

TOWN OF GOULDSBORO

www.gouldsborotown.com

PO BOX 68, Prospect Harbor, Maine 04669

Phone: (207) 963-5589 Fax: (207) 963-2986

Town Manager, Deputy Treasurer, Tax Collector

Josh McIntyre

town.manager@gouldsborotown.com

Board of Selectmen

Robert Harmon, *Chair*

Danny Mitchell, Jr., *Vice Chair*

Peter McKenzie

Jacqueline Weaver

Johnathan Renwick

GOULDSBORO BOARD OF SELECTMEN

DECEMBER 18, 2025 – 5PM

GOULDSBORO TOWN OFFICE

Join Zoom Meeting

<https://us02web.zoom.us/j/8018727702?pwd=WjJmUFhyWVNKZmphOUdoTTdwbDRLUT09>

Meeting ID: 801 872 7702

Passcode: 4uFgxX

PLEDGE OF ALLEGIANCE

SPECIAL TOWN MEETING: Summer Harbor Road Subdivision easement and transfer of funds from Undesignated General Fund to Legal Reserve.

MINUTES Approval of Minutes of December 02, 2025
Approval of Minutes of December 04, 2025

PR WARRANT #30 \$40,886.57
AP WARRANT #31 \$54,895.50

REPORTS: Selectmen
Treasurer
Committees
Police Department
Fire Department
EMS
Code Enforcement Officer
RSU #24
Town Manager

OLD BUSINESS

- Discussion of proposed Budget Committee ordinance
- Comprehensive Plan update and discussion

NEW BUSINESS

- Tax waiver for Stephen Jordan on Tower Road*
- Approval of contract with Hancock County for Animal Control Officer services*
- EMS discussion of policy on transfers including staffing*
- Discussion of assessment of Prospect Harbor Women's Club
- Discussion of office closures in early 2026 for System Building with staff; discussion of adding full-time administrative position*

PUBLIC COMMENT

ADJOURN

*Indicates likely action/vote on proposal

NOTICE: There will not be a regular Select Board meeting on January 1, 2026. Next meeting will be January 15, 2026.

MINUTES OF DECEMBER 02, 2025
GOULDSBORO SELECT BOARD WORKSHOP

Zoom Meeting

<https://us02web.zoom.us/j/8018727702?pwd=WjJmUFhyWVNKZmphOUdoTTdwbDRLUT09>

Meeting ID: 801 872 7702

Password: 4uFgxX

Present: Robert Harmon, Danny Mitchell Jr., Jackie Weaver, Johnathan Renwick
Staff: Town Manager Joshua McIntyre
Town Clerk Brianna L. Mitchell
Committees: Planning Board Chair Deirdre McArdle
Planning Board Alternate Mark Altvater
Comp Plan Volunteer Bill Zoellick
Zoom: 9 (Nine)

Meeting held via Zoom.

Mr. Harmon called the meeting to order at 4:30PM.

COMPREHENSIVE PLAN DRAFT DISCUSSION

Comp Plan Volunteer Bill Zoellick mentioned there are some chapters in the Comp Plan that the Select Board should review as they are important. Below are some key points he would like them to review.

Key Things to Look At

- Vision Statement – sets the broad direction and goals for the plan. Focus on community and expanding the economy.
- Executive Summary
- Chapter C – Economy. Review Goals, Policies, and Strategies at the end.
- Chapter D – Housing. Suggest two Goals – Increased Workforce Housing and find ways to collect information about short-term rental activity.
- Chapter G – Fiscal Capacity – Continued refinement of Capital Improvement Plan process
- Chapter J – Water Resources – limits Town's development options. Look at the section on Groundwater
- Chapter K – Natural Resources. Review Section 8 and Goals, Policies, and Strategies at the end.
- **Chapter N** – Existing and Future Land Use. **The Key Chapter.** Look especially at Sections 7 and 8, along with the Goals, Policies, and Strategies at the end.
- Chapter O – Implementation – Recommends annual meeting of the Select Board, the Planning Board, various committees, and the community to review progress on the Plan's implementation.

Places to Focus Primarily on Goals, Policies, and Strategies

- Chapter A – History & Archeology
- Chapter B – Population & Demographics
- Chapter E – Transportation
- Chapter F – Public Facilities
- Chapter H – Recreation & Health
- Chapter I – Marine Resources
- Chapter L – Agriculture and Forestry
- Chapter M – Climate Adaptation

Comp Plan member Deirdre McArdle appreciates Bill for all he is doing and continues to do with the formatting and editing of the Comp Plan. He has been very helpful with this process.

Jackie Weaver mentioned she would like to include somewhere in the plan that allows workforce housing construction and allows an expanded growth area that was recently purchased by Maine

Coast Heritage Trust. She asked how can we stimulate economic development without a designee? Select Board Chair Bob Harmon mentioned it's difficult to have businesses here in Gouldsboro that can be sustainable. Town Manager Joshua McIntyre mentioned an economical position is not needed in the future. Gouldsboro will work to be more business friendly by making regulations and application processes more transparent. Jackie Weaver asked Bill Zoellick why he encourages for no zoning? Bill responded that Gouldsboro doesn't really need it because the geography and geology determines where we can do things. Rocky plains are not suitable for those types of things. In the Comp Plan they identify the different types of activities in the different zones.

Select Board Member Jackie Weaver mentioned there's an awful lot of land held by multi-generational families. She asks would it be worth to think about this in the Comp Plan? Select Board Vice Chair Danny Mitchell mentioned he doesn't believe there is much left anymore. The Town's real issue is the short-term rental businesses. There are so many units that are taking up the full-time residences. The ones that are doing short-term rentals, the owners don't live here so they hire local property managers. The jobs that we do have here is difficult to fill them because people can't afford to live in those rentals. Locals can't afford to buy houses here in Gouldsboro. The Peninsula School is always needing positions filled and it's difficult to find people to work these positions due to teachers not be able to find local housing. The root cause is the lack of affordable housing. We need more jobs that are available and affordable housing. The Planning Board will need to collect information to find out how many rental houses there are in Gouldsboro. Select Board Member Johnathan Renwick mentioned the wages around here don't allow people the ability to afford to buy housing or a rent. Jackie Weaver asked Bill Zoellick if there should be more in the Comp Plan to address this issue? Bill Zoellick mentioned on page 47, there is much information that he thinks addresses her concerns.

Johnathan believes the lobster industry is the biggest employer in the Town of Gouldsboro job wise. Wages for stern men have not gone up, they are just a tool that is being worn out. The income doesn't match the world we live in right now.

Bill Zoellick mentioned in the Economy chapter on page 3, it discusses employers in the Town of Gouldsboro for anyone to glance at.

Jackie Weaver asked how we would find out what land is available? Bob Harmon mentioned about designating an area where they would like to see growth. He would be happy to look around town to give some ideas. Dierdre McArdle asked if it's a good idea to put this in the objective instead of tying it into the plan itself. Bill recommends Deirdre run it by Averi at Hancock County Planning Commission. Bill Zoellick will add a specific objective for growth areas in the Comp Plan. Bill asked the Select Board if this is ready for submission to the State? The Select Board thinks it's ready to be sent off to the State. Select Board Vice Chair Danny Mitchell thanks Bill Zoellick, the Comp Plan Committee, and the Planning Board Committee who have pulled all this together in such a short amount of time! This is a huge undertaking and such a great group of people who have done such a great job. Deirdre McArdle agrees as well. Bill Zoellick will coordinate with Town Manager Joshua McIntyre on a few changes. It is complete.

**Respectfully submitted,
Brianna L. Mitchell, Town Clerk**

Please note: These minutes are not verbatim. A tape recording of the meeting is available at the Town Office during regular business hours.

Enclosures: Agenda, Complete Comp Plan Draft.

SELECT BOARD

Minutes of December 02, 2025 and Approval on December 18, 2025

Robert Harmon, *Chair*

Danny Mitchell, Jr., *Vice Chair*

Peter McKenzie

Jackie Weaver

Johnathan Renwick

DRAFT

MINUTES OF DECEMBER 04, 2025
GOULDSBORO SELECT BOARD MEETING

Zoom Meeting

<https://us02web.zoom.us/j/8018727702?pwd=WjJmUFhyWVNKZmphOUdoTTdwbDRLUT09>

Meeting ID: 801 872 7702

Password: 4uFgxX

Present: Robert Harmon, Danny Mitchell Jr., Peter McKenzie, Jackie Weaver,
Johnathan Renwick
Staff: Town Manager Joshua McIntyre
Town Clerk Brianna L. Mitchell
Police Chief Jim Malloy
EMS Director Andi Both
Audience: 8 (Eight)
Zoom: 2 (Two)

Meeting held at the Gouldsboro Town Office.

Mr. Harmon called the meeting to order at 5:00PM.



Pledge of Allegiance

APPROVAL OF MINUTES OF NOVEMBER 20, 2025

Mr. Harmon entertains a motion to amend the minutes to read 30,000lbs under the Reuben's Bridge discussion, instead of 30,000 tons.

Mr. Mitchell made a motion to amend the minutes of November 20, 2025; 2nd by Mr. Renwick. Passed 5/0.

Mr. Mitchell made a motion to approve the amended minutes of November 20, 2025; 2nd by Mr. Renwick. Passed 5/0.

PAYROLL WARRANT #28

Mr. Mitchell made a motion to approve Payroll Warrant #28 in the amount of \$43,442.71; 2nd by Ms. Weaver. Passed 5/0.

A/P WARRANT #29

Mr. Mitchell made a motion to approve A/P Warrant #29 in the amount of \$439,582.22; 2nd by Mr. Renwick. Passed 5/0.

SELECT BOARD REPORTS

Ms. Weaver – Nothing at this time.

Mr. Renwick – Nothing at this time.

Mr. Mitchell – Nothing at this time.

Mr. Harmon – Mr. Harmon has heard comments being made about the snowplowing. This past storm we just had, the contract had a couple trucks break down during the storm so it delayed them a little. Thank you to the contractors for all they do.

Mr. Harmon also mentioned about the Christmas Trap Tree Lighting taking place this weekend on Sunday at 5PM!

Mr. McKenzie – *Nothing at this time.*

TREASURER – **See attached**

COMMITTEE REPORTS

Coastal Resilience – Chair Bill Zoellick reported he has been managing two projects for the past two years. They are coming to a close at the end of this month. Budgets are remarkably on the money and Bill will be finishing up the paperwork to complete them. Another proposal out to carry forward the Prospect Harbor Ramp but not sure of cost or really anything about the project just yet. Bill mentioned we will need to have some geological people invest some time down at the South Gouldsboro Pier to give us more information about how to proceed with the pier. Proposal has been submitted but he won't know until January about funding, due to federal shutdown we just had. The Select Board thanks Bill for all he has done.

POLICE DEPARTMENT

Chief Malloy reported he has hired a new officer, Allan Corey, who is currently a green pin. Jim believes he will do a great job. Officer Caleb has decided he wants to stay part time. Jim reported in January he suspects he will have 3 full time officers and 2 part time officers. Jim notified the Select Board that the Dexter Police Department has hired Landan Scott and owes us \$28,000 for reimbursement when the Town of Gouldsboro paid for his academy schooling.

Jackie Weaver mentioned people are very happy seeing police presence in town!

Chief Malloy also mentioned on the intersection of Clinic Road and Route One, there are vehicles that sit almost in the road. Jim would like to figure out how to deal this as it will be difficult for snowplows to plow. Jim mentioned he would talk to the gentleman that owns these vehicles if that's what the Select Board would like him to do. The Select Board agrees this is a good idea.

FIRE DEPARTMENT – **Absent**

EMS DEPARTMENT

EMS Director Andi Both reports there were 15 calls during the dates of 11/13 – 11/26/25. Three of the calls took place in Winter Harbor, 4 calls were transfers, and 14 calls were billable. Denied 12 transfers.

Updates:

- The EMS agency license has been renewed for another year.
- Andi has ordered studded tires for both ambulances. Schoodic 1 truck has the plow mounted.
- Andi mentioned CEO Mike Connors will use Schoodic 1 for plowing if there are tricky areas they cannot get.

CODE ENFORCEMENT OFFICER – **Absent**

RSU#24 REPRESENTATIVE – Absent

TOWN MANAGER

Nothing at this time.

Old Business

Discussion of proposed Budget Committee Ordinance

Mr. Harmon mentioned about eliminating the line that reads “A person currently serving on the committee may not participate in nominating or screening candidates for membership.” Town Manager Josh McIntyre will make this correction.

Budget Committee Chair Dwight Rodgers mentioned there may be a typo on page 1 where it states 30-A M.R.S. He asked if it should have an A as the end of it? Town Manager Josh McIntyre looked it up in the Maine Statutes and it is correctly written in the current draft.

There was question of appointing Budget Committee members by the Select Board instead of taking the nominations at the Town Meeting? Select Board Vice Chair Danny Mitchell mentioned they are an advisory committee only, so do we need to go through the process of nominating at town meeting? The Select Board suggests we eliminate the process of Annual Town Meeting Elections. They would like to change the method of appointment to Select Board appointment. There will be an initial appointment at a Select Board meeting but will then stagger each year after. Seats will start July 1st. Josh will make this correction.

To amend the Budget Committee Ordinance, this will require a Special Town Meeting before the end of January, in order to put it in place for the upcoming budget season starting soon.

Mr. Mitchell mentioned in section 6-A, the second sentence, take out “is invited” and reword to “should attend all presentations”. Under the Budget Process Frame section bullet D, “Budget workshops shall be conducted as part of regular or special Select Board meetings, at which the Budget Committee *may* participate”, the word *may* should read “shall”.

“Budget workshops shall be conducted as part of regular or special Select Board meetings, at which the Budget Committee ~~may~~ shall participate.” Josh will make the discussed revisions and bring back to the next Select Board meeting.

New Business

Signing of Warrant for Special Town Meeting to be held December 18, 2025

Mr. Mitchell made a motion to sign the Special Town Meeting Warrant for December 18, 2025; 2nd by Mr. McKenzie. Passed 5/0.

PUBLIC COMMENT

Anne Sterling, Resident of Gouldsboro, mentioned it was very nice to see Town Manager Josh McIntyre at Dorcas Library Tree Lighting on Monday. She was also very impressed with the draft Comp Plan Bill finished. She thinks it would be a great idea to make a copy available at the Dorcas Library for anyone to view. Mr. Harmon mentioned we have a copy here at the Town Office for all to view if they would like.

ADJOURN: Mr. Mitchell moved to adjourn the meeting at 6:11PM; 2nd by Mr. Renwick. Passed 5/0.

Respectfully submitted,
Brianna L. Mitchell, Town Clerk

Please note: These minutes are not verbatim. A tape recording of the meeting is available at the Town Office during regular business hours.

Enclosures: Agenda, Minutes of 11.20.25, Payroll Warrant #28, A/P Warrant #29, Treasurer's Report, Schoodic EMS Calls Report 11.13 – 11.26.25, Budget Committee Ordinance draft, Special Town Meeting Warrant draft, Summer Harbor Subdivision amendment map, Christmas Trap Tree Lighting Flyer, Northern Light Hospice Thank You Letter, Kids admiring the new Lighthouse Model email.

SELECT BOARD
Minutes of December 04, 2025 and Approval on December 18, 2025

Robert Harmon, *Chair*

Danny Mitchell, Jr., *Vice Chair*

Peter McKenzie

Jackie Weaver

Johnathan Renwick

A / P Check Register
Bank: BAR HARBOR BANKING & TRUST

Type	Check	Amount	Date	Wrnt	Payee
P	16151	1,267.55	12/19/25	31	0309 STATE OF MAINE
P	16152	1,197.50	12/19/25	31	0309 STATE OF MAINE
P	16153	3,542.76	12/19/25	31	0309 STATE OF MAINE
R	16157	2,150.00	12/19/25	31	0252 ADAM WILSON
R	16158	109.09	12/19/25	31	0014 ANDERSON MARINE & HARDWARE
R	16159	700.00	12/19/25	31	1068 BARRY'S BURNER SERVICE
R	16160	52.70	12/19/25	31	0284 BENJAMIN SOUDERS
R	16161	130.00	12/19/25	31	0272 CALEB NORTON
R	16162	259.36	12/19/25	31	1004 CONSOLIDATED COMMUNICATIONS
R	16163	1,101.28	12/19/25	31	1266 DARLING'S
R	16164	3,250.00	12/19/25	31	0268 DESIGN GROUP COLLABORATIVE
R	16165	1,109.00	12/19/25	31	1218 DM&J WASTE
R	16166	10,894.97	12/19/25	31	0177 DRUMMOND WOODSUM
R	16167	4,733.85	12/19/25	31	1823 FB ENVIRONMENTAL ASSOCIATES, LLC
R	16168	49.00	12/19/25	31	0100 HANCOCK COUNTY REGISTRY OF DEEDS
R	16169	100.00	12/19/25	31	0283 MAINE DEPT. OF TRANSPORTATION
R	16170	22,418.50	12/19/25	31	1522 MAINE MUNICIPAL ASSOCIATION
R	16171	13.50	12/19/25	31	1859 MOUNT DESERT ISLAND HOSPITAL
R	16172	13.20	12/19/25	31	1535 MOUNT DESERT SPRING WATER
R	16173	53.15	12/19/25	31	0158 RH FOSTER, INC.
R	16174	725.00	12/19/25	31	0370 RJD APPRAISAL
R	16175	523.13	12/19/25	31	0374 S&S ENTERPRISES
R	16176	92.00	12/19/25	31	1441 TRI-COUNTY EMS
R	16177	409.96	12/19/25	31	1281 US BANK EQUIPMENT FINANCE
Total		54,895.50			

Count	
Checks	24
Voids	0

Warrant 31

Jrnl	Check	Month	Invoice Description	Reference	Amount	Encumbrance
Description			Account	Proj		
00252 ADAM WILSON						
0255	16157	12	12/12/25 LIGHTHOUSE COVER		12/12/2025	
LIGHTHOUSE COVER/LABOR			E 30-07-35-01		2,150.00	0.00
			TOWNPROPERTY / PHWC - REPAIRS / BUILDINGS			
			Vendor Total-		2,150.00	
00014 ANDERSON MARINE & HARDWARE						
0255	16158	12	NOVEMBER STATEMENT 2025		11/2025	
FLASHLIGHT			E 40-03-30-14		16.87	0.00
			PUBLICSAFETY / AMBULANCE - SUPPLIES / EMS			
RES. GRANT SUPPLIES			G 2-300-46		20.24	0.00
			SPECIAL REV / RESILIENCE			
30'' BAR			E 40-01-30-08		71.98	0.00
			PUBLICSAFETY / POLICE - SUPPLIES / GENERAL			
			Vendor Total-		109.09	
01068 BARRY'S BURNER SERVICE						
0255	16159	12	12/15/2025 SERVICE		12/15/2025	
TOWN OFFICE SERVICE			E 30-01-35-01		150.00	0.00
			TOWNPROPERTY / TOWN OFFICE - REPAIRS / BUILDINGS			
STATION 3 SERVICE			E 30-06-35-01		200.00	0.00
			TOWNPROPERTY / FIRESTATION3 - REPAIRS / BUILDINGS			
REC CENTER SERVICE			E 30-02-35-01		200.00	0.00
			TOWNPROPERTY / COMMUNITYCTR - REPAIRS / BUILDINGS			
REC CENTER (SUNDAY)			E 30-02-35-01		150.00	0.00
			TOWNPROPERTY / COMMUNITYCTR - REPAIRS / BUILDINGS			
			Vendor Total-		700.00	
00284 BENJAMIN SOUDERS						
0255	16160	12	SAND REIMB. 12/4/2025		INV#6117979	
TUBE SAND REIMB.			E 40-03-30-04		52.70	0.00
			PUBLICSAFETY / AMBULANCE - SUPPLIES / VEH MAINT			
			Vendor Total-		52.70	
00272 CALEB NORTON						
0255	16161	12	REQU. VACCINE REIMB.		12/10/2025	
VACCINE REIMB. C.NORTON			E 40-01-40-04		130.00	0.00
			PUBLICSAFETY / POLICE - STAFF / TRAINING			
			Vendor Total-		130.00	
01004 CONSOLIDATED COMMUNICATIONS						
0255	16162	12	118715684464 POLICE DEPT.		12/3/2025	
FIRE STATION 2/POLICE DEP			E 30-05-15-02		259.36	0.00
			TOWNPROPERTY / FIRESTATION2 - UTILITIES / COMMUNICATE			
			Vendor Total-		259.36	
01266 DARLING'S						
0255	16163	12	12/8/2025 SCH. 52 REPAIR		INV#598353	
SCHOODIC 52 REPAIRS			E 40-03-30-04		1,101.28	0.00
			PUBLICSAFETY / AMBULANCE - SUPPLIES / VEH MAINT			
			Vendor Total-		1,101.28	
00268 DESIGN GROUP COLLABORATIVE						
0255	16164	12	WC ARCHIT. SERVICES 2025		INV#3335	
ARCHIT. SERVICES 10&11/25			E 97-01-90-01		3,250.00	0.00
			BUILD GROUND / BUILD GROUND - RESERVES / EXPENSE			

Warrant 31

Jrnl	Check	Month	Invoice Description	Reference	Amount	Encumbrance
Description			Account	Proj		
				Vendor Total-	3,250.00	
01218 DM&J WASTE						
0255	16165	12	12/1/2025	INV#160131		
5.7T @ \$120.00			E 50-07-20-25		684.00	0.00
			PUBLIC WORKS / TRANSFER STA - SERVICES / DISPOSAL			
ROLLOFF transport fee			E 50-07-20-25		425.00	0.00
			PUBLIC WORKS / TRANSFER STA - SERVICES / DISPOSAL			
				Vendor Total-	1,109.00	
00177 DRUMMOND WOODSUM						
0255	16166	12	12/10/2025	INV#916425		
SUBDIV AMENDMENT COOR.			E 95-01-90-01		5,169.62	0.00
			LEGAL & EXEC / LEGAL RES - RESERVES / EXPENSE			
				Invoice Total-	5,169.62	
0255	16166	12	12/10/2025	INV#917805		
GENERAL REP.			E 95-01-90-01		5,725.35	0.00
			LEGAL & EXEC / LEGAL RES - RESERVES / EXPENSE			
				Invoice Total-	5,725.35	
				Vendor Total-	10,894.97	
01823 FB ENVIRONMENTAL ASSOCIATES, LLC						
0255	16167	12	12/4/2025 3 HARBOR GRANT	INV#50966		
THREE HARBORS			G 2-300-27		4,733.85	0.00
			SPECIAL REV / THREE HARBOR			
				Vendor Total-	4,733.85	
00100 HANCOCK COUNTY REGISTRY OF DEEDS						
0255	16168	12	1 LIEN DISCHARGE	1 DISCHARGE		
recording/discharge			R 04-01		19.00	0.00
			SERVICE CHG - LIEN FEES			
				Invoice Total-	19.00	
0255	16168	12	ESCROW ACCT	12/10/25		
assessors escrow			E 20-01-30-02		30.00	0.00
			SERVICES / ASSESSORS - SUPPLIES / POSTAGE			
				Invoice Total-	30.00	
				Vendor Total-	49.00	
00283 MAINE DEPT. OF TRANSPORTATION						
0255	16169	12	INV#101625 BREWER S&I M.C	12/9/2025		
M.CONNORS SAND/SALT CALIB			E 50-01-40-04		50.00	0.00
			PUBLIC WORKS / MAINTENANCE - STAFF / TRAINING			
				Invoice Total-	50.00	
0255	16169	12	101625 DRAINAGE M.CONNORS	12/10/2025		
101625 BREWER DRAINAGE			E 50-01-40-04		50.00	0.00
			PUBLIC WORKS / MAINTENANCE - STAFF / TRAINING			
				Invoice Total-	50.00	
				Vendor Total-	100.00	
01522 MAINE MUNICIPAL ASSOCIATION						
0255	16170	12	1/1/2025 PROP & CASUL.	INV#93102		
PROPERTY			E 53-01-25-01		5,092.50	0.00
			INSURANCE / INSURANCE - INSURANCE / PROPERTY			
AUTO			E 53-01-25-02		7,604.00	0.00
			INSURANCE / INSURANCE - INSURANCE / AUTO			

