A photograph of the Saco City Hall, featuring a white clock tower with two faces and a red brick bell tower. The building is set against a blue sky with white clouds. The word "Saco" is overlaid in large, bold, black letters across the center of the image. The word "CITY OF" is written in smaller, white, sans-serif capital letters above the word "Saco".

**Saco**

*friendly by nature*

**2018-2019**

*Annual Report*

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## Education

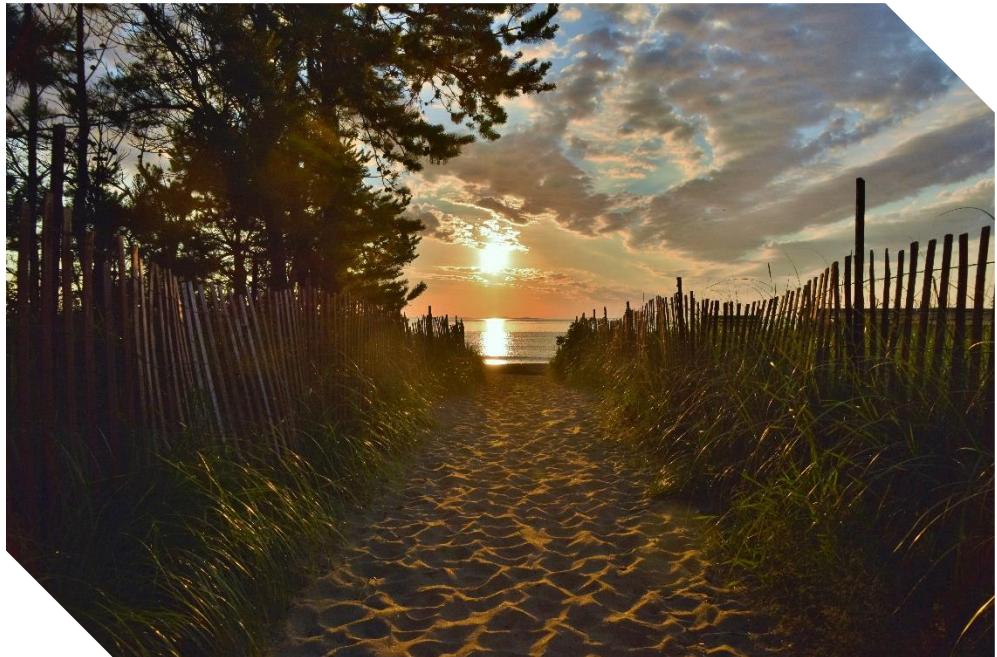
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# City Overview

The city of Saco is a bustling, close-knit community of just under 19,500 citizens, nestled among the towns of Scarborough, Old Orchard Beach, Buxton, Dayton and Biddeford, in York County, Maine. With its eastern border reaching the Atlantic Ocean and its southern border defined by the mighty Saco River, the location of the city of Saco has long been an exemplary destination for production and opportunity. Now a repurposed mill-town, Saco has seen many stages of growth and development through the centuries. Although official European

settlement began as early as 1630, the Saco region had previously been inhabited and utilized for its pristine resources by the Abenaki First Generation peoples for over 4,000 years. The borders of today's Saco were established in 1762 after which, the town was split on either side of the bank, with the south being called



Biddeford and the north named Pepperrellborough in honor of the wealthy merchant, William Pepperrell, who donated much of the land. In 1805, Pepperrellborough was officially renamed Saco after the Abenaki word "Sawacotuck" which translates to "flowing out," and has remained so ever since.

Recently, Saco has seen an exciting surge in its population from 19,232 in 2016 to 19,484 in 2017, yielding an impressive annual growth rate of 1.32%. Saco's relatively inexpensive real estate costs and proximity to Portland and Boston are highly attractive perks that young professionals are looking to utilize. In addition to location, Saco's internationally recognized school system helps attract new families that are looking to provide their children with the best education available. Saco offers two schools serving grades K-2 (Fairfield and Young), one school serving grades 3-5 (CK Burns), one school serving grades 6-8 (Saco Middle School), and one prestigious private school (Thornton Academy) serving grades 9-12. The city's overall poverty rate rests at a manageable 7.87%, well below the national poverty rate declared at 12.3% over the 2017 fiscal year. In addition to the economic opportunities and benefits, Saco boasts 39

square-miles of dense forests, stunning wildlife, and picturesque farmland which emulate the unparalleled natural spirit of Maine. Saco residents can be found outside enjoying the great outdoors in any season, whether it be cross-country skiing, snow-shoeing, biking, surfing, canoeing, fishing, or floating down the Saco River.



Besides an incredibly rich past and exciting future, Saco prides itself on its effective current incorporated non-profit municipal government. Operating on a Mayor-Council-Administrator platform, the Mayor and seven City Councilors are elected for two-year terms and appoint the City Administrator, who

manages thirteen operational departments. Each department is distinct and specialized, with individual mission statements and goals. In addition to the departments, there are seventeen boards and five ad hoc committees, all uniquely functional and driven to create a more livable and prodigious city. The following document will outline the responsibilities, actions and results of all thirteen departments, as well as upcoming community developments in the distinguished city of Saco, Maine.



# ***Mayor & City Council***

***Mayor Marston Lovell***

## **Letter from Mayor Lovell**

Dear Fellow Citizens of Saco,

It is my pleasure to be addressing you through this year's Annual Report. Saco is a beautiful place to live, work and play. We are fortunate to have such an amazing downtown where citizens can walk, shop and take in the city. Saco is also home to an extensive trails network and numerous parks, which are perfect places to escape the hustle and bustle of everyday life. Not to overlook Saco's pristine beaches, one of which is owned and maintained by the city and also recently wheelchair accessible: a reflection of Saco's commitment to all ages and abilities a thank you for that to Age-Friendly Saco. I'd like to extend a thank you to our Parks and Recreation department staff, who work diligently to ensure that all fields are mowed, trails are maintained, and public spaces are ready to be utilized by the public, while sponsoring and managing many successful recreational programs.

As Saco continues to grow, I greatly enjoy the ongoing changes. With engaging programs in place, such as the two multi-generational Community Gardens, citizens of all ages are coming together and spending time with one another. A low unemployment rate, affordable housing, historic downtown and prime location are just some of the reasons that Saco has become a new destination for young people in Maine. It is a perfect place to raise a family, with an excellent school system, opportunities for employment, recreational activities and family-like community. Its physical location right off of interstate 95, bordered by the Saco river and home to a federal harbor and three marinas.

I feel a sense of pride each morning when I wake up knowing that I am representing the people of Saco and striving to carry out their desires legislatively. This job, however, is one that I could never do alone. Although I am the city's Chief Executive Officer, it is essential to recognize the city councilors and all of the department heads and their staffs, who are responsible for executing their municipal duties with grace, and keeping the city running smoothly. These hard-working men and women always have you in mind, and for their dedication I am truly grateful.

I thank Allison Cannon for providing focus and substance to this message. I remain available to you by text or phone at 207-590-3800 and by email at [mayor@sacomaine.org](mailto:mayor@sacomaine.org).

“Our vision is a high quality of life for Saco citizens, and central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future. The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication, and ingenuity.”



*Marshall Archer Ward 1*  
*CouncilWard1@sacomaine.org*



*Roger Gay Ward 2*  
*CouncilWard2@sacomaine.org*



*William Doyle Ward 3*  
*CouncilWard3@sacomaine.org*



*Lynn Copeland Ward 4*  
*CouncilWard4@sacomaine.org*



*Alan Minthorn Ward 5*  
*CouncilWard5@sacomaine.org*



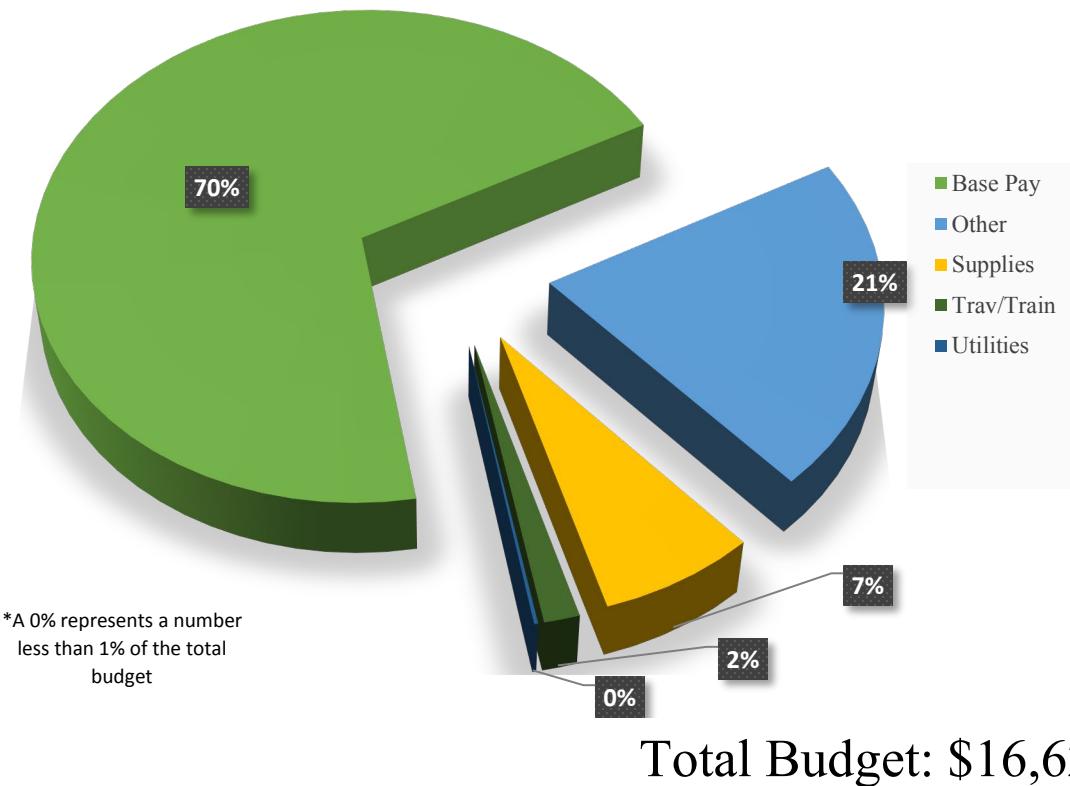
*Micah Smart Ward 6*  
*CouncilWard6@sacomaine.org*



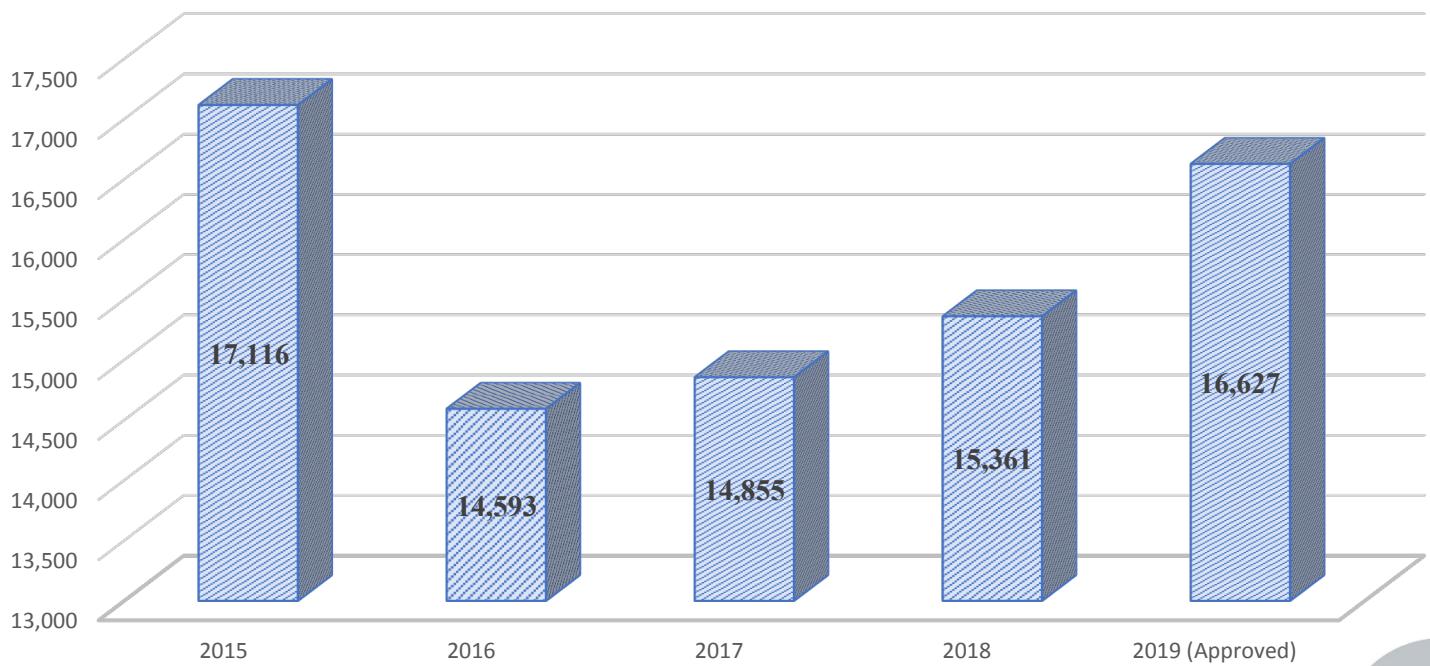
*Nathan Johnson Ward 7*  
*CouncilWard1@sacomaine.org*

## Budget Breakdown

### Approved Budget 2019



## BUDGET OVER TIME



For Table of Contents Click [here](#)



# City Administration

***Kevin Sutherland, City Administrator***

## Letter from City Administrator

Residents of Saco,

This past year has seen an incredible amount of progress.

