |
| Caribou Economic Growth Council | | |
| Board Member | Tamara Lovewell | The CEGC is made up of citizens who manage an economic investment/loan program on behalf of the City. Meets monthly at 7am on the third Thursday in each month. |
| City Rep | City Manager | |
| Caribou Housing Authority Board of Commissioners | | |
| Council Rep | Tamara Lovewell | Organizational bylaws requires two Council representatives to attend these board meetings. Meets quarterly. |
| Council Rep | Jennifer Kelley | |
| Investment Committee | | |
| Chair | Dan Bagley | Conducts annual review of investment policy and considers potential options for economic stimulus funds. Committee may be made up of citizens. Meets as needed. |
| Member | Paul Watson | |
| Member | Jody Smith | |
| Staff | Finance Director | |
| Staff | City Manager | |
| Northern Maine Development Comission General Board | | |
| Board Member | Courtney Boma | Meets annually. Typically the Mayor is appointed to NMDC General Board and the City Manager is appointed to both the NMDC General and Executive Board (which meets more frequently). |
| Board Member | City Manager | |
| Personnel Committee | | |
| Chair | Courtney Boma | Discuss Personnel policies with emphasis on policy updates, benefit options, wage surveys. All Councilors are part of this committee unless a smaller citizens' board is established. |
| Staff | Finance Director | |
| Staff | City Manager | |
| Aroostook Waste Solutions Board of Directors | | |
| Board Member | Jody Smith | Meets monthly. Caribou has two voting members on AWS Board of Directors. Traditionally, one member is from the City Council, and one is a citizen member. City Manager serves as alternate to voting members. |
| Citizen Member | Ken Murchison | |
| Alternate | City Manager | |

| Highway / Protection Committee | | |
|--------------------------------|------------------------|---|
| Chair | Paul Watson | Review work plan with PW Director for annual paving. Consider multi-modal transportation services and improvement projects (e.g. sidewalks, street crossings, bus stations, etc.). Consider new street light locations. Deadline: Review Annual road plan before April 2025 |
| Member | Jody Smith | |
| Member | Lori Knight-Phair | |
| Staff | PW Director | |
| Staff | CEO | |
| Staff | City Manager | |
| Labor Relations Committee | | |
| Chair | City Manager | Act as authorized bargaining agents on behalf of the city council in order to prepare tentative agreements for council approval. The police unions contract expires this year on 12/31/2025. |
| Member | Jody Smith | |
| Staff | Legal Counsel | |
| | Respective Dept. Heads | |
| Municipal Buildings Committee | | |
| Chair | Jennifer Kelley | Discuss capital needs for municipal buildings, prioritize projects, and makes recommendations to the capital committee. Will also consider asset management systems as needed. |
| Member | Jody Smith | |
| Member | Paul Watson | |
| Staff | City Manager | |
| Staff | Respective Dept. Heads | |
| City Council Charter Committee | | |
| Chair | Tamara Lovewell | Recommend changes to the Caribou City Charter to the full City Council to go out to the Caribou voters for approval. |
| Member | Dan Bagley | |
| Member | Lori Knight-Phair | |
| Staff | City Manager | |
| Public Safety Committee | | |
| Chair | Courtney Boma | Work to facilitate the construction of the police station approved by the voters in 2022. Also partners with the Caribou Organization Promoting Public Safety (COPPS) a 501(C)(3) charitable entity that was formed to apply for grants not available to municipalities for public safety improvements. |
| Member | Jennifer Kelley | |
| Member | Lori Knight-Phair | |
| Staff | Police Chief | |
| Staff | City Manager | |

| Liaison Roles | | |
|--|-------------------|---|
| Board | Liaison | Committee Purpose |
| Airport Advisory Committee | Dan Bagley | Meets as needed to discuss operations, policies, community outreach events and fund raising opportunities |
| Caribou Development Committee | Dan Bagley | Meets monthly for the purpose of promoting community growth and development within the City of Caribou. |
| Caribou Riverfront Redevelopment Committee | Tamara Lovewell | Meets monthly to discuss the best way to identify and prioritize riverfront assets, set goals and ultimately restore and renew commercial, residential and recreational opportunities on the Aroostook River. |
| Façade Improvement Grant | Jody Smith | Meets twice annually to review facade improvement grant applications in the Downtown Tax Increment Financing (TIF) District and makes award recommendations to the Caribou City Council. |
| Library | Paul Watson | Meets monthly to discuss operations, policies and fund raising opportunities |
| Nylander Museum | Tamara Lovewell | Meets monthly to discuss operations, policies and fund raising opportunities |
| Planning Board | Dan Bagley | Meets monthly to review development proposals, regulations, zoning and land use matters. |
| Recreation Board | Lori Knight-Phair | Meets monthly to discuss operations, policies and fund raising opportunities |



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: January 12, 2026
RE: Capital Budget Presentation by Jim Gardner, Project Navigator

Tonight is the first regular City Council meeting of 2026. We are beginning a new fiscal year and starting the budget process established in the Caribou City Charter. The complete budget timeline can be found in the Caribou City Charter, Article 5 Financial Procedures.

According to the City Charter, “The City of Caribou has a Capital Improvement Program (CIP), a method for funding the replacement, improvement or acquisition of local government property, facilities and equipment that costs in excess of \$5,000 and has a life expectancy of five years or more.”¹

James Gardner, a retired former Town Manager, started in 2025 on a part-time basis to assist with projects like the Comprehensive Plan and other related projects since the City of Caribou has not been able to find a full-time Code Enforcement Officer.

A component of the Comprehensive Plan is a section on Fiscal Capacity and Capital Investment Plan. In theory, the Capital Investment Plan adopted as part of the Comprehensive Plan should mirror the priorities of the Caribou City Council and provide a roadmap for future City Councils.

Mr. Gardner has met with our department heads to get a sense of the capital outlays needed to operate efficiently and preserve the citizens’ assets over the coming years. He will share his report with you tonight.

Suggested action:

This is an item for discussion at tonight’s meeting. Please ask questions and provide feedback as the City Council Capital Budget Committee prepares to meet and forward their recommendations to the full City Council.

¹ Caribou City Charter, Section 5.06 (a)(1)(i)

PURPOSE AND DEFINITION OF CAPITAL INVESTMENT PLAN

Capital Investment Plan purposes are:

- (1) Identify and summarize anticipated capital investment needs within the planning period in order to implement estimated cost and timing, and classify/categorize which are municipal growth-related capital investments
- (2) To establish general funding priorities among the community capital investments
- (3) Discover potential funding sources and funding mechanisms

Planned growth and a diverse mix of land uses within the City is an important aspect of fiscal planning. The purpose of a capital investment plan (CIP) is to establish a framework for financing needed capital investments. A CIP guides budgeting and expenditures of tax revenues and identifies needs for which alternative sources of funding such as loans, grants, or gifts will be sought.

Capital investments include the repair, renewal, replacement or purchase of capital items. Capital investments differ from operating expenses or consumables. The expense of consumables is ordinarily budgeted as operations. Capital investments generally have the following characteristics: they are relatively expensive (usually having an acquisition cost of \$5,000 or more); they usually do not recur annually; they can last for a long time (often having a useful life of three or more years); and they result in fixed assets. Capital items can include equipment and machinery, buildings, real property, utilities and long term contracts and are funded through the establishment of financial reserves.

Capital investments are prioritized each year in the budget process based on the availability of funds and the political will of the community. A complete CIP describes expected yearly investment and allows for both changes in priorities and reductions of available funds. The CIP is intended to prevent a large capital investment from occurring in a single fiscal year. The unexpected purchase of a sizable investment can over burden the tax rate and cause large fluctuations in tax bills from year to year. The annual provisions for eventual replacement of capital investments depends on the useful life of the capital investments. It is important that capital investments be financially accounted for each fiscal year, minimizing later expenses.

For the purpose of the plan, the total cost has been recognized with an indication of the expected period for each item that is desired based on priority ratings. The City has submitted a 10-year plan to be included in the Proposed 2024 Comprehensive plan. This plan was created through audited records of the Cities expenditures and revenues over a five-year period. Each year any necessary changes will be made to the CIP and it will be included in the annual budget. Each year the budget committee will review the funding request and make a recommendation to the City Council for review.

PRIORITY RANKING USED IN THE CAPITAL INVESTMENT PLAN

Capital investment request should be categorize/classify assigning a priority based on the listed rating system:

1. Immediate need. A capital investment rated in this category would typically remedy a danger to public health, safety and welfare.
2. Necessary (Needed), to be accomplished within one to five years. A capital investment in this category would typically correct deficiencies in aging existing facilities, vehicles, equipment or services.
3. Future investment or replacement to be accomplished in a five-to-ten-year period. A capital investment rated in this category would be desirable but not an immediate urgency. Capital item may be added to the annual review for change in status.