Warrant 31

Jrnl	Check	Month	Invoice Description	Reference	Amount	Encumbrance
Description			Account	Proj		
PUBLIC OFFICE			E 53-01-25-05		2,192.50	0.00
			INSURANCE / INSURANCE - INSURANCE / PUBLIC OFFIC			
LIABILITY			E 53-01-25-06		5,334.00	0.00
			INSURANCE / INSURANCE - INSURANCE / LIABILITY			
MOBILE			E 53-01-25-14		1,948.50	0.00
			INSURANCE / INSURANCE - INSURANCE / MOBILE			
CRIME			E 53-01-25-15		172.50	0.00
			INSURANCE / INSURANCE - INSURANCE / CRIME			
DATA			E 53-01-25-16		74.50	0.00
			INSURANCE / INSURANCE - INSURANCE / DATA			
Vendor Total-					22,418.50	
01859 MOUNT DESERT ISLAND HOSPITAL						
0255	16171	12	12/8/2025 3 BLS ECARDS	INV#3313		
			3 BLS ECARDS 127/2025			
			E 40-03-40-04		13.50	0.00
			PUBLICSAFETY / AMBULANCE - STAFF / TRAINING			
Vendor Total-					13.50	
01535 MOUNT DESERT SPRING WATER						
0255	16172	12	ACCT#120998	11/30/2025		
			TO WATER & RENTAL			
			E 30-01-30-08		13.20	0.00
			TOWNPROPERTY / TOWN OFFICE - SUPPLIES / GENERAL			
Vendor Total-					13.20	
00158 RH FOSTER, INC.						
0255	16173	12	ACCT#71521203	NOV 25 CEO FUEL		
			PW Fuel - A#71521203			
			E 50-01-30-03		53.15	0.00
			PUBLIC WORKS / MAINTENANCE - SUPPLIES / VEHICLE FUEL			
Vendor Total-					53.15	
00370 RJD APPRAISAL						
0255	16174	12	11/2025 ASSESSING	11/2025		
			ASSESSING			
			E 20-01-20-27		725.00	0.00
			SERVICES / ASSESSORS - SERVICES / CONTRACTOR			
Vendor Total-					725.00	
00374 S&S ENTERPRISES						
0255	16175	12	12/4/25 1080 OIL CHANGE	INV#35972		
			PD 1080 OIL CHANGE			
			E 40-01-30-04		78.72	0.00
			PUBLICSAFETY / POLICE - SUPPLIES / VEH MAINT			
Invoice Total-					78.72	
0255	16175	12	PD 2954 BATTERY	INV#35966		
			2954 PD BATTERY			
			E 40-01-30-04		316.91	0.00
			PUBLICSAFETY / POLICE - SUPPLIES / VEH MAINT			
Invoice Total-					316.91	
0255	16175	12	12/1/2025 SCH. 24 REPAIR	INV#35956		
			SCH. 24 REPAIR			
			E 40-03-30-04		127.50	0.00
			PUBLICSAFETY / AMBULANCE - SUPPLIES / VEH MAINT			
Invoice Total-					127.50	
Vendor Total-					523.13	
00309 STATE OF MAINE						
0255	16151	12	11/25/2025-11/26/2025	12/9/2025		
			REGISTRATION FEES			
			G 1-240-02		816.00	0.00
			GENERAL FUND / MV REG FEE			

Warrant 31

Jrnl	Check	Month	Invoice Description	Reference	Amount	Encumbrance
Description			Account	Proj		
SALES TAX			G 1-240-03		385.55	0.00
			GENERAL FUND / MV SALES TAX			
TITLE FEES			G 1-240-04		66.00	0.00
			GENERAL FUND / MV TITLE			
Invoice Total-					1,267.55	
0255	16152	12	12/1/2025	12/9/2025		
REGISTRATION FEES			G 1-240-02		1,010.50	0.00
			GENERAL FUND / MV REG FEE			
SALES TAX			G 1-240-03		121.00	0.00
			GENERAL FUND / MV SALES TAX			
TITLE FEES			G 1-240-04		66.00	0.00
			GENERAL FUND / MV TITLE			
Invoice Total-					1,197.50	
0255	16153	12	12/2/2025-12/5/2025	12/10/2025		
REGISTRATION FEES			G 1-240-02		1,082.50	0.00
			GENERAL FUND / MV REG FEE			
SALES TAX			G 1-240-03		2,328.26	0.00
			GENERAL FUND / MV SALES TAX			
TITLE FEES			G 1-240-04		132.00	0.00
			GENERAL FUND / MV TITLE			
Invoice Total-					3,542.76	
Vendor Total-					6,007.81	
01441 TRI-COUNTY EMS						
0255	16176	12	12/8/2025	INV#25084		
25 EMS PROTOCOL BOOKS			E 40-03-20-27		92.00	0.00
			PUBLICSAFETY / AMBULANCE - SERVICES / CONTRACTOR			
Vendor Total-					92.00	
01281 US BANK EQUIPMENT FINANCE						
0255	16177	12	1/1/2026 TOWN OFFICE	INV#570500611		
TOWN OFC COPIER LEASE			E 10-01-30-01		409.96	0.00
			ADMIN / ADMIN - SUPPLIES / COPIER/FEES			
Vendor Total-					409.96	
Prepaid Total-					6,007.81	
Current Total-					48,887.69	
EFT Total-					0.00	
Warrant Total-					54,895.50	

TO THE TREASURER OF THE TOWN OF GOULDSBORO:
THIS IS TO CERTIFY THAT THERE IS DUE AND CHARGEABLE TO THE APPROPRIATIONS LISTED ABOVE THE SUM SET AGAINST EACH NAME AND YOU ARE DIRECTED TO PAY UNTO THE PARTIES NAMED IN THIS SCHEDULE.

ROBERT HARMON

JACQUELINE WEAVER

PETER MCKENZIE

DANNY MITCHELL JR

JOHNATHAN RENWICK

Treasurer's Report

12/18/2025

Bank: 1 - BAR HARBOR BANKING & TRUST

STATEMENT DATE 12/31/2025

		<u>AMOUNT</u>	<u>COUNT</u>
BEGINNING BALANCE		3,227,629.60	
DEPOSITS ON STATEMENT	+	0.00	0
RETURNED CHECKS	-	0.00	0
INTEREST	+	0.00	0
OTHER CREDITS	+	0.00	0
CASHED CHECKS	-	0.00	0
OTHER DEBITS	-	0.00	0
STATEMENT BALANCE		3,227,629.60	
OUTSTANDING DEPOSITS	+	117,702.57	35
OUTSTANDING CHECKS	-	630,318.64	119
OUTSTANDING OTHER	+	-21,495.28	3
CHECKBOOK AT STATEMENT		2,693,518.25	
OTHER DEPOSITS	+	0.00	0
ISSUED CHECKS	-	0.00	0
ISSUED OTHER	+	0.00	0
CURRENT CHECKBOOK		2,693,518.25	

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
10 - GENERAL ADMINISTRATION	414,263.00	414,263.00	219,679.86	46.97
01 - ADMINISTRATION	414,263.00	414,263.00	219,679.86	46.97
10 - PERSONNEL	333,713.00	333,713.00	167,209.93	49.89
01 - SALARIES	284,500.00	284,500.00	140,161.87	50.73
03 - FICA	17,639.00	17,639.00	9,800.81	44.44
04 - MEDICARE	4,125.00	4,125.00	2,291.88	44.44
05 - RETIREMENT	26,027.00	26,027.00	20,385.26	21.68
08 - ME PAID FAMILY MEDICAL LEAVE	1,422.00	1,422.00	688.15	51.61
09 - MainePERS	0.00	0.00	-6,118.04	----
15 - UTILITIES	200.00	200.00	200.00	0.00
02 - COMMUNICATIONS	200.00	200.00	200.00	0.00
20 - SERVICES	21,850.00	21,850.00	8,835.81	59.56
02 - ADVERTISING	1,800.00	1,800.00	1,245.98	30.78
03 - TOWN REPORT	4,400.00	4,400.00	4,400.00	0.00
04 - ACCOUNTING	11,000.00	11,000.00	-61.50	100.56
07 - ELECTION	1,700.00	1,700.00	301.33	82.27
08 - NEWSLETTER	150.00	150.00	150.00	0.00
10 - RECORDS MANAGEMENT	2,800.00	2,800.00	2,800.00	0.00
30 - SUPPLIES & EQUIPMENT	48,000.00	48,000.00	34,827.25	27.44
01 - COPIER LEASE & FEES	9,200.00	9,200.00	4,912.53	46.60
02 - POSTAGE	7,200.00	7,200.00	2,064.25	71.33
06 - COMPUTER SOFTWARE	21,000.00	21,000.00	20,153.36	4.03
07 - COMPUTER HARDWARE	3,000.00	3,000.00	2,968.04	1.07
08 - GENERAL SUPPLIES	7,000.00	7,000.00	4,311.67	38.40
19 - SPECIAL PROJECTS	600.00	600.00	417.40	30.43
40 - STAFF	10,500.00	10,500.00	8,606.87	18.03
01 - DUES/LICENSES	4,500.00	4,500.00	3,933.32	12.59
03 - TRAVEL	2,000.00	2,000.00	1,640.55	17.97
04 - TRAINING	4,000.00	4,000.00	3,033.00	24.18

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
20 - SERVICES & COMMITTEES CONT'D				
20 - SERVICES & COMMITTEES	135,711.00	135,711.00	71,446.04	47.35
01 - ASSESSORS	42,281.00	42,281.00	26,096.24	38.28
10 - PERSONNEL	20,381.00	20,381.00	10,757.53	47.22
01 - SALARIES	18,845.00	18,845.00	9,943.54	47.24
03 - FICA	1,169.00	1,169.00	619.91	46.97
04 - MEDICARE	273.00	273.00	144.58	47.04
08 - ME PAID FAMILY MEDICAL LEAVE	94.00	94.00	49.50	47.34
20 - SERVICES	16,100.00	16,100.00	9,575.00	40.53
11 - TAX MAP UPDATING	1,600.00	1,600.00	1,600.00	0.00
27 - INDEPENDENT CONTRACTOR	14,500.00	14,500.00	7,975.00	45.00
30 - SUPPLIES & EQUIPMENT	5,800.00	5,800.00	5,763.71	0.63
02 - POSTAGE	80.00	80.00	50.00	37.50
06 - COMPUTER SOFTWARE	5,600.00	5,600.00	5,600.00	0.00
08 - GENERAL SUPPLIES	120.00	120.00	113.71	5.24
03 - VETERANS GRAVES	4,900.00	4,900.00	4,900.00	0.00
35 - REPAIRS & MAINTENANCE	4,900.00	4,900.00	4,900.00	0.00
03 - GROUNDS	4,900.00	4,900.00	4,900.00	0.00
04 - CIVIL EMERGENCY PREPAREDNESS	1,450.00	1,450.00	1,200.00	17.24
15 - UTILITIES	700.00	700.00	450.00	35.71
02 - COMMUNICATIONS	700.00	700.00	450.00	35.71
30 - SUPPLIES & EQUIPMENT	750.00	750.00	750.00	0.00
08 - GENERAL SUPPLIES	750.00	750.00	750.00	0.00
06 - GENERAL ASSISTANCE	1,000.00	1,000.00	1,000.00	0.00
15 - UTILITIES	1,000.00	1,000.00	1,000.00	0.00
05 - GA VOUCHER	1,000.00	1,000.00	1,000.00	0.00
07 - HARBOR MASTER	23,782.00	23,782.00	11,854.29	50.15
10 - PERSONNEL	23,112.00	23,112.00	11,669.29	49.51
01 - SALARIES	21,370.00	21,370.00	10,736.65	49.76
03 - FICA	1,325.00	1,325.00	669.04	49.51
04 - MEDICARE	310.00	310.00	156.60	49.48
08 - ME PAID FAMILY MEDICAL LEAVE	107.00	107.00	107.00	0.00
20 - SERVICES	70.00	70.00	70.00	0.00
02 - ADVERTISING	70.00	70.00	70.00	0.00
40 - STAFF	600.00	600.00	115.00	80.83
01 - DUES/LICENSES	600.00	600.00	115.00	80.83
08 - RECREATION	3,500.00	3,500.00	2,722.83	22.20
20 - SERVICES	3,500.00	3,500.00	2,722.83	22.20
31 - SPECIAL EVENTS	3,500.00	3,500.00	2,722.83	22.20
09 - SOLID WASTE	250.00	250.00	250.00	0.00
30 - SUPPLIES & EQUIPMENT	250.00	250.00	250.00	0.00
08 - GENERAL SUPPLIES	250.00	250.00	250.00	0.00
10 - PLANNING BOARD	5,100.00	5,100.00	3,042.14	40.35
20 - SERVICES	300.00	300.00	72.14	75.95
02 - ADVERTISING	300.00	300.00	72.14	75.95
40 - STAFF	4,800.00	4,800.00	2,970.00	38.13
01 - DUES/LICENSES	1,600.00	1,600.00	5.00	99.69
02 - FEES	3,000.00	3,000.00	3,000.00	0.00
04 - TRAINING	200.00	200.00	-35.00	117.50
11 - PLUMBING INSPECTOR	1,623.00	1,623.00	1,610.55	0.77
10 - PERSONNEL	1,623.00	1,623.00	1,610.55	0.77
01 - SALARIES	1,500.00	1,500.00	1,500.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
20 - SERVICES & COMMITTEES CONT'D				
03 - FICA	93.00	93.00	93.00	0.00
04 - MEDICARE	22.00	22.00	22.00	0.00
08 - ME PAID FAMILY MEDICAL LEAVE	8.00	8.00	-4.45	155.63
12 - SHELLFISH COMMITTEE	50,200.00	50,200.00	18,644.99	62.86
10 - PERSONNEL	35,370.00	35,370.00	14,856.39	58.00
01 - SALARIES	32,704.00	32,704.00	13,778.75	57.87
03 - FICA	2,028.00	2,028.00	860.48	57.57
04 - MEDICARE	474.00	474.00	200.96	57.60
08 - ME PAID FAMILY MEDICAL LEAVE	164.00	164.00	16.20	90.12
15 - UTILITIES	240.00	240.00	140.00	41.67
02 - COMMUNICATIONS	240.00	240.00	140.00	41.67
20 - SERVICES	140.00	140.00	140.00	0.00
02 - ADVERTISING	140.00	140.00	140.00	0.00
30 - SUPPLIES & EQUIPMENT	14,100.00	14,100.00	3,158.60	77.60
03 - VEHICLE FUEL	2,000.00	2,000.00	1,230.89	38.46
04 - VEHICLE MAINTENANCE	2,000.00	2,000.00	1,827.71	8.61
05 - OTHER EQUIPMENT	10,100.00	10,100.00	100.00	99.01
40 - STAFF	350.00	350.00	350.00	0.00
03 - TRAVEL	200.00	200.00	200.00	0.00
04 - TRAINING	150.00	150.00	150.00	0.00
14 - BOARD OF APPEALS	125.00	125.00	125.00	0.00
40 - STAFF	125.00	125.00	125.00	0.00
04 - TRAINING	125.00	125.00	125.00	0.00
15 - SCENIC BYWAY	1,500.00	1,500.00	0.00	100.00
50 - MISCELLANEOUS	1,500.00	1,500.00	0.00	100.00
11 - MISC	1,500.00	1,500.00	0.00	100.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
30 - TOWN PROPERTY CONT'D				
30 - TOWN PROPERTY	137,020.00	137,020.00	55,015.92	59.85
01 - TOWN OFFICE	21,103.00	21,103.00	13,651.67	35.31
10 - PERSONNEL	2,673.00	2,673.00	1,859.18	30.45
01 - SALARIES	2,472.00	2,472.00	1,717.27	30.53
03 - FICA	153.00	153.00	106.29	30.53
04 - MEDICARE	36.00	36.00	25.08	30.33
08 - ME PAID FAMILY MEDICAL LEAVE	12.00	12.00	10.54	12.17
15 - UTILITIES	13,230.00	13,230.00	8,731.55	34.00
01 - ELECTRICITY	3,000.00	3,000.00	1,926.82	35.77
02 - COMMUNICATIONS	5,000.00	5,000.00	2,795.05	44.10
03 - HEAT	4,650.00	4,650.00	3,868.92	16.80
08 - SECURITY SERVICES	380.00	380.00	-59.24	115.59
10 - PROPANE	200.00	200.00	200.00	0.00
20 - SERVICES	1,900.00	1,900.00	1,438.00	24.32
12 - MOWING	900.00	900.00	438.00	51.33
27 - INDEPENDENT CONTRACTOR	1,000.00	1,000.00	1,000.00	0.00
30 - SUPPLIES & EQUIPMENT	1,700.00	1,700.00	1,311.18	22.87
08 - GENERAL SUPPLIES	1,700.00	1,700.00	1,311.18	22.87
35 - REPAIRS & MAINTENANCE	1,600.00	1,600.00	311.76	80.52
01 - BUILDINGS	1,600.00	1,600.00	311.76	80.52
02 - COMMUNITY CENTER	19,504.00	19,504.00	13,643.45	30.05
10 - PERSONNEL	6,884.00	6,884.00	3,478.99	49.46
01 - SALARIES	6,365.00	6,365.00	3,215.47	49.48
03 - FICA	395.00	395.00	200.73	49.18
04 - MEDICARE	92.00	92.00	46.55	49.40
08 - ME PAID FAMILY MEDICAL LEAVE	32.00	32.00	16.24	49.25
15 - UTILITIES	7,620.00	7,620.00	6,476.82	15.00
01 - ELECTRICITY	1,600.00	1,600.00	934.14	41.62
02 - COMMUNICATIONS	720.00	720.00	720.00	0.00
03 - HEAT	5,100.00	5,100.00	4,622.68	9.36
10 - PROPANE	200.00	200.00	200.00	0.00
20 - SERVICES	1,700.00	1,700.00	840.00	50.59
12 - MOWING	1,700.00	1,700.00	840.00	50.59
30 - SUPPLIES & EQUIPMENT	250.00	250.00	147.64	40.94
08 - GENERAL SUPPLIES	250.00	250.00	147.64	40.94
35 - REPAIRS & MAINTENANCE	3,050.00	3,050.00	2,700.00	11.48
01 - BUILDINGS	2,800.00	2,800.00	2,450.00	12.50
10 - BALLFIELD	250.00	250.00	250.00	0.00
03 - JONES POND	8,717.00	8,717.00	7,016.82	19.50
10 - PERSONNEL	5,717.00	5,717.00	4,084.32	28.56
01 - SALARIES	5,280.00	5,280.00	3,768.95	28.62
03 - FICA	330.00	330.00	236.75	28.26
04 - MEDICARE	80.00	80.00	58.18	27.28
08 - ME PAID FAMILY MEDICAL LEAVE	27.00	27.00	20.44	24.30
30 - SUPPLIES & EQUIPMENT	500.00	500.00	500.00	0.00
08 - GENERAL SUPPLIES	500.00	500.00	500.00	0.00
35 - REPAIRS & MAINTENANCE	2,500.00	2,500.00	2,432.50	2.70
01 - BUILDINGS	2,500.00	2,500.00	2,432.50	2.70
04 - FIRE STATION 1	4,800.00	4,800.00	558.78	88.36
15 - UTILITIES	2,800.00	2,800.00	1,792.88	35.97
01 - ELECTRICITY	2,800.00	2,800.00	1,792.88	35.97
30 - SUPPLIES & EQUIPMENT	600.00	600.00	-59.21	109.87