Enclosed is the annual report for the 2019 fiscal year (July 1, 2018 – June 30, 2019). The financial data used to compile this report is from the Fiscal Year 2019 approved budget, and the department specific data is from the 2018 calendar year (January 1, 2018 - December 31, 2018).

In November 2018, the public approved seven charter amendments that were recommended by the City Council. These amendments better-clarified language around the budget process and saved unnecessary publishing costs. Also, the Council and School Board will meet more frequently, and the Mayor facilitates both City Council and School Board meetings as the chairperson. City Council and Mayor terms have been modified to be staggered three-year terms, and lastly, the City Charter now reflects our commitment to fairness and gender neutrality.

We established a Beach Management Agreement in the summer of last year. This past fall, corresponding ordinances were updated to allow for the dredged sands from the Saco River to be placed on Camp Ellis beach.

A stakeholder group representative of city staff, community leaders, school representation, and elected officials, underwent a strategic marketing planning process that resulted in a new logo and tagline (as you'll see throughout this document). In the fall, the City Council formally adopted the new logo and tagline as well as a Brand Style Guide.

Contract zones are requests for variances of use, height, lot coverage, frontage, lot size, density, etc. An analysis of the historical use of contract zones in Saco was conducted by our interns who found that we have well over 50 of these approved variances which is the most in the state of Maine - by a large margin. With this information, the Saco City Council was willing and ready

“We will ever strive for the ideals and the sacred things of the city, both alone and with many; We will increasingly seek to quicken the sense of public duty; We will revere and obey the city’s laws;

We will transmit this city not only not less, but greater, better and more beautiful than it was transmitted to us.” – From the Oath of the Athenian City-State found on the Foyer wall of the Maxwell School of Citizenship and Public Affairs in Syracuse, NYU

to begin tackling the needed changes to our zoning to reduce the overall number of contract zones.

We began the process of overhauling the zoning ordinance by creating a steering committee of stakeholders in Saco, hiring consultants to assist with the process, completing a zoning survey with over 1,000 responses, holding a community charette, and hosting multiple meetings with the steering committee to explore proposed changes. The recommended NEW zoning ordinance is anticipated to be ready in the fall of 2019.

Our Planning and Development staff worked with the City Council to amend seven existing Tax Increment Financing (TIF) districts and create an additional district that meets today's standards. These amendments are essential to furthering the infrastructure needs of Saco.

Six union contracts were updated to meet today's standards in contract language and approved this past year, while a seventh union de-certified.

The revised Senior tax program includes additional resources and programs to help Saco's retirees offset increases on their property taxes.

Only two of the Mill Brook Business Park remain vacant and the Council authorized the purchase of additional land (841-853 Portland Road) for future industrial/ business park development. We've submitted a proposal to receive an Economic Development Agency (EDA) grant at the Federal level to cover infrastructure (road and utility costs).

The Council has also authorized the purchase of land for our new Public Works Facility as part of a bond approved project in 2017. Progress on state and local approvals continue, and we anticipate this project will be complete in 2020.

A global trend of contaminated recycling has made it more challenging to sell the product on the open market as companies have increased their cleanliness standards. Saco has partnered with Eco-Maine, launching a program to educate the public on proper recycling practices. The initiative is a three-step-process beginning first with community outreach, followed by the city's refusal to take contaminated recycling, ending with fines for repeat offenders.

Finally, the City Council took an official stance on the Army Corps of Engineers project, stating that the federally implementable plan did not address the broader challenges that Camp Ellis faces. The Council agreed that additional work would need to be done to modify that plan before the community could accept it.

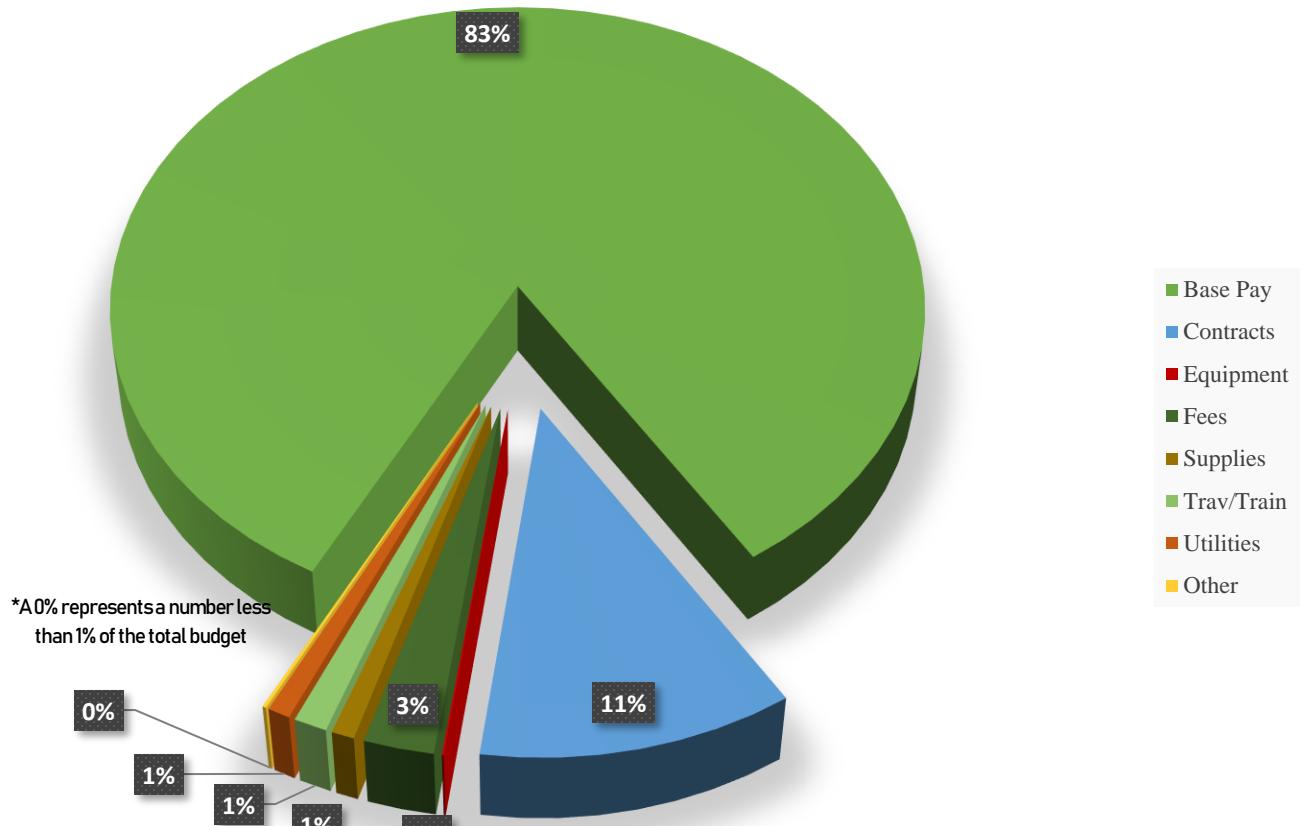
As City Administrator, I am proud of the work achieved and the team we have built. There is still much to be done; however, I am nothing but optimistic about the future of our community.

Sincerely,



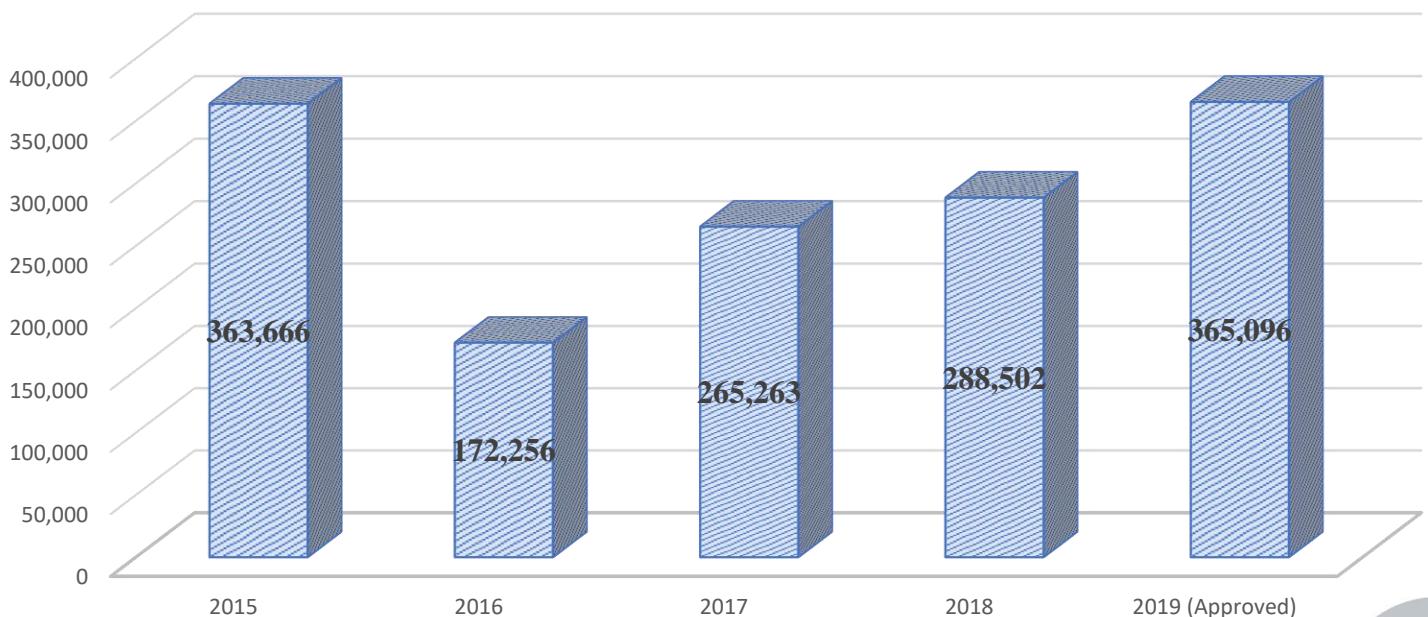
# Budget Breakdown

## Approved 2019 Budget



Total Budget: \$365,096

### BUDGET OVER TIME





# Assessing

*Nicholas Desjardins, Director of Assessing*

## Letter from the Director

Having grown up in Saco, it is an honor to be able to serve as Saco's City Assessor. Being the Assessor requires many different technical skills, compliance and knowledge of state statutes, along with effective public relations. These skills combined with established structure, real estate competency, and effective communication will breed good relations with other departments and trust from the public. The Assessing department has a wide variety of administrative and analytical tasks that are crucial to the continued function of city government. On the administrative side we act as the record keeper for accurate property owner, parcel, sales price, exemption, land acreage, and building sketch data along with all other components that contribute value to a property. Our department is also responsible for maintaining records of business ownership and their business property. On the analytical side, the department monitors assessed value to sale price ratios along with market fluctuations to equitably maintain property assessments across the city.

“Our Mission is to assess the city of Saco fairly and equitably while providing excellence in public service by identifying and uniformly assessing property within the City of Saco in conformance with state laws using accepted mass appraisal principles; to create and maintain accurate parcel maps used to provide geographic data analysis; to efficiently provide the public with high quality products and services, created in a supportive work environment, encouraging cooperation, honesty, integrity, and respect.”