LET'S TALK MIL RATE OVER THE LAST FIVE YEARS

A small Question and Answer on the City of Caribou's mil rate and how different commitments need to be financed in that established mil rate.

Q. What are the major mil rate commitment assessments and how have they differed in the last five years?

A. The mil rate is driven by three major entities; school, county and municipal. School assessment is monies needed to support the school after deductions of federal and state monies appropriated to the school system. County tax is established by law and is based on the valuation of the community. Municipal assessments have a reduction to their assessment by way of State Revenue Sharing, Homestead Exemption Reimbursement, BETE Reimbursement and other municipal revenues. Each one of these assessments are a percentage of the mil rate to be used in the affected fiscal year.

In 2020 the County tax was \$527,974.50 and in 2024 County tax was \$905,531.00, a 58% increase. Municipal Appropriation minus municipal dedications was \$5,206,832 in 2020 and in 2024 \$3,272,256, or a delta of \$1,934,576. Education Appropriations in 2020 was \$3,791,189.50 and in 2024 was \$4,976,199.54, a 76% increase.

Tax bills indicate that if the City of Caribou school systems did not get State of Maine and federal funds then the mil rate would be x amount higher without these funds. The same can be said with the municipal revenue as illustrated in the answer above. County in a five-year period has had a 1 mil increase on Caribou taxpayers, School has had a 3 mil increase to tax payers, municipal budgets over the period was up and down in assessments but revenue increased creating nearly a 4 mil decrease to Caribou tax payers.

Q. What about the effect a Capital Investment Plan will have on a municipal mil rate?

A. There are many ways to create a CIP using different resources but most communities will build the CIP in the yearly budget. This figure will fluctuate as years go by in a positive or negative way. That's why CIPs are reviewed each year. If the governing body takes a consistence stance to a committed number each year, the CIP will only affect the mil rate on the initial establishment and implementation of the plan.

In Caribou's case, although monies are set aside each year, there is not a certain amount that is established, because there is not a capital investment plan. This leaves departments scrambling to see what capital items are needed now, a little more reactive than proactive. Also, the City Council has used these same funds to reduce the mil rate. Most communities will use the undesignated account to reduce mil rates leaving the Capital Investment Plan on stable financing.

Q. What about the other entities commitments that affect the mil rate, do they have a Capital Investment Plan?

A. They certainly do. The County of Aroostook has a set capital investment plan for the jail, unorganized territory, and General County Government. After review of audits and budgets from 2020-2024, the County of Aroostook has annually carried 1.9 million dollars, which is allocated to each division of county government. The school system has what is called a fund balance. After being educated on school budgets and fund balances, during my career as Town Manager in Easton, schools are allowed to maintain up to 5% of their annual budget into the fund balance (they get to put up to 3 yrs of budgets). This creates a fund balance as of today in excess 4.5 million dollars. Department of

Education under Maine State Statute Title 20-A indicates that fund balances are to be used to reduce the following years assessment yet school systems are also allowed to place certain funds into capital investments through reserve accounts. This practice is used in many school systems as it maintains an allowable fund balance under State of Maine law.

| REVENUES | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| GENERAL FUND | | | | | |
| LOCAL PROPERTY TAX | 8,749,996 | 8,089,993 | 8,339,484 | 8,518,371 | 9,102,116 |
| HOMESTEAD REIMBURSE | 631,497 | 684,071 | 830,845 | 835,682 | 1,038,327 |
| ABATEMENTS | -7,732 | -12,301 | -13,135 | -10,702 | -61,739 |
| OTHER RELATED PROPERTY TAX | 279,127 | 326,860 | 320,444 | 327,438 | 586,845 |
| EXCISE TAX | 1,549,984 | 1,509,122 | 1,625,809 | 1,574,702 | 1,667,961 |
| FEDERAL/STATE ASSISTANCE | 953,042 | 1,239,065 | 1,791,573 | 2,254,519 | 2,286,639 |
| FIRE/AMBULANCE DEPT | 1,619,085 | 1,862,516 | 1,902,081 | 1,658,805 | 1,600,579 |
| LICENSES/PERMIT FEES | 574,669 | 720,301 | 301,316 | 340,067 | 283,690 |
| AROOSTOOK WASTE DISPOSAL | 648,163 | 324,082 | 324,082 | | |
| OTHER REVENUES | 397,227 | 248,280 | 168,926 | 187,582 | 357,333 |
| TOTAL REVENUES | 15,395,058 | 14,992,049 | 15,591,425 | 15,686,464 | 16,861,751 |

| EXPENDATURES | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| GENERAL FUND | | | | | |
| GENERAL GOVERNMENT | 746,722 | 740,463 | 744,895 | 1,020,054 | 740,712 |
| HEALTH/SANITATION | 249,660 | 250,803 | 253,256 | 260,090 | 266,337 |
| PUBLIC WORKS | 2,782,595 | 2,510,067 | 2,137,438 | 2,791,555 | 2,488,315 |
| POLICE DEPARTMENT | 2,167,433 | 2,112,612 | 2,082,016 | 2,068,075 | 2,067,738 |
| FIRE/AMBULANCE DEPT | 2,394,603 | 2,271,423 | 2,710,460 | 2,699,850 | 2,824,175 |
| INSURANCE/RETIREMENT | 125,536 | 68,014 | 116,162 | 77,848 | 123,944 |
| RECREATION | 708,898 | 734,436 | 1,040,619 | 747,050 | 718,296 |
| LIBRARY | 223,052 | 211,138 | 209,338 | 196,314 | 265,989 |
| COUNTY TAX | 504,288 | 527,974 | 552,758 | 603,038 | 675,424 |
| TAX ASSESSMENT DEPT | 256,172 | 263,239 | 227,542 | 207,257 | 214,993 |
| GENERAL ASSISTANCE | 47,885 | 48,735 | 48,735 | 73,126 | 73,803 |
| EDUCATION | 3,697,293 | 3,791,190 | 3,671,829 | 3,653,630 | 4,102,905 |
| TAX INCREMENT FINANCE | 349,923 | 359,206 | 429,722 | 517,400 | 665,144 |
| DEBT SERVICE - PRINCIPLE | 149,159 | 197,043 | 206,742 | 99,903 | 107,435 |
| - INTEREST | 19,880 | 25,800 | 19,698 | 13,372 | 9,618 |
| OTHER | 261,786 | 151,097 | 432,183 | 172,397 | 120,403 |
| TOTAL EXPENDATURES | 14,731,885 | 14,263,240 | 14,883,393 | 15,200,359 | 15,465,231 |

| TOTAL GOVERNMENT FUNDS | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------|-------------|-------------|-------------|-------------|
| TOTAL REVENUE | 16,985,541 | 16,971,551 | 18,052,065 | 18,151,589 | 19,220,603 |
| TOTAL EXPENDITURES | 16,326,997 | 16,067,967 | 16,960,928 | 17,196,581 | 17,555,895 |
| NET INCREASE (DECREASE) IN FUND BALANCE | 658,544 | 903,584 | 1,091,137 | 955,008 | 1,664,708 |
| FUND BALANCE JANUARY 1ST | 7,879,622 | 8,538,166 | 9,441,750 | 10,532,887 | 11,487,895 |
| FUND BALANCE DECEMBER 31ST | 8,538,166 | 9,441,750 | 10,532,887 | 11,487,895 | 13,152,603 |

10-YEAR CAPITAL INVESTMENT PLAN

| DEPARTMENT | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| AIRPORT RESERVES | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| GENERAL GEOVERNMENT | | | | | | | | | | |
| Municipal Building | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Computers & Typewriters | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 13,000 | 13,000 | 13,500 | 13,500 | 13,500 |
| Server Replacement | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Vital Records Restoration | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| TAX ASSESSMENT | | | | | | | | | | |
| Assessment Reserve | 15,000 | 15,000 | 15,000 | 15,500 | 15,500 | 15,500 | 16,000 | 16,000 | 16,000 | 16,000 |
| Computer Replacement | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Filing Storage | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| LIBRARY | | | | | | | | | | |
| Computers | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Library Building | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| FIRE DEPARTMENT | | | | | | | | | | |
| Fire Department Vehicles | 95,000 | 95,000 | 95,000 | 100,000 | 100,000 | 100,000 | 105,000 | 105,000 | 110,000 | 110,000 |
| Fire Hose | 2,500 | 2,500 | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,500 | 3,500 | 3,500 |
| Foam | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Computers | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Fire Department Building | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Small Equipment | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| AMBULANCE DEPARTMENT | | | | | | | | | | |
| Ambulance Vehicle | 120,000 | 122,000 | 124,000 | 126,000 | 126,000 | 128,000 | 130,000 | 132,000 | 134,000 | 136,000 |
| Small Equipment | 59,000 | 60,000 | 60,000 | 62,000 | 62,000 | 64,000 | 64,000 | 66,000 | 66,000 | 68,000 |
| Computers | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Ambulance Billing Computer | 5,500 | 6,000 | 6,500 | 6,500 | 7,000 | 7,000 | 7,000 | 7,500 | 7,500 | 7,500 |