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
30 - TOWN PROPERTY CONT'D				
08 - GENERAL SUPPLIES	600.00	600.00	-59.21	109.87
35 - REPAIRS & MAINTENANCE	1,400.00	1,400.00	-1,174.89	183.92
01 - BUILDINGS	1,400.00	1,400.00	-1,174.89	183.92
05 - FIRE STATION 2	13,890.00	13,890.00	7,809.30	43.78
15 - UTILITIES	10,350.00	10,350.00	5,745.40	44.49
01 - ELECTRICITY	3,750.00	3,750.00	2,152.90	42.59
02 - COMMUNICATIONS	4,000.00	4,000.00	1,376.34	65.59
03 - HEAT	2,400.00	2,400.00	2,016.16	15.99
10 - PROPANE	200.00	200.00	200.00	0.00
30 - SUPPLIES & EQUIPMENT	540.00	540.00	394.44	26.96
08 - GENERAL SUPPLIES	540.00	540.00	394.44	26.96
35 - REPAIRS & MAINTENANCE	3,000.00	3,000.00	1,669.46	44.35
01 - BUILDINGS	3,000.00	3,000.00	1,669.46	44.35
06 - FIRE STATION 3	5,650.00	5,650.00	4,225.54	25.21
15 - UTILITIES	5,100.00	5,100.00	4,111.06	19.39
01 - ELECTRICITY	1,200.00	1,200.00	753.12	37.24
02 - COMMUNICATIONS	700.00	700.00	450.00	35.71
03 - HEAT	3,000.00	3,000.00	2,707.94	9.74
10 - PROPANE	200.00	200.00	200.00	0.00
30 - SUPPLIES & EQUIPMENT	50.00	50.00	50.00	0.00
08 - GENERAL SUPPLIES	50.00	50.00	50.00	0.00
35 - REPAIRS & MAINTENANCE	500.00	500.00	64.48	87.10
01 - BUILDINGS	500.00	500.00	64.48	87.10
07 - PROSPECT HARBOR WOMENS CLUB	3,416.00	3,416.00	-1,929.83	156.49
10 - PERSONNEL	591.00	591.00	591.00	0.00
01 - SALARIES	546.00	546.00	546.00	0.00
03 - FICA	34.00	34.00	34.00	0.00
04 - MEDICARE	8.00	8.00	8.00	0.00
08 - ME PAID FAMILY MEDICAL LEAVE	3.00	3.00	3.00	0.00
15 - UTILITIES	1,025.00	1,025.00	581.17	43.30
01 - ELECTRICITY	650.00	650.00	318.85	50.95
03 - HEAT	375.00	375.00	262.32	30.05
20 - SERVICES	1,200.00	1,200.00	598.00	50.17
12 - MOWING	1,200.00	1,200.00	598.00	50.17
30 - SUPPLIES & EQUIPMENT	100.00	100.00	100.00	0.00
08 - GENERAL SUPPLIES	100.00	100.00	100.00	0.00
35 - REPAIRS & MAINTENANCE	500.00	500.00	-3,800.00	860.00
01 - BUILDINGS	500.00	500.00	-3,800.00	860.00
08 - PROSPECT HARBOR PIER	1,920.00	1,920.00	1,623.98	15.42
15 - UTILITIES	1,120.00	1,120.00	823.98	26.43
01 - ELECTRICITY	400.00	400.00	103.98	74.01
02 - COMMUNICATIONS	720.00	720.00	720.00	0.00
35 - REPAIRS & MAINTENANCE	800.00	800.00	800.00	0.00
01 - BUILDINGS	800.00	800.00	800.00	0.00
09 - ALL BUILDINGS	5,000.00	5,000.00	4,977.72	0.45
35 - REPAIRS & MAINTENANCE	5,000.00	5,000.00	4,977.72	0.45
09 - PROPERTY MAINTENANCE	5,000.00	5,000.00	4,977.72	0.45
10 - TRANSFER STATION	2,300.00	2,300.00	1,315.13	42.82
15 - UTILITIES	400.00	400.00	165.13	58.72
01 - ELECTRICITY	400.00	400.00	165.13	58.72
35 - REPAIRS & MAINTENANCE	1,900.00	1,900.00	1,150.00	39.47

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
30 - TOWN PROPERTY CONT'D				
01 - BUILDINGS	1,900.00	1,900.00	1,150.00	39.47
11 - PUBLIC WORKS ROUTE 1 SITE	50,720.00	50,720.00	2,123.36	95.81
15 - UTILITIES	1,720.00	1,720.00	1,100.41	36.02
01 - ELECTRICITY	1,000.00	1,000.00	380.41	61.96
02 - COMMUNICATIONS	720.00	720.00	720.00	0.00
35 - REPAIRS & MAINTENANCE	1,000.00	1,000.00	1,000.00	0.00
01 - BUILDINGS	1,000.00	1,000.00	1,000.00	0.00
45 - DEBT SERVICE	48,000.00	48,000.00	22.95	99.95
01 - INTEREST	3,000.00	3,000.00	22.95	99.24
02 - PRINCIPAL	45,000.00	45,000.00	0.00	100.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
40 - PUBLIC SAFETY CONT'D				
40 - PUBLIC SAFETY	976,555.00	976,555.00	631,933.61	35.29
01 - POLICE	370,395.00	370,395.00	270,834.95	26.88
10 - PERSONNEL	303,675.00	303,675.00	222,353.83	26.78
01 - SALARIES	260,624.00	260,624.00	187,687.52	27.99
03 - FICA	16,159.00	16,159.00	11,652.57	27.89
04 - MEDICARE	3,779.00	3,779.00	2,725.11	27.89
05 - RETIREMENT	21,810.00	21,810.00	19,450.62	10.82
08 - ME PAID FAMILY MEDICAL LEAVE	1,303.00	1,303.00	948.17	27.23
09 - MainePERS	0.00	0.00	-110.16	----
15 - UTILITIES	11,400.00	11,400.00	5,740.81	49.64
02 - COMMUNICATIONS	2,200.00	2,200.00	1,028.22	53.26
09 - RCC-E911	9,200.00	9,200.00	4,712.59	48.78
20 - SERVICES	3,000.00	3,000.00	3,000.00	0.00
35 - K9 TRAINING	500.00	500.00	500.00	0.00
36 - K9 VETERINARY/MEDICAL	2,500.00	2,500.00	2,500.00	0.00
30 - SUPPLIES & EQUIPMENT	49,220.00	49,220.00	37,483.31	23.85
01 - COPIER LEASE & FEES	620.00	620.00	-14.00	102.26
02 - POSTAGE	300.00	300.00	266.60	11.13
03 - VEHICLE FUEL	18,000.00	18,000.00	13,902.80	22.76
04 - VEHICLE MAINTENANCE	8,000.00	8,000.00	4,736.91	40.79
06 - COMPUTER SOFTWARE	3,000.00	3,000.00	2,850.52	4.98
07 - COMPUTER HARDWARE	3,000.00	3,000.00	2,193.51	26.88
08 - GENERAL SUPPLIES	10,000.00	10,000.00	8,914.93	10.85
17 - UNIFORMS	4,800.00	4,800.00	3,132.04	34.75
25 - K9 SUPPLIES & EQUIPMENT	1,500.00	1,500.00	1,500.00	0.00
40 - STAFF	3,100.00	3,100.00	2,257.00	27.19
01 - DUES/LICENSES	600.00	600.00	500.00	16.67
03 - TRAVEL	500.00	500.00	500.00	0.00
04 - TRAINING	2,000.00	2,000.00	1,257.00	37.15
02 - FIRE DEPARTMENT	95,117.00	95,117.00	84,393.35	11.27
10 - PERSONNEL	26,017.00	26,017.00	25,541.07	1.83
01 - SALARIES	16,048.00	16,048.00	16,048.00	0.00
03 - FICA	1,491.00	1,491.00	1,463.71	1.83
04 - MEDICARE	349.00	349.00	342.62	1.83
06 - STIPENDS	8,008.00	8,008.00	7,565.74	5.52
08 - ME PAID FAMILY MEDICAL LEAVE	121.00	121.00	121.00	0.00
15 - UTILITIES	7,200.00	7,200.00	4,703.52	34.67
02 - COMMUNICATIONS	2,500.00	2,500.00	2,260.00	9.60
09 - RCC-E911	4,700.00	4,700.00	2,443.52	48.01
30 - SUPPLIES & EQUIPMENT	40,400.00	40,400.00	37,463.25	7.27
02 - POSTAGE	100.00	100.00	100.00	0.00
03 - VEHICLE FUEL	4,000.00	4,000.00	3,175.24	20.62
04 - VEHICLE MAINTENANCE	5,000.00	5,000.00	5,000.00	0.00
07 - COMPUTER HARDWARE	800.00	800.00	800.00	0.00
08 - GENERAL SUPPLIES	1,500.00	1,500.00	1,385.51	7.63
15 - SPECIAL EQUIPMENT	29,000.00	29,000.00	27,002.50	6.89
35 - REPAIRS & MAINTENANCE	15,500.00	15,500.00	10,685.51	31.06
02 - EQUIPMENT	15,000.00	15,000.00	10,185.51	32.10
15 - FIRE HYDRANTS	500.00	500.00	500.00	0.00
40 - STAFF	6,000.00	6,000.00	6,000.00	0.00
04 - TRAINING	4,000.00	4,000.00	4,000.00	0.00
06 - FIRE PREVENTION	500.00	500.00	500.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
40 - PUBLIC SAFETY CONT'D				
08 - MEDICAL EVALUATIONS	1,500.00	1,500.00	1,500.00	0.00
03 - AMBULANCE	507,543.00	507,543.00	273,317.43	46.15
10 - PERSONNEL	394,493.00	394,493.00	198,790.76	49.61
01 - SALARIES	274,484.00	274,484.00	139,627.29	49.13
03 - FICA	21,797.00	21,797.00	11,197.87	48.63
04 - MEDICARE	5,098.00	5,098.00	2,619.12	48.62
05 - RETIREMENT	14,280.00	14,280.00	14,280.00	0.00
06 - STIPENDS	77,076.00	77,076.00	35,807.50	53.54
08 - ME PAID FAMILY MEDICAL LEAVE	1,758.00	1,758.00	910.32	48.22
09 - MainePERS	0.00	0.00	-5,651.34	----
15 - UTILITIES	8,200.00	8,200.00	5,191.89	36.68
02 - COMMUNICATIONS	3,500.00	3,500.00	2,748.42	21.47
09 - RCC-E911	4,700.00	4,700.00	2,443.47	48.01
20 - SERVICES	11,500.00	11,500.00	6,989.24	39.22
27 - INDEPENDENT CONTRACTOR	11,500.00	11,500.00	6,989.24	39.22
30 - SUPPLIES & EQUIPMENT	84,850.00	84,850.00	54,685.53	35.55
02 - POSTAGE	250.00	250.00	161.86	35.26
03 - VEHICLE FUEL	15,000.00	15,000.00	10,907.69	27.28
04 - VEHICLE MAINTENANCE	15,000.00	15,000.00	2,857.83	80.95
07 - COMPUTER HARDWARE	2,800.00	2,800.00	2,356.83	15.83
08 - GENERAL SUPPLIES	1,800.00	1,800.00	1,142.66	36.52
14 - EMS SUPPLIES	22,000.00	22,000.00	16,290.20	25.95
17 - UNIFORMS	8,000.00	8,000.00	6,832.60	14.59
20 - MEDICINE SUPPLIES	20,000.00	20,000.00	14,135.86	29.32
35 - REPAIRS & MAINTENANCE	2,000.00	2,000.00	1,580.06	21.00
02 - EQUIPMENT	2,000.00	2,000.00	1,580.06	21.00
40 - STAFF	6,500.00	6,500.00	6,079.95	6.46
03 - TRAVEL	1,500.00	1,500.00	1,221.40	18.57
04 - TRAINING	5,000.00	5,000.00	4,858.55	2.83
05 - ANIMAL CONTROL	3,500.00	3,500.00	3,387.88	3.20
20 - SERVICES	3,500.00	3,500.00	3,387.88	3.20
27 - INDEPENDENT CONTRACTOR	3,500.00	3,500.00	3,387.88	3.20

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
50 - PUBLIC WORKS CONT'D				
50 - PUBLIC WORKS	923,944.00	923,944.00	512,314.01	44.55
01 - MAINTENANCE	402,594.00	402,594.00	231,293.04	42.55
10 - PERSONNEL	103,162.00	103,162.00	62,997.46	38.93
01 - SALARIES	88,816.00	88,816.00	53,815.95	39.41
03 - FICA	5,507.00	5,507.00	3,197.93	41.93
04 - MEDICARE	1,288.00	1,288.00	747.97	41.93
05 - RETIREMENT	7,107.00	7,107.00	4,966.59	30.12
08 - ME PAID FAMILY MEDICAL LEAVE	444.00	444.00	269.02	39.41
15 - UTILITIES	1,200.00	1,200.00	754.72	37.11
02 - COMMUNICATIONS	1,200.00	1,200.00	754.72	37.11
20 - SERVICES	62,200.00	62,200.00	59,729.24	3.97
02 - ADVERTISING	900.00	900.00	737.24	18.08
09 - ROAD PROJECTS	45,000.00	45,000.00	42,692.00	5.13
12 - MOWING	3,800.00	3,800.00	3,800.00	0.00
41 - SWEEPING	12,500.00	12,500.00	12,500.00	0.00
30 - SUPPLIES & EQUIPMENT	208,032.00	208,032.00	80,641.62	61.24
02 - POSTAGE	125.00	125.00	125.00	0.00
03 - VEHICLE FUEL	3,500.00	3,500.00	2,823.23	19.34
04 - VEHICLE MAINTENANCE	3,000.00	3,000.00	3,000.00	0.00
06 - COMPUTER SOFTWARE	100.00	100.00	-480.22	580.22
07 - COMPUTER HARDWARE	1,100.00	1,100.00	262.01	76.18
08 - GENERAL SUPPLIES	2,000.00	2,000.00	1,810.02	9.50
11 - SIGNS	1,500.00	1,500.00	821.83	45.21
12 - CULVERTS	40,000.00	40,000.00	35,500.00	11.25
21 - WINTER SAND	50,654.00	50,654.00	12,854.00	74.62
22 - WINTER SALT	106,053.00	106,053.00	23,925.75	77.44
35 - REPAIRS & MAINTENANCE	27,000.00	27,000.00	26,500.00	1.85
12 - COLD PATCH	3,000.00	3,000.00	3,000.00	0.00
13 - DITCHING	18,000.00	18,000.00	17,500.00	2.78
14 - BRUSHING	6,000.00	6,000.00	6,000.00	0.00
40 - STAFF	1,000.00	1,000.00	670.00	33.00
01 - DUES/LICENSES	0.00	0.00	-45.00	----
04 - TRAINING	1,000.00	1,000.00	715.00	28.50
02 - MAINTENANCE	250,000.00	250,000.00	142,857.10	42.86
20 - SERVICES	250,000.00	250,000.00	142,857.10	42.86
20 - SNOWPLOWING	250,000.00	250,000.00	142,857.10	42.86
03 - STREETLIGHTS	8,000.00	8,000.00	4,716.19	41.05
15 - UTILITIES	8,000.00	8,000.00	4,716.19	41.05
04 - STREET LIGHTS	8,000.00	8,000.00	4,716.19	41.05
05 - SOLID WASTE & RECYCLING	176,800.00	176,800.00	90,235.97	48.96
20 - SERVICES	176,800.00	176,800.00	90,235.97	48.96
15 - SOLID WASTE DISPOSAL (PERC)	43,000.00	43,000.00	25,435.97	40.85
16 - SOLID WASTE PICK-UP	132,000.00	132,000.00	63,000.00	52.27
19 - HAZARDOUS WASTE DISPOSAL	1,800.00	1,800.00	1,800.00	0.00
07 - TRANSFER STATION	86,550.00	86,550.00	43,211.71	50.07
20 - SERVICES	85,950.00	85,950.00	42,827.60	50.17
24 - TRANSFER STATION OPERATOR	24,000.00	24,000.00	12,000.00	50.00
25 - DEBRIS HAULING & DISPOSAL	61,200.00	61,200.00	30,214.10	50.63
28 - SPECIAL DISPOSAL	750.00	750.00	613.50	18.20
40 - STAFF	600.00	600.00	384.11	35.98
01 - DUES/LICENSES	600.00	600.00	384.11	35.98

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
53 - INSURANCE CONT'D				
53 - INSURANCE	246,177.00	246,177.00	162,219.55	34.10
01 - INSURANCE	246,177.00	246,177.00	162,219.55	34.10
25 - INSURANCE	246,177.00	246,177.00	162,219.55	34.10
01 - PROPERTY	10,047.00	10,047.00	-138.00	101.37
02 - AUTO	13,470.00	13,470.00	-1,738.00	112.90
03 - WORKER'S COMPENSATION	39,138.00	39,138.00	39,138.00	0.00
04 - UNEMPLOYMENT	2,400.00	2,400.00	2,001.00	16.63
05 - PUBLIC OFFICIALS	4,758.00	4,758.00	373.00	92.16
06 - LIABILITY	11,187.00	11,187.00	519.00	95.36
07 - HEALTH	160,000.00	160,000.00	121,278.55	24.20
11 - FD SPECIAL INSURANCE	1,150.00	1,150.00	1,150.00	0.00
14 - MOBILE EQUIPMENT	3,299.00	3,299.00	-598.00	118.13
15 - CRIME	374.00	374.00	29.00	92.25
16 - ELECTRONIC DATA PROCESSING	154.00	154.00	5.00	96.75
17 - VETERINARY INSURANCE FOR K9	200.00	200.00	200.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
60 - CHARITABLE & OTHER CONT'D				
60 - CHARITABLE & OTHER	2,400.00	2,400.00	0.00	100.00
02 - COMMUNITY HEALTH & COUNSELING	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
06 - EASTERN AREA AGENCY AGING	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
09 - EMMAUS CENTER	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
13 - LIFE FLIGHT	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
21 - DOWNEAST COMMUNITY PARTNERS	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
22 - WIC NUTRITION PROGRAM	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
23 - FAMILIES FIRST COMM CENTER	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00
38 - NORTHERN LIGHT HOSPICE	300.00	300.00	0.00	100.00
50 - MISCELLANEOUS	300.00	300.00	0.00	100.00
11 - MISC	300.00	300.00	0.00	100.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
65 - SPECIAL PROJECTS CONT'D				
65 - SPECIAL PROJECTS	30,300.00	30,300.00	0.00	100.00
44 - DORCAS LIBRARY	10,000.00	10,000.00	0.00	100.00
50 - MISCELLANEOUS	10,000.00	10,000.00	0.00	100.00
11 - MISC	10,000.00	10,000.00	0.00	100.00
45 - HISTORICAL SOCIETY	8,000.00	8,000.00	0.00	100.00
50 - MISCELLANEOUS	8,000.00	8,000.00	0.00	100.00
11 - MISC	8,000.00	8,000.00	0.00	100.00
47 - SCHOODIC FOOD PANTRY	12,300.00	12,300.00	0.00	100.00
50 - MISCELLANEOUS	12,300.00	12,300.00	0.00	100.00
11 - MISC	12,300.00	12,300.00	0.00	100.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
70 - COUNTY TAX CONT'D				
70 - COUNTY TAX	318,006.00	318,006.00	1.18	100.00
01 - COUNTY TAX	318,006.00	318,006.00	1.18	100.00
50 - MISCELLANEOUS	318,006.00	318,006.00	1.18	100.00
06 - COUNTY TAX	318,006.00	318,006.00	1.18	100.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
79 - REVALUATION RESERVE CONT'D				
79 - REVALUATION RESERVE	70,000.00	70,000.00	70,000.00	0.00
01 - REVALUATION RESERVE	70,000.00	70,000.00	70,000.00	0.00
90 - RESERVES	70,000.00	70,000.00	70,000.00	0.00
01 - EXPENSE	70,000.00	70,000.00	70,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
80 - PENINSULA SCHOOL CONT'D				
80 - PENINSULA SCHOOL	3,911,401.00	3,911,401.00	1,955,700.46	50.00
02 - REGIONAL SCHOOL UNIT #24	3,911,401.00	3,911,401.00	1,955,700.46	50.00
50 - MISCELLANEOUS	3,911,401.00	3,911,401.00	1,955,700.46	50.00
07 - EDUCATION	3,911,401.00	3,911,401.00	1,955,700.46	50.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
81 - AMBULANCE RESERVE CONT'D				
81 - AMBULANCE RESERVE	63,000.00	63,000.00	63,000.00	0.00
01 - AMBULANCE RESERVE	63,000.00	63,000.00	63,000.00	0.00
90 - RESERVES	63,000.00	63,000.00	63,000.00	0.00
01 - EXPENSE	63,000.00	63,000.00	63,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
83 - RECRERATION RESERVE CONT'D				
83 - RECRERATION RESERVE	0.00	0.00	-502.55	----
01 - RECREATION RESERVE	0.00	0.00	-502.55	----
90 - RESERVES	0.00	0.00	-502.55	----
01 - EXPENSE	0.00	0.00	-502.55	----

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
84 - PAVING RESERVE CONT'D				
84 - PAVING RESERVE	435,000.00	435,000.00	249,449.62	42.66
01 - PAVING RESERVE	435,000.00	435,000.00	249,449.62	42.66
90 - RESERVES	435,000.00	435,000.00	249,449.62	42.66
01 - EXPENSE	435,000.00	435,000.00	249,449.62	42.66

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
86 - SHELLFISH RESERVE CONT'D				
86 - SHELLFISH RESERVE	0.00	0.00	-450.15	----
01 - SHELLFISH RESERVE	0.00	0.00	-450.15	----
90 - RESERVES	0.00	0.00	-450.15	----
01 - EXPENSE	0.00	0.00	-450.15	----

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
87 - HARBOR RESERVE CONT'D				
87 - HARBOR RESERVE	50,000.00	50,000.00	43,004.72	13.99
01 - HARBOR RESERVE	50,000.00	50,000.00	43,004.72	13.99
90 - RESERVES	50,000.00	50,000.00	43,004.72	13.99
01 - EXPENSE	50,000.00	50,000.00	43,004.72	13.99

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
88 - PUBLIC WORKS RESERVE CONT'D				
88 - PUBLIC WORKS RESERVE	37,000.00	37,000.00	37,000.00	0.00
01 - PUBLIC WORKS RESERVE	37,000.00	37,000.00	37,000.00	0.00
90 - RESERVES	37,000.00	37,000.00	37,000.00	0.00
01 - EXPENSE	37,000.00	37,000.00	37,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
89 - JONES POND RESERVE CONT'D				
89 - JONES POND RESERVE	10,000.00	10,000.00	10,000.00	0.00
01 - JONES POND RESERVE	10,000.00	10,000.00	10,000.00	0.00
90 - RESERVES	10,000.00	10,000.00	10,000.00	0.00
01 - EXPENSE	10,000.00	10,000.00	10,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
90 - FIRE EQUIP. RESERVE CONT'D				
90 - FIRE EQUIP. RESERVE	100,000.00	100,000.00	100,000.00	0.00
01 - FIRE EQUIP. RESERVE	100,000.00	100,000.00	100,000.00	0.00
90 - RESERVES	100,000.00	100,000.00	100,000.00	0.00
01 - EXPENSE	100,000.00	100,000.00	100,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
91 - COASTAL PLANNING & PROTECTION CONT'D				
91 - COASTAL PLANNING & PROTECTION	75,000.00	75,000.00	75,000.00	0.00
01 - COASTAL RESPONSE RESERVE	75,000.00	75,000.00	75,000.00	0.00
90 - RESERVES	75,000.00	75,000.00	75,000.00	0.00
01 - EXPENSE	75,000.00	75,000.00	75,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
92 - EMS RESERVE CONT'D				
92 - EMS RESERVE	0.00	0.00	-16,561.84	----
01 - EMS RESERVE	0.00	0.00	-16,561.84	----
90 - RESERVES	0.00	0.00	-16,561.84	----
01 - EXPENSE	0.00	0.00	-16,561.84	----

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
93 - COMM CEM RESERVE CONT'D				
93 - COMM CEM RESERVE	2,500.00	2,500.00	2,500.00	0.00
01 - COMM CEMETERY RESERVE	2,500.00	2,500.00	2,500.00	0.00
90 - RESERVES	2,500.00	2,500.00	2,500.00	0.00
01 - EXPENSE	2,500.00	2,500.00	2,500.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
94 - CRUISER & ACADEMY TRAINING RES CONT'D				
94 - CRUISER & ACADEMY TRAINING RES	43,000.00	43,000.00	43,000.00	0.00
01 - CRUISER RESERVE	43,000.00	43,000.00	43,000.00	0.00
90 - RESERVES	43,000.00	43,000.00	43,000.00	0.00
01 - EXPENSE	43,000.00	43,000.00	43,000.00	0.00

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
95 - LEGAL & EXECUTIVE SEARCH RES CONT'D				
95 - LEGAL & EXECUTIVE SEARCH RES	15,000.00	15,000.00	-54,366.96	462.45
01 - LEGAL RESERVE	15,000.00	15,000.00	-54,366.96	462.45
90 - RESERVES	15,000.00	15,000.00	-54,366.96	462.45
01 - EXPENSE	15,000.00	15,000.00	-54,366.96	462.45

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
96 - J STRATER RESERVE CONT'D				
96 - J STRATER RESERVE	0.00	0.00	-1,479.75	----
01 - J STRATER RESERVE	0.00	0.00	-1,479.75	----
90 - RESERVES	0.00	0.00	-1,479.75	----
01 - EXPENSE	0.00	0.00	-1,479.75	----

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
97 - BUILDINGS & GROUNDS CONT'D				
97 - BUILDINGS & GROUNDS	20,000.00	20,000.00	-17,760.00	188.80
01 - BUILDINGS & GROUNDS	20,000.00	20,000.00	-17,760.00	188.80
90 - RESERVES	20,000.00	20,000.00	-17,760.00	188.80
01 - EXPENSE	20,000.00	20,000.00	-17,760.00	188.80

BUDGET
ALL Departments
ALL Months

ACCOUNT	BUDGET ORIGINAL	BUDGET NET	UNEXPENDED BALANCE	PERCENT SPENT
99 - LAND PURCHASE RESERVE CONT'D				
99 - LAND PURCHASE RESERVE	0.00	0.00	-2,372.12	----
01 - LAND PURCHASE RESERVE	0.00	0.00	-2,372.12	----
90 - RESERVES	0.00	0.00	-2,372.12	----
01 - EXPENSE	0.00	0.00	-2,372.12	----
Final Totals	8,016,277.00	8,016,277.00	4,207,771.60	47.51

TOWN OF GOULDSBORO

www.gouldsborotown.com

PO BOX 68, Prospect Harbor, ME 04669

Phone: (207) 963-5589 Fax: (207) 963-2986

Town Manager, Deputy Treasurer, Tax Collector

Joshua McIntyre
town.manager@gouldsborotown.com

Superintendent of Town Infrastructure

Mike Connors
ceo@gouldsborotown.com

Board of Selectmen

Robert Harmon, *Chair*
Danny Mitchell, Jr., *Vice Chair*
Peter McKenzie
Jacqueline Weaver

CEO REPORT

12/16/2025

- E911- 3 new addresses issued.
- FEMA Floodplain permit- Permit for Crowley Island Road property in process.
- Complaints- looking into 2 separate Shoreland complaints. 1- on the South end of Jones Pond. 2- Prospect Harbor. Have been in contact with Bangor DEP NRPA staff regarding both of these concerns.
- Jones Pond- Permit-by Rule approved for Dry Hydrant.