Our biggest accomplishment is the installation of a more sophisticated CAMA (computer assisted mass appraisal) software. This allows us to easily and quickly analyze data from across the city and determine which areas need adjustment. We have also recently brought on two new qualified staff members to fill vacant positions to build the foundation of a successful, well-functioning department. This has allowed us to create a more streamlined process of data collections and storing, a process outlined in the city's SharePoint folder, expediting the system and removing paper waste at the same time. The department has also been working closely with the Economic Development and Finance departments to properly administer TIF (tax increment financing) accounts throughout the city.

## Goals

Improving the ongoing standard operating structure and procedures to improve assessing quality which includes more field visits, monitoring sales data more closely, creating better consistency, increasing staff competency, and establishing more efficient and organized record keeping of relevant data. Another goal is creating more transparency with state auditors to be in full compliance of statutes. And finally, ongoing training for new assessing software.

## How the Tax Rate is Decided Upon

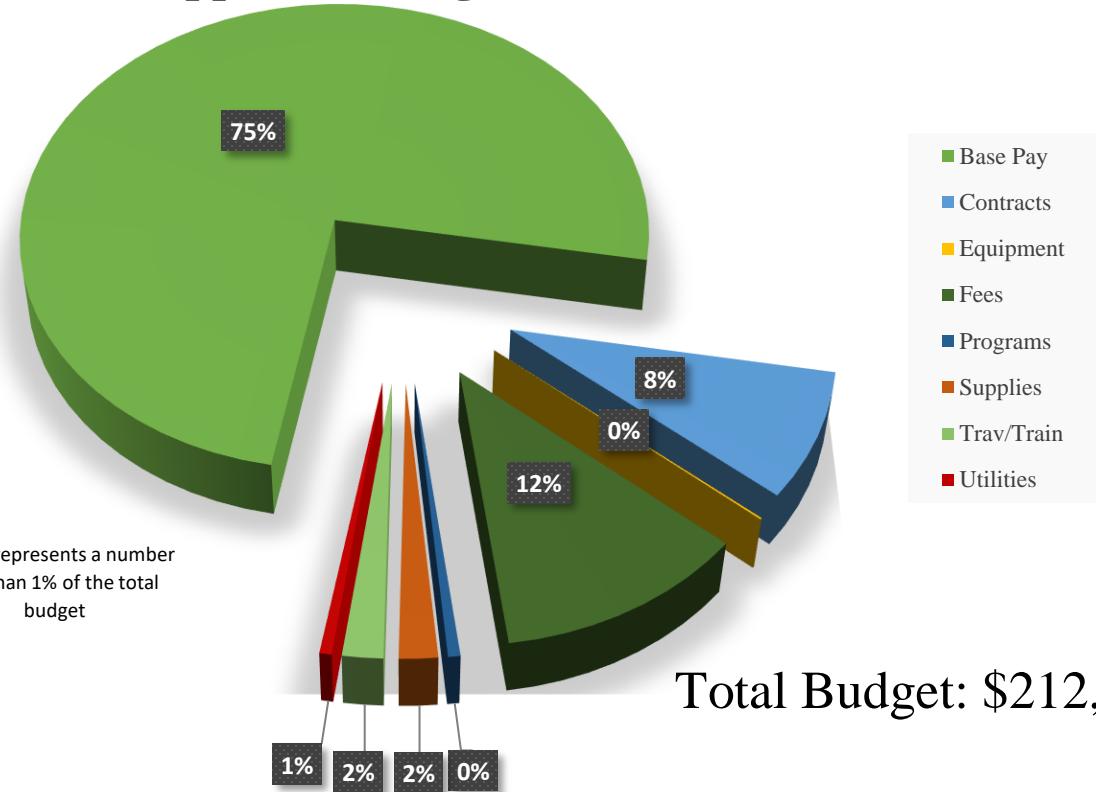
The obligation of the Assessor is to fairly and equitably assess all properties in the city. The City council, with recommendations from the appointed City Administrator, School Superintendent, and city staff, work through a budget process and approve appropriations money to be raised for municipal operations. Then any alternate revenue streams the city might have, such as revenue sharing from the state, are totaled to determine what portion of the total municipal expenses must be covered by property taxes. The City Assessor then supplies the total taxable value to a state tax rate calculation form which ties in the total taxable value, approved appropriations, and other revenues into a tax rate.

## Current projects

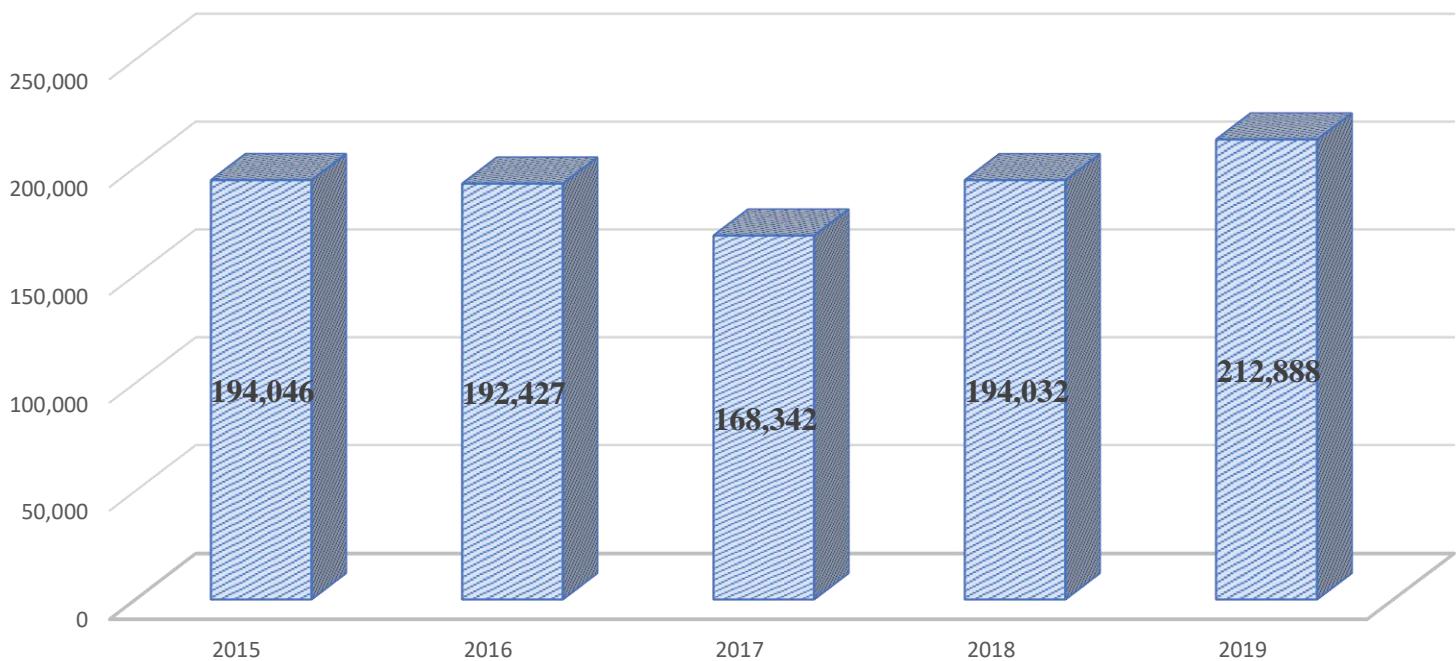
The Assessor's Office, along with GIS specialists, are working on an updated GIS assessing page which will be able to use more current mapping software to tie in assessed value, and neighborhood adjustments over a visual map to create more consistency in assessments.

# Budget Breakdown

## Approved Budget 2019



## BUDGET OVER TIME



# City Clerk



***Michele Hughes, City Clerk***

## Letter from the City Clerk

To the citizens of the City of Saco, I want to thank you personally for your commitment to our strong democratic institutions and continuing support of our great community. This year it has been a true honor to serve as your Clerk and achieve what we have so far. I want

to recognize our great staff at City Hall including our Wardens, Ward Clerks, Election Clerks, and Deputy Registrar's for the work they do on Election Day at the polls to maintain order, enforce election laws and ensure the integrity of the voting process. The voting process is of critical importance to the strength and vitality of our system of government and without all these fine people it would be nearly impossible. I look forward to continuing my duties and providing for a brighter Saco future.

“The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will, through dedicated employees, continue to be stewards of Municipal records and provide reasonable access to said records, conduct elections enabling our residents to exercise their constitutional rights, and provide financial assistance to indigent in our community.”

- **Permanent Records:** We maintain Vital Records, as well as other historical information, providing a resource for genealogist and other individuals interested in our permanent records data. Our office is also responsible for the codification of the city charter and ordinances.
- **Licensing Agent:** Our office is responsible for maintaining and processing all types of licenses required by the municipality and State of Maine.
- **Elections:** The preparation and the conduct of the state and municipal elections is the responsibility of the Clerk. In addition to elections, the Clerk is required by State Law to certify nomination petitions as well as citizen initiatives. The Clerk also serves as the Registrar of Voters.
- **General Assistance:** We are responsible for providing immediate aid to persons who are unable to provide the necessities essential to sustain themselves or their families. We provide a determination of services within twenty-four hours of application.

## Political Party Enrollment

- ✚ Democratic- 5,977
- ✚ Republican – 3,591
- ✚ Green Independent – 598
- ✚ Unenrolled – 5,409
- ✚ Libertarian - Title 21-A, Maine Law on Election, provides that in order to remain a qualified party, at least 10,000 voters enrolled in the party must have voted in the last general election, November 6, 2018. The Libertarian Party did not meet the required threshold. Therefore, they were disqualified.

In December 2018 three groups filed “Declarations of Intent to Form a Party by Party Enrollment” with the Secretary of State:

- ✚ Alliance Party
- ✚ Libertarian Party
- ✚ Socialist Party
- ✚ To become qualified as a party for the 2020 elections, they must enroll at least 5,000 voters in the proposed party by January 2, 2020.

## ELECTION RESULTS FOR JUNE AND NOVEMBER 2018 ELECTIONS

STATE OF MAINE - CITY OF SACO STATE PRIMARY/ REFERENDUM ELECTION AND BUDGET VALIDATION REFERENDUM ELECTION JUNE 12, 2018								
Notes: Dem. Governor Race has 1 Declared Write-In. & Rep. U.S. Senator Candidate Max Linn was disqualified by the courts.								
<b>DEMOCRATIC PARTY</b>								
<b>GOVERNOR</b>								
COTE, ADAM ROLAND	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>TOTAL</u>
125	62	82	188	108	102	83	750	
DION, DONNA J.	11	11	5	19	18	13	10	87
DION, MARK N.	9	2	16	15	12	9	9	72
EVES, MARK W.	29	32	18	43	35	29	35	221
MILLS, JANET T.	96	57	62	105	71	87	61	539
RUSSELL, DIANE MARIE	1	5	2	3	12	7	4	34
SWEET, ELIZABETH A.	34	44	25	57	49	39	47	295
WRITE IN - VACHON, J. MARTIN	0	0	0	0	0	2	0	2
BLANK	18	13	4	7	24	19	16	101
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>
<b>U.S. SENATOR</b>								
RINGELSTEIN, ZAK	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>TOTAL</u>
210	156	166	275	224	206	183	1420	
BLANK	113	70	48	162	105	101	82	681
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>
<b>REP. TO CONGRESS - DIST. 1</b>								
PINGREE, CHELLIE	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>TOTAL</u>
283	200	199	385	276	262	234	1839	
BLANK	40	26	15	52	53	45	31	262
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>
<b>STATE SENATOR - DIST. 31</b>								
CHENETTE, JUSTIN M.	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>TOTAL</u>
284	212	202	390	298	278	241	1905	
BLANK	39	14	12	47	31	29	24	196
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>
<b>REP. TO THE LEGISLATURE - DIST. 14</b>								
BAILEY, DONNA	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>TOTAL</u>
BLANK	103	380	87	248	144	962		
<b>TOTAL</b>	<b>11</b>	<b>57</b>	<b>12</b>	<b>53</b>	<b>25</b>	<b>158</b>		
			<b>114</b>	<b>437</b>	<b>99</b>	<b>301</b>	<b>169</b>	<b>1120</b>

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**STATE OF MAINE - CITY OF SACO**  
**STATE PRIMARY/ REFERENDUM ELECTION AND BUDGET VALIDATION REFERENDUM ELECTION**  
**JUNE 12, 2018**

**REPUBLICAN PARTY****GOVERNOR**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
FREDETTE, KENNETH WADE	2	7	2	8	10	7	8	44
MASON, GARRETT PAUL	31	22	14	46	25	24	8	170
MAYHEW, MARY C.	15	24	10	38	17	9	10	123
MOODY, SHAWN H.	116	114	74	146	104	68	48	670
BLANK	10	10	6	19	10	14	9	78
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>