POLICE DEPARTMENT

[illegible]

PUBLIC WORKS

| | | | | | | | | | | |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| Equipment Reserve | 85,000 | 85,000 | 85,000 | 90,000 | 90,000 | 90,000 | 95,000 | 95,000 | 95,000 | 100,000 |
| Street Reconstruction | 50,000 | 50,000 | 55,000 | 55,000 | 60,000 | 60,000 | 60,000 | 65,000 | 65,000 | 65,000 |
| Loader Replacement | 25,000 | 25,000 | 30,000 | 30,000 | 35,000 | 35,000 | 40,000 | 40,000 | 45,000 | 45,000 |
| Grader Replacement | 25,000 | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 | 35,000 | 35,000 | 35,000 | 40,000 |

RECREATION DEPARTMENT

| | | | | | | | | | | |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Equipment | 5,500 | 5,500 | 5,500 | 6,000 | 6,000 | 6,000 | 6,500 | 6,500 | 6,500 | 7,000 |
| Building Reserve | 8,000 | 8,000 | 8,000 | 8,000 | 8,500 | 8,500 | 8,500 | 9,000 | 9,000 | 9,000 |

PARKS DEPARTMENT

| | | | | | | | | | | |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Parks Upgrades | 14,000 | 14,000 | 14,000 | 14,500 | 14,500 | 14,500 | 15,000 | 15,000 | 15,000 | 15,000 |
| Vehicle Replacement | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| Lawnmower Replacement | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Civic Beautification | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 |

| | | | | | | | | | | |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| TOTALS | 652,800 | 659,350 | 674,850 | 699,100 | 713,600 | 726,150 | 750,900 | 762,900 | 775,900 | 791,650 |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|



City Manager's Report
January 12, 2026

Economic Projects

| | |
|---|---|
| River Front - Powerplants | Diesel Plant - Contract for demolition has been awarded. Work is ongoing. |
| Broadband Initiative | No new updates. |
| Ogren Dump Solar Project | No new updates. |
| Events and Marketing | No new updates. |
| Landbank | No new updates. |
| Chapter 13 Rewrite | No new updates. |
| Federal American Rescue Plan Act | No new updates. |
| Blight Cleanup | No new updates. |
| Birdseye Cleanup | Brownfields RLF project is ongoing. |
| Caribou Development Committee | No new updates. |
| River Front - Master Plan | The Riverfront Master Plan is underway. |
| Façade Improvement Program | Already receiving inquiries for the Spring 2026 funding cycle. |
| Aldrich ATV/Snowmobile Storage | No new updates. |
| Caribou Economic Growth Council | No new updates. |
| Business Outreach | Eric is working with several possible businesses. |

| Other Administrative Projects | |
|-------------------------------------|---|
| Tax Acquired Property Policy | No new updates. |
| Nylander | No new updates. |
| Fire Structural Work | No new updates. |
| Fire Station Renovations | Design Development phase is underway with Harriman. |
| Police Station | The RFP for a firm to help evaluate existing buildings was awarded to Harriman. We will have a project kick-off soon. |
| River Road | No new updates. |
| Investment Policy | No new updates. |
| Cable Franchise Renewal | No new updates. |
| Airport | Committee meeting scheduled for 1/13/2026. |
| Personnel Policy | No new updates. |
| New LED Street lights | No new updates. |
| Comp Plan Update | CIP information on tonight's agenda. |
| LD 2003 Implementation | No new updates. |
| 15 Prospect Street | No new updates. |
| Water Street Fire | The ESA Phase I with funding provided by EPA Brownfields funding through Maine DEP to assess the site is scheduled for 1/15/2026. |
| Age-Friendly Efforts | No new updates. |
| Personnel Changes | Chief Brian Lajoie has achieved Fire Officer 4 certification. |
| DOT Village Partnership | Final Report has been sent by TYLin. |
| Aroostook Waste Solutions | Please dispose of rechargeable batteries properly to avoid landfill fires. |
| Cary Medical Center | The OB unit at Cary delivered 228 babies in 2025, including my grandson, JJ Marquis. |
| Other Updates | No new updates. |
| Administrative Approvals | Liquor license application approved for the Rendezvous Restaurant. |



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
RE: 2026 City Budget process
DATE: January 12, 2026

Per the City Charter, Section 5.06 Budget

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

A. Expense Budget

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

B. Capital Expense Budget

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

C. Income Budget

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

D. Complete City Budget

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

E. Set the Rate of Taxation

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



National Incident Management System

Overview for Senior Officials

(Executives, Elected, and Appointed)

Class will be both in person and virtually via Zoom.

Location: 158 Sweden St, Caribou (County EOC)

You only need to attend one of these sessions.

Thursday – January 22, 2026 3pm-5pm

Monday – January 26, 2026 9am-11am

Thursday – February 5, 2026 9am-11am

Aroostook County Emergency Management is hosting ICS 402: NIMS/ICS

Overview for Senior Officials (Executives, Elected, and Appointed).

The purpose of this course is to provide a forum for Senior Official discussion regarding the National Incident Management System (NIMS) and the importance of the role of Senior Officials in preparedness. At the end of the course, students will be able to explain NIMS tenants, understand command and coordination entities and responsibilities, and the basic principles of the Incident Command System.

The target audience for this course is all officials with statutory obligations, to include senior officials, executives, elected and appointed officials, city/county managers, agency administrators, as well as emergency management officials, Public Information Officers, Public Safety (law enforcement, fire, EMS, public health and public works) personnel, and a jurisdiction's policy and legal advisors.

Prerequisites: There are no prerequisites to take this course.

Please register by January 9, 2026

Email Your Registration To: eoc@aroostookema.com

Name: Title/Position:

Email:

Phone:

A Zoom link will be provided after registration is complete.

Please contact us with any questions

Aroostook County Emergency Management; 158 Sweden Street, Caribou, ME; 207-493-4328



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: January 12, 2026
RE: Establish meeting calendar for 2026

According to the Caribou City Charter, the Council shall conduct Regular Meetings at least once in every month¹. The following calendar for meeting has been proposed for 2026. This proposed schedule prioritizes a meeting on the second Monday of the month so that if an additional meeting is needed, one could be scheduled for the fourth Monday of the month. Typically, Cary Medical Center Board of Directors meetings are on the first Monday each month, and by charter, the City Manager is an ex-officio member of this important board. Some adjustments are needed to best follow the charter for setting the annual tax rate, for waiving the automatic foreclosure of liens, and staff scheduled training. Therefore, the following schedule is proposed:

February: Regular Meeting - 9 (second Monday), Budget Workshop – 23 (fourth Monday)*

March: 9, 23 (second & fourth Monday)

April: 13 (second Monday)

May: 11 (second Monday)

June: 15 & 29 (third & fifth Monday, due to RSU#39 budget vote and charter date for setting annual tax rate)

July: 20 (third Monday, City Clerk / Council Secretary is at training on second Monday)

August: 10 (second Monday)

September: 21 (third Monday, due to Cary Medical Meeting moved to second Monday due to holiday)

October: 19 (third Monday, due to holiday)

November: 16 (third Monday, due to lien waiver date)

December: 14 (second Monday)

Regular Meetings will be held in the Caribou City Council Chambers at 6:00 pm.

* The budget workshop on Monday February 23 will be held in the Fire Department training room in the Lions building at 5:30 pm.

Suggested action:

Please make a motion to approve the proposed 2026 meeting calendar as presented.

Second.

Discussion.

Vote.

¹ Caribou City Charter, Section 2.10 (a)



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: January 12, 2026
RE: Discussion on adopting a 2026 Code of Conduct by resolution

In November 2024, the citizens of Caribou voted to amend the Caribou City Charter, stating, “The City Council will adopt by resolution, a Code of Conduct, annually, prior to January 31. This Code of Conduct will apply to the members of the Caribou City Council.”¹

I am attaching the Code of Conduct that was adopted by Resolution by the City Council in 2025.