8 permits issued from 11/19/25 – 12/16/25 with 4 new residences

Permit #	Date	Name	Location	Shoreland	Est. Cost	Type
25-103	11/20/25	IMK Properties LLC	1288 Route 1	N	\$200,000	Apt Building (4 units)
25-104	12/1/25	Brian Eaton	862 Pond Rd	Y	\$4,000	Shed
25-105	12/3/25	John Zito	163 Lighthouse Point Rd	Y	\$3,500	Deck extension
25-106	12/15/25	Jeff Grant for Dave Seward	17 Swards Folly	N	\$8,000	Addition
25-107	12/16/25	Daniel Rodgers	635 Corea Rd	N	\$1,100	Garage/Shed
25-108	12/16/25	Dale Church for Rona & John Gandy	Lighthouse Point Rd	N	\$3,000	Driveway
25-109	12/16/25	Alan Raibick	1 Whitetail Lane	Y	\$4,695	Shed
25-110	12/16/25	Mark Stephenson	262 West Bay Rd	N	\$85,000	Workshop & Greenhouse

Mike Connors
CEO

TOWN MANAGER REPORT

December 18, 2025

Town Park

On December 10, Larry Johannesman from Maine DOT came to the office to meet with the town's Schoodic Scenic Byway representative Tom Towle, Select Board Chair Bob Harmon, Superintendent of Infrastructure Mike Connors, and me to finalize plans for transformation of the town park beginning Spring 2026.

Former Town Manager Eve Wilkinson joined the meeting in the town office before we moved the meeting down the road to the park. Larry staked out various areas where groundwork will take place, and he will provide us dimensions and updated plans soon. We will then use those plans to speak with potential contractors in order to obtain quotes for the work.

On December 15, we received notice from the state that we were NOT recipients for the Maine Semiquincentennial Commission Grant, so plans for signage will have to be adjusted. This grant was not factored into the groundwork phase, so the bulk of the work can proceed.

Holiday Schedule

Reminder to all residents that the town office will be closed beginning at noon on Christmas Eve through the rest of the week. We will reopen for regular hours on Monday, December 29 and will be open the 30th and 31st as regularly scheduled. We will be closed New Year's Day but will be open as usual on Friday, January 2nd, 2026 from 8am-1pm. There will be no Select Board meeting the week of December 29.

TOWN OF GOULDSBORO
BUDGET COMMITTEE ORDINANCE
(Draft — 2025)

I. Authority, Repeal of Prior Ordinances

This Budget Committee Ordinance (this “Ordinance”) is adopted pursuant to Article VIII, Part Second, of the Maine Constitution, 30-A M.R.S. § 3001 *et seq.*, and any other enabling statutes. This Ordinance repeals and replaces in its entirety any prior ordinances establishing a budget committee for the Town of Gouldsboro. Nothing in this Ordinance shall be construed to limit the authority of the Select Board or Town Manager to prepare and present the annual municipal budget to the voters, as required by Maine law.

II. Purpose

The purpose of this Ordinance is to establish the Budget Committee to provide advisory recommendations to the Select Board and voters of the Town on the annual municipal budget and to serve as advisors on other fiscal matters upon request by the Select Board.

III. Establishment; Membership

- A. Establishment. A Budget Committee is hereby established for the Town of Gouldsboro.
- B. Membership. The Budget Committee shall consist of five regular voting members. By a vote of the Select Board, the Budget Committee may also consist of one alternate member.
- C. Eligibility. All members and alternate members of the Budget Committee must be residents and registered voters of the Town of Gouldsboro. Neither the Town Manager nor any Select Board member may serve on the Budget Committee as a regular or alternate voting member.
- D. Method of Appointment; Vacancies.
 - 1. Initial Appointments. Initial members and any alternate member of the Budget Committee shall be appointed by the Select Board at a duly called meeting of the Select Board following adoption of this Ordinance. To establish staggered terms, the Select Board shall assign the initial appointments as follows:
 - a. Two members with terms ending June 30, 2026;
 - b. Two members with terms ending June 30, 2027; and
 - c. One member with a term ending June 30, 2028.
 - d. If the Select Board votes to establish an alternate member seat, one alternate member with a term ending June 30, 2026.

2. Subsequent Appointments. After the initial appointments, all expiring terms shall be filled by Select Board appointment at a duly called public meeting for three-year terms for regular members and one-year terms for alternate members, beginning July 1 and ending June 30.
3. Vacancies.
 - a. A vacancy on the Budget Committee may occur by the following means: (i) nonacceptance, (ii) resignation, (iii) death, (iv) removal by the Select Board, with or without cause, (v) permanent disability or incompetency, (vi) failure to qualify for the office within 10 days after written demand by the Select Board, or (vii) nonparticipation, as indicated by the failure to attend, without good cause, a majority of the meetings of the Budget Committee in any fiscal year. The Select Board shall decide, in its discretion, whether a vacancy exists.
 - b. Any vacancy on the Budget Committee shall be filled by Select Board appointment for the remainder of the unexpired term.
- E. Quorum. A quorum of the Budget Committee consists of three voting members. The Budget Committee may meet to discuss matters but may not issue recommendations or take any other votes without a quorum. The alternate member may participate in discussions of the Budget Committee but may vote only when designated by the Chair of the Budget Committee to fill a temporary absence of a regular member for the purpose of establishing a quorum.

IV. Organization and Procedures

- A. Officers. At the first meeting following initial appointment and thereafter at the first meeting of each fiscal year, the Budget Committee shall select by majority vote a Chair, Vice-Chair, and Secretary to serve as officers of the Budget Committee for one-year terms ending June 30.
- B. Meetings. The Budget Committee shall meet at least once annually each fiscal year to develop and vote on its annual municipal budget recommendations. The Chair is responsible for calling all meetings and setting the agenda. The Chair must call the annual meeting of the Budget Committee and other meetings of the Budget Committee when requested to do so by a majority of the Budget Committee or by the Select Board. The Chair presides at all meetings and is the official spokesperson of the Budget Committee. In the absence of the Chair, the Vice-Chair presides over meetings. Notice of meetings must be given in accordance with the Maine Freedom of Access Act. All meetings must be open to the public, except executive sessions as provided under state law. Remote meetings must be conducted in accordance with the Town's remote participation policy, as may be amended from time to time.

- C. Meeting Minutes. The Secretary must keep minutes of all meetings and records of all votes of the Budget Committee. Copies of the meeting minutes must be distributed to all regular and alternate members and filed with the Town Clerk, who must make them available for public inspection.
- D. Rules of Procedure. The Budget Committee may adopt rules of procedure not inconsistent with this Ordinance, applicable Town policies, and with state law.

V. Powers and Duties

- A. Advisory Responsibilities. The Budget Committee's authority is strictly advisory. The Budget Committee shall:
 - 1. Review the annual municipal budget prepared and presented to the Select Board by the Town Manager and make written advisory recommendations to the Select Board in such form and in such detail as the Select Board requires, in accordance with the requirements of this Ordinance.
 - 2. Review proposed capital expenditures and capital plans presented by the Town Manager to the Select Board and make written advisory recommendations to the Select Board regarding the same.
 - 3. Review proposed supplemental appropriations or budget amendments and make written advisory recommendations regarding the same when specifically requested by the Select Board.
 - 4. Provide other fiscal reviews and recommendations when specifically requested by the Select Board.
- B. Limitation on Authority. Without expanding the foregoing powers and duties, the Budget Committee is not responsible for preparing the annual municipal budget of the Town, and shall not direct, supervise, or require meetings with the Town Manager or department heads, except as authorized by the Select Board.
- C. Cooperation. The Town Manager shall provide the Budget Committee with information that the Town Manager determines is reasonably necessary and available for the Budget Committee to perform its advisory functions as set forth in this Ordinance.

VI. Framework for Development of the Annual Municipal Budget

- A. The annual municipal budget shall be prepared by the Town Manger with the assistance of department heads. The Town Manager shall present the budget to the Select Board. The Town Manager shall inform the Budget Committee of the dates of the budget presentations. The Budget Committee is encouraged to attend all such presentations.

- B. The Select Board may conduct any number of budget workshops and may, in its discretion, direct the Budget Committee to attend and participate in one or more such workshops to serve as an advisory body to the Select Board.
- C. The Select Board shall refer portions or the entirety of the annual municipal budget to the Budget Committee for its review and recommendations. All Budget Committee recommendations on the annual municipal budget, or any portion thereof, must be provided to the Select Board in writing by the deadline established by the Select Board.
- D. The Select Board shall determine the final budget to be submitted to the voters.
- E. The Budget Committee's recommendations shall be printed alongside recommendations of the Select Board with budget warrant articles requiring action of the Town's legislative body when required by law.

VII. Legal

- A. Effective Date; Amendment. The effective date of this Ordinance is immediately upon its adoption by a majority vote of the legislative body of the Town. This Ordinance may be amended by the legislative body of the Town in accordance with applicable state law.
- B. Effect of Repeal or Amendment. Whenever a provision of this Ordinance is repealed or amended, such repeal or amendment must not be construed to revive such former provision unless it is so expressly provided therein.
- C. Severability. The parts this Ordinance are severable. If any portion of this Ordinance is declared unconstitutional, invalid, or unenforceable by a court of competent jurisdiction, the remainder shall remain in full force and effect.

~~TOWN OF GOULDSBORO**~~**

~~BUDGET COMMITTEE ORDINANCE**~~**

~~(-Draft — 2025-)~~

I. ~~Authority, and Purpose~~ Repeal of Prior Ordinances

This ~~ordinance~~ Budget Committee Ordinance (this “Ordinance”) is adopted pursuant to Article VIII, Part Second, of the Maine Constitution, 30-A M.R.S. § 3001. ~~The purpose of the Budget Committee is to provide advisory recommendations on the annual municipal budget and other fiscal matters as requested by the Select Board et seq., and any other enabling statutes. This Ordinance repeals and replaces in its entirety any prior ordinances establishing a budget committee for the Town of Gouldsboro.~~ Nothing in this ~~o~~Ordinance shall be construed to limit the authority of the Select Board or Town Manager to prepare and present the annual municipal budget to the voters, as required by Maine law.

II. Purpose

The purpose of this Ordinance is to establish the Budget Committee is to provide advisory recommendations to the Select Board and voters of the Town on the annual municipal budget and to serve as advisors on other fiscal matters as upon requested by the Select Board.

III. Establishment; Membership

A. Establishment. A Budget Committee is hereby established for the Town of Gouldsboro. ~~The Committee’s authority is strictly advisory.~~

~~III~~B. Membership

A. ~~Number~~ _____ ~~of~~ _____ ~~Members~~
The Budget Committee shall consist of five ~~(5)~~regular voting members. By a vote of the Select Board, the Budget Committee may also consist of one alternate member.

~~B~~. C. Eligibility

. All members and alternate members of the Budget Committee must be residents and registered voters of the Town of Gouldsboro. Neither the Town Manager nor any ~~current~~ Select Board member may serve on the Budget Committee as a regular or alternate voting member.

~~C~~D. Method of Appointment; Vacancies.

1. Initial _____ Appointments. _____ Authority
~~All~~ Initial members and any alternate member of the Budget Committee shall be appointed ~~solely~~ by the Select Board at a ~~publicly~~ called meeting of the Select Board following adoption of this ~~o~~Ordinance. ~~No other body, officer, or committee shall participate in nominating, screening, or appointing members.~~

2. **Initial Appointments Upon Adoption**

~~Upon adoption of this ordinance, the Select Board shall immediately appoint five (5) members to serve as members.~~

~~To~~ establish staggered terms, the Select Board shall assign the initial appointments as follows:

- a. Two (2) members with terms ending June 30, 2026;
- b. Two (2) members with terms ending June 30, 2027; and
- c. One (1) member with a term ending June 30, 2028.

~~Thereafter, all terms shall follow the Town's fiscal year (July 1–June 30).~~

d. If the Select Board votes to establish an alternate member seat, one alternate member with a term ending June 30, 2026.

~~3.~~ 2. Subsequent Appointments

~~After the initial staggering is established~~ After the initial appointments, all expiring terms shall be filled by Select Board appointment ~~for full~~ at a duly called public meeting for three-year terms for regular members and one-year terms for alternate members, beginning July 1 and ending June 30.

~~4.~~ 3. Vacancies

a. A vacancy on the Budget Committee may occur by the following means: (i) nonacceptance, (ii) resignation, (iii) death, (iv) removal by the Select Board, with or without cause, (v) permanent disability or incompetency, (vi) failure to qualify for the office within 10 days after written demand by the Select Board, or (vii) nonparticipation, as indicated by the failure to attend, without good cause, a majority of the meetings of the Budget Committee in any fiscal year. The Select Board shall decide, in its discretion, whether a vacancy exists.

b. Any vacancy on the Budget Committee shall be filled by Select Board appointment for the remainder of the unexpired term. ~~Appointments to fill vacancies shall be made within 30 days whenever practicable.~~

~~E.E.~~ Quorum. A quorum of the Budget Committee consists of three (3) voting members.

The Budget Committee may meet to discuss matters but may not issue recommendations or take any other votes without a quorum. Alternate Members ~~The Select Board may appoint one~~ The alternate member for a one-year term. ~~Alternates~~ may participate in discussions of the Budget Committee but may vote

only when designated by the Chair of the Budget Committee to fill a temporary absence ~~and create a quorum~~ of a regular member for the purpose of establishing a quorum.

F.

G. Quorum

~~A quorum shall consist of three (3) voting members (or alternates designated to vote).~~

~~The Committee may not conduct business or issue recommendations without a quorum.~~

IV. Organization and Procedures

A. Officers

. At the first meeting following initial appointment and thereafter at the first meeting of each fiscal year, the Budget Committee shall select by majority vote a Chair, Vice-Chair, and Secretary to serve as officers of the Budget Committee for one-year terms ending June 30.

B. Meetings.

~~1. Meetings may be called by the Chair, by a majority of Committee members, or at the request of the Select Board.~~

~~2. The Budget Committee shall meet at least once annually each fiscal year to develop and vote on its annual municipal budget recommendations. The Chair is responsible for calling all meetings and setting the agenda. The Chair must call the annual meeting of the Budget Committee and other meetings of the Budget Committee when requested to do so by a majority of the Budget Committee or by the Select Board. The Chair presides at All meetings are public and subject to and is the official spokesperson of the Budget Committee. In the absence of the Chair, the Vice-Chair presides over meetings. Notice of meetings must be given in accordance with the Maine Freedom of Access Act (1 M.R.S. §§401-410).~~

~~3. All meetings shall must be open to the public, except executive sessions as provided under state law. Remote meetings must be conducted in compliance accordance with the Town's Remote Participation Policy, as may be amended from time to time.~~

~~C.C. Meeting Minutes. The Secretary shall maintain must keep minutes of all meetings and records of all votes of the Budget Committee. Copies of the meeting minutes must be distributed to all regular and alternate members and filed with the Town Clerk, who must make them available for public inspection.~~

D. Rules of Procedure

. The Budget Committee may adopt rules of procedure not inconsistent with this Ordinance, applicable Town policies, or and with Maine state law.

D. Recordkeeping

~~The Secretary shall maintain minutes and records of all actions. All such records shall be public.~~

V. Powers and Duties

A. Advisory Responsibilities. The Budget Committee's authority is strictly advisory.
~~only.~~

The Budget Committee shall:

- A1. Review the annual municipal budget prepared and presented to the Select Board ~~and Budget Committee~~ by the Town Manager, and make written advisory recommendations to the Select Board; in such form and in such detail as the Select Board requires, in accordance with the requirements of this Ordinance.
- ~~B.2.~~ Review proposed capital expenditures and capital plans presented by the Town Manager to the Select Board and make written advisory recommendations to the Select Board regarding the same.
- ~~C.3.-~~ Review proposed supplemental appropriations or budget amendments ~~when referred~~ and make written advisory recommendations regarding the same when specifically requested by the Select Board.
- ~~D4.~~ Issue Provide other fiscal reviews and recommendations when specifically requested by the Select Board.

B. Limits of Limitation on Authority.

- ~~1. The Committee shall not prepare the budget.~~
- ~~2. The Committee~~ Without expanding the foregoing powers and duties, the Budget Committee is not responsible for preparing the annual municipal budget of the Town, and shall not direct, supervise, or require meetings with the Town Manager or department heads, except as authorized by the Select Board.
- ~~3. The Committee's recommendations shall be printed with any warrant articles requiring Town Meeting action, alongside recommendations of the Select Board when required by law.~~

C. Cooperation.

The Town Manager ~~and Select Board~~ shall provide the Budget Committee with information that the Town Manager determines is reasonably necessary and available for ~~it~~ the Budget Committee to perform its advisory functions as set forth in this Ordinance.

VI. Budget Process Framework for Development of the Annual Municipal Budget

- A. The annual municipal budget shall be prepared by the Town Manger with the assistance of department heads, ~~and~~The Town Manager shall presented the budget to the Select Board. The Town Manager shall inform the Budget Committee ~~should~~of the dates of the budget presentations. The Budget Committee is encouraged to attend all such presentations.
- B. The Select Board may conduct any number of budget workshops and may, in its discretion, direct the Budget Committee to attend and participate in one or more such workshops to serve as an advisory body ~~at~~to the Select Board.
- C. The Select Board shall refer portions or the entirety of the annual municipal budget to the Budget Committee for its review and recommendations.
- C. All Budget Committee recommendations on the annual municipal budget, or any portion thereof, must be ~~returned~~provided to the Select Board in writing by ~~at~~the deadline established by the Select Board.
- D. ~~Budget workshops shall be conducted as part of regular or special Select Board meetings, at which the Budget Committee shall participate as an advisory body at the discretion of the Board.~~
- E. The Select Board shall determine the final budget to be submitted to the voters.
- E. The Budget Committee's recommendations shall be printed alongside recommendations of the Select Board with budget warrant articles requiring action of the Town's legislative body when required by law.

VII. Severability Legal

- A. Effective Date; Amendment. The effective date of this Ordinance shall take effectis immediately upon its adoption by a majority vote of the legislative body of the Town. This Ordinance may be amended by the legislative body of the Town in accordance with applicable state law.
- B. Effect of Repeal or Amendment. Whenever a provision of this Ordinance is repealed or amended, such repeal or amendment must not be construed to revive such former provision unless it is so expressly provided therein.
- C. Severability. The parts this Ordinance are severable. If any portion of this Ordinance is ~~held invalid,~~declared unconstitutional, invalid, or unenforceable by a court of competent jurisdiction, the remainder shall remain in full force and effect.

VIII. Effective Date

~~This Ordinance shall take effect upon adoption by the legislative body of the Town of~~
~~Gouldsboro.~~

TOWN OF GOULDSBORO

PO Box 68, Prospect Harbor, ME 04669-0068
(207) 963-5589 Fax: (207) 963-2986
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Town Manager/Tax Collector
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Daniel Mitchell

Board of Selectmen
Robert Harmon, Chair
Peter MacKenzie
Johnathon Renwick
Jacqueline Weaver

ASSESSOR'S OFFICE

December 10, 2025

Select Board, Town of Gouldsboro

Stephen Jordan Acct#2833 (M017L001Con) has been taxed for 3 years in error on his mobile home that was located at 25 Tower Road. It was removed from the property in late 2022, but the Assessors Office was never informed of the removal. He called the Assessors Office after receiving the 2024 tax bill and told us his mobile home was no longer there. I told him he must provide proof that the trailer was removed – either with a bill of sale or a State of ME transport certificate. He said he had neither but he was not responsible for the unpaid 2023 & 2024 taxes. He ex girlfriend's parents (John & Debra Cole) own the land, but not his mobile home. The Assessor did a site visit in August 2025 to verify the mobile home is no longer on the property, but a porch & storage shed are remaining. A tax bill for 2025 was issued for \$15.60.