**U. S. SENATOR**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
BRAYKEY, ERIC L.	95	99	66	146	96	71	51	624
LINN, MAX PATRICK	56	46	27	64	46	32	17	288
BLANK	23	32	13	47	24	19	15	173
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>

**REP. TO CONGRESS - DIST. 1**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
HOLBROOK, MARK I.	149	144	94	197	136	97	61	878
BLANK	25	33	12	60	30	25	22	207
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>

**STATE SENATOR - DIST.31**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
STANTON, ERIC M.	151	147	91	204	139	102	63	897
BLANK	23	30	15	53	27	20	20	188
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>

**REP. TO THE LEGISLATURE - DIST. 14**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
DUPUIS, STEPHEN R.			38	204	34	104	30	410
BLANK			5	53	8	18	8	92
<b>TOTAL</b>			<b>43</b>	<b>257</b>	<b>42</b>	<b>122</b>	<b>38</b>	<b>502</b>

**REP. TO THE LEGISLATURE - DIST. 15**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
LYNCH, JOSEPH F.	146	131	54		107	0	32	470
BLANK	24	28	9		17	0	13	91
<b>TOTAL</b>	<b>170</b>	<b>159</b>	<b>63</b>		<b>124</b>	<b>0</b>	<b>45</b>	<b>561</b>

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**STATE OF MAINE - CITY OF SACO**  
**STATE PRIMARY/ REFERENDUM ELECTION AND BUDGET VALIDATION REFERENDUM ELECTION**  
**JUNE 12, 2018**

**REP. TO THE LEGISLATURE - DIST. 15**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
O'NEIL, MARGARET M.	278	181	91		198	6	89	843
BLANK	36	25	9		32	0	7	109
<b>TOTAL</b>	<b>314</b>	<b>206</b>	<b>100</b>		<b>230</b>	<b>6</b>	<b>96</b>	<b>952</b>

**REP. TO THE LEGISLATURE - DIST. 16**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
DURRELL, DAVID P.	7	17						24
BLANK	2	3						5
<b>TOTAL</b>	<b>9</b>	<b>20</b>						<b>29</b>

**COUNTY TREASURER**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
MILLS, BOBBY	267	168	185	351	268	232	211	1682
BLANK	56	58	29	86	61	75	54	419
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>

**REGISTER OF DEEDS**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
HAMMOND, NANCY E.	190	108	132	193	189	148	122	1082
SHERMAN, RACHEL V.	69	52	47	126	66	80	86	526
BLANK	64	66	35	118	74	79	57	493
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>

**SHERIFF**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
KING, WILLIAM L. JR.	273	187	188	363	285	242	217	1755
BLANK	50	39	26	74	44	65	48	346
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>

**DISTRICT ATTORNEY - DIST. 1**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
SLATTERY, KATHRYN M.	269	178	191	353	267	235	212	1705
BLANK	54	48	23	84	62	72	53	396
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>

**COUNTY COMMISSIONER - DIST. 3**

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	TOTAL
SICARD, ALLEN R.	265	181	191	348	274	236	223	1718
BLANK	58	45	23	89	55	71	42	383
<b>TOTAL</b>	<b>323</b>	<b>226</b>	<b>214</b>	<b>437</b>	<b>329</b>	<b>307</b>	<b>265</b>	<b>2101</b>

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STATE OF MAINE - CITY OF SACO STATE PRIMARY/ REFERENDUM ELECTION AND BUDGET VALIDATION REFERENDUM ELECTION JUNE 12, 2018								
<b>REP. TO THE LEGISLATURE - DIST. 16</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
MAREAN, DONALD G.	4	15						19
BLANK	0	3						3
<b>TOTAL</b>	<b>4</b>	<b>18</b>						<b>22</b>
<b>COUNTY TREASURER</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
LITTLEFIELD, BRADFORD J.	146	138	89	197	136	98	62	866
BLANK	28	39	17	60	30	24	21	219
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>
<b>REGISTER OF DEEDS</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
PROVENCHER, MICHAEL THOMAS	145	135	89	199	133	97	63	861
BLANK	29	42	17	58	33	25	20	224
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>
<b>SHERIFF</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
HICKS, ROGER B.	141	134	90	198	135	98	61	857
BLANK	33	43	16	59	31	24	22	228
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>
<b>COUNTY COMMISSIONER - DIST. 3</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
CHADWICK-GRANGER, CYNTHIA L.	139	131	86	199	136	98	60	849
BLANK	35	46	20	58	30	24	23	236
<b>TOTAL</b>	<b>174</b>	<b>177</b>	<b>106</b>	<b>257</b>	<b>166</b>	<b>122</b>	<b>83</b>	<b>1085</b>
<b>STATE REFERENDUM QUESTION</b>								
<b>QUESTION 1: PEOPLE'S VETO</b>								
Do you want to reject the parts of a new law that would delay the use of ranked-choice voting in the election of candidates for any state or federal office until 2022, and then retain the method only if the constitution is amended by December 1, 2021, to allow ranked-choice voting for candidates in state elections?								
<b>YES</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>
YES	304	272	207	441	304	293	258	2079
NO	257	234	188	334	258	207	148	1626
<b>BLANK</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>20</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>45</b>
<b>TOTAL</b>	<b>568</b>	<b>513</b>	<b>396</b>	<b>795</b>	<b>566</b>	<b>504</b>	<b>408</b>	<b>3750</b>
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STATE OF MAINE - CITY OF SACO STATE PRIMARY/ REFERENDUM ELECTION AND BUDGET VALIDATION REFERENDUM ELECTION JUNE 12, 2018																																											
<b>SCHOOL BUDGET VALIDATION REFERENDUM</b>																																											
<b>ARTICLE 1</b>																																											
Do you favor approving the Saco Municipal School Adminstrative Unit budget for the upcoming school year adopted at the latest Saco Municipal School Administrative Unit budget meeting?																																											
<b>YES</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>TOTAL</b>																																			
YES	326	274	254	520	335	361	292	2362																																			
NO	239	236	142	266	219	133	107	1342																																			
<b>BLANK</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>11</b>	<b>12</b>	<b>6</b>	<b>9</b>	<b>51</b>																																			
<b>TOTAL</b>	<b>569</b>	<b>514</b>	<b>401</b>	<b>797</b>	<b>566</b>	<b>500</b>	<b>408</b>	<b>3755</b>																																			
<b>NOTICE FOR VOTERS AT SCHOOL BUDGET VALIDATION REFERENDUM CITY OF SACO 2018-19 SCHOOL OPERATING BUDGET</b>																																											
The School Operating Budget approved by City Council is the Amount Submitted to this Referendum Vote.																																											
The City Council approved a Total School Budget of \$39,348,973, <i>as recommended by the School Board/representing a reduction of \$0.00 from the amount the School Board recommends.</i>																																											
<table border="1"> <thead> <tr> <th>Cost Center Budget Categories</th> <th>School Board Recommended These Cost Center Amounts</th> <th>City Council Approved These Cost Center Amounts</th> </tr> </thead> <tbody> <tr> <td>Regular Instruction</td> <td>\$ 23,512,880</td> <td>\$ 23,512,880</td> </tr> <tr> <td>Special Education</td> <td>\$ 7,341,949</td> <td>\$ 7,341,949</td> </tr> <tr> <td>Career and Technical Education</td> <td>\$ 1,000,000</td> <td>\$ 1,000,000</td> </tr> <tr> <td>Other Instruction</td> <td>\$ 2,044,623</td> <td>\$ 2,044,623</td> </tr> <tr> <td>Student and Staff Support</td> <td>\$ 2,293,762</td> <td>\$ 2,293,762</td> </tr> <tr> <td>System Administration</td> <td>\$ 762,523</td> <td>\$ 762,523</td> </tr> <tr> <td>School Administration</td> <td>\$ 1,135,374</td> <td>\$ 1,135,374</td> </tr> <tr> <td>Transportation and Buses</td> <td>\$ 1,786,652</td> <td>\$ 1,786,652</td> </tr> <tr> <td>Facilities Maintenance</td> <td>\$ 1,989,660</td> <td>\$ 1,989,660</td> </tr> <tr> <td>Debt Service and Other Commitments</td> <td>\$ 321,550</td> <td>\$ 321,550</td> </tr> <tr> <td>All Other Expenditures</td> <td>\$ 0.00</td> <td>\$ 0.00</td> </tr> </tbody> </table>								Cost Center Budget Categories	School Board Recommended These Cost Center Amounts	City Council Approved These Cost Center Amounts	Regular Instruction	\$ 23,512,880	\$ 23,512,880	Special Education	\$ 7,341,949	\$ 7,341,949	Career and Technical Education	\$ 1,000,000	\$ 1,000,000	Other Instruction	\$ 2,044,623	\$ 2,044,623	Student and Staff Support	\$ 2,293,762	\$ 2,293,762	System Administration	\$ 762,523	\$ 762,523	School Administration	\$ 1,135,374	\$ 1,135,374	Transportation and Buses	\$ 1,786,652	\$ 1,786,652	Facilities Maintenance	\$ 1,989,660	\$ 1,989,660	Debt Service and Other Commitments	\$ 321,550	\$ 321,550	All Other Expenditures	\$ 0.00	\$ 0.00
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The school budget amount approved by City Council includes locally raised funds over and above the City's local contribution to the total cost of funding public education from pre-kindergarten to grade 12 as described in the Essential Programs and Service Funding Act.																																											
May 15, 2018																																											
Superintendent of Schools																																											
Page 5 of 5																																											

STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018								
<u>REP. TO THE LEGISLATURE - DIST #14</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
BAILEY, DONNA	DEM.			294	891	235	714	469 2603
DUPUIS, STEPHEN R.	REP.			162	517	101	339	162 1281
SAMP, FREDERICK	INDPT.			62	262	52	178	123 677
BLANK				12	36	9	20	14 91
	<b>TOTALS</b>			<b>530</b>	<b>1706</b>	<b>397</b>	<b>1251</b>	<b>768 4652</b>
<u>REP. OF THE LEGISLATURE - DIST #15</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
LYNCH, JOSEPH F.	REP.	468	488	265		281	7	112 1621
O'NEIL, MARGARET M.	DEM.	826	690	381		612	4	227 2740
BLANK		28	18	20		15	0	7 88
	<b>TOTALS</b>	<b>1322</b>	<b>1196</b>	<b>666</b>		<b>908</b>	<b>11</b>	<b>346 4449</b>
<u>REP. OF THE LEGISLATURE - DIST #16</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
DURRELL, DAVID P.	DEM.	20	61					81
MAREAN, DONALD G.	REP.	21	65					86
BLANK		3	7					10
	<b>TOTALS</b>	<b>44</b>	<b>133</b>					<b>177</b>
<u>COUNTY TREASURER</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
LITTLEFIELD, BRADFORD J.	REP.	540	576	466	612	440	383	313 3330
MILLS, BOBBY	DEM.	739	669	673	983	808	808	752 5432
BLANK		87	84	57	111	57	71	49 516
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>
<u>REGISTER OF DEEDS</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
HAMMOND, NANCY E.	DEM.	784	690	674	1007	812	810	736 5513
PROVENCHER, MICHAEL T.	REP.	506	544	462	577	434	389	322 3234
BLANK		76	95	60	122	59	63	56 531
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>
<u>SHERIFF</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
HICKS, ROGER B.	REP.	439	450	386	493	362	339	266 2735
KING, WILLIAM L. JR.	DEM.	876	835	771	1125	890	873	819 6189
BLANK		51	44	39	88	53	50	29 354
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>

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STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018								
<u>UNITED STATES SENATOR</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
BRAKEY, ERIC L.	REP.	421	455	374	480	357	313	239 2639
KING, ANGUS S. JR.	INDPT.	806	736	662	1074	737	781	679 5475
RINGELSTEIN, ZAK	DEM.	117	118	143	110	170	142	165 965
RILEY, JAMES N. JR.	WRITE-IN	0	0	0	0	0	0	0
BLANK		22	20	17	42	41	26	31 199
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>
<u>REP. TO CONGRESS - DIST #1</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
GROHMAN, MARTIN J.	INDPT.	184	180	143	241	178	165	146 1237
HOLBROOK, MARK L.	REP.	410	459	382	466	339	304	228 2588
PINGREE, CHELLIE	DEM.	736	670	648	948	736	761	710 5209
BLANK		36	20	23	51	52	32	30 244
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>
<u>GOVERNOR</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
CARON, ALAN - WITHDREW (VOTES ADDED TO BLANK)		0	0	0	0	0	0	0 0
HAYES, TERESA M.	INDPT.	79	68	64	73	72	65	71 492
MILLS, JANET T.	DEM.	699	641	627	975	729	755	701 5127
MOODY, SHAWN H.	REP.	559	599	487	629	485	417	316 3492
CAPRON, KENNETH A.	WRITE-IN	0	0	0	0	0	0	0 0
JENKINS, JOHN T.	WRITE-IN	0	0	1	0	0	0	0 1
TRACY, MALON A.	WRITE-IN	0	0	0	0	0	0	0 0
VACHON, J. MARTIN	WRITE-IN	0	0	0	0	0	0	0 0
BLANK		29	21	17	29	19	25	26 166
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>
<u>STATE SENATOR - DIST #31</u>	<u>PARTY</u>	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u> <u>GR. TOTAL</u>
CHENETTE, JUSTIN M.	DEM.	945	890	816	1225	977	954	864 6671
MENDROS, STAVROS J.	REP.	401	423	352	431	305	290	232 2434
BLANK		20	16	28	50	23	18	18 173
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114 9278</b>