Suggested action:

This is an item for discussion at tonight’s meeting. If there is a consensus on language of a resolution and code of conduct, it can be brought back for adoption at the January 26, 2026 regular City Council meeting.

¹ Caribou City Charter, Section 2.04

CARIBOU CITY COUNCIL
CODE OF CONDUCT
ADOPTED: February 24, 2025

Section 1: Purpose

The City of Caribou is committed to the highest ethical standards and practices, protecting employees, partners, volunteers, elected and appointed officials, vendors, and the organization from unethical, illegal or damaging actions and statements by individuals, either knowingly or unknowingly. When the City of Caribou acts in an ethical manner, addresses issues proactively, and uses best business judgment and practices, it establishes a positive reputation and protect the interests of our Citizens. The purpose of this policy is to establish a culture of transparency, openness, trust, fairness, equity, and to emphasize the employees', citizens', and committee members' expectation to be treated ethically and with fair business practices. This policy will serve to guide behavior and to ensure ethical conduct throughout City government, operations, and in municipal facilities. Effective ethics is a team effort involving the participation and support of every City of Caribou employee as well as all appointed or elected officials.

Section 2: Code of Conduct

The Code of Conduct is designed to define the behavior, manners and courtesy expected of City Council members as they interact with each other, City staff, and their constituents while representing the City of Caribou. City Council members shall demonstrate honesty and integrity in every action and statement.

1. We will abide by the City Charter and the Constitution and laws of the State of Maine and agree to confine our actions as members of the City Council to the authority granted by those documents.
2. We acknowledge that we are bound by the City Charter to act as a body and have no individual authority to act outside of the meetings of the City Council.
3. We will solicit and listen to input from all our residents and endeavor to be as responsive as possible.
4. We agree that principled dissent and debate among City Council members and the public is encouraged. Discussions should be conducted in a professional manner with all participants treating each other with civility and respect.
5. We acknowledge that we act as a body and as such, all members will cooperate in the implementation of City Council decisions.
6. We will respect the proper roles of elected officials and City staff in ensuring open and effective government.
7. We will not publicly criticize City staff and will work through the City Manager in support of the day-to-day administration of the City.

8. We will keep all matters discussed in Executive Sessions strictly confidential.

9. We will follow the City Charter's guidance on Conflicts of Interest and agree to avoid situations where we might derive or appear to derive personal benefit from actions or decisions made in our official capacity.

Section 3: Compliance and Enforcement

The City Council shall annually review the Code of Conduct for relevancy and applicability. The intentional actions by City Council members that do not follow proper conduct will be addressed by the City Council. City Council members are obliged to point out infractions of the Code of Conduct at the time they occur. If the offenses continue, then the matter should be referred to the Mayor. If the Mayor is the individual whose actions are in question, then the matter should be referred to the Deputy Mayor.

Section 4: Adoption

NOW, THEREFORE, BE IT RESOLVED BY THE CARIBOU CITY COUNCIL that the members of the Caribou City Council hereby agree to abide by the terms of the attached Code of Conduct.

DATE ENACTED: February 24, 2025

AUTHORIZED SIGNATURES

Councilor Daniel Bagley

Councilor Jennifer Kelley

Councilor Tamara Lovewell

Deputy Mayor Jody Smith

Councilor Joan Theriault

Councilor Paul Watson

Mayor Courtney Boma

Attest: City Clerk Danielle Brissette
Municipal Seal



Resolution #1, 2025 Series

**A Resolution of the Caribou City Council
Establishing Code of Conduct for
Members of the Caribou City Council**

WHEREAS, members of the City of Caribou City Council are committed to making our community a safe, confident, prosperous, and enjoyable place to live, work, and visit; and

WHEREAS, it is a great honor to serve the City, and with that honor comes great responsibility and a duty to hold ourselves accountable to our fellow residents; and

WHEREAS, the Caribou City Council Charter committee proposed that the Caribou City Council adopt a Code of Conduct for members on an annual basis; and

WHEREAS, at the municipal election held on November 5, 2024, a majority of voters cast their votes to amend the Caribou City Charter to require that the Caribou City Council adopt a Code of Conduct by resolution prior to January 31 of each year; and

NOW, THEREFORE, BE IT RESOLVED BY THE CARIBOU CITY COUNCIL that the members of the Caribou City Council hereby agree to abide by the terms of the attached Code of Conduct.

This resolution was duly passed and approved by a majority of the City Council of the City of Caribou this 24th day of February 2025.

Courtney Boma, Mayor

Attest: Danielle Brissette, City Clerk

[City Seal]



MEMO

TO: Caribou City Council Members
FROM: Penny Thompson, City Manager
DATE: January 12, 2026
RE: Discussion on adopting a City Council resolution stating the position of municipal elected officials on the MaineDOT Aroostook River Bridge Project

In its latest adopted workplan, the MaineDOT has funded the design and construction phases for a bridge rehabilitation and improvement project for the historic Aroostook River Bridge in Caribou. There was an online public meeting on the MaineDOT website for members of the public to view the slides and/or video explaining the project and selected options for maintenance of traffic and construction. There was also an opportunity given for members of the public to ask questions or give comments.

Information can be found on the MaineDOT website:

[Caribou Aroostook River Bridge](#)

And the City of Caribou website:

[Aroostook River Bridge Rehabilitation – City of Caribou, Maine](#)

Members of City staff have been meeting with officials from the Aroostook County Emergency Management Agency, Town of Fort Fairfield, City of Presque Isle, RSU#39, the Caribou Utilities District., and the Maine State Police about the need for a consolidated effort to serve residents on the East side of the bridge during the scheduled project.

It has been suggested that the City Council may wish to adopt a resolution stating the position of the Caribou elected officials about this project, as many citizens on the East side of the bridge will be negatively affected by the planned closure of the bridge, a vital corridor in the community.

Suggested action:

This is an item for discussion at tonight's meeting. If there is a consensus on the need for and language of a City Council resolution, it can be brought back for adoption at a regular City Council meeting.



Board of Directors
December 1, 2025
5:00 p.m.

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

Zoom: Penny Thompson, Meagan Thompson

Excused: Luke Dyer

Guest: Dana Rattray, PHS; Chip Holmes, Ovation Healthcare

Welcome: Kevin Barnes, Chairman, Board of Directors welcomed Dana Rattray, PHS; and Chip Holmes, Ovation Healthcare, to the meeting.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--|--|---|--------------------|
| REGULAR MEETING | | | |
| 1. Call to Order | Kevin Barnes, Chairman, called the Regular Meeting of the Board of Directors to order at approximately 5:02 p.m. | Informational. | K. Barnes |
| 2. Review and Approval of Minutes | The minutes of the November 3, 2025, meeting were reviewed. | Upon motion, duly made and seconded, it was so VOTED to approve the November 3, 2025, meeting minutes as presented. | K. Barnes |
| 3. Report of Chief of Staff | <p>Dr. Caleb Swanberg, Chief of Staff, provided the following updates from the November 19th MSEC Meeting.</p> <p>Appointment Courtesy Medical Staff - Brian Bledsoe, MD (Anesthesiology): The complete appointment application and provider profile of Brian Bledsoe, 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 the provisional appointment of Brian Bledsoe, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2027, with Dr. Smith as proctor. This recommendation was forwarded to the Board of Directors for action.</p> | <p>Upon motion, duly made and seconded, it was so VOTED to approve the Report of Chief of Staff as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Brian Bledsoe, MD to the Courtesy Staff.</p> | Dr. C. Swanberg |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|--|--|--------------------|
| | <p>Appointment Courtesy Medical Staff - Frederick Chu, MD (Emergency Medicine): The complete appointment application and provider profile of Frederick Chu, 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 the provisional appointment of Frederick Chu, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2027. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Allied Health Staff - Yanira Medeiros, CRNA (Anesthesiology): The complete appointment application and provider profile of Yanira Medeiros, CRNA 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 the provisional appointment of Yanira Medeiros, CRNA to the Allied Health Professional Staff with privileges as requested through June 30, 2027 with Dr. Smith as proctor and supervising physician. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Medical Staff - Craig Bates, MD (Emergency Medicine): The complete appointment application and provider profile of Craig Bates, MD was reviewed with no discrepancies. He reported one malpractice claim, closed without payment. The report from the National Practitioner's Data Bank contained no reports. 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 the provisional appointment of Craig Bates, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2027. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Medical Staff - Kathleen Ogle, MD (Emergency Medicine): The complete appointment application and provider profile of Kathleen Ogle, 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 the provisional appointment of Kathleen Ogle, MD to the Courtesy Medical Staff with privileges as requested (will be proctored by Anesthesia for procedural sedation due to low volume) through June 30, 2027. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> | <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Frederick Chu, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Yanira Medeiros, CRNA to the Allied Health Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Craig Bates, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Kathleen Ogle, MD to the Courtesy Staff.</p> | |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|--|--------------------|
| | <p>Appointment Courtesy Staff - Brandon Roberts, MD (Emergency Medicine): The complete appointment application and provider profile of Brandon Roberts, MD was reviewed with no discrepancies. A claim was reported as an incident and closed a month after it was reported. The report from the National Practitioner's Data Bank contained no reports. 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 the provisional appointment of Brandon Roberts, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2027. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Staff - Kristen Scheets, DO (Emergency Medicine): The complete appointment application and provider profile of Kristen Scheets, DO was reviewed with no discrepancies. She reported one malpractice claim, closed without payment. The report from the National Practitioner's Data Bank contained no reports. 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 the provisional appointment of Kristen Scheets, DO to the Courtesy Medical Staff with privileges as requested (will be proctored by Anesthesia for procedural sedation due to low volume) through June 30, 2027. Dr. Collamore was appointed as proctor during the provisional appointment. This recommendation was forwarded to the Board of Directors for action.</p> <p>Appointment Courtesy Medical Staff - Cecilia Trydestam, MD (General Surgery): The complete appointment application and provider profile of Cecilia Trydestam, MD was reviewed with no discrepancies. She reported one malpractice claim, closed without payment. The report from the National Practitioner's Data Bank contained no reports. The claims were reviewed by the Chief of Surgery with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the provisional appointment of Cecilia Trydestam, MD to the Courtesy Medical Staff with privileges as requested through June 30, 2027 with Dr. Bawa as proctor. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Regen Gallagher, DO (OB/GYN): The complete reappointment application and provider profile of Regen Gallagher, DO 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 the reappointment of Regen Gallagher, DO to the Active Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of</p> | <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Brandon Roberts, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Kristen Scheets, DO to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the provisional appointment of Cecilia Trydestam, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of</p> | |



Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|---|--------------------|
| | <p>Directors for action.</p> <p>Reappointment Active Medical Staff – Jeffrey Hoeksma, MD (Internal Medicine): The complete reappointment application and provider profile of Jeffery Hoeksma, 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 the reappointment of Jeffery Hoeksma, MD to the Active Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Peter Morningstar, MD (Pediatrics): The complete reappointment application and provider profile of Peter Morningstar, 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 the reappointment of Peter Morningstar, MD to the Active Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Brenda Roy, MD (Radiology): The complete reappointment application and provider profile of Brenda Roy, 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 the reappointment of Brenda Roy, MD to the Active Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – Karen Bossie, DO (OB/GYN): The complete reappointment application and provider profile of Karen Bossie, DO 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 the reappointment of Karen Bossie, DO to the Courtesy Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> | <p>Regen Gallagher, DO to the Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jeffrey Hoeksma, MD to the Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Peter Morningstar, MD to Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Brenda Roy, MD to the Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Karen Bossie, DO to the Courtesy Staff.</p> | |



Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|---|--------------------|
| | <p>Reappointment Courtesy Medical Staff - Jennifer Meko, MD (Surgery): The complete reappointment application and provider profile of Jennifer Meko, MD was reviewed with no discrepancies. She previously reported one malpractice claim, now closed without payment. The report from the National Practitioner's Data Bank contained no reports. 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 the reappointment of Jennifer Meko, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2027 in the Department of Emergency Medicine. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – Guillermo Noguera, MD (Internal Medicine): The complete reappointment application and provider profile of Guillermo Noguera, 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 the reappointment of Guillermo Noguera, MD to the Courtesy Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Sverrir Gunnarsson, MD (Cardiovascular Disease): The complete reappointment application and provider profile of Sverrir Gunnarsson, 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 the reappointment of Sverrir Gunnarsson, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation will be forwarded to the Board of Directors.</p> <p>Reappointment Consulting Medical Staff – Anas Mansour, MD (Cardiovascular Disease): The complete reappointment application and provider profile of Anas Mansour, 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 the reappointment of Anas Mansour, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation will be forwarded to the Board of Directors.</p> | <p>Upon motion duly made and seconded, It was so VOTED to approve the reappointment of Jennifer Meko, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Guillermo Noguera, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Sverrir Gunnarsson, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Anas Mansour, MD to the Consulting Staff.</p> | |

**Board of Directors
December 1, 2025
5:00 p.m.**

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|---|--------------------|
| | <p>Reappointment Consulting Medical Staff – Mohamed Shokr, MD (Cardiovascular Disease): The complete reappointment application and provider profile of Mohamed Shokr, 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 the reappointment of Mohamed Shokr, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Jennifer Gutierrez, MD (Tele-Radiology): The complete reappointment application and provider profile of Jennifer Gutierrez, 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 the reappointment of Jennifer Gutierrez, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Laurie Gutstein, MD (Tele-Radiology): The complete reappointment application and provider profile of Laurie Gutstein, 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 the reappointment of Laurie Gutstein, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Barbara McCorvey, MD (Tele-Radiology): The complete reappointment application and provider profile of Barbara McCorvey, 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 the reappointment of Barbara McCorvey, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> | <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Mohamed Shokr, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Jennifer Gutierrez, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Laurie Gutstein, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Barbara McCorvey, MD to the Consulting Staff.</p> | |

**Board of Directors
December 1, 2025
5:00 p.m.**

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|--|--|--------------------|
| | <p>Reappointment Allied Health Professional Staff – Michelle Deprey, FNP (General Surgery): The complete reappointment application and provider profile of Michelle Deprey, FNP was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no new reports. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Michelle Deprey, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2027 with Dr. Bawa and Dr. Flynn as supervising physicians. This recommendation will be forwarded to the Board of Directors.</p> <p>Reappointment Allied Health Professional Staff – Lindsay Paradis, PA (Orthopedics): The complete reappointment application and provider profile of Lindsay Paradis, PA was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no new reports. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Lindsay Paradis, PA to the Allied Health Professional Staff with privileges as requested through December 31, 2027 with Dr. Michaud as supervising physician. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Michael Saucier, CRNA (Anesthesiology): The complete reappointment application and provider profile of Michael Saucier, CRNA was reviewed with no discrepancies. The report from the National Practitioner’s Data Bank contained no new reports. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Michael Saucier, CRNA to the Allied Health Professional Staff with privileges as requested through December 31, 2027 with Dr. Smith as supervising physician. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff – Dayna St. Peter, FNP (Family Nurse Practitioner): The complete reappointment application and provider profile of Dayna St. Peter, FNP 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 the reappointment of Dayna St. Peter, FNP to the Allied Health Professional Staff with no privileges as (membership only) requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> | <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michelle Deprey, FNP to the Allied Health Professional Staff.</p> <p>Upon motion duly mad and seconded, it was so VOTED to approve the reappointment of Lindsay Paradis, PA to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael Saucier, CRNA to the Allied Health Professional Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Dayna St. Peter, FNP to the Allied Health Professional staff.</p> | |