Treasurer Aleta Fusco asked the Assessors Office to seek permission from the Select Board to have these unpaid taxes removed from her books. If we Foreclose on the property due to unpaid taxes for 2023 (also 2024 & 2025), the Town of Gouldsboro will own nothing but a porch & shed valued at \$1,300. We cannot abate taxes for anything older than one year, so we are asking the Select Board to allow the Treasurer to remove the unpaid taxes from her books. The "on" account will be deleted but the porch & shed assessed value will be moved over to the Cole's RE acct#1380 as they are still on the property they own.

The amount owed for 2023 of \$86.30; 2024 of \$89.28 and now 2025 of \$15.60 (total amount due is \$191.18) should be removed from the Town of Gouldsboro tax records per your approval.

Thank you in advance for your consideration in this matter.

Everett "Zeb" Pike, CMA

Approved:

Robert Harmon, Chair

Peter McKenzie

Danny Mitchell, Jr.

Jacqueline Weaver

Johnathon Renwick



COUNTY OF HANCOCK

Commissioners' Office
50 State Street, Suite 7
Ellsworth, Maine 04605

Learn more about *HANCOCK COUNTY* by visiting
www.hancockcountymaine.gov

Commissioners:

William F. Clark, District I
John A. Wombacher, District II
Samuel DiBella, District III

Michael Crooker
County Administrator

December 12th, 2025

Town Clerk/Town Manager,

Hancock County Commissioners' Office would like to thank you for the opportunity to provide Animal Control Services to your town throughout 2025. It is that time of year again, when the Regional Animal Control Officer Agreements and Memorandums of Understanding need to be renewed. We hope you will continue to allow Hancock County to provide these services for your town for the upcoming year, 2026. Included with this letter is a copy of the 2026 Animal Control Officer Agreement and the 2026 Memorandum Of Understanding for the Regional Animal Control Officer.

I would appreciate you taking the time to review, approve and sign both the A.C.O. Agreement and the Memorandum Of Understanding. Once they have been signed, please mail the original signed copies to:

Hancock County Commissioners Office, 50 State Street, Suite #7, Ellsworth, Maine 04605.

Once I have received the signed documents, I will present the A.C.O. Agreement and M.O.U. to the County Commissioners at the next Commissioners Meeting for their approval and signatures. At that point, I will mail a signed copy to you/your town to retain for your records.

Please do not hesitate to contact me if you have any questions or concerns related to the Animal Control Officers Agreement and/or the Memorandum Of Understanding.

I thank you in advance for your consideration in allowing Hancock County the opportunity to continue to provide Animal Control Services for your town.

Respectfully,

Michael R. Crooker,
County Administrator
Michael.crooker@ Hancockcountymaine.gov
(207) 667-9542, Ext. 212

County of Hancock
50 State Street; Suite #7
Ellsworth, Maine 04605



COUNTY OF HANCOCK

Commissioner's Office
50 State Street, Suite 7
Ellsworth, Maine 04605

Commissioners:

William F. Clark, District I - Chair

John A. Wombacher, District II

Samuel DiBella, District III

Michael R. Crooker, County Administrator

HANCOCK COUNTY AND TOWN OF GOULDSBORO

This Agreement is made this 1st day of January, 2026 by and between the TOWN OF GOULDSBORO, a political subdivision of the State of Maine located in Hancock County (hereinafter referred to as the "Town") and HANCOCK COUNTY, a body politic within the State of Maine, having its principal office located in Ellsworth (hereinafter referred to as the "County").

1. Term: The term of this contract shall commence on January 1st, 2026 upon execution and by both parties' signatures and end at Midnight on December 31, 2026.

2. Scope of Services: The County agrees to provide animal control services for purposes of MRSA Title 7, Chapter 725 to the Town through a Regional Animal Control Officer ("ACO") employed by the County.

Such services include, but are not necessarily limited to:

- a. Responding to domesticated animal complaints,
- b. Control of dogs running at large,
- c. Enforcement of rabies vaccination requirements and procedures to prevent the spread of rabies;
- d. Providing medical care to injured animals,
- e. Enforcement of municipal animal ordinances,
- f. Remediation of animal trespass situations; and
- g. Initial investigation of animal cruelty complaints (State Animal Welfare will be brought in if animal cruelty complaints are founded and require further attention).
- h. Training & Certification: The ACO will be trained and certified as required under 7 MRSA § 3906-B (4).

3. Equipment:

- a. The Town will provide any equipment existing at time of signing agreement, said equipment shall be returned to Town upon expiration of this agreement.
- b. The County will provide and maintain its own equipment, vehicle and fuel.

4. Response Times: The ACO will be expected to respond to all calls within 24 hours. In addition, the ACO will respond to urgent or emergency calls as soon as possible. The ACO



COUNTY OF HANCOCK

Commissioner's Office
50 State Street, Suite 7
Ellsworth, Maine 04605

Commissioners:

William F. Clark, District I - Chair
John A. Wombacher, District II
Samuel DiBella, District III

Michael R. Crooker, County Administrator

upon notification will immediately notify the Town of unusual situations such as dog bites, summonses, cruelty investigations, seizures and rabies cases.

5. Record Keeping: The ACO will keep detailed records of all calls relating to the Town, which records shall be submitted to and kept by the County, and a copy of such records will also be provided to the Town on a monthly or quarterly basis. The call records will contain the following information: date of call, town name, physical address, the nature of the call, action taken by ACO, resolution of complaint, total call time, and total mileage.

6. Inoculations: The Towns agree to share equally in the cost of rabies inoculations that may be required due to the performance of this contract.

7. Town Responsibilities: The Town shall:

- a. Appoint the ACO as the Town's ACO;
- b. Maintain a contract with an approved shelter as required by 7 M.R.S. §3949;
- c. Remain in good standing with veterinarian clinics used for animal control related services;
- d. Provide information related to registration of animals to the ACO;
- e. Provide to the ACO copies of ordinances related to domesticated animals specific to the Town; and
- f. Direct animal control complaints to the ACO.
- g. The Collection of Dog License Fees shall be the responsibility of the individual Municipality and not a duty of the Regional Animal Control Officer.

8. Compensation:

- a. The Town agrees to pay an annual stipend of Two-thousand Five-hundred Dollars (\$2,500.00) towards the ACO salary and expenses.
- b. The Town agrees to pay the County Twenty-Six dollars and no cents (\$26.00) per hour and the 2026 IRS Standard Mileage Rate for Business Use per mile for the time and travel the ACO logs while responding to animal complaints in the town. The County will invoice the Town for time and mileage on either a monthly or a quarterly basis.
- c. In addition, the Town agrees to pay the County an administration fee of 3% of the total time and mileage each quarter.
- d. Payment is due within thirty (30) days of receipt of the invoice. The County may charge interest on any unpaid balance after forty-five (45) days from the date of the invoice.



COUNTY OF HANCOCK

Commissioner's Office
50 State Street, Suite 7
Ellsworth, Maine 04605

Commissioners:

William F. Clark, District I - Chair
John A. Wombacher, District II
Samuel DiBella, District III

Michael R. Crooker, County Administrator

9. Termination: Either party may terminate this agreement for no cause upon thirty (30) days written notice.

10. Governing Law: This Agreement has been executed and delivered in Maine and its interpretation, validity and performance shall be construed in conformance with the laws of Maine.

11. Assignment: No party to this agreement shall assign, delegate, subcontract or otherwise transfer its rights or obligations hereunder without the prior consent of the other party.

12. Entire Agreement: This Agreement contains the entire agreement between the County and Town with respect to this subject matter.

IN WITNESS WHEREOF, the parties to this agreement have executed the same in triplicate on this ___ day of _____, 202___ and hereunto set their hands.

TOWN OF GOULDSBORO

COUNTY OF HANCOCK

By: _____

By: _____

William F. Clark, District I

John A. Wombacher, District II

Samuel DiBella, District III

**MEMORANDUM OF UNDERSTANDING FOR
THE REGIONAL ANIMAL CONTROL
OFFICER Between
HANCOCK COUNTY
And
The TOWN OF GOULDSBORO**

WHEREAS, the purpose of this document is to further define the roles and responsibilities of the Regional Animal Control Officer and to set forth guidelines for the procedures to be followed by the Regional Animal Control Officer to ensure that the communities that they provide services to have a shared understanding of the roles and responsibilities of the Regional Animal Control Officer to help ensure that each community receives the same level of services according to the agreed upon uniform policies and procedures.

WHEREAS, the parties signed an agreement on _____, 202__ for Hancock County to provide animal control services for the purposes of MRSA Title 7, Chapter 725 to the Town of GOULDSBORO through a Regional Animal Control officer (ACO) employed by Hancock County.

-WHEREAS the signatories agree as follows:

TIME DETERMINATION

1. Hourly Rate to be Billed-The Regional Animal Control Officer shall keep track of the time spent serving individual jurisdictions and report said hours to the Hancock County Treasurer. Hours shall be recorded in 15-minute increments (quarter of an hour).
2. Service hours shall consist of the following:
 - a.) Telephone time with Hancock County RCC, Individual Town Office/Officials, Complainants, Witnesses and Alleged Violators, and other Law Enforcement Agencies.
 - b.) Travel time to an incident scene or other necessary location and return to "base".
 - c.) Time spent on location, investigating, transporting animals to shelter.
 - d.) Court time.
 - e.) Preparation of investigation reports and other required paperwork.

MILEAGE DETERMINATION

1. The Regional ACO shall keep track of miles traveled serving individual jurisdictions and report said mileage to the Hancock County Treasurer as follows:
 - a) Travel to a scene during regular business hours (8:00 AM to 5:00 PM Monday through Friday) shall be based on travel to and from the Hancock County Courthouse in Ellsworth, the ACO's home, or from another scene, whichever is less. (Base 1)
 - b) Travel to a scene during non-regular business hours shall be based on travel to and from the ACO's home or from another scene, whichever is less. (Base 2)

- c) On those occasions that the ACO may respond simultaneously to multiple calls, the mileage shall be based on response from the previous scene and return to either Base 1 or Base 2 as indicated above. The travel from the previous scene to the following scene will be divided by the municipalities, and the return mileage will be charged to the following scene. For example, if the ACO were to respond initially to Stonington for a call from the courthouse, a distance of 25-miles, and then to Trenton (distance from Stonington 30-miles), Stonington would be charged for 40-miles (courthouse to Stonington plus $\frac{1}{2}$ distance to Trenton), Trenton would be charged for 20-miles ($\frac{1}{2}$ distance from Stonington, plus 5 mile return).

RESPONSE PROTOCOLS

1. Each jurisdiction shall designate a contact person(s) and phone number(s) for the public to access regarding animal control complaints. This number shall be provided to the Hancock County Regional Communications Center and the Regional ACO in addition to any other agencies requiring such information (i.e. state police, local police).
2. Incidents shall be categorized as either low priority, high priority or emergency in nature. Examples include:
 - a) **Low Priority** – a lost or found dog that can be publicized locally in an attempt to unite the animal with its owner; a stray cat that has turned up in a home and the homeowner seeks to get permission to take it to the shelter; chickens that belong to a neighbor have gotten loose and creating property damage, an unregistered dog is found. Generally town staff other than an ACO can handle the situation.
 - b) **High Priority** – A horse is loose and running in the road creating a danger to itself and traffic; a person is observed possibly mistreating an animal; unsafe conditions for animals at a home. Sometimes town staff such as the fire department may be closer for an appropriate response that doesn't require ACO intervention, but the ACO should be notified.
 - c) **Emergency** – A domestic animal attack; an immediate need to find shelter for a domestic animal due to a homeowner's death/incapacity, fire; animal abandonment, clear animal neglect. The ACO must handle these matters and the local jurisdiction should be notified.
3. During a jurisdiction's regular business hours, calls shall initially be fielded at the local official level. The local jurisdiction contact will determine whether a call is low-priority, high priority or emergency. The local contact shall decide whether to refer the matter to the Regional ACO. If the local official determines that an emergency response is required, the ACO shall be notified by the quickest means available.
4. Each jurisdiction must identify an individual to be contacted for calls related to animal control issues during a jurisdiction's non-business hours. This individual may be a local municipal official or it may be the Regional Animal Control Officer. Each jurisdiction will advertise this individual's contact information at their town office and other public facilities as well as on their websites or other social media platforms. Residents that call 911 with animal control related issues will be provided with the contact information for the individual designated to be called in each jurisdiction. The designated individual shall determine the priority as noted above. The call shall be referred by the designated individual as follows:

- a) **Low Priority** – The designated individual shall call the local contact (numbers) and refer the case to the local contact. If no contact is able to be made, the ACO shall be contacted
- b) **High Priority** – The designated individual shall call the local contact numbers to inform the local contact who shall determine whether the ACO shall be notified. If no contact is made, the ACO shall be notified ASAP and respond to the call.
- c) **Emergency** – The designated individual shall notify the ACO directly first. The ACO shall report the incident to the local contact for the appropriate jurisdiction. If the ACO is not available, a backup ACO or law enforcement agency as designated by Hancock County shall be contacted for immediate response.

ANIMAL SHELTERING

- 1. Each participating municipality shall maintain a contract with a shelter at which stray animals may be taken as required by state law. Should the ACO transport an animal to said shelter, they shall notify a designated official from the town of origin within 24-hours that such transport has been made.
- 2. The town of origin will then be responsible for payment of boarding and other fees and animal disposition at the shelter according to their contract.

DURATION OF GOVERNANCE DOCUMENT

- 1. This Memorandum of Understanding shall become effective **January 1st, 2026** upon execution and by signature of both parties and shall remain in effect until the agreement between Hancock County and the Town of GOULDSBORO for animal control services is terminated. The Memorandum of Understanding must be reviewed annually to discuss any additions or deletions by all signatories or their successors before being renewed.
- 2. A signatory may terminate this Memorandum of Understanding by serving written notice to all other signatories at least thirty (30) days in advance of such termination.

IN WITNESS WHEREOF, the parties to this Memorandum of Understanding have executed the same on this _____ day of _____, 202__ and hereunto set their hands.

TOWN OF GOULDSBORO

COUNTY OF HANCOCK

By: _____
(print name, title)

By: _____
County Administrator, Michael Crooker

(signature)



SMALL ANIMAL CLINIC

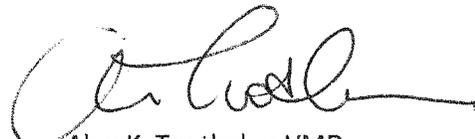
9 Toothaker Lane
Ellsworth, ME 04605
Telephone: (207) 667-2341

12-01-2025

Dear City/Town or Unorganized Territory,

Effective January 15, 2026 we will no longer be offering stray animal contracts to cities, towns or unorganized territories.

Please contact the SPCA 207-667-8088 or the ARK Animal Shelter at 546-3484 to establish 2026 stray animal contracts



Alan K. Toothaker VMD

Gouldsboro Women's Club

Building Assessment Report December 15, 2025



ARCHITECT

Design Group Collaborative
Ellsworth, Maine

MEP ENGINEER

Richard Rollins, P.E.
Hampden, Maine

CIVIL/STRUCTURAL ENGINEER

McCullough Engineering
Ellsworth, Maine



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I. INTRODUCTION & HISTORY

DRAFT



I. INTRODUCTION & HISTORY

Design Group Collaborative (DGC) was asked to assist the Town of Gouldsboro with a Capital Improvement Project to help address the Women's Clubs current and future needs. The first phase of this process is a Building Assessment Report. This report includes a review of the entire building architecture, structure, mechanical, electrical, plumbing, and adjacent site.

Plan documentation was confirmed by a walkthrough of the facility and site with town staff by DGC and the consultant firms. Note: The unoccupied attic was not accessed for this report

The Gouldsboro Women's Club building is a former church, circa late 1800's, and is not on the National Register of Historic Places. It is currently used for seasonal community events and larger town meetings. The building is shut down in the winter.



Aerial View of the Prospect Harbor

The town has set the following primary goals:

1. Determine the buildings' most urgent needs and address them.
2. Preserve the existing building elements to allow for its continued use as is.
3. Suggest modifications that might improve/increase the use of the building in the future.

II. EXECUTIVE SUMMARY

DRAFT



II. EXECUTIVE SUMMARY

This report focuses on the building and its immediate site. We reviewed the building with standard architectural analysis tools. We reviewed the shell (exterior envelope) components, structure, site, mechanical equipment, plumbing, and electrical. This review is based on visible observations only and does not include removal of materials to verify assumptions. It does not include any concept design changes or hazardous material evaluations.

Included within the appendix of this report is an itemized cost spreadsheet of all the recommended improvements, organized by priority based on the discussions with the town, severity of deterioration, and impact on the building's operations. "Priority 1" items are recommended to be addressed in 1-5 years, "Priority 2" 5-10 years, "Priority 3" 10-20 years, and "Maintenance" items are recommended to be done annually as needed and the budget allows. A more detailed description of each priority level can be found in the appendix.

The following Priority 1 recommendations have been made regarding the Women's Clubs most urgent issues to be addressed within the next 5 years. Priority 1 addresses concerns about standing water issues in the existing crawlspace and air quality in the building. And because this is a Municipal Building, accessibility is also addressed. The overall cost for the work associated with these Priority 1 recommendations is \$197,854, not including escalation.

Architectural:

1. Build rear egress door landing at floor level and code compliant stairs to grade.
2. Rebuild entrance landing to be ADA compliant.
3. Replace door hardware with ADA compliant hardware
4. Replace missing roof shingles.
5. Investigate staining at hallway. Repair chimney/roof flashing if required.
6. Replace windows in Meeting Room to provide natural ventilation.
7. Add 10 mil vapor barrier at crawlspace.
8. Replace toilet room ceiling.
9. Replace entry door closers.

Mechanical, Plumbing & Electrical:

1. Install a light commercial range hood above the residential ranges for ventilation.
2. Provide a fire alarm system.
3. Replace the well cap.
4. Test well water provided to the building to determine water quality.
5. Replace the pressure tank with a bladder style tank.
6. Add outside air into furnace return ductwork.



7. Install exhaust fan in meeting Room and exhaust air to the exterior.
8. Install a local exhaust fan in the toilet room.
9. Add emergency lighting battery packs and heads at egress paths from building.

Civil:

1. Remove Vegetation to 12 – 15 feet from the perimeter walls.
2. Provide a 2' wide stone drip edge at perimeter of building.
3. Install a foundation drain from crawlspace to existing drain in street.

Structural:

1. Replace concrete piers supporting toilet room

DRAFT

III. FIELD OBSERVATIONS

DRAFT



III. FIELD OBSERVATIONS

This Existing Conditions review focuses on visible observations of the building architecture, structure, and mechanical, electrical, and plumbing as well as a review of the immediately adjacent site.

Building Code Review:

The Women's Club was built before modern building codes were enacted. As such, there are a few existing building elements which do not meet current life-safety codes. Note: Any extensive renovation of this building will require careful review of the proposed design against current life-safety code requirements.

The meeting room of the Women's Club is an assembly space at 1600 sf in area, with an occupant load (based on 7 ppl/sf) of 228. Per the 2018 NFPA 101, and the 2021 IBC, two means of egress are required from an assembly space of this size. The second means of egress is currently through the kitchen and that egress door swings out over a set of stairs, with no landing.

There are two other egress doors at the front of the building, but they are not remote enough from each other to be considered two separate means of egress. In addition, the closers on those egress doors are broken.



Kitchen Egress Door



Front Egress Door

Accessibility Code Review:

The Women's Club was built before accessibility codes were enacted. As such, there are a few existing building elements which do not meet current accessibility codes. Note: Because this building is Title II (owned by a municipality), if a significant renovation is undertaken, 20% of the costs of the renovation must be earmarked to address any existing accessibility issues.

The front entry does not meet current accessibility requirements for level change, threshold height, and door width. The toilet room does not meet accessibility requirements for maneuvering within the space and at the door, fixture clearances, grab bars, and mirror height.



Front Entry Door



Toilet Room

The kitchen does not meet current accessibility requirements for maneuvering within the space and at the doors, door width, fixture clearances, and counter height.



Kitchen Island



Kitchen Door

Code Recommendations:

Years 1-5:

1. Build rear egress door landing at floor level and code compliant stairs to grade.
2. Rebuild entrance landing to be ADA compliant.
3. Replace door hardware with ADA compliant hardware.

Years 5-10:

4. When kitchen is renovated, make ADA compliant.
5. When furnace is replaced, relocate toilet room to allow ADA compliance.

Building Shell:

The exterior walls are wood-framed construction likely with wood sheathing and tar paper beneath the wood or vinyl clapboard siding. On the interior of the studs, the walls are finished with wood lath and plaster or drywall. The roof is also wood-framed, possibly with trusses and covered with sheathing, tar paper, and asphalt roofing shingles. The floor is wood-framed timbers with wood post supports throughout. The floor joists and beams sit on a brick and CMU foundation walls. The basement area is primarily a dirt crawlspace with no vapor barrier.

The exterior of the building is in fair shape. The wood siding has numerous nail pops, the paint is peeling and there is mold growing where the roof water run-off splashes up after hitting the ground. There are also numerous places where the wood trim is cracked and/or rotted.



Water Splash-up on Siding



Rotting Fascia Trim

The asphalt shingle roof is in good condition, having been replaced within the last 5 years. However, there is a small section on the northeast side that has been damaged by wind, causing a leak into the space below.



Missing Shingles



Roof Leak Damage Below

The large, single-glazed, wood windows in the meeting room are inoperable. They have been painted shut and many of the sash cords have broken. A couple of the windows have cracked glass panes, and one window is missing an exterior storm panel. The windows in the kitchen are in fair condition, but some of the exterior sill paint is peeling. Some newer, dual-pane, vinyl replacement windows have been installed in the kitchen and bathroom.



Cracked Glazing



Sill Paint Peeling

The wood entry trim corner board is cracked, which may indicate settlement. And there is water infiltration at a crawspace window on the north side of the building. Note: Site drainage will be reviewed in more detail in the civil portion of the report.



Entry Trim Crack



Crawlspace Window

The building is only used seasonally and, as such, does not have any insulation in the floors, walls, or ceiling. Below is table of the current energy code requirements for insulation R-value.