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STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018								
<b>DISTRICT ATTORNEY - DIST. 1</b>	<b>PARTY</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b> GR. TOTAL
BRODER, BERNARD J. III	INDPT.	497	525	425	528	406	395	332 3108
SLATTERY, KATHRYN M.	DEM.	758	686	690	1046	815	778	713 5486
BLANK		111	118	81	132	84	89	69 684
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114</b> 9278
<b>COUNTY COMMISSIONER - DIST. 3</b>	<b>PARTY</b>	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b> GR. TOTAL
CHADWICK-GRANGER, CYNTHIA L.	REP.	575	590	490	635	457	400	348 3495
SICARD, ALLEN R.	DEM.	723	660	650	969	804	807	705 5318
BLANKS		68	79	56	102	44	55	61 465
	<b>TOTALS</b>	<b>1366</b>	<b>1329</b>	<b>1196</b>	<b>1706</b>	<b>1305</b>	<b>1262</b>	<b>1114</b> 9278
<b>QUESTION 1: CITIZEN INITIATIVE</b>								
Do you want to create the Universal Home Care Program to provide home-based assistance to people with disabilities and senior citizens, regardless of income, funded by a new 3.8% tax on individuals and families with Maine wage and adjusted gross income above the amount subject to Social Security taxes, which is \$128,400 in 2018?								
	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>GR. TOTAL</b>
YES	422	363	428	511	466	524	500	3214
NO	920	953	746	1161	816	716	596	5908
BLANKS	23	14	22	30	22	22	16	149
	<b>TOTALS</b>	<b>1365</b>	<b>1330</b>	<b>1196</b>	<b>1702</b>	<b>1304</b>	<b>1262</b>	<b>1112</b> 9271
<b>QUESTION 2: BOND ISSUE</b>								
Do you favor a \$30,000,000 bond issue to improve water quality, support the planning and construction of wastewater treatment facilities and assist homeowners whose homes are served by substandard or malfunctioning wastewater treatment systems?								
	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>GR. TOTAL</b>
YES	693	661	692	1038	793	821	740	5438
NO	635	648	475	620	486	412	348	3624
BLANKS	37	21	29	44	25	29	24	209
	<b>TOTALS</b>	<b>1365</b>	<b>1330</b>	<b>1196</b>	<b>1702</b>	<b>1304</b>	<b>1262</b>	<b>1112</b> 9271

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STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018								
<b>QUESTION 3: BOND ISSUE</b>								
Do you favor a \$106,000,000 bond issue, including \$101,000,000 for construction, reconstruction and rehabilitation of highways and bridges and for facilities and equipment related to ports, piers, harbors, marine transportation, freight and passenger railroads, aviation, transit and bicycle and pedestrian trails, to be used to match an estimated \$137,000,000 in federal and other funds, and \$5,000,000 for the upgrade of municipal culverts at stream crossings?								
	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>GR. TOTAL</b>
YES	861	816	816	1223	876	873	791	6256
NO	474	491	346	433	400	351	288	2783
BLANKS	30	23	34	46	28	38	33	232
	<b>TOTALS</b>	<b>1365</b>	<b>1330</b>	<b>1196</b>	<b>1702</b>	<b>1304</b>	<b>1262</b>	<b>1112</b> 9271
<b>QUESTION 4: BOND ISSUE</b>								
Do you favor a \$49,000,000 bond issue to be matched by at least \$49,000,000 in private and public funds to modernize and improve the facilities and infrastructure of Maine's public universities in order to expand workforce development capacity and to attract and retain students to strengthen Maine's economy and future workforce?								
	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>GR. TOTAL</b>
YES	706	651	634	1018	722	729	655	5115
NO	626	648	534	624	555	492	420	3899
BLANKS	33	31	28	60	27	41	37	257
	<b>TOTALS</b>	<b>1365</b>	<b>1330</b>	<b>1196</b>	<b>1702</b>	<b>1304</b>	<b>1262</b>	<b>1112</b> 9271
<b>QUESTION 5: BOND ISSUE</b>								
Do you favor a \$15,000,000 bond issue to improve educational programs by upgrading facilities at all 7 of Maine's community colleges in order to provide Maine people with access to high-skill, low-cost technical and career education?								
	<b>WARD 1</b>	<b>WARD 2</b>	<b>WARD 3</b>	<b>WARD 4</b>	<b>WARD 5</b>	<b>WARD 6</b>	<b>WARD 7</b>	<b>GR. TOTAL</b>
YES	838	806	780	1160	857	873	763	6077
NO	496	494	385	493	423	350	317	2958
BLANKS	31	30	31	49	24	39	32	236
	<b>TOTALS</b>	<b>1365</b>	<b>1330</b>	<b>1196</b>	<b>1702</b>	<b>1304</b>	<b>1262</b>	<b>1112</b> 9271

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STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018																																																																							
<b>YORK COUNTY REFERENDUM</b>																																																																							
Shall the position of elected county treasurer be abolished and replaced with a treasurer appointed by the county commissioners?																																																																							
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STATE OF MAINE - CITY OF SACO GENERAL AND REFERENDUM ELECTION NOVEMBER 6, 2018																																																					
<b>QUESTION 1</b>																																																					
Shall the municipality approve the charter amendment reprinted below? Staggered Three Year Council Terms																																																					
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Shall the municipality approve the charter amendment reprinted below? Mayor Presides Over Both the City Council and School Board																																																					
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STATE OF MAINE - CITY OF SACO  
 GENERAL AND REFERENDUM ELECTION  
 NOVEMBER 6, 2018

**QUESTION 5**

Shall the municipality approve the charter amendment summarized below? Gender Neutrality Throughout Charter

	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>GR. TOTAL</u>
<b>YES</b>	867	799	730	1175	839	818	739	<b>5967</b>
<b>NO</b>	386	433	357	403	354	343	278	<b>2554</b>
<b>BLANKS</b>	110	97	109	124	109	98	95	<b>742</b>
<b>TOTALS</b>	<b>1363</b>	<b>1329</b>	<b>1196</b>	<b>1702</b>	<b>1302</b>	<b>1259</b>	<b>1112</b>	<b>9263</b>

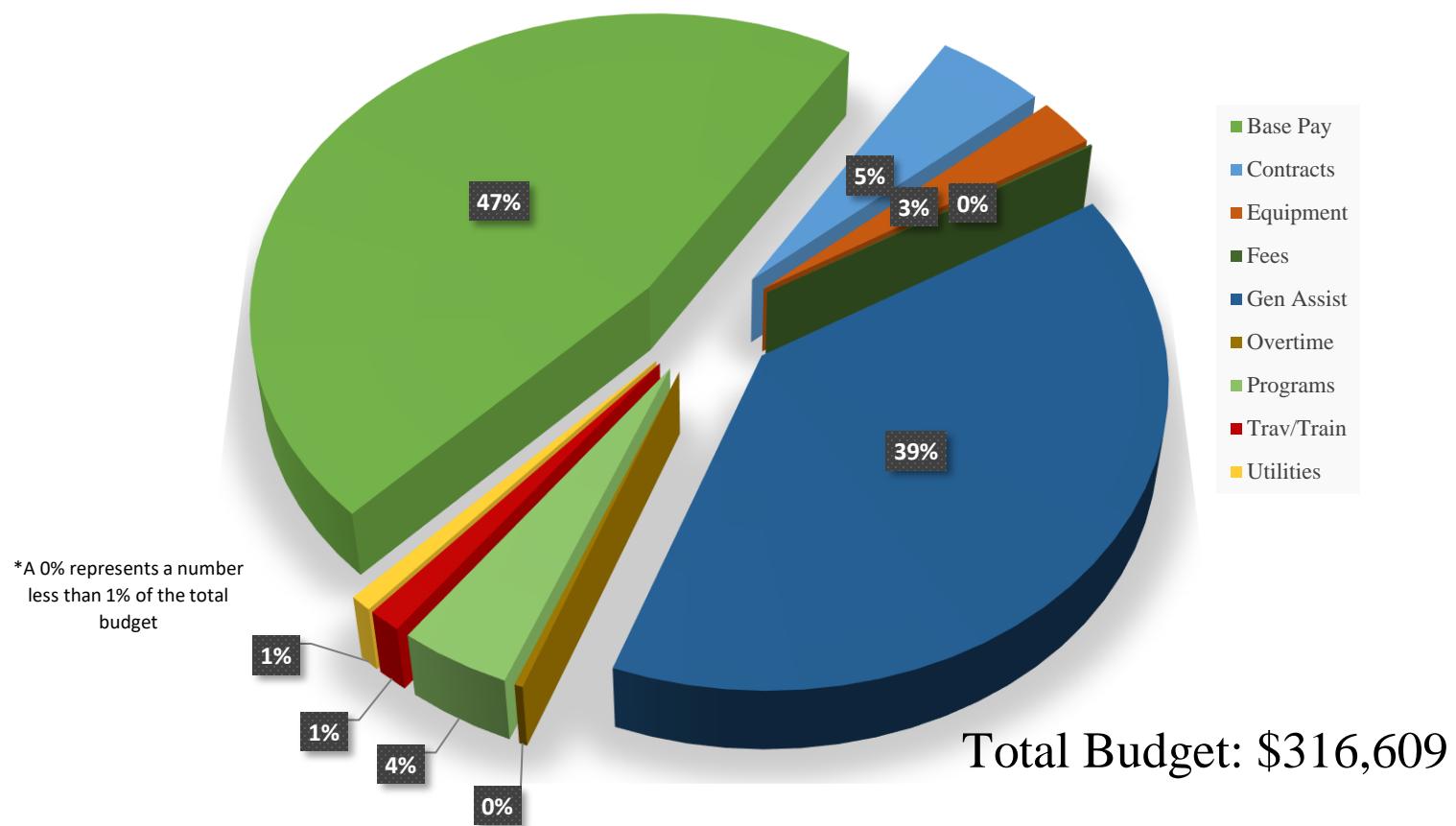
**QUESTION 6**

Shall the municipality approve the charter amendment reprinted below? Regular Budget Meetings Between City Council and School Board