**Board of Directors
December 1, 2025
5:00 p.m.**

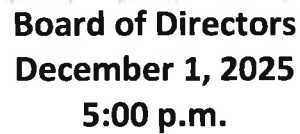
| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|--|--|--------------------|
| | <p>Reappointment Active Medical Staff - Beth Ann Collamore, MD (Emergency Medicine): The complete reappointment application and provider profile of Beth Ann Collamore, 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 the reappointment of Beth Ann Collamore, MD to the Active Medical Staff with privileges as requested (proctored by Anesthesia for procedural sedation due to low volume) through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Active Medical Staff – Caleb Swanberg, MD (Family Practice): The complete reappointment application and provider profile of Caleb Swanberg, MD was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained no reports. It was noted Dr. Swanberg did not request to request/renew any Emergency Medicine privileges. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Caleb Swanberg, MD to the Active Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – Erik Johnson, DMD (Dentist): The complete reappointment application and provider profile of Erik Johnson, DMD, was reviewed with no discrepancies. The report from the National Practitioner's Data Bank contained a new report, reduction of previous licensure action, which reduces the condition of licensure. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Erik Johnson, DMD to the Courtesy Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Courtesy Medical Staff – Larry Meyers, MD (Anesthesiology): The complete reappointment application and provider profile of Larry Meyers, MD was reviewed. The report from the National Practitioner's Data Bank contained no new reports. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Larry Meyers, MD to the Courtesy Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Dean Batten, MD (Tele-Radiology): The complete reappointment application and provider profile of Dean Batten, 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 the reappointment of Dean Batten, MD to the Consulting</p> | <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Beth Collamore, MD to the Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Caleb Swanberg, MD to the Active Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Erik Johnson, DMD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Larry Meyers, MD to the Courtesy Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the</p> | |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|---|--------------------|
| | <p>Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Michael Bloss, MD (Tele-Radiology): The complete reappointment application and provider profile of Michael Bloss, MD was reviewed with no discrepancies. He reported one new malpractice claim, pending in court. The report from the National Practitioner’s Data Bank contained no reports. The claim was reviewed by the Chief of Rad/Path with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Michael Bloss, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Michael Cooney, MD (Tele-Radiology): The complete reappointment application and provider profile of Michael Cooney, MD was reviewed with no discrepancies. He reported one new malpractice claim, pending in court, and previously report one malpractice claim, still pending in court. The report from the National Practitioner’s Data Bank contained no reports. The claim was reviewed by the Chief of Rad/Path with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Michael Cooney, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Marwah Helmy, MD (Tele-Radiology): The complete reappointment application and provider profile of Marwah Helmy, MD was reviewed with no discrepancies. She reported one new malpractice claim, pending in court The report from the National Practitioner’s Data Bank contained no reports. The claim was reviewed by the Chief of Rad/Path with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Marwah Helmy, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Charles Henry, MD (Tele-Radiology): The complete reappointment application and provider profile of Charles Henry, 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 the reappointment of Charles Henry, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was</p> | <p>reappointment of Dean Batten, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael Bloss, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Michael Cooney, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Marwah Helmy, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of</p> | |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--------------|---|---|--------------------|
| | <p>forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Koreen Potts, MD (Tele-Radiology): The complete reappointment application and provider profile of Koreen Potts, 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 the reappointment of Koreen Potts, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Joseph Rozell, MD (Tele-Radiology): The complete reappointment application and provider profile of Joseph Rozell, MD was reviewed with no discrepancies. He reported one new malpractice claim, pending in court and previously reported one malpractice claim, closed without payment. The report from the National Practitioner’s Data Bank contained no reports. The claim was reviewed by the Chief of Rad/Path with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Joseph Rozell, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Consulting Medical Staff – Arlene Sussman, MD (Tele-Radiology): The complete reappointment application and provider profile of Arlene Sussman, MD was reviewed with no discrepancies. She reported one new malpractice claim, pending in court, and previously reported one malpractice claim, pending in court. The report from the National Practitioner’s Data Bank contained no reports. The claims were reviewed by the Chief of Rad/Path with no reservations to present and recommend approval of appointment. Upon motion, duly made and seconded, it was so VOTED to recommend the reappointment of Arlene Sussman, MD to the Consulting Medical Staff with privileges as requested through December 31, 2027. This recommendation was forwarded to the Board of Directors for action.</p> <p>Reappointment Allied Health Professional Staff - Vicky Ouellette-Sperrey, FNP (Family Nurse Practitioner): The complete reappointment application and provider profile of Vicky Ouellette- Sperrey, FNP 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 the reappointment of Vicky Ouellette-Sperrey, FNP to the Allied Health Professional Staff with privileges as requested through December 31, 2027 with Dr. Harrigan as supervising physician. This recommendation was forwarded to the</p> | <p>Charles Henry, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Koreen Potts, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Joseph Rozell, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Arlene Sussman, MD to the Consulting Staff.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the reappointment of Vicky Ouellette-</p> | |

Page 11 of 16 **56**

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--|--|--------------------------------|--------------------|
| | <p>moving chapters around.</p> <ul style="list-style-type: none"> • QHIP: Cary's compliance on patient's obtaining a follow-up appointment with their PCP within 5 days of hospital discharge continues to be monitored. • QM Compliance Indicators – The following indicators were reviewed. OR, Patient Registration, Environment of Care, and Jefferson Cary Cancer Center. • Sentinel Event Review: Madeline Orange from the Sentinel Events Unit, DHHS, was at Cary on November 4th to review recent sentinel events, Cary's sentinel event policy, RCA's, OSHA log, and chart review. Ms. Orange met with managers and discussed adverse occurrences. Cary Medical Center received a good report from Ms. Orange's visit. Cary is following the law of the State of Maine. <p>Patient Safety Committee</p> <ul style="list-style-type: none"> • Reports reviewed at the November committee meeting include Patient Falls, Tracer Audits, Patient Transfers, Code 99/Rapid Response, Lab Critical Values & Patient ID, Radiology Critical Results, Cardiopulmonary Critical Results, Lab Critical Values, Medication Incidents, Hand Hygiene & PPE Compliance, and Diagnostic Excellence. <p>Dashboard – Dr. Gallagher reviewed the dashboard. Sepsis compliance is being worked on for improvement of communication between the Emergency Department and Hospitalists. The 3rd quarter data is complete for the Medical Staff Quality Indicators. Most of the 3rd quarter data is complete for the departmental quality indicators. Jenn Plant reported there is no additional patient satisfaction information available.</p> | Committee Report as presented. | |
| <p>5. Report of Chairman, Board of Directors – Kevin Barnes, Chairman</p> <p>a. Report from Board Members – Department Leadership, PHS BOD, MSEC</p> | <p>Kevin Barnes provided the following updates.</p> <p>Department Leadership – Penny Thompson reported how it is great to see the departmental leaders working together towards achieving their departmental goals.</p> <p>Pines Board of Directors – Meagan Thompson reported she attended the meeting. There has been a large influx of patients with the addition of Heather Curran, FNP at Pines. Ms. Curran brings over 700 patients to Pines from her former practice. Finances were reviewed and are positive, year to date. Cash flow was reviewed and compared to last year.</p> <p>MSEC Meeting – There was no report.</p> | Informational. | K. Barnes |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|---|--|--|--------------------|
| b. Nominating Committee | Nominating Committee – Jane McCall reported the Nominating Committee met and reviewed the list of potential candidates for board membership. Dr. Djuanda’s 2 nd term expires December 31, 2025. Dr. Djuanda is willing to be nominated for another 3-year term. Luke Dyer is completing the 3 rd term he was fulfilling of Carl Soderberg’s Board membership. The term expires December 31, 2025. Ms. McCall indicated that Curt Paterson had inquired previously about becoming a Board member. The committee would like to nominate Curt Paterson to join the Cary Medical Center Board. Mr. Paterson indicated he is honored to be considered as a nominee. | Upon motion duly made and seconded, it was so VOTED to approve the nominations of Curt Paterson as a new Board member for a 3-year term and Dr. Irene Djuanda for a 3 rd 3-year term. The two candidates will complete the Citizen Board Application and return it to the City Office to be reviewed by the City Council for approval at their first meeting in January 2026. | |
| 6. Report of CEO – Kris Doody a. Physician Recruitment and Retention | Kris Doody reported the following and noted there is additional information in the CEO Report. Physician Recruitment and Retention - <ul style="list-style-type: none"> • General Surgery – Dr. Eric Rau, experienced General Surgeon has signed a contract and will start full-time in January 2026. Dr. Cecilia Trydestam begins in a part-time position with Pines on December 31st. Dr. John Nadeau shared his desire to cut back to part-time, which will begin January 2026. Dr. Rashmi Bawa is still in India. • OB/GYN – Dr. Sarah Krantz completed a site visit in September. 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 started full-time October 13, 2025. • Radiology - Dr. Jeremy Lindahl, Radiologist, began full-time September 22, 2025. A lot of positive feedback has been received about Dr. Lindahl’s joining Cary full-time. Dr. Brenda Roy has transitioned to a part-time position. | Informational. | K. Doody |

Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|---|--|--|--------------------|
| b. Federal Budget | <ul style="list-style-type: none"> Family Practice - Heather Curran, FNP from Family Planning in Presque Isle has signed a contract to work full-time at Pines beginning today, December 1st. Departures – Dr. J. P. Michaud, long-time Orthopedic Surgeon at Cary and Pines, has decided to retire in May 2026. Scott Walton, PA-C resigned, effective April 2026. Scott and his family have decided to relocate to Southern Maine to be closer to family. <p>Federal Budget – Ms. Doody continues monitoring the federal budget. Marketplace renewals are occurring. The Rural Transformation Grant was submitted by the State as required. The application has been reviewed.</p> | | |
| 7. Report of Finance and Personnel Committee a. October Financials | <p>Chelsea Desrosiers provided the following updates.</p> <p>October Financials - Chelsea Desrosiers provided an overview of the October 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). The 2026 budget is well underway. A date for Board review and approval will be provided in the next few days.</p> <p>Employee Health Insurance – The Finance and Personnel Committee reviewed the increase in rates for health insurance. There is a 14% increase in rates for Cary and a 12% increase for employees. Discussion ensued. The committee recommends the 12% increase for employee health insurance for approval to the Board of Directors.</p> | <p>Upon motion, duly made and seconded, it was so VOTED to approve the October Financials as presented.</p> <p>Upon motion duly made and seconded, it was so VOTED to approve the recommendation from the Finance & Personnel Committee to increase health insurance rates for employees by 12%.</p> | C. Desrosiers |
| 8. Nursing Quarterly Report | <p>Nursing Quarterly Report – Jenn Plant provided the following updates.</p> <ul style="list-style-type: none"> Topics reviewed - nursing recruitment, position status, patient safety measures including medication barcode scanning, inpatient falls, and education compliance. There are currently no nursing vacancies. Patient Falls – a group has been established to review patient falls on a regular basis to improve results. | <p>Upon motion, duly made and seconded, it was so VOTED to approve the Nursing Quarterly Report as presented.</p> | B. Willey |