	Floors	Walls	Ceiling / Roof
Existing Insulation	R0	R0	R0
Current Minimally Required Insulation*	R38	R20+R3.8 or R13+R7.5	R49

*2021 International Energy Conservation Code

From the exterior, the brick chimney appears to be in good condition. However, it seems there was a leak at some point during its lifespan as evidenced by water stains at the hallway.



Chimney From Exterior



Possible Leak at Interior



Note: a full and complete review of chimney flashing was not done for this report. We would recommend having a mason come and perform this task to ensure that those chimney flashings are in place and watertight.

Building Shell Recommendations:

Years 1-5:

6. Replace missing roof shingles.
7. Investigate staining at hallway. Repair chimney/roof flashing if required.
8. Replace/Restore windows in Meeting Room to provide natural ventilation.

Years 5-10:

9. Repair damage caused by ceiling stain below roof leak.
10. Replace rotting/cracked exterior trim.

Maintenance:

6. Routine maintenance of siding and trim

Interior:

The interior of the building is in fair shape overall. There are some areas of cracked drywall/plaster and peeling wallpaper throughout. The wood floor is in good shape. However there has been some settlement of the structure below causing the floor to undulate. The wood floor in the meeting room rises and falls at the beamlines and the vinyl floor in the kitchen slopes significantly away from the ranges on the east wall.



Plaster Cracks



Wood Floor at Meeting Room

The ACT ceiling in the meeting is in good shape, having been replaced recently. But the ceiling panels in the toilet room have fallen in and are currently being supported by sheet vinyl. The drywall ceiling in the kitchen is also cracked in several places.



ACT Ceiling at Meeting Room



Falling Ceiling at Bathroom

The interior doors are primarily wood paneled or hollow core, swinging doors and are either painted or stained. Most of the doors appear to be in good working order. However, a few do not have ADA compliant hardware. In the kitchen, the cabinets, counters, and appliances are dated. There is no dishwasher, and it seems additional storage space is required.



Open Storage at Kitchen



Kitchen Cabinets and Appliances

In terms of the interior environment, the condition of the crawlspace water infiltration is the most pressing concern. Water runs into an opening in the foundation, over the dirt crawlspace floor, and pools in one area. The crawlspace remains damp at all times. Creating mold and air quality issues for the entirety of the building.



Damp Crawlspace



Holes in Foundation

Interior Recommendations:

Years 1-5:

1. Add 10 mil vapor barrier at crawlspace.
2. Replace toilet room ceiling.
3. Replace entry door closers.

Years 5-10:

4. Repair plaster cracks at walls and ceiling.
5. Renovate kitchen, replace appliances, add dishwasher.
6. Relocate/renovate toilet room.

Years 10-20:

7. Replace asphalt shingles at end of life.
8. Replace flooring at end of life.
9. Add insulation at floor, walls, and attic - if building is to be used in colder months.

Maintenance:

10. Routine repair/painting of wallpaper/walls/trim

Fire Protection:

The existing kitchen ranges are not provided with an exhaust hood. No fire suppression system is provided at the ranges. The existing facility is not provided with a fire alarm system. The existing facility is not provided with a sprinkler system. It is assumed a sprinkler system is not required based on occupancy requirements.

Fire Protection Recommendations:

Years 1-5:

1. Consider installation of a light commercial range hood above the residential ranges. Refer to the Mechanical portion for additional description.
2. Consider providing a fire alarm system consisting of manual and automatic initiating devices such as pull stations and heat/smoke detectors. The use of smoke and heat detectors would provide significant early notification in event of a fire starting. The Fire Alarm system should provide automatic notification to the emergency dispatch center to alert the fire department.

Years 5-10:

3. If the building is historically significant to the community, then installation of a sprinkler system should be considered. Sprinkler System would be dry system in accordance with NFPA 13. System would also be required to provide approximately 30,000 gallon underground water storage tank(s) and a NFPA 20 Fire Pump and associated controller.

Plumbing:

The existing plumbing system is limited and for seasonal use only. The piping is drained down during the winter season. The water service is from a drilled well located at the rear of the building near the kitchen door. The well casing is exposed and has two openings in the cover for well piping. These openings are no longer in use as a submersible pump is currently installed in the well.

A placard was noted in the toilet room that the water was non-potable and should not be used for drinking. It was noted that a similar placard is in place at the Municipal Building located adjacent to this facility. It is unknown if the water has been tested and the results limit water usage, or if testing has not been performed. It is assumed this well water service(s) needs to comply with State of Maine Public Water System standards.

A galvanized steel pressure tank, pressure switch, and well pipe entrance from the crawlspace is located below a kitchen cabinet. The tank is in poor condition and in need of replacement.





Well Pressure Tank



Submersible Pump Controller

The toilet room fixtures consist of a vanity countertop lavatory and a floor mounted water closet. The fixtures and access to the fixtures are not ADA compliant. Otherwise, the fixtures are in good condition.

The kitchen consists of two sinks. A double bowl stainless steel sink is provided in the center island, and a double bowl stainless steel sink is located adjacent to the furnace room. The fixtures are in fair to good condition. The fixtures and access to fixtures are not ADA compliant.



Toilet Room Fixtures



Kitchen Sinks

The domestic hot water system is provided from a small capacity electric water heater located in the furnace room adjacent to kitchen. The domestic hot water system is not provided with return piping due to limited piping lengths to the kitchen and toilet room. It is likely this heater has limited capacity to provide 140F hot water to the kitchen fixtures for proper washing/rinsing and sanitization.

Waste piping from the plumbing fixtures is pitched for drainage to an exterior pump station, septic tank, and septic system. The piping is run below floor framing in the crawlspace.



Domestic HW Heater



Sewage Pump Station Controller

Plumbing Recommendations:

Years 1-5:

1. Replace the well cap with a solid and lockable cap to protect the water supply from contamination or vandalism.
2. Test well water provided to the building to determine water quality and if additional water treatment is required. Provide necessary documentation and treatment required to comply with State of Maine public water system standards. Consideration should be reviewed to determine if a single well system from Municipal Building could serve the community building and have only 1 Public Water System to maintain.

3. Replace the pressure tank with a bladder style tank. Consider relocating the tank and pressure switch to adjacent furnace room.

Years 5-10:

4. Replace plumbing fixtures with ADA compliant fixtures if kitchen and toilet rooms are upgraded.
5. If kitchen is upgraded, provide a larger capacity hot water heater and set water temperature at 140F. Provide a thermal mixing valve at the lavatory in the toilet room.

Mechanical:

The existing heating system consists of a single Granby oil-fired hot-air furnace with a Reillo burner. The furnace is located in a furnace room between the kitchen and toilet room. The furnace appears to be in good condition overall. The duct distribution system consists of a high supply air delivered thru-wall grilles in the large meeting room and a duct mounted in the kitchen.

The return duct is located in the crawlspace and is connected to various floor return grilles. No ductwork was observed to be sealed or insulated. It was noted that a portion of the return ductwork in the crawlspace is not connected to the return ductwork. No provisions for outside air or a filter rack were noted. The existing chimney in use appears to be unlined brick.



Oil Fired Furnace/Burner



Oil Fired Furnace/Flue

The fuel oil tank is located in an exterior enclosure. A fuel oil line runs from the oil tank to the oil burner on the furnace. A toilet room exhaust fan was not provided. The toilet room ventilation is assumed to be by operable window.



Fuel Oil Tank Enclosure



Toilet Toom Ceiling

There are two residential electric ranges in the kitchen. The ranges are not provided with an exhaust hood or with any fire suppression system. A wall thermostat is located in the meeting room, and another thermostat is located in the kitchen. A manual “selector” switch is provided to select which thermostat operates the furnace.



Kitchen Elec Ranges



Selector Switch for Thermostats

No ventilation was observed to maintain an acceptable indoor air quality condition. Due to limited hours of use and seasonal use only, this may be acceptable for short periods and events.

Mechanical Recommendations:

Years 1-5:

1. Consider limited ventilation air consisting of introducing outside air into furnace return ductwork run in basement. Outside air should come from outside of building and not from crawlspace environment. Note: This option would only provide ventilation air when furnace is running. See item #2 below for another consideration to address indoor air quality.
2. Consider installing exhaust fan at the ceiling level or high on the exterior wall and exhaust air to the exterior. Provide intake air louvers or opening low in the meeting room to allow for fresh air to be drawn in when exhaust fan(s) operate. This makeup air is untampered; use would be limited to summer and shoulder seasons when weather is warm or moderate. Provide a CO2 sensor that would operate exhaust fans as CO2 level rises above recommended high level of 1000PPM (adjustable). If windows could be restored to operational, that would be preferred over louvers. Note: Based on very limited hours of operation and seasonal use, energy recovery units would not be cost effective due to the high initial cost of equipment.
3. Installation of light commercial exhaust hood with integral fire suppression system in hood. Hood to interrupt electric power to ranges upon activation of a fire suppression system. Consider removing one range and only install a single hood.
4. Install a local exhaust fan in the toilet room and duct to an exterior wall cap.

Years 5-10:

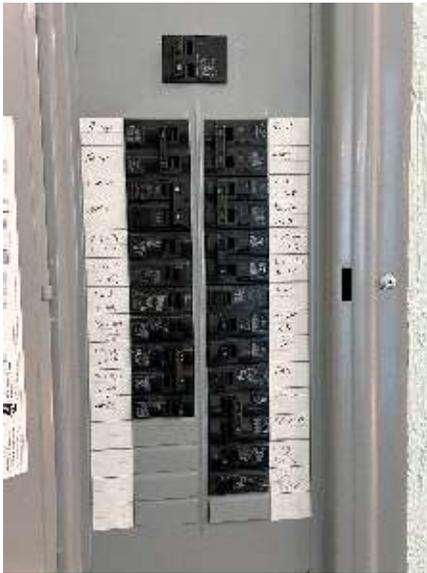
5. Consider replacing the oil burner with an LPG burner and providing a metal lining in existing chimney. Furnace is in good condition and can remain in service as primary or backup heating system. This would remove the existing oil tank from onsite to remove the risk of oil spill if tank fails. If fuel oil is preferred fuel, consider replacing single wall tank with a double wall tank to contain fuel spill if tank leaks.
6. If facility is only to be used during summer and shoulder seasons in spring and fall, consider installation of multiple heat pump units for seasonal heating and cooling needs. Furnace could be removed or serve as backup heating source.



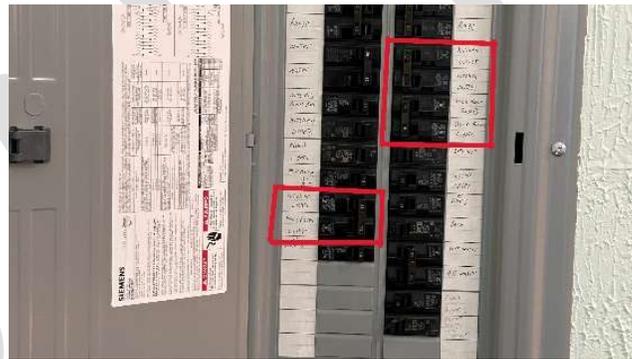
Electrical:

The electrical service has been upgraded to a 100A 120/240V consisting of underground electrical service, wall mounted meter, and 100A load center with a main breaker. The existing service is adequate for current use and equipment in place. However, the service is likely not adequate enough to add heat pumps for heating/cooling loads.

There are three 2 pole breakers in use serving 6 different electrical loads. These should be replaced with six single pole breakers to allow for proper protection of individual circuits.



Electrical Panel



2 Pole Breakers

Interior lighting in general is provided with fluorescent lamps and some LED fixtures. All switching is local switching in rooms as well as a load center panel. The fixtures are in very good condition and suitable for appropriate LED lamp replacement kits, but limited hours of operation limits potential savings. As fixtures require replacement, all replacement fixtures should be LED fixtures.

In general, it appears that adequate convenience outlets are provided for facility.

Adequate exit signage appears to be provided throughout building at egress doors and egress paths. Emergency lighting battery units are provided along interior means of egress paths to the exit doors. Additional emergency lighting should be provided in the kitchen and toilet room corridor as well as at the exterior where exits have been identified by signage.



Meeting Room Lighting



Kitchen Lighting

Electrical Recommendations:

Years 1-5:

1. Provide additional emergency lighting battery packs and exterior remote heads at egress paths from building.

Years 5-10:

2. Replace existing 2 pole breakers serving individual circuits with 1 pole breakers.
3. If heat pumps are to be provided, upgrade existing electrical service to 200 amps. Provide new underground service, meter, and main panelboard. Retain and refeed existing panel.

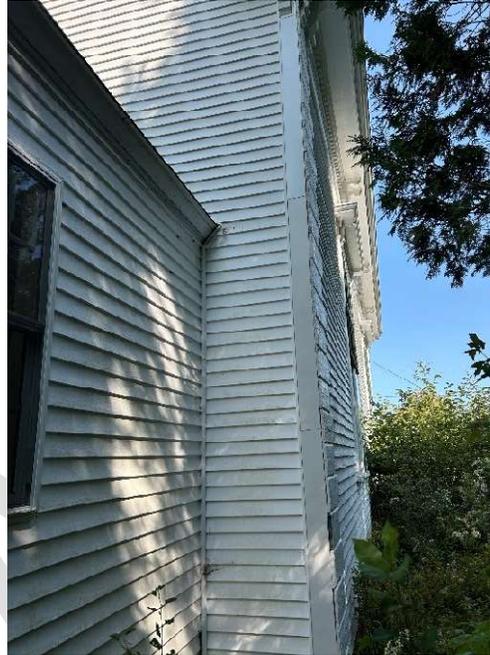
Richard L Rollins, LLC
142 Kennebec Road
Hampden ME 04444

Site Civil:

Water pools in the crawl space under at least the front half of the building to a depth of 6 – 8 inches. The surrounding vegetation is growing up to the exterior walls. And the exterior grade slopes towards the crawlspace opening on the north side of the foundation.



Grade at North Side



Vegetation at South Side

Site/Civil Recommendations:

Years 1-5:

1. Remove Vegetation to 12 – 15 feet from the perimeter walls.
2. Provide a 2' wide stone drip edge at perimeter of building.
3. Install a foundation drain to remove the water from the interior of the crawl space. There is a Type F Catch Basin in the Road Right-of-Way. I recommend requesting permission from The Maine Department of Transportation to connect a drain line to this basin. A positive drain from the crawl space can be achieved. See Conceptual Site Plan attached.

Years 5-10:

4. When building is lifted, install drain in crawl space to collect ground water.

Structural:

The foundation is a rough-cut, granite block wall with brick 18 inches high on 2 ½ sides. Some floor girders and floor joists have been replaced in the past. This appears to be limited to approximately 1/4 of the floor area. The floor beams or girders are not supported well at the perimeter walls. One-half to three-quarters of the floor framing is original and appears to consist of rough-cut lumber or timbers. These structural members are not suitably sized, supported or in good condition due to the constant high humidity in the crawl space. Replacement of the floor framing has been limited and the interior piers supporting the beams are dry laid irregular pieces of granite. They are providing support, but they are not a suitable long-term column or pier. The toilet room is supported by frost posts. One frost post is cracked.

The remainder of the building is wood framed construction as well and the exterior walls appear to be reasonably straight. See Structural Framing Plan attached.

Note: Access to the crawl space is limited and the area under kitchen was not accessible.



Crawl space



Foundation



Kitchen Foundation



Toilet Room Pier

Structural Recommendations:

Years 1-5:

1. Replace concrete piers supporting toilet room

Years 5-10:

2. Lift building to facilitate repairing existing perimeter wall, installing new sill beams, installing suitably sized interior footings and columns, installing new floor framing beams and joists. Joist to be 2x12 pt @ 12" oc. Beams to be (5) 2x12pt with (4) 6x6 pt posts per beam.

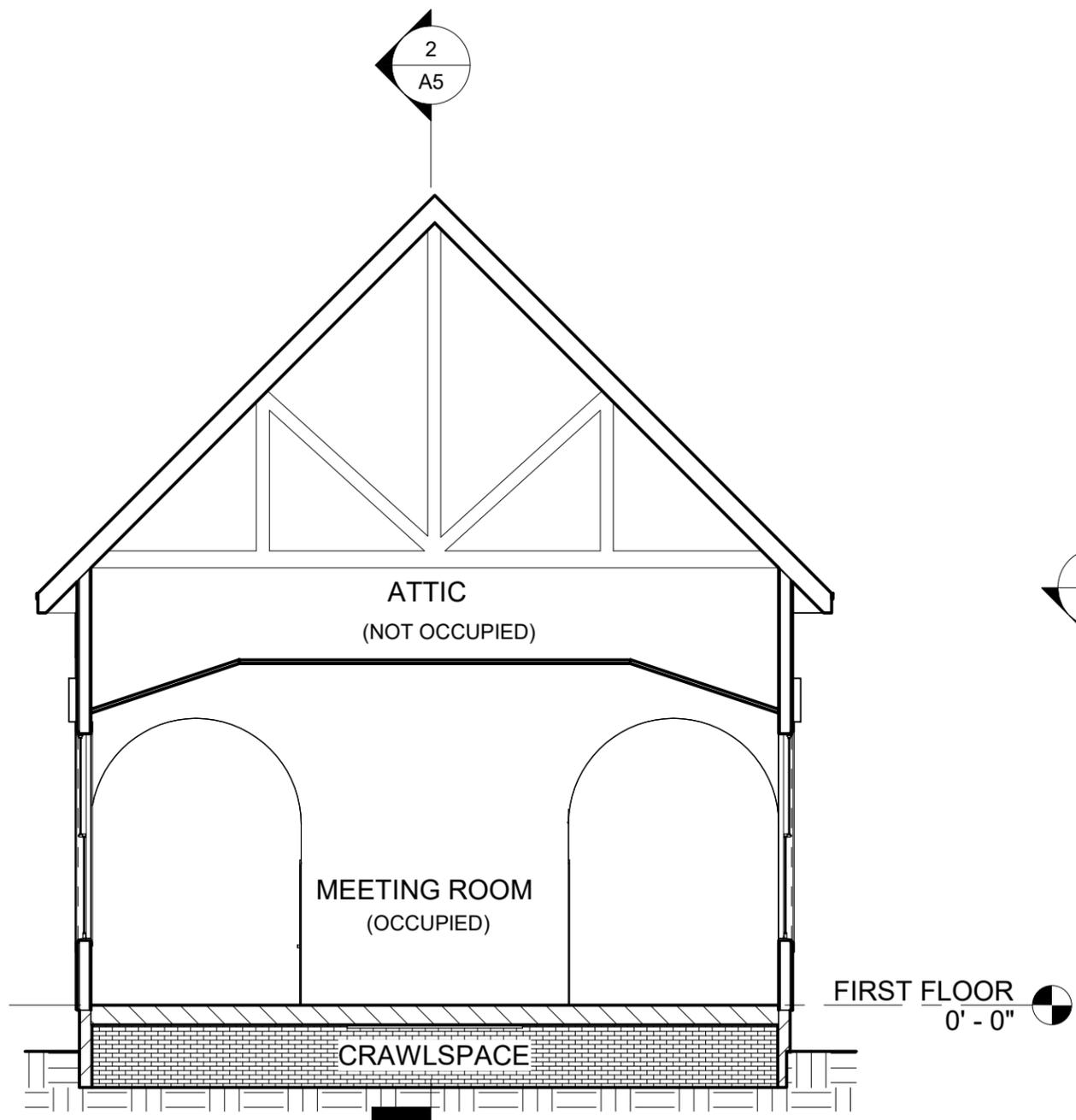
Note: I understand that financial constraints limit the scope of work and schedule for improvements. What is listed above represents a significant scope of work, but I have concerns about the long-term condition of the structure without these improvements. My thought is that lifting the building will permit much better access and help to reduce the cost of completing the structural improvements.