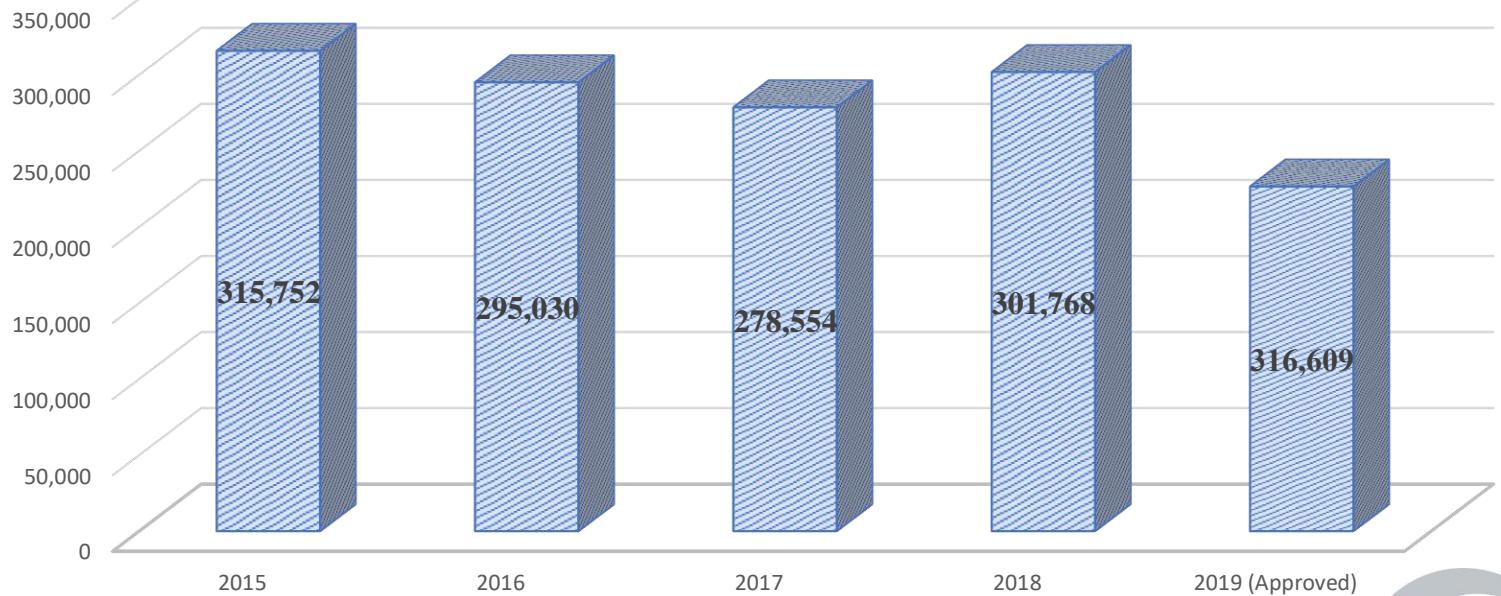
	<u>WARD 1</u>	<u>WARD 2</u>	<u>WARD 3</u>	<u>WARD 4</u>	<u>WARD 5</u>	<u>WARD 6</u>	<u>WARD 7</u>	<u>GR. TOTAL</u>
<b>YES</b>	990	986	871	1317	971	944	825	<b>6904</b>
<b>NO</b>	237	235	193	254	211	193	174	<b>1497</b>
<b>BLANKS</b>	136	108	132	131	120	122	113	<b>862</b>
<b>TOTALS</b>	<b>1363</b>	<b>1329</b>	<b>1196</b>	<b>1702</b>	<b>1302</b>	<b>1259</b>	<b>1112</b>	<b>9263</b>

# Budget Breakdown

## Approved Budget 2019



### BUDGET OVER TIME



# Code Enforcement

***Richard Lambert, Director of Code Enforcement***

## Letter from the Director

2018 was a banner year for the Code Enforcement Department with construction spending hitting record levels. For the first time in recent memory, commercial construction spending outpaced residential construction spending. Saco saw some major construction projects including the renovation and change of use for the former Notre Dame de Lourdes Church building on Cutts Avenue. The church building proper has been converted into 19 studio apartments with another 27 units being constructed next door in a new 5-story structure which should be ready for occupancy by late summer or early fall 2019. A. Due Pyle, an LTL trucking company based out of West Chester, PA is completing its new Maine terminal located at 85 Industrial Park Road and Dennis K. Burke, a family owned business based in Taunton, Massachusetts that delivers premium gasoline, diesel fuel, and lubricants products for over 50 years is completing construction of its Maine location at 51 Industrial Park Road.

Many residents have noticed the new 3-story Life Storage building at 6 Industrial Park Road and U-Haul's new 52,000 square foot building located next door to Thornton Academy's athletic fields on Main Street, both of which are climate controlled self-storage facilities. We continue to work with the Planning and Economic Development Department to review and permit a whole host of other new businesses and residential projects that will be under construction soon.

“The mission of the Saco Code Enforcement Department is to ensure the public's safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations, necessary administrative support services.”





A Due Pyle Trucking Co., 85 Industrial Park Rd, Saco



Dennis K. Burke Distributors, 51 Industrial Park Rd., Saco



Life Storage Self Storage, 6 Industrial Park Rd., Saco



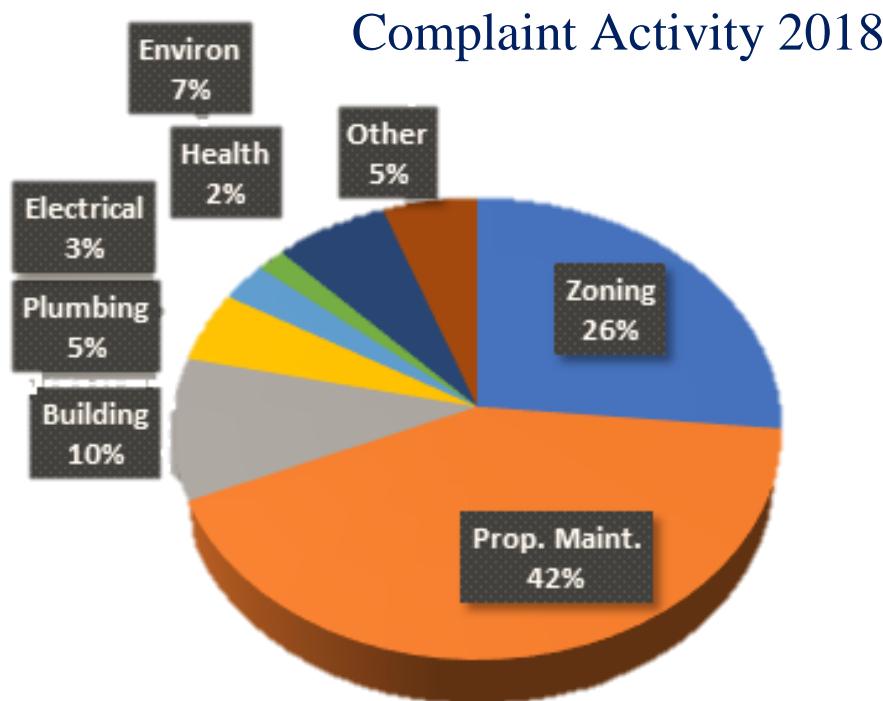
Cutts Avenue Apartments, 16 Cutts Avenue, Saco

“The mission of the Saco Code Enforcement Department is to ensure the public’s safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and

building renovations, continued compliance with occupancy and building regulations, zoning regulation enforcement, and all necessary administrative support services.”

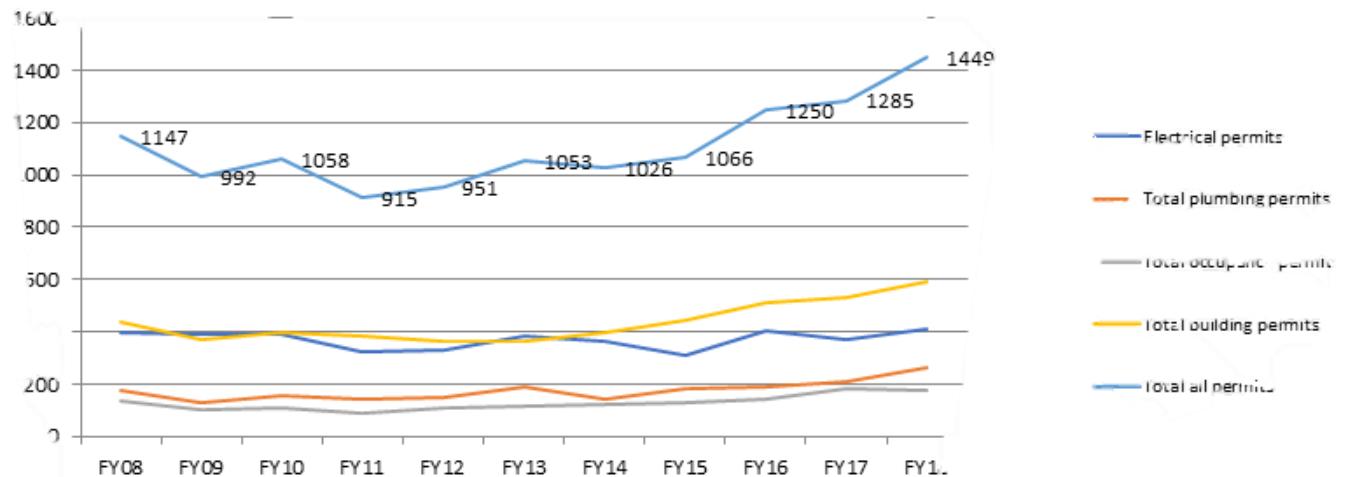
Ricky Haskell, our Assistant Code Enforcement Officer who we shared with the Town of Old Orchard was promoted to Chief Code Enforcement Officer for the Town of Old Orchard. In turn, the City of Saco and Town of Old Orchard Beach hired Irish Griffith as their Shared Assistant Code Enforcement Officer. Irish comes to us from the HUD Program in the City of Sanford where she served for over 17 years as their housing inspector.

In the following year, we will strive to maintain our levels of service and respond in a timely manner to any and all inquiries and requests for service. We will launch our multi-family residential inspection program in the summer of 2019 and look forward to working with landlords and tenants to maintain the high quality of rental housing stock in the City of Saco.



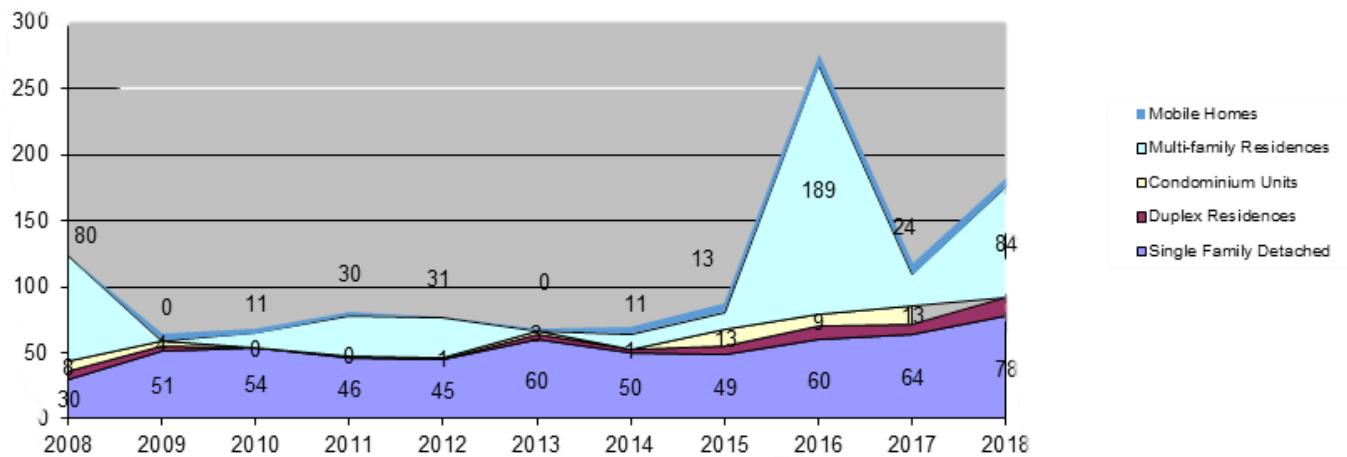
For 2018, Code Enforcement responded to a total of 181 complaints. The chart breaks down the type of complaints we investigated.

## 10 Year Permit Activity



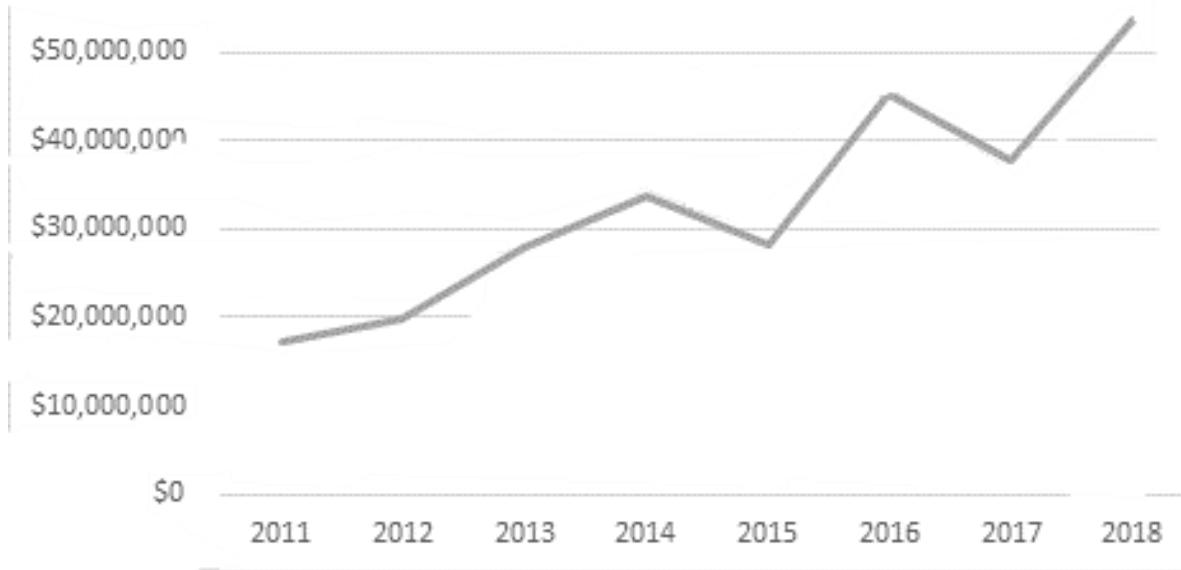
Building Permit activity continued its upward trend with a record 1,449 permits issued for 2018 versus 1,285 for 2017.