Board of Directors
December 1, 2025
5:00 p.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|--|---|---|--------------------|
| | <ul style="list-style-type: none"> Education Opportunities – Hospice and Palliative Care Education, Trauma Care Course and a Sepsis Lunch and Learn. | | |
| 9. Compliance Quarterly Report | <p>Dr. Regen Gallagher provided the following updates:</p> <ul style="list-style-type: none"> Items Reviewed – Policies, audits, compliance hotline, contracts and Healthicity. The Healthicity contract ends this year. Alternative programs will be reviewed to replace the Healthicity program to track contracts in a better way. Administration and Department managers want to get a handle on all contracts, BAA's and subcontracts. It would be best to have all information within a program that everyone has access to review. | Upon motion, duly made and seconded, it was so VOTED to approve the Compliance Quarterly Report as presented. | |
| 10. Ovation Healthcare Updates | <p>Chip Holmes provided the following updates.</p> <ul style="list-style-type: none"> Medicare Advantage – Chip indicated that some hospitals no longer have Medicare Advantage. People with Medicare are now looking for other options including traditional Medicare. CEO Evaluation – Nineteen responses have been received from a potential of twenty-two responses. Nursing Vacancies - Of twenty hospitals that Chip oversees through Ovation there is maybe one other hospital with no nursing vacancies. Supply Chain Scorecard –Information is available in the Ovation report. Some companies are not sharing their information on GPO due to competition. Health Trust is sharing less information with Ovation. The ability to track information is more difficult. Ovation is using new scorecards. Health Insurance Costs – Most hospitals are incurring 10-15% additional cost to provide health insurance to employees. Ovation Serves Hospitals in 47 States – Chip shared that in New Hampshire and Vermont the state has appointed authority oversight for compliance to monitor and approve hospital budgets. | Informational. | C. Holmes |
| 11. Other, Adjournment & Next Meeting | <p>Holiday Event – The Holiday Event planning is ongoing. The event is scheduled for Friday, December 5th at the Caribou Best Western. Social & 50/50 at 5:30-6 p.m., Heavy Hors D'oeuvres & Drawings at 6 p.m., DJ and Dancing 7-11 p.m. All board members and a guest are invited to attend.</p> <p>Adjournment - Upon motion, duly made and seconded, it was so VOTED to adjourn the meeting at approximately 6:17 p.m.</p> <p>Next Meeting –The next meeting of the Board of Directors is scheduled for Monday, January 5, 2026, 5:00 p.m.</p> | Informational. | K. Barnes |

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



**Board of Directors
December 1, 2025
5:00 p.m.**

Respectfully submitted,

Kris Doody, RN, MSB, CEO



Board of Directors

Tuesday, December 16, 2025

Hybrid

7:00 a.m.

Present: Kevin Barnes, Chairman; Clara Collins, Mike Gahagan, Jane McCall, Meagan Thompson, Neal Griffeth, Dr. Carl Flynn, Doug Plourde, Regen Gallagher, D.O.; Kris Doody, RN, CEO; Chelsea Desrosiers, CFO/COO; Paula Parent, CHRO; Ben Willey, CFPO; Emily Jose, Jenn Plant, RN, CNO; Traci Rogers, CNO/COO, PHS; Tim Conroy, CIO; Tim Goff, CMCRO; and Peg McAfee

Zoom: Penny Thompson

Excused: Luke Dyer, Dr. Irene Djuanda

1. Call to Order: Kevin Barnes, Chairman; Board of Directors, called the meeting to order at approximately 7:03 a.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|------------------------------|--|--|--------------------|
| 1. 2026 Budget Review | <p>Chelsea Desrosiers provided an overview of the 2026 budget.</p> <p>The following items were explained and discussed in detail:</p> <p>Section I – Executive Summary Section II – Budget Process Section III – Schedule Narratives (to include):</p> <ul style="list-style-type: none">• Schedule A, Statistics• Schedule B, Revenue Projection (Per Unit of Service, 2.25% price increase for 2026)• Schedule C, Budgeted Patient Revenue• Schedule D, FTE Requests• Schedule E, Salary Requests• Schedule F, Operating Expenses• Schedule G, Comparative Statement of Operations• Schedule H, Statement of Operations• Schedule I, Balance Sheet• Schedule J, Cash Flow• Schedule K, Department Leaders Capital Equipment Requests• Schedule L, Physician Related Capital Equipment Requests, Physician Capital Funding and CMC Capital Funding• Schedule M, Department Leaders Renovation Requests• Schedule N, CMC Long Term Debt <p>Kevin Barnes on behalf of the Board of Directors, extended appreciation to all involved, including departmental leadership, in preparing the 2026 budget. A lot of effort goes into the planning and Ms. Desrosiers provided an excellent overview. Congratulations to Chelsea and her team on a</p> | <p>Upon motion duly made and seconded, it was so VOTED to accept the 2026 Budget as presented.</p> | |



Board of Directors

Tuesday, December 16, 2025

Hybrid

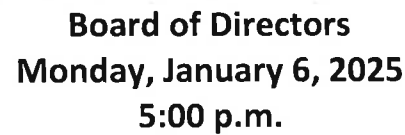
7:00 a.m.

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|-----------------------|---|----------------|--------------------|
| | professionally prepared and presented budget. Chelsea thanked Emily Jose, Controller; Administration, Department Leaders and especially Kris for their work on budget preparation. | | |
| 2. Adjournment | Annual Meeting – The Annual Meeting is scheduled for Monday, January 5 th , 2026. Adjournment – With no further business to discuss, the meeting adjourned at approximately 7:54 a.m. | | |

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

Respectfully submitted,

Kris Doody, RN, MSB
Chief Executive Officer



Welcome: Kevin Barnes, Chairman, Board of Directors welcomed everyone to the Annual Meeting, including returning Board members, Neal Griffeth and Jane McCall; Dr. Caleb Swanberg, Chief of Staff

Page 1 of 2
64



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

| AGENDA TOPIC | ISSUE DISCUSSED & CONCLUSION | PLAN OF ACTION | PERSON RESPONSIBLE |
|----------------|--|----------------|--------------------|
| 6. Adjournment | With no further business to discuss, the Annual Meeting of the Board of Directors was adjourned at approximately 5:14 p.m. | Informational. | |

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

Respectfully submitted,

Kris Doody, RN, MSB
Chief Executive Officer



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 | 58,821 | 59,128 | 59,435 | 677,470 |
| Applicants in Aroostook County | 597 | 626 | 620 | 655 | 700 | 683 | 712 | 784 | 760 | 817 | 820 | 805 | 8,579 |
| Applicants in Caribou Area | 15 | 21 | 72 | 31 | 52 | 80 | 93 | 125 | 143 | 168 | 180 | 189 | 1,169 |
| Applicants Pulled From Waiting List | 14 | 20 | 19 | 30 | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 123 |
| Vouchers on Street | 10 | 7 | 18 | 18 | 11 | 3 | 0 | 0 | 0 | 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 | 196 | 196 | | 2352 |
| Total Vouchers Leased | 166 | 166 | 167 | 167 | 166 | 172 | 171 | 168 | 169 | 159 | 156 | | 1827 |
| Port Out Vouchers | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 1 | 1 | | 23 |
| Homeownership Vouchers | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 11 |
| All Other Housing Choice Vouchers | 164 | 168 | 165 | 165 | 164 | 169 | 169 | 164 | 169 | 156 | 153 | | 1806 |