ANDREW McCULLOUGH | Engineering Consultants

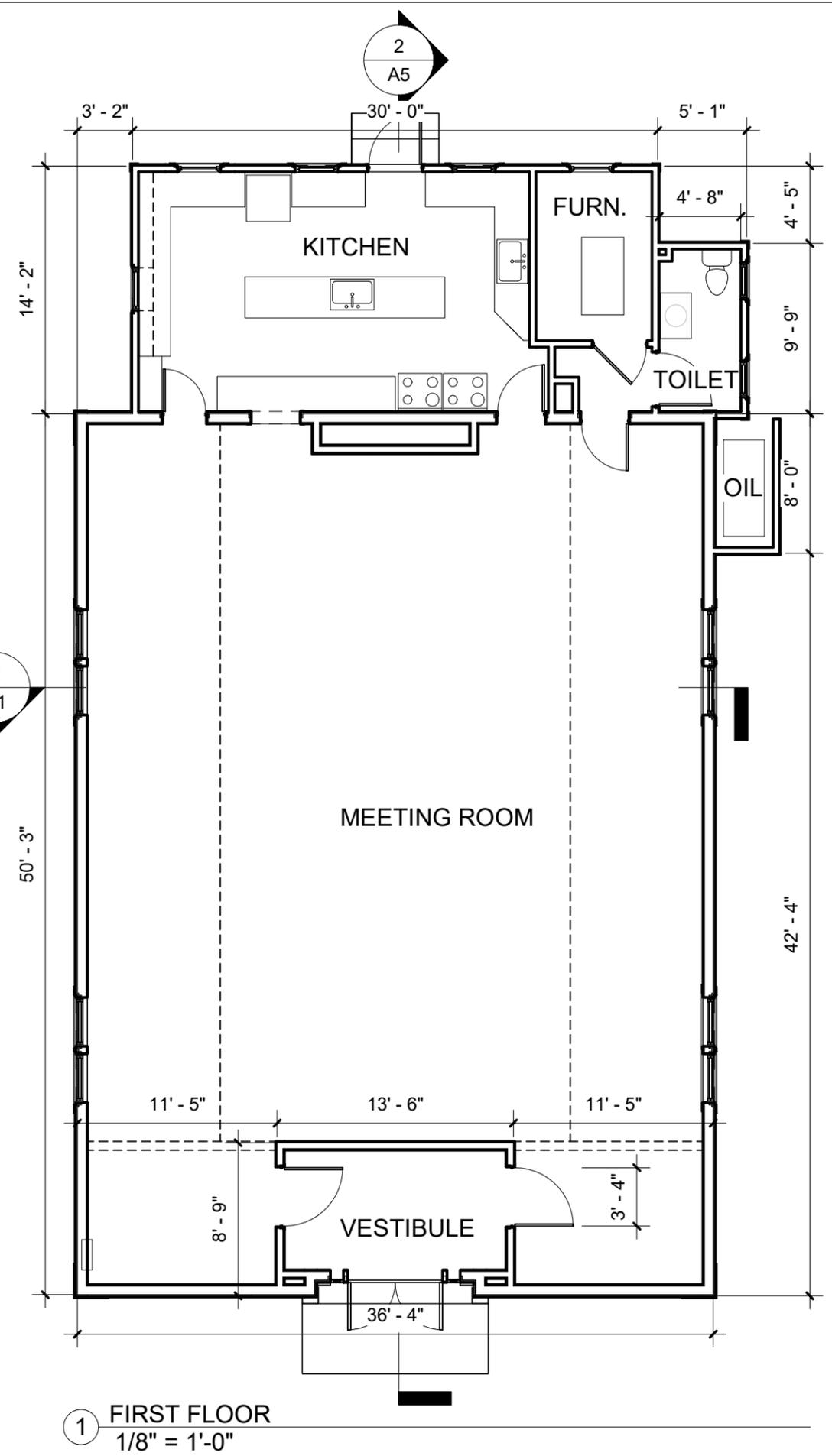
IV. APPENDIX

DRAFT



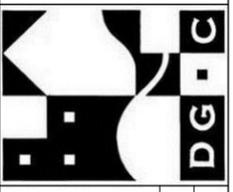


2 SECTION 1
1/8" = 1'-0"



1 FIRST FLOOR
1/8" = 1'-0"

DESIGN GROUP
COLLABORATIVE
ARCHITECTURE
DESIGN + PLANNING



Gouldsboro Women's Club
PLANS

A1

ISSUING DOCUMENTATION:
Date: 11/20/25
Scale: 1/8" = 1'-0"

REF. SHEET:

40 CHESTER STREET
SILVER SPRING, MD 20910
TEL: 301.443.0080
WWW.DGCORP.COM



② WEST
1/8" = 1'-0"



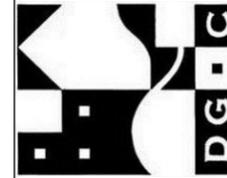
① EAST
1/8" = 1'-0"

Gouldsboro Women's Club
ELEVATIONS

A2

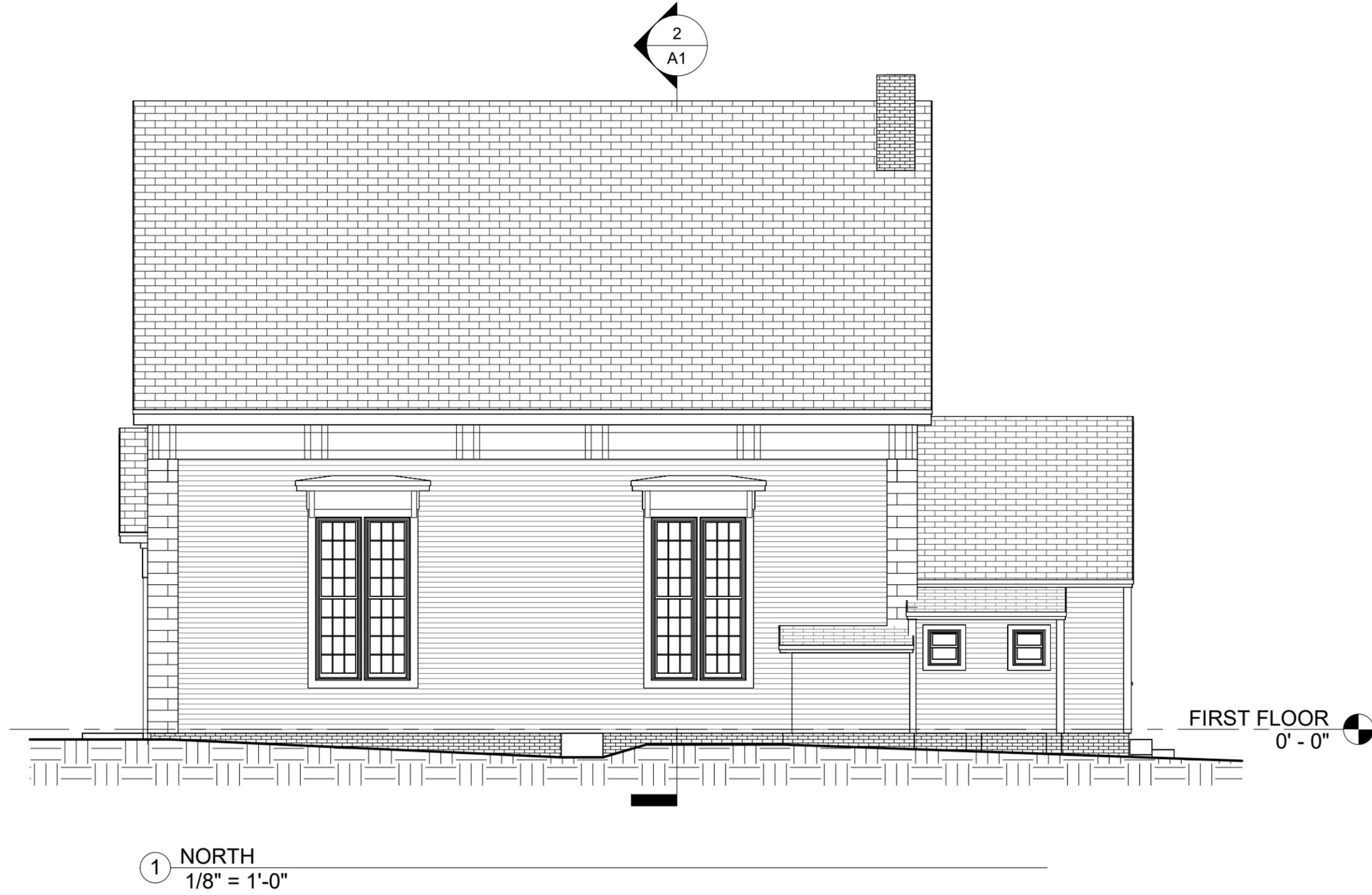
ISSUING DOCUMENTATION:
REF. SHEET:

Date 11/20/25
Scale: 1/8" = 1'-0"



DESIGN GROUP
COLLABORATIVE
ARCHITECTURE
DESIGN + PLANNING

40 CHESTNUT
STREET
ELLISVILLE, MD 20729
(301) 443-0080



1 NORTH
1/8" = 1'-0"

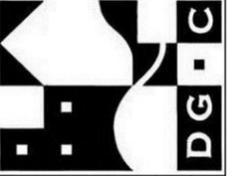
FIRST FLOOR
0'-0"

Gouldsboro Women's Club
ELEVATIONS

A3

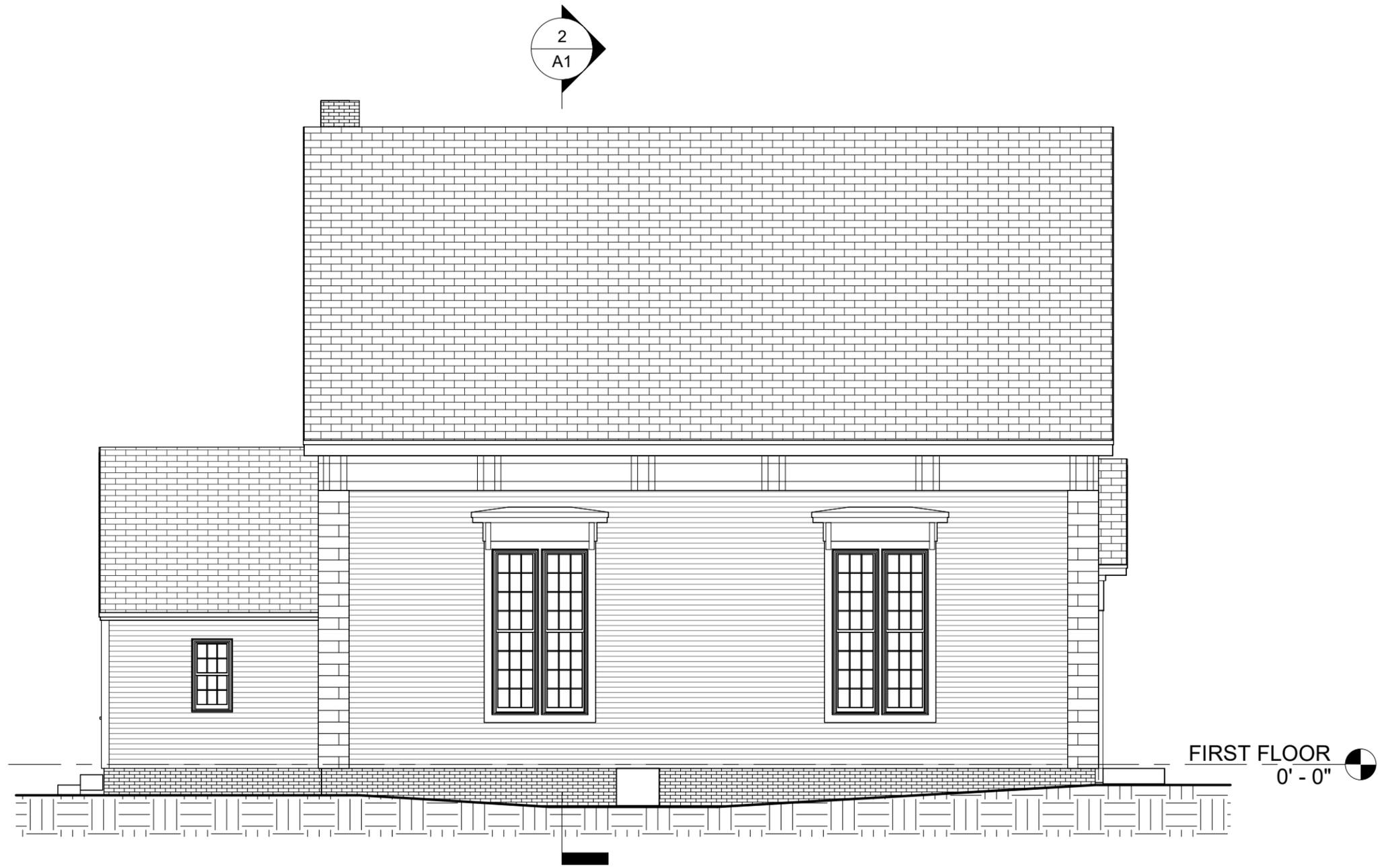
ISSUING DOCUMENTATION:
REF. SHEET:

Date 11/20/25
Scale: 1/8" = 1'-0"



DESIGN GROUP
COLLABORATIVE
ARCHITECTURE
DESIGN + PLANNING

40 CHESTNUT
STREET
ELLISVILLE, MD 21110
(301) 443-0300



① SOUTH
1/8" = 1'-0"

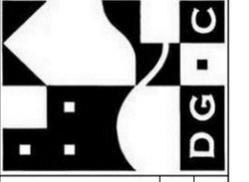
FIRST FLOOR
0' - 0"

Gouldsboro Women's Club
ELEVATIONS

A4

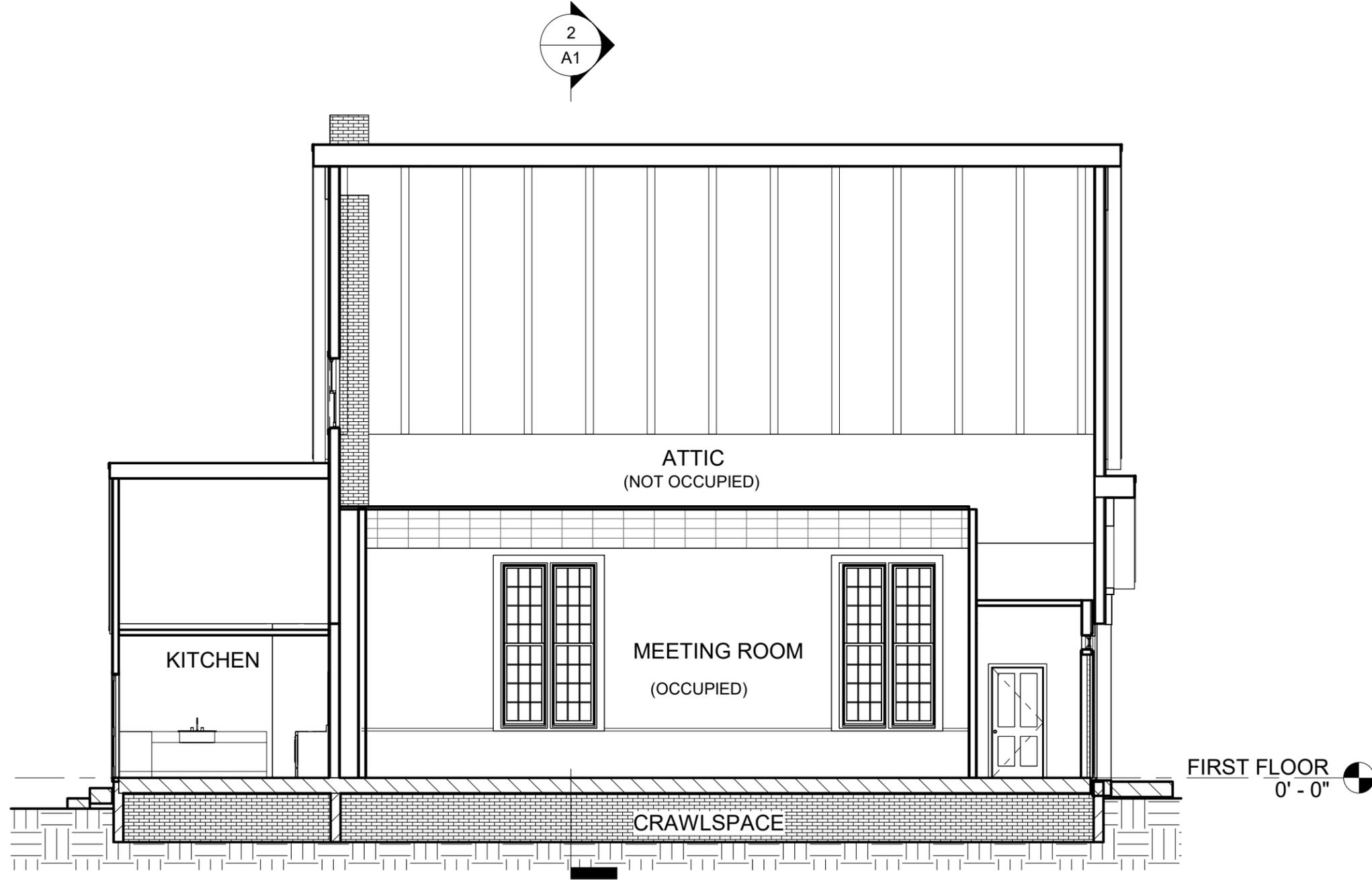
ISSUING DOCUMENTATION:
REF. SHEET:

Date 11/20/25
Scale: 1/8" = 1'-0"



DESIGN GROUP
COLLABORATIVE
ARCHITECTURE
DESIGN + PLANNING

40 CHESTNUT STREET
SUITE A
ELLISVILLE, MD 21110
(301) 443-0080

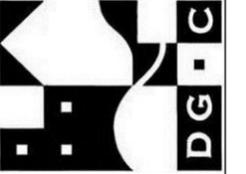


2 SECTION 2
1/8" = 1'-0"

Gouldsboro Women's Club
SECTIONS

A5

DESIGN GROUP
COLLABORATIVE
ARCHITECTURE
DESIGN + PLANNING

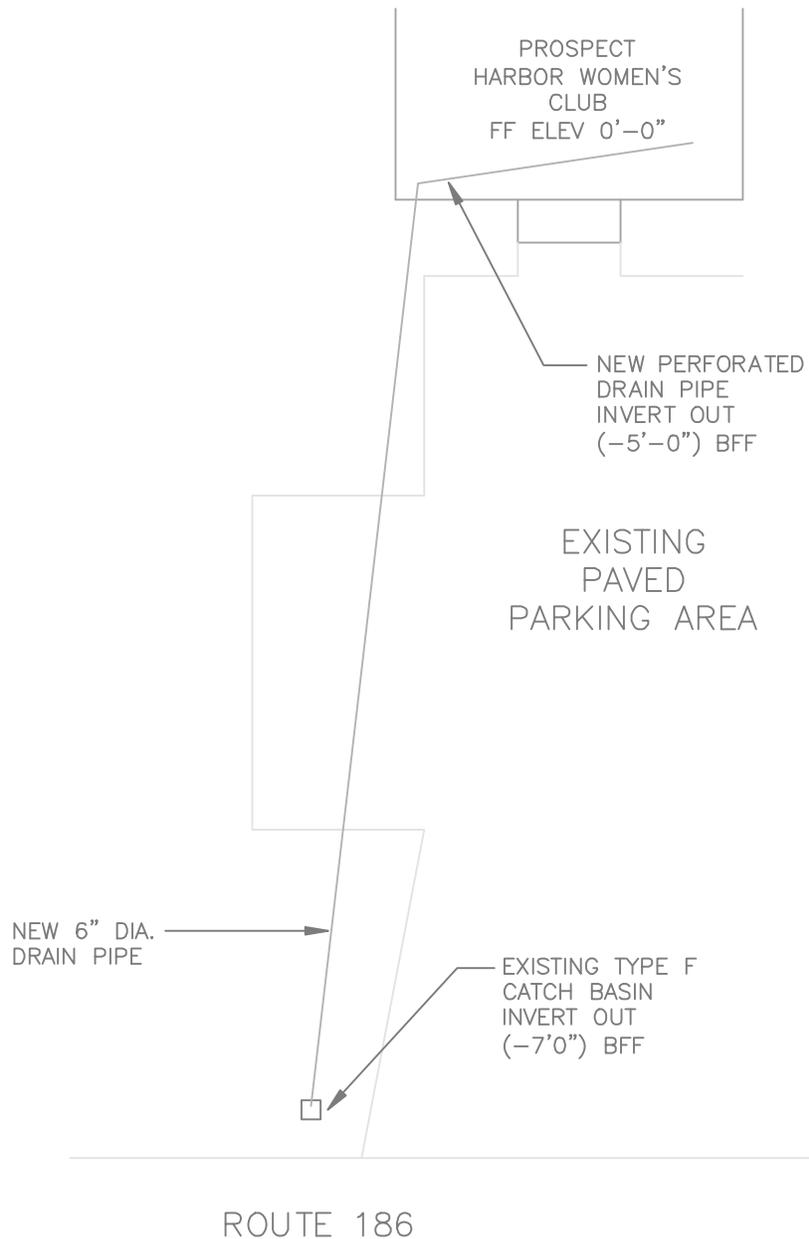


40 CHESTNUT
STUDIO A
ELLISVILLE, MD 20759
(301) 443-0080

Date 11/20/25
Scale: 1/8" = 1'-0"

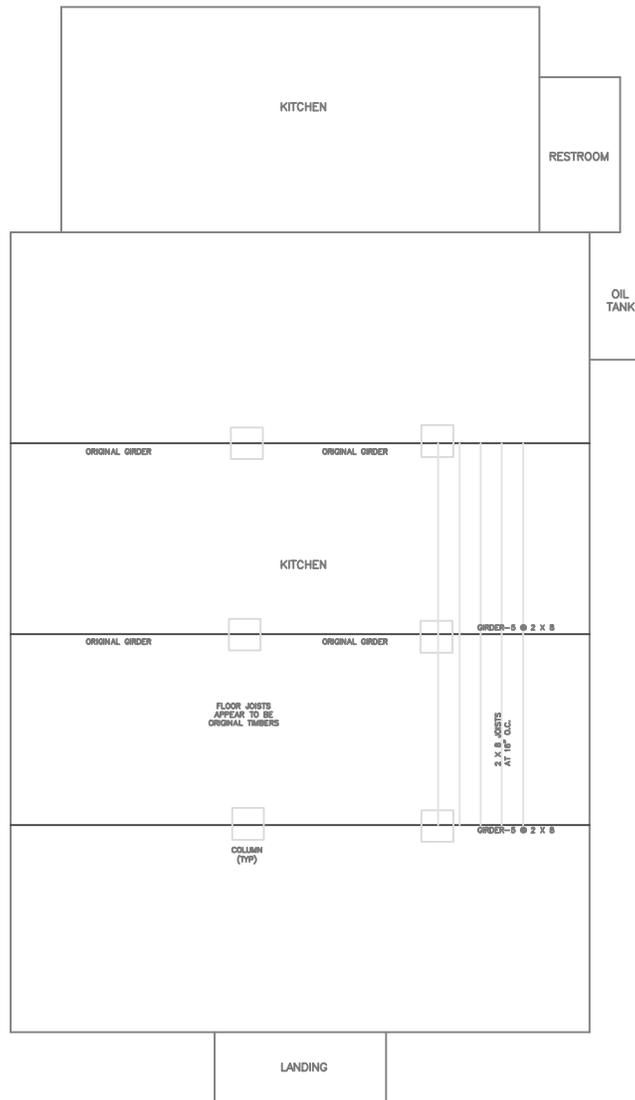
ISSUING DOCUMENTATION:
REF. SHEET:

CONCEPT SITE PLAN

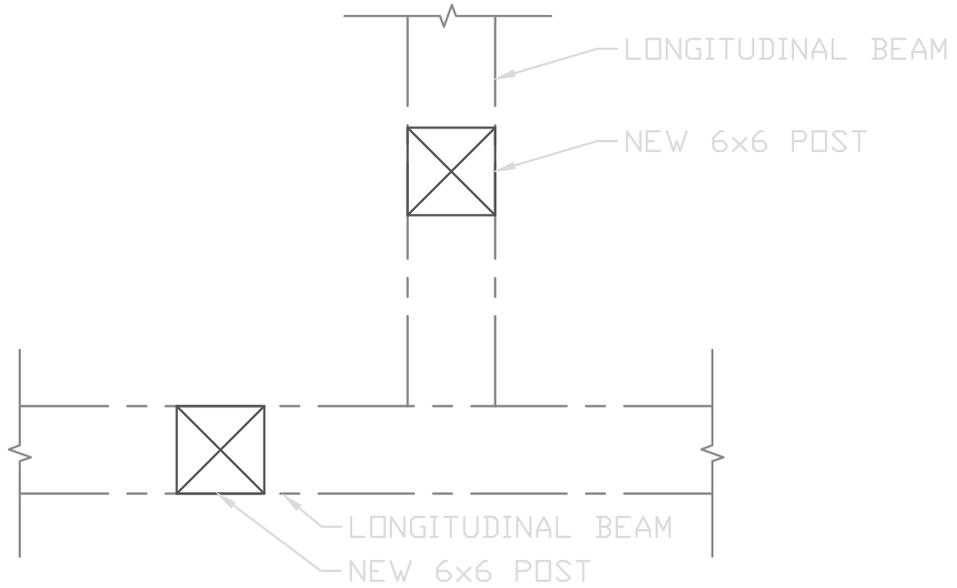


ANDREW MCCULLOUGH
ENGINEERING CONSULTANTS
ELLSWORTH, MAINE
NOVEMBER 18, 2025
SCALE 1"=20'