## Housing Starts (in total living units) SACO



The total number of all types of housing units built in Saco increased from 117 in 2017 to 187 this year. For 2018, the number of single family housing units constructed was 78 compared to 64 for 2017 and the total number of multi-family housing units increased to 84 in 2018 from 24 in 2017.

## Construction Spending

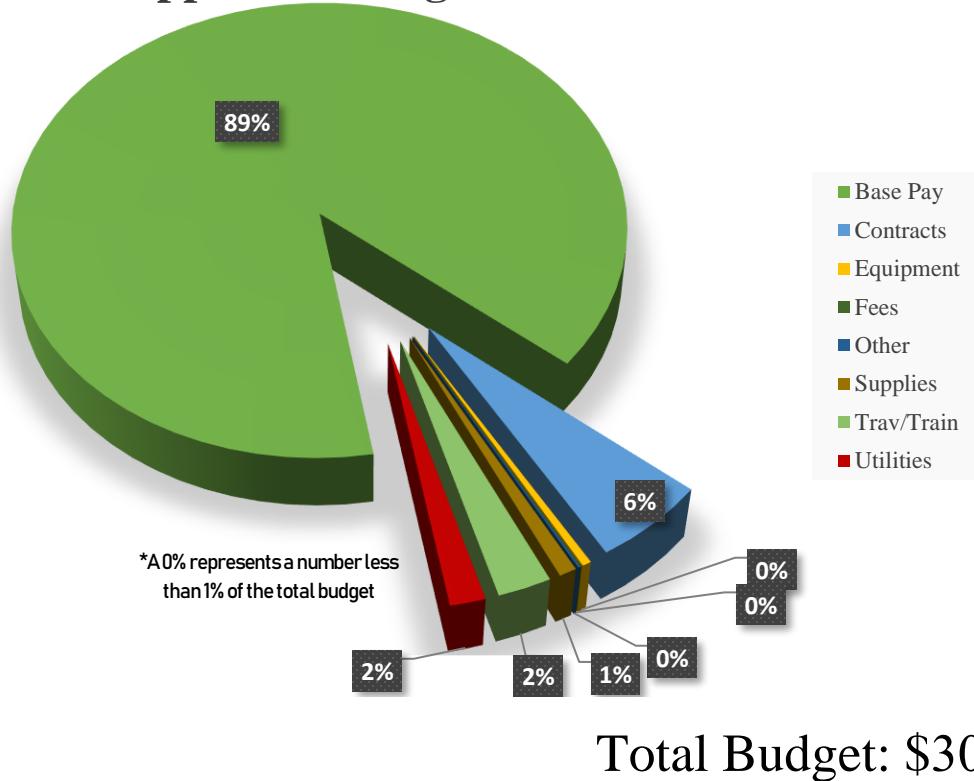


Saco saw the total amount of construction spending increase to \$53,672,000 in 2018, a new record! Not to mention that the City of Saco was successful in maintaining their Class 8 Community Rating from the ISO. This rating assists homeowners who have coverage under the National Flood Insurance Program by reducing premiums by 10%.

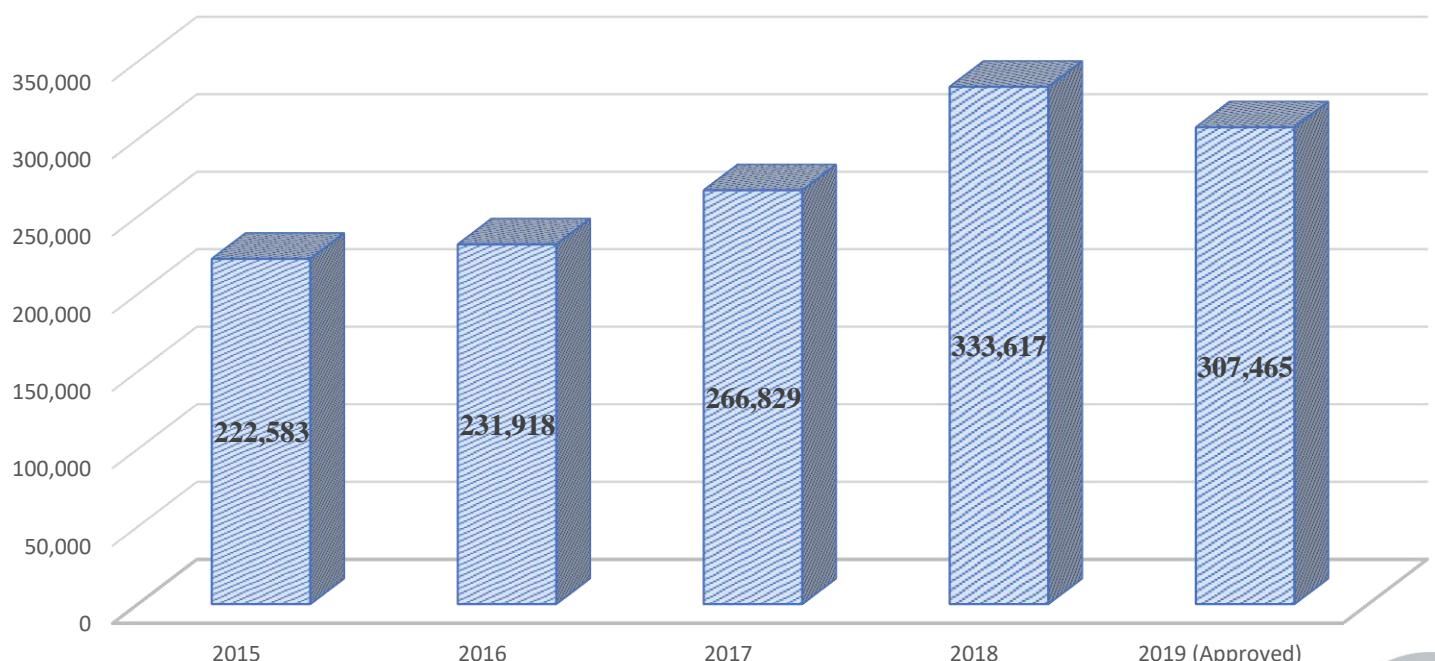
Currently, we are working on a project in which the State of Maine Department of Environmental Protection awarded the City of Saco a \$20,000 grant to help mitigate a malfunctioning wastewater disposal system in the North Saco area.

# Budget Breakdown

## Approved Budget 2019



### BUDGET OVER TIME





# Finance Department

**Glenys Salas, Director of Finance**

## Letter from the Director

The goal of the finance organization is to ensure the sustainable, long-term growth of the City of Saco through the collection, disbursement, and budgeting of financial resources. In the last year and a half, the finance team has worked towards a number of goals:

**Establish an annual review process to allow for open and honest feedback.**

*Progress: annual reviews were completed in December of 2018*

**Improve cross-training on critical functions.**

*Progress: Tax Collector has been cross trained on mid-year address change imports. Finance Assistant can run check runs without supervision. Customer Service Representatives are cross-trained on all critical functions*

**Complete critical software upgrades.**

*Progress: MUNIS was upgraded and migrated to hosted. Payroll system was migrated to Paychex. SharePoint was used as home-base for budget development.*

**Clean up the chart of accounts to improve and automate reporting.**

*Progress: 2,000+ Account codes have been updated, changed, or merged. CAFR is now built on direct queries to the database.*

**Find new revenue sources aside from taxes to support City operations.**

*Progress: Watercraft Excise Tax proposal presented to the state delegation and MMA. Materials prepared for hearing on State Revenue Sharing. Parking pass price adjustments proposed. Printing costs reduced by 60%.*

“Our department strives to provide the highest level of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, budgeting, etc.”

## Programs and Services Provided

- ⊕ **Motor Vehicle Registration:** Each town/city is allowed by law to collect excise tax on vehicles registered in that town. Additionally, the State of Maine Bureau of Motor Vehicles (BMV) trains and authorizes city staff to transact many of the actual vehicle registrations on behalf of the BMV, for which the city collects a transaction fee based on the level of service provided.
- ⊕ **Tax Collection:** Property taxes based on tax liabilities determined annually by Assessing are collected by Finance in two installments each year, as allowed by state law and council policy.
- ⊕ **Accounts Receivable:** Fees for most other chargeable services provided by the city are also collected by Finance (e.g., sewer user fees, permit fees, dog license fees, tipping fees, etc.).
- ⊕ **Accounts Payable:** Invoices for resources utilized by the city in order to deliver services are centrally processed through the Finance Accounts Payable area. The major customers of this service are vendors and other departments.

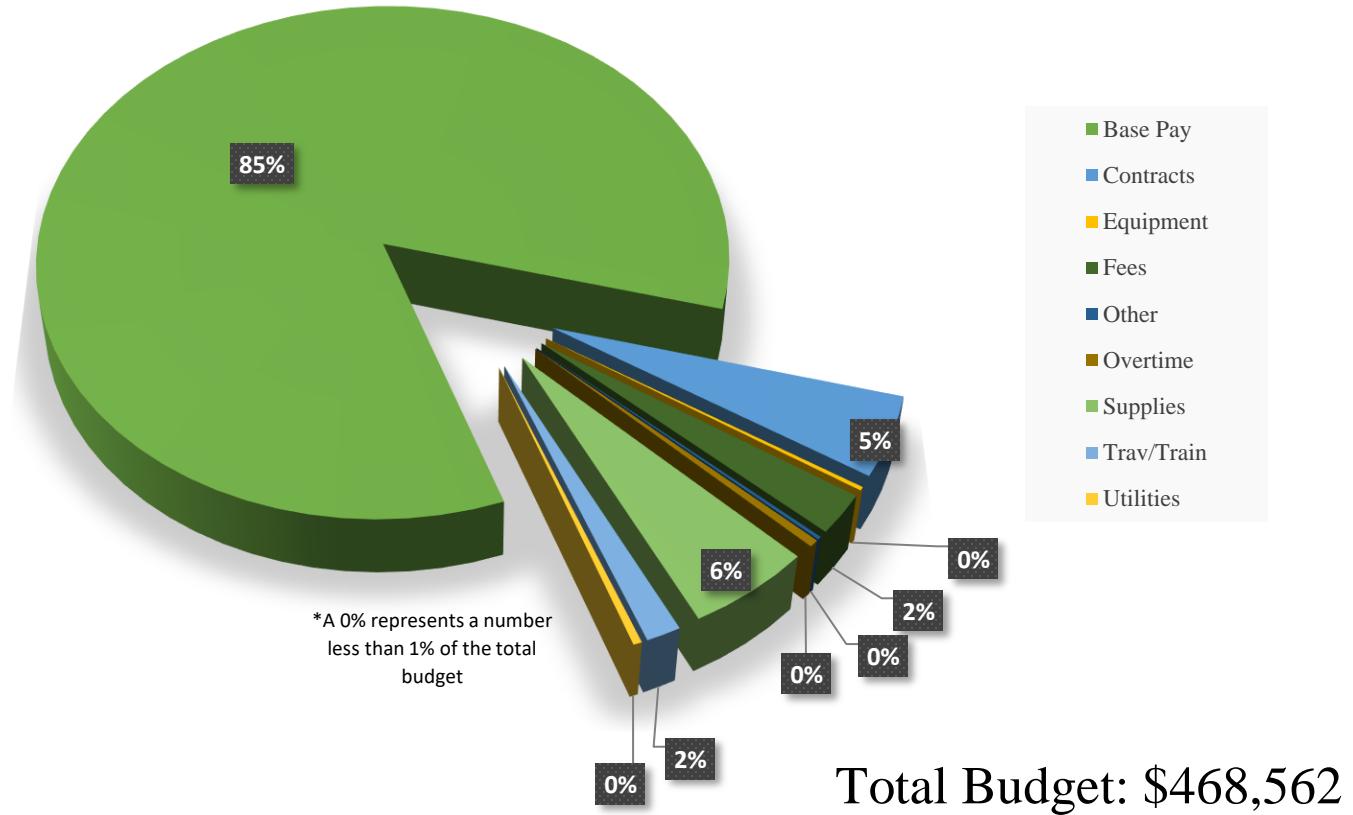
## Department Highlights

The Finance Department is responsible for many duties including the Annual Budget, Cash Management, Analysis, Reporting, Motor Vehicle Registration, Tax Collection, Accounts Receivable, and Accounts Payable. Leading the Finance department is Director, Glenys Salas and under her direction, the department has accomplished much over the past fiscal year. The department successfully implemented a new Annual Review process which provides performance feedback to staff. In addition to the Review process, department staff underwent additional training to enhance their productivity. The Tax collector was trained on how to accommodate mid-year address changes; the Finance Assistant was trained to manage complete check runs independently of a supervisor; the Finance Clerks were trained on all critical functions and the Internal Auditor can now complete monthly journal entries. Several other accomplishments included merging accounts to increase interest accrued, cancelling unnecessary property insurance, reducing printing costs by 70% and investigating unused funds. Due to the exceptional work of the Finance Department this year, over \$630,000 in savings were generated.