| | | | | | | | | | | | | | |
|----------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|--|---------------------|
| Total HAP Expense | \$ 94,203 | \$ 103,010 | \$ 102,686 | \$ 100,257 | \$ 103,503 | \$ 105,919 | \$ 102,920 | \$ 103,585 | \$ 98,392 | \$ 97,338 | \$ 94,969 | | \$ 1,106,782 |
| All Other Voucher | \$ 82,998 | \$ 91,994 | \$ 93,029 | \$ 92,923 | \$ 95,489 | \$ 96,635 | \$ 96,141 | \$ 96,942 | \$ 90,522 | \$ 90,135 | \$ 88,053 | | \$ 1,014,861 |
| Port Out Payments | \$ 2,450 | \$ 2,450 | \$ 2,450 | \$ 2,450 | \$ 2,802 | \$ 2,802 | \$ 2,559 | \$ 1,559 | \$ 2,452 | \$ 1,450 | \$ 1,450 | | \$ 24,874 |
| Homeownership HAP | \$ 356 | \$ 124 | \$ 87 | \$ 87 | \$ 87 | \$ 87 | \$ 87 | \$ 38 | \$ 38 | \$ 80 | \$ 80 | | \$ 1,151 |
| FSS Escrow, Participants Account | \$ 8,399 | \$ 8,442 | \$ 7,120 | \$ 4,797 | \$ 5,125 | \$ 6,395 | \$ 4,133 | \$ 5,046 | \$ 5,380 | \$ 5,673 | \$ 5,386 | | \$ 65,896 |

| | | | | | | | | | | | | | |
|-----------------------------|------------|------------|------------|--------------|------------|-------------|-------------|------------|------------|------------|------------|------------|------------|
| Lease Up Rates | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | YTD |
| HUD Allocated -vs- Leased | 85% | 85% | 85% | 85% | 85% | 88% | 87% | 86% | 86% | 81% | 80% | | 85% |
| HUD Funded -vs- HAP Expense | 75% | 106% | 108% | 113% | 98% | 94% | 99% | 93% | 71% | 96% | 97% | | 95% |

MAINSTREAM VOUCHERS

| | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | YTD |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----|------------|
| Allocated Vouchers | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | | 480 |
| Total Vouchers Leased | 33 | 35 | 35 | 36 | 36 | 35 | | 34 | 35 | 35 | 36 | | 350 |

| | | | | | | | | | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--|------------------|
| Total HAP Expense | \$ 16,806 | \$ 19,428 | \$ 19,347 | \$ 21,606 | \$ 20,684 | \$ 20,486 | \$ 20,132 | \$ 20,012 | \$ 20,492 | \$ 20,262 | \$ 20,909 | | \$220,164 |
| HAP Expense | \$ 15,161 | \$ 17,854 | \$ 18,086 | \$ 20,345 | \$ 19,391 | \$ 19,270 | \$ 19,350 | \$ 18,610 | \$ 19,090 | \$ 18,860 | \$ 19,603 | | \$205,620 |
| FSS Escrow, Participants Account | \$ 1,645 | \$ 1,574 | \$ 1,261 | \$ 1,261 | \$ 1,293 | \$ 1,216 | \$ 782 | \$ 1,402 | \$ 1,402 | \$ 1,402 | \$ 1,306 | | \$14,544 |

EMERGENCY HOUSING VOUCHERS

| | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | YTD |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----|------------|
| Allocated Vouchers | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | | 180 |
| Total Vouchers Leased | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | | 88 |

| | | | | | | | | | | | | | |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|------------------|
| Total HAP Expenses | \$ 8,562 | \$ 5,465 | \$ 5,465 | \$ 5,573 | \$ 5,573 | \$ 5,606 | \$ 5,606 | \$ 5,791 | \$ 5,127 | \$ 5,127 | \$ 5,127 | | \$ 63,022 |
| Hap Expense | \$ 7,249 | \$ 4,152 | \$ 4,127 | \$ 4,235 | \$ 4,235 | \$ 4,463 | \$ 4,463 | \$ 5,085 | \$ 5,127 | \$ 4,666 | \$ 4,666 | | \$ 52,468 |
| FSS Escrow, Participants Account | \$ 1,313 | \$ 1,313 | \$ 1,338 | \$ 1,338 | \$ 1,338 | \$ 1,143 | \$ 1,143 | \$ 706 | \$ - | \$ 461 | \$ 461 | | \$ 10,554 |

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 | 6 | 1 | | 42 |
| Annual Inspection | 1 | | | | | | 67 | 29 | 8 | 1 | | | 106 |
| No Show | | | | | | | 6 | 1 | 0 | | | | 7 |
| Reinpsction(s) | | | 1 | 1 | 1 | | 1 | 18 | 9 | 9 | 2 | | 42 |
| Other, Public Housing Authority Inspections | | | | | | | 0 | 21 | 10 | | | | 31 |
| Toal Inspections | 8 | 5 | 4 | 5 | 9 | 6 | 74 | 70 | 27 | 16 | 3 | | 228 |

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 | 51 | 47 | | 56 |
| FSS Famlies, Disbursement | 4 | 0 | 3 | 4 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | | 14 |
| FSS Disbursement Amount | \$ 8,765 | \$ - | \$ 5,175 | \$ 5,175 | \$ 5,230 | \$ - | | \$ 1,116 | \$ - | \$ 1,660 | \$ - | | \$ 27,122 |
| FSS Graduate, Families | 2 | 1 | 0 | 0 | 1 | 1 | 2 | 1 | 1 | 1 | 0 | | 10 |
| FSS Graudate, Escrow | \$ 17,440 | \$ 8,228 | \$ - | \$ - | \$ 4,802 | \$ 5,251 | \$ 12,824 | \$ 853 | \$ 9,383 | \$ 3,110 | \$ - | | \$ 61,892 |
| FSS Forfeiture, Families | 2 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 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 | 1 | 2 | | 32 |
| | \$ 700 | \$ 1,750 | \$ 1,400 | \$ 1,050 | \$ 700 | \$ 2,450 | \$ 700 | \$ 700 | \$ 700 | \$ 350 | \$ 700 | | \$ 11,200 |
| Security Deposit | 3 | 4 | 4 | 3 | 1 | 5 | 3 | 2 | 1 | 0 | 0 | | 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 | 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 | \$ 350 | \$ 700 | | \$ 42,162 |

-

| | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | |
|--|------------|------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|--------------|-----|----|
| GRAND TOTAL OF ASSISTANCE INTO | \$ 140,191 | \$ 130,722 | \$ 128,604 | \$ 129,029 | \$ 133,436 | \$ 136,339 | \$ 142,099 | \$ 126,653 | \$ 128,212 | \$ 120,311 | \$ 114,552 | | |
| 2025 YEAR TO DATE | \$ 140,191 | \$ 270,913 | \$ 399,518 | \$ 528,547 | \$ 661,983 | \$ 798,322 | \$ 940,421 | \$ 1,067,075 | \$ 1,195,287 | \$ 1,315,598 | \$ 1,430,150 | | |
| Percentage Increase per Month, 2025-vs- 2024 | 18% | 16% | -12% | 12% | -8% | 20% | 23% | 4% | -16% | -12% | -4% | | 4% |

| | | | | | | | | | | | | | |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|--|
| 2024 MONTHLY ASSITSTANCE | \$118,666 | \$112,793 | \$145,462 | \$115,355 | \$144,410 | \$113,192 | \$115,081 | \$121,466 | \$ 152,073 | \$ 136,311 | \$ 119,771 | \$ 129,393 | |
| YEAR TO DATE | \$118,666 | \$231,459 | \$376,921 | \$492,276 | \$636,686 | \$749,878 | \$864,959 | \$986,425 | \$1,138,498 | \$1,274,809 | \$1,394,580 | \$1,523,973 | |

END OF A PROGRAM & IN REVIEW

Effective 12/31/2025, the Landlord Incentive Program will come to an end, after 3.5 successful years.
With funding available from Maine Housing Authority, Caribou Housing Authority has been able to provide **295 payments totaling \$236,767 back into our local community.**

| | 2025 | 2024 | 2023 | 2022 | 2021 | Total |
|----------------------|-----------|-----------|-----------|-----------|-----------|------------|
| Sign on Bonus | 32 | 32 | 32 | 36 | 30 | 162 |
| | \$ 11,200 | \$ 24,000 | \$ 24,000 | \$ 27,750 | \$ 22,500 | \$ 109,450 |
| Security Deposit | 26 | 19 | 31 | 25 | 12 | 113 |
| | \$ 26,261 | \$ 19,258 | \$ 17,703 | \$ 16,681 | \$ 8,552 | \$ 88,455 |
| Damage Reimbursement | 4 | 6 | 1 | 9 | 0 | 20 |
| | \$ 4,701 | \$ 11,981 | \$ 3,000 | \$ 19,150 | \$ - | \$ 38,832 |