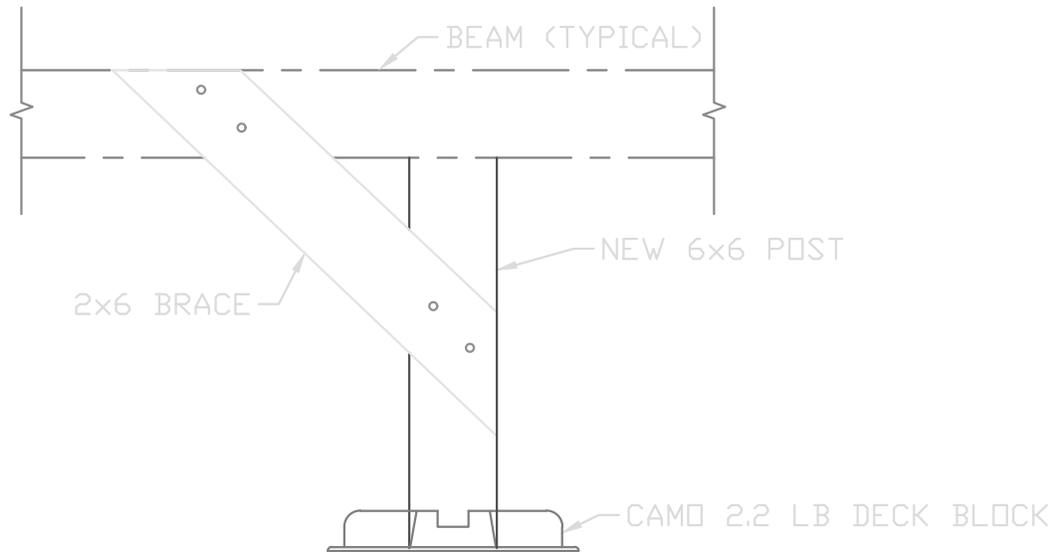
FLOOR PLAN



ANDREW MCCULLOUGH
ENGINEERING CONSULTANTS
ELLSWORTH, MAINE
NOVEMBER 18, 2025
SCALE 1"=12'



PLAN VIEW
SCALE: 1"=1'



ELEVATION VIEW
SCALE: 1"=1'

Project	3036
Date	12/3/25
Scale	1"=1'
Sheet	EXHIBIT 1

Firm Name and Address
 Andrew McCullough
 Engineering Consultants
 93 Bucksport Road
 Ellsworth, ME
 mccengr@gmail.com

Project Name and Address
 POST DETAIL
 PROSPECT HARBOR
 WOMEN'S CLUB
 TOWN OF GOULDSBORO
 59 Main Street
 Prospect Harbor, Maine

PRIORITY OF RECOMMENDATIONS

Priority 1: (1-5 years)

Items noted in this category generally speak to protecting and preserving the building by focusing on its urgent needs. Architecturally, that means addressing issues with the building's envelope by dealing with water infiltration and window & ceiling replacement. As well as addressing high priority building code and accessibility concerns. Mechanically, that means taking preventative measures to address important safety or comfort concerns. This includes adding ventilation, upgrading inefficient or ineffective systems, adding critical systems where none currently exist, or adding light fixtures where required. Structurally, that means replacing easy-to-access structural deficiencies. Finally, for the site, that means addressing drainage issues and maintenance hazards. This includes adding drainage around the building and cutting back the vegetation.

Priority 2: (5-10 years)

Items noted in this category are generally less pressing, but still worth doing as time and budget allows. Things listed here improve the building's overall appearance, functionality, and efficiency. Architecturally, that means repairing interior surfaces like walls, ceilings, floors, and trim. As well as addressing lower priority building code and accessibility concerns, like making the bathroom and kitchen ADA accessible. Mechanically, that means upgrading systems as well as adding systems to improve overall comfort. Upgrading the furnace & hot water heater, adding heat pumps, replacing plumbing fixtures, upgrading the electrical system, and possibly adding a sprinkler system. Structurally, that means lifting the building to allow for the potential reframing of the floor joist, beams, and sill. Finally, for the site, that means adding additional drainage piping in the crawlspace.

Priority 3: (10-20 years)

Items noted in this category are focused on forward thinking. What might the building and its patrons need as the years go on? Architecturally, that means replacing the roofing & flooring at their end-of-life and possibly adding insulation if the building is to be used beyond its current seasonal schedule.



GOULDSBORO WOMEN'S CLUB - BUILDING ASSESSMENT REPORT

Recommended Renovations, Repairs & Upgrades



SUMMARY OF BUILDING RECOMMENDATIONS by PRIORITY

Date: 12/15/25 - DRAFT

PRIORITY	SCOPE	REPORT ITEM	LOCATION	DESCRIPTION*	QUANTITY**	OPINION OF PROBABLE COST***	NOTES
1	Code	1	Kitchen Egress Door	Build rear egress door landing at floor level and code compliant stairs to grade.	5' x 5' landing with 18" high stairs	\$ 12,639.00	
1	Code	2	Main Entrance	Rebuild entrance landing to be ADA compliant.	50 sf	\$ 4,950.00	
1	Code	3	Throughout Building	Replace door hardware with ADA compliant hardware.	10 doors	\$ 12,606.00	
1	Shell	1	Main Roof	Replace missing roof shingles.	50 sf	\$ 858.00	
1	Shell	2	Toilet Room Hallway	Investigate staining at hallway. Repair chimney/roof flashing if required.		\$ 6,600.00	Investigation and repair costs
1	Shell	3	Meeting Room	Replace windows in Meeting Room.	(8) 3'x10' clad double hungs	\$ 25,660.80	\$51,000 to restore existing and add storm windows
1	Interior	1	Crawlspace	Add 10 mil vapor barrier at crawlspace.	1500 sf	\$ 14,850.00	If floor re-framing is planned, hold this work until Phase 2
1	Interior	2	Toilet Room Hallway	Replace toilet room ceiling.	50 sf	\$ 1,650.00	
1	Interior	3	Main Entry	Replace entry door closers.	2 doors	\$ 2,785.20	
1	FP	1	Kitchen	Install light-commercial range hood with intergral fire supression above ranges	Adequate for 2 ranges	\$ 22,440.00	
1	FP	2	Throughout Building	Install Fire Alarm System with pull stations and heat/smoke detectors connected to FD		\$ 13,662.00	
1	Plumbing	1	Well Water	Replace well cap with soild and lockable cap		\$ 3,300.00	
1	Plumbing	2	Well Water	Test well water and add treatment system if required		\$ 3,564.00	
1	Plumbing	3	Kitchen	Replace pressure tank with bladder style tank		\$ 3,326.40	
1	HVAC	1	Throughout Building	Add outside air to furnace return ductwork		\$ 3,933.60	
1	HVAC	2	Meeting Room	Install exhaust fan with CO2 sensor and air louvers to allow for fresh air	1 fan & 4 louvers	\$ 9,240.00	Not required if windows are made operable.
1	HVAC	4	Toilet Room	Install exhaust fan with exterior wall cap		\$ 4,356.00	
1	Electrical	1	Throughout Building	Provide additional emergency lighting battery packs and exterior remote heads at egress paths	3 heads	\$ 2,811.60	
1	Site	1	South & East Side	Remove Vegetation to 12 – 15 feet from the perimeter walls.	1000 sf	\$ 7,128.00	
1	Site	2	North Side	Provide 2' wide stone drip around perimeter of building	400 sf	\$ 9,042.00	
1	Site	3	Under Parking Lot	Install a foundation drain from the interior of the crawl space to the Catch Basin in the Road Right-of-Way. See Concept Site Plan	100 lf	\$ 23,859.00	Include patching paved parking lot
1	Structural	1	Toilet Room	Replace concrete piers supporting toilet room	3 piers	\$ 8,593.20	
				Priority 1 (1-5 years)	Subtotal	\$ 197,854.80	

PRIORITY	SCOPE	REPORT ITEM	LOCATION	DESCRIPTION*	QUANTITY**	OPINION OF PROBABLE COST***	NOTES
2	Code	4	Kitchen	When kitchen is renovated, make cabinets and counters ADA compliant.	60 lf of cabinets and counters	\$ 56,232.00	Assume base cabinets and counter replacement only
2	Code	5	Toilet Room	When furnace is replaced, relocate toilet room to allow ADA compliance.	New 7'x9' toilet room	\$ 43,540.20	Includes plumbing fixtures
2	Shell	4	Meeting Room	Repair damage caused by ceiling stain below roof leak.	50 sf	\$ 1,320.00	
2	Shell	5	Throughout Building	Replace rotting/cracked exterior trim.	100 lf	\$ 4,620.00	
2	Interior	4	Throughout Building	Repair plaster cracks at walls and ceiling.	100 sf	\$ 7,260.00	
2	Interior	5	Kitchen	Replace plumbing fixtures & appliances	2 sinks, 2 ranges, ref, micro & dw	\$ 15,444.00	
2	Interior	5	Kitchen	New kitchen flooring	300 sf	\$ 4,969.80	
2	FP	3	Throughout Building	Install dry pipe sprinkler system in accordance with NFPA 13. Including 30,000 gallon underground water storage tank, a NFPA 20 Fire Pump, and associated controller.		\$ 142,032.00	
2	Plumbing	5	Kitchen	Provide larger capacity hot water heater with capability of providing 140F water		\$ 16,447.20	
2	Plumbing	5	Toilet Room	Provide thermal mixing valve at lavatory in toilet room		\$ 1,729.20	
2	HVAC	5	Furnace Room	Replace Oil Burner with LP burner at Furnace		\$ 7,233.60	
2	HVAC	5	Furnace Room	Add metal lining to chimney		\$ 12,474.00	
2	HVAC	5	Oil Tank	Replace single-wall tank with double-wall tank		\$ 8,553.60	Would not be required if Oil Burner is repaced with LP Burner
2	HVAC	6	Throughout Building	Add multiple heat pumps for seasonal cooling & heating	5 heat pumps	\$ 58,212.00	
2	Electrical	2	Electrical Panel	Replace existing 2 pole breakers serving individual circuits with 1 pole breakers.		\$ 1,742.40	
2	Electrical	3	Electrical Panel	Upgrade existing electrical service to 200 amps. Provide new underground service, meter, and main panelboard.		\$ 38,940.00	
2	Site	4	Crawlspace	When building is lifted, install perforated drain pipe in crawl space to collect ground water.	140 lf	\$ 12,936.00	
2	Structural	2	Throughout Building	Lift & lower building to facilitate work noted below.		\$ 54,648.00	
2	Structural	2	Throughout Building	Repair existing perimeter wall & install new sill beams.	10 lf of wall & 150lf of sill	\$ 10,848.75	
2	Structural	2	Throughout Building	Install suitably sized interior footings and columns	12 columns & footings	\$ 44,550.00	
2	Structural	2	Throughout Building	Install new floor framing beams and joists. See Framing Plan		\$ 59,400.00	
				Priority 2 (5-10 years)	Subtotal	\$ 603,132.75	

PRIORITY	SCOPE	REPORT ITEM	LOCATION	DESCRIPTION*	QUANTITY**	OPINION OF PROBABLE COST***	NOTES
3	Shell		Throughout Building	Replace asphalt roof shingles at end of life	3500 sf	\$ 60,060.00	
3	Shell		Throughout Building	R-30 Sprayfoam insulation at floor joists	2200 sf	\$ 17,424.00	If this is done, crawlspace vapor barrier not required.
3	Shell		Throughout Building	R-19 Blown-in Cellulose at all exterior walls.	2600 sf	\$ 16,605.60	Includes cutting & patching of walls as needed
3	Shell		Throughout Building	R-49 Blown-in Cellulose at attic	2200 sf	\$ 15,972.00	
3	Interior		Throughout Building	Replace wood and vinyl flooring at end of life	1800 sf wood & 400 sf LVT	\$ 48,325.20	
				Priority 3 (10-20 years)	Subtotal	\$ 158,386.80	

PRIORITY	SCOPE	REPORT	LOCATION	DESCRIPTION*	QUANTITY**	OPINION OF PROBABLE COST***	NOTES
4	Shell	6	Throughout Building	Routine maintenance of siding and trim			
4	Interior	7	Throughout Building	Routine maintenance of walls, ceilings, and trim			

*See report narrative for additional information and photos.

**Quantities are approximate and for estimating, planning & budget purposes only.

***Pricing includes General Conditions @ 10%, Contingency @ 15%, Contractor Fee @ 5%, Bond & Insurances @ 2% (32% total). Escalation is excluded, see below.

PRIORITIES:	TIMEFRAME:	Escalation Rate of 3% per year:	NOTES:	SUBTOTAL:	ESCALATION:	GRAND TOTAL:
1	COMPLETE IN 1-5 YEARS	12% avg over 5 year span		\$197,854.80	\$23,742.58	\$221,597.38
2	COMPLETE IN 5-10 YEARS	30% avg over 10 year span		\$603,132.75	\$180,939.83	\$784,072.58
3	COMPLETE IN 10-20 YEARS	60% avg over 10 year span		\$158,386.80	\$95,032.08	\$253,418.88
				\$959,374.35	\$299,714.48	\$1,259,088.83

Note: The opinion of probable costs given are conceptual estimates that provide a rough order of magnitude. These probable costs could be 20% above or below the stated value. See high & low range outlined below.

PRIORITIES:	TIMEFRAME:	HIGH:	LOW:	AVERAGE:
1	COMPLETE IN 1-5 YEARS	\$237,425.76	\$158,283.84	\$197,854.80
2	COMPLETE IN 5-10 YEARS	\$723,759.30	\$482,506.20	\$603,132.75
3	COMPLETE IN 10-20 YEARS	\$190,064.16	\$126,709.44	\$158,386.80

To: Select Board, Town of Gouldsboro
From: Town Manager
Date: December 17, 2025
Re: Temporary Office Closure for Systems Improvement & Professional Development (Early 2026)

The Town faces increasing responsibilities with limited staffing capacity. While our employees are dedicated and capable, many of our challenges—high volume of permit applications, public confusion about requirements, staff burnout, and inconsistent coordination with boards—are structural rather than personal.

I am requesting authorization to temporarily close the Town Office to the public for five days in early 2026 so staff can focus exclusively on:

- Redesigning key workflows (permits, planning coordination, business applications)
- Documenting repeatable procedures
- Improving clarity and transparency for residents
- Learning practical uses of AI to reduce administrative burden

This effort is intended to produce written, repeatable systems that improve turnaround time, reduce stress on staff, and provide clearer expectations for the public. The result will be better service delivery without adding headcount or increasing long-term operating costs.

Deliverables will include:

- Written workflows and checklists
- Creation of a master calendar across all departments
- Public-facing guides for permits and applications
- Standard staff report templates
- Internal procedures to ensure continuity despite staff turnover

Proposed days to close office to public:

- Wednesday, January 21, 2026
- Wednesday, February 4, 2026
- Thursday, February 19, 2026
- Tuesday, March 3, 2026
- Wednesday, April 15, 2026

I may request further closures later in the year as conditions warrant. Going forward, it may be helpful to have annual closures built into the schedule – a couple of full days towards the beginning of each calendar year along with half-day closures in the other three quarters of the year.

**Town of Gouldsboro Systems Building
Five-Day Workplan (Office Closed to the Public)**

Day 1 (Wednesday, January 21, 2026) – Shared Understanding & Priorities

- Introduction and goal setting
- Identify top sources of staff stress and public complaints
- Select 3–4 processes to redesign (e.g., building permits, mooring fees, site plan review)
- Establish success criteria

Day 2 (Wednesday, February 4, 2026) – Current-State Process Mapping

- Discussion of global calendar and departmental interactions
- Map existing workflows step by step
- Identify bottlenecks, handoffs, and unclear authority

Day 3 (Thursday, February 19, 2026) – Future-State Process Design

- Redesign workflows with clear roles and timelines
- Define staff vs. Planning Board decision points

Day 4 (Tuesday, March 3, 2026) – Practical AI Workshop

- Hands-on training using real town tasks
- Build reusable prompts and templates
- Establish shared AI best practices

Day 5 Wednesday, April 15, 2026) – Documentation & Public-Facing Materials; Integration & Accountability

- Draft SOPs, checklists, FAQs
- Prepare content for new website
- Finalize materials
- Assign ownership and maintenance responsibility
- Set 90-day review checkpoints

Memorandum

To: Select Board
From: Town Manager
Date: December 16, 2025

Re: Proposed Full-Time Position to Improve Operational Capacity and Organizational Resiliency

Purpose

This memorandum summarizes the rationale and estimated cost for adding a new full-time staff position effective **January 26, 2026**, continuing through the end of **FY26 (June 30, 2026)**, and outlines the operational benefits to the Town. A draft job description is included below.

The proposed position is intended to strengthen capacity in **Code Enforcement and Public Works administration**, provide **administrative support to the Town Manager and Town Clerk**, and begin **cross-training in basic Treasurer functions** to improve institutional resiliency.

Operational Need and Rationale

The Town is operating with very lean staffing while facing increasing regulatory, reporting, and service demands. Several key functions are currently concentrated in a small number of individuals, creating operational risk in the event of illness, turnover, or retirement.

Key issues the proposed position would address include:

- **Code Enforcement & Public Works Support:** Reducing administrative burden on the Superintendent of Infrastructure by providing support in the application and issuing phases of the building permit application process.
- **Planning Board Support:** The differing requirements of the CEO and Planning Board make the CEO incompatible to act as staff for the Planning Board; this role could provide some administrative support to the all-volunteer board that is currently lacking.
- **Administrative Capacity:** Routine administrative tasks currently compete with higher-level management, clerk, and compliance responsibilities.
- **Treasury Resiliency:** The Treasurer role is part-time and highly specialized, with limited cross-training among staff. This position would begin structured knowledge transfer and backup capability.

The role is intentionally designed as a **hybrid position**, allowing workload to flex seasonally between Code Enforcement/Public Works and administrative/financial support functions.

Position Overview (Summary)

- **Status:** Full-time (37 hours/week)
- **Proposed Start Date:** January 26, 2026
- **Functional Allocation (approximate):**
 - 50%–75% Code Enforcement & Public Works administrative support
 - 12.5% -25% Administrative support to Town Manager / Town Clerk
 - 12.5% - 25% Support for Planning Board/Cross-training in Treasurer duties (as capacity allows)

Estimated Cost Through End of FY26

The following estimate reflects costs **from January 26, 2026 through June 30, 2026** (20 weeks).

Compensation Assumptions (Confirmed)

- **Hourly rate:** \$25.00
- **Work schedule:** 37 hours/week
- **Weeks in FY26:** 20

FY26 Cost Calculation (Partial Year)

Cost Component	Amount
Wages (37 hrs × \$25 × 20 wks)	\$18,500
Employer Payroll Taxes (8.20%)	\$1,517
Retirement Contribution (10.20%)	\$1,887
Health Insurance (5 months × \$1,406)	\$7,030
Total FY26 Cost (Partial Year)	\$28,934

Estimated Cost for FY27 (Full Year Projection)

The following reflects a full **52-week FY27 projection** using the same compensation assumptions.

FY27 Cost Calculation

Cost Component	Amount
Wages (37 hrs × \$25 × 52 wks)	\$48,100
Employer Payroll Taxes (8.20%)	\$3,944
Retirement Contribution (10.20%)	\$4,906
Health Insurance – Jul–Dec 2026 (6 × \$1,406)	\$8,436
Health Insurance – Jan–Jun 2027 (6 × \$1,546.60)	\$9,280
Total FY27 Cost (Full Year)	\$74,666

Strategic Value

Adding this position is expected to:

- Improve service delivery and turnaround times
- Reduce burnout risk among existing staff
- Increase organizational resilience and continuity
- Allow senior staff to focus on higher-level planning, compliance, and governance support

This position is designed to be adaptable, scalable, and responsive to the Town’s evolving operational needs.

Draft Job Description

Position Title (Proposed)

Municipal Operations & Administrative Assistant

(Alternative titles for discussion: Community Services & Operations Assistant; Municipal Operations Coordinator; Administrative & Regulatory Assistant)

Position Summary

The Municipal Operations & Administrative Assistant is a full-time position providing administrative, technical, and operational support across multiple municipal functions. The role is designed to support regulatory administration, public works coordination, general administration, and cross-training in financial operations to improve continuity of services and organizational resiliency.

Essential Duties and Responsibilities

Code Enforcement & Public Works Support (Approximately 50%–75%)

- Assist with intake, tracking, and processing of building and land-use permit applications
- Maintain permit databases, inspection logs, and compliance records
- Prepare correspondence, notices, and follow-up documentation
- Coordinate scheduling and communication between applicants and staff

- Provide administrative support for Public Works projects, including estimates, invoices, records, and reporting

Administrative Support (Approximately 12.5%–25%)

- Provide general administrative support to the Town Manager and Town Clerk
- Assist with agenda preparation, correspondence, records management, and document control
- Support compliance and reporting requirements (state, federal, grant-related)
- Assist with customer service at the Town Office, as needed

Planning Board Support/Treasury Cross-Training and Support (Approximately 12.5%–25%)

- Learn basic Treasurer functions under supervision
- Assist with receipting, deposits, reconciliations, and financial recordkeeping as assigned
- Serve as backup support during absences or transitions, as training allows
- Provide support to Planning Board chair; assist with agenda preparation, records management, track site plan, business, or subdivision applications, and other tasks as needed

Desired Qualifications

- Associate’s degree or equivalent combination of education and experience in municipal administration, public administration, accounting, business administration, or a closely related field
- Two or more years of experience in a municipal, public-sector, or administrative support role preferred
- Familiarity with Maine municipal operations, ordinances, or regulatory processes preferred
- Ability to interpret and apply policies, procedures, and regulations consistent with best practices
- Strong organizational skills and attention to detail
- Ability to manage confidential information with discretion
- Proficiency with standard office software; ability to learn municipal financial systems (TRIO)

Knowledge, Skills, and Abilities

- Working knowledge of municipal operations or willingness to learn
- Strong written and verbal communication skills
- Ability to manage multiple priorities and shift between functional areas
- Customer-service orientation with professionalism and tact
- Ability to work independently and as part of a small team

Supervision

- Reports to the Town Manager
- Works closely with the Town Clerk, Superintendent of Infrastructure, Code Enforcement Officer, and Treasurer

Work Environment

- Office-based with periodic field-related administrative coordination
- Regular interaction with the public, staff, and external agencies

This job description is intended to describe the general nature and level of work performed and is not an exhaustive list of all responsibilities.