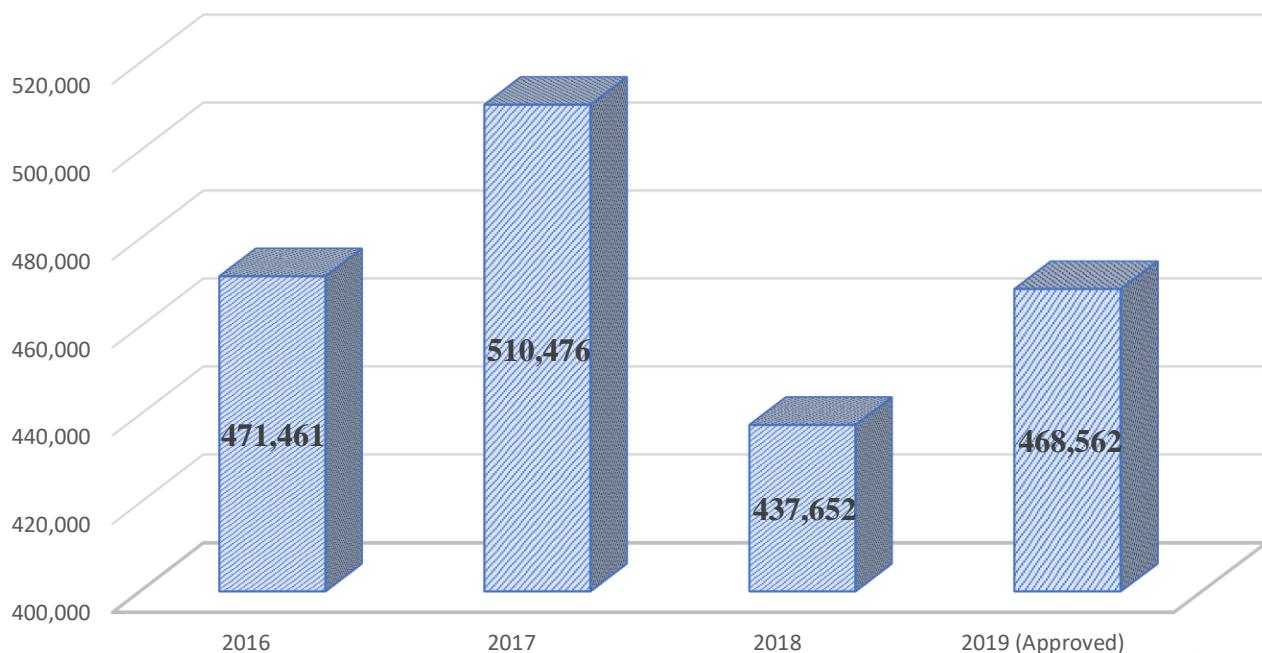
One of the largest challenges that the Department continues to face is a lack of staff. Though there is a Deputy Tax Collector, shortages in other areas made enough training for the Deputy impossible. Furthermore, the lack of a deputy to the Finance Director created a situation of competing responsibilities for the WRRD Office Manager and prevented the Tax Collector or the Accounts Payable Specialist from becoming deputies. To alleviate many of these issues, the Finance Department has recommended that the Internal Auditor's hours be increased by nine additional hours weekly with the hopes of potentially making it a full-time position. This adjustment would greatly facilitate the ability for more research and development within the department, shorten project time significantly, and give the Finance Director a second-in-command.

# Budget Breakdown

## Approved 2019 Budget



## BUDGETS OVER TIME





# Fire Department

## Chief John Duross

### Letter from Chief John Duross

On behalf of the members of the Saco Fire Department, it is my honor to submit this summary report of the activities of the Saco Fire Department for FY 2019. It is through the hard work, dedication and professionalism of the men and women of the Saco Fire Department that we are able to

provide a high-level of quality Fire and emergency Medical Services to the residents and visitors of the City. We are very grateful for the continued support from our community, city administration, other city departments, and elected officials; without your support, meeting our mission would not be possible.

The Saco Fire Department is committed to enhancing the quality of life for present and future generations of our community. We protect lives and property through Public Education, Fire Suppression, and Emergency Medical and Rescue Services.

An identified need in the Organizational Assessment of the Saco Fire Department was data terminals for Computer Aided Dispatch. In the past year we installed iPads in all response vehicles. Using the “I Am Responding” program, we are now able to get real-time response information including location, nearest fire hydrant information, Knox Box and Fire Alarm Panel locations. One great feature of this program is that it is also used by our Mutual Aid Network; the same response information is available to us when responding out of town.

Through the support of the City Council we were able to conduct the mid-life rehab of Engine 3, a 2007 Ferrara Ignitor Custom Class A Pumper. The rehab is intended to extend the life of the apparatus for up to ten years and included removal of outer body corrosion and repainting, updated emergency lighting and warning system, and required maintenance with as-needed replacement of worn fire pump parts.

## Goals

In March of 2018, the Saco City Council accepted the Organizational Assessment of the Saco Fire Department prepared by Municipal Resources Inc. This report contains nearly 100 recommendations for growth and improvement of the Saco Fire Department. This document along with the growth that is now impacting the city and additional growth that is projected will

“The Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost-effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the utmost regard for the safety of its citizens, visitors, and employees.”

be the foundation for activities in the coming years for the Saco Fire Department. Planned activities for the upcoming year include:

Replacement of Ambulance 3, a 2012 Chevrolet Type III Ambulance with 105,000+ miles

Conduct and Needs Assessment and initial cost analysis for a Route 1 Satellite Public Safety Building

Continue Professional Development for career and on-call members in Paramedicine, Firefighter, and Fire Officer Certification programs.

## Department Highlights

In calendar year 2018, the Saco Fire Department answered 3,663 911 Calls for Assistance. With 2,744 of those calls determined to be Medical Emergencies which includes Motor Vehicle Accidents. The department responded to 21 building fires; 10 in Saco and 11 in our Mutual Aid Communities.

Additionally, we conducted over 250 Fire Safety and Code Compliance Inspections. Our Fire Prevention and Public Education Activities included Fire Safety presentations for all students at Young and Fairfield Schools, CPR & AED Training for a number of Saco businesses, community groups, and citizens; as well as, our Annual Open House in April.



This year we acquired a retired police cruiser with the intention of implementing an EMS Support Vehicle to be used to supplement our ambulance responses as determined by the call information obtained by our Public Safety Dispatch. The goal of the program is to 'right-size' our response and keep a minimally staffed engine company available for the next call. This change in our response procedures became necessary due to increased call volume, multiple occurrences of simultaneous and over-lapping calls, and the need to reduce wear and tear on front line fire apparatus.

Self-Contained Breathing Apparatus Replacement Program. The Self-Contained Breathing Apparatus used by firefighters to enter hazardous environments, smoke, heat, toxic gases and/or oxygen deficiency, that were purchased in 2003 are, by standard, outdated and all 95 air cylinders have expired. We began three budget cycles ago, replacing the expired cylinders and are nearing the completion of this project. We were fortunate to arrange a program with

Industrial Protection Services to borrow used, but not yet expired, cylinders to help bridge the time gap until we can finish the purchase of new cylinders to replace the remaining expired ones.

## Awards & Achievements

Several members of the Saco Fire Department have demonstrated their commitment to professional development of their chosen careers during the past year. While we recognize any and all education and training as valuable to the department, the following achieved additional certifications or license level advancements:

Paramedic – Cole Tarbell and Zachary Silva

Advanced EMT – Nick Brown

Firefighter 1 & 2 – Matt Cleary

Fire Instructor – Lieutenant Eric Lane, Lieutenant Karl Finley, Patrick Dugas, Erin Squibb, Cole Tarbell and Marilu Cross

Fire Officer 3 & 4 – Captain David Hamel

## Personnel Changes in the past year:

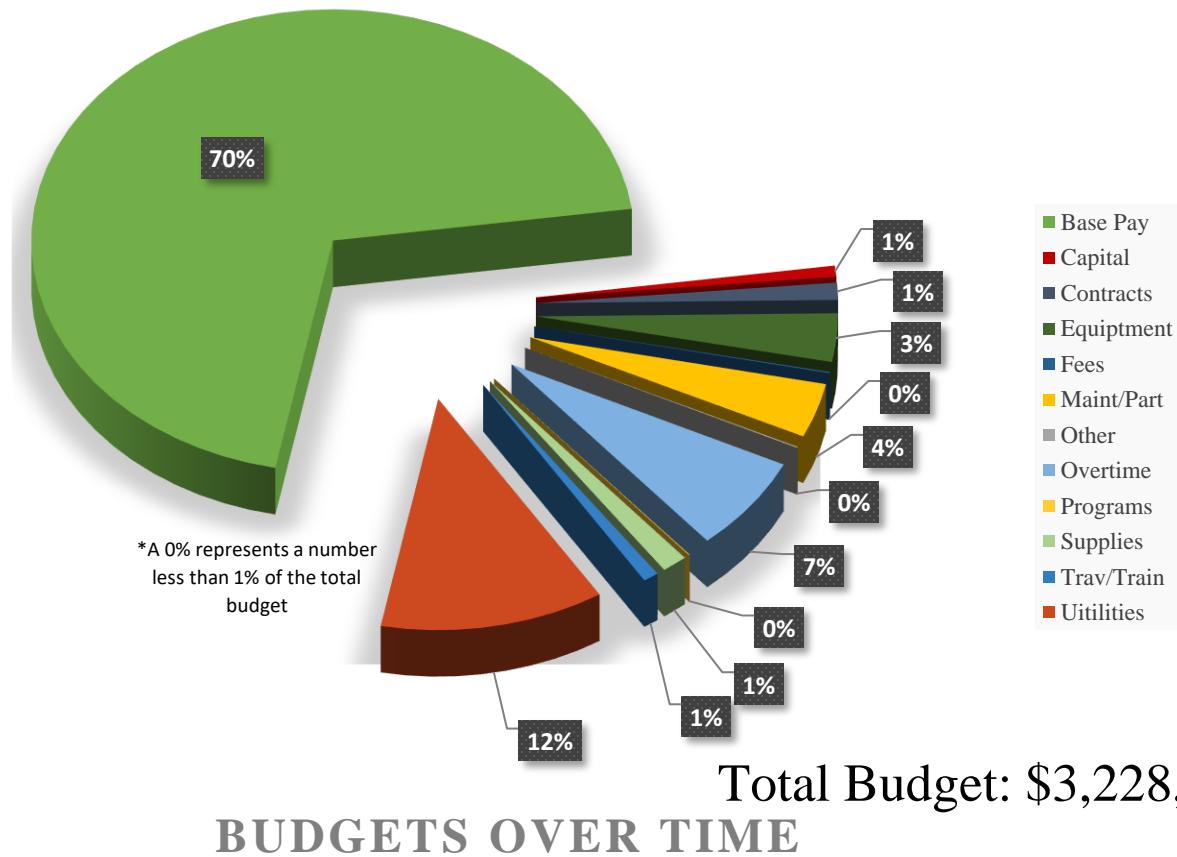
- ⊕ Captain Marc Paquette, after nearly 38 years and Lieutenant Wayne Hanson who in total 42 years of service have retired.
- ⊕ New Career Division Firefighter/EMS Providers include: Marilu Cross, Adam Rogers, Zachary Silva, Tyler Thorpe, Nicholas Brown, and Tyler Meader
- ⊕ New Call Division Firefighters include: Benjamin Jones, Brendan Joy, Christopher Lawson, and Jonathan Norton
- ⊕ New Junior Firefighters include: Jonathan Mercier, Dylan Nason, and Landon Boucher

## Events Hosted by the Fire Department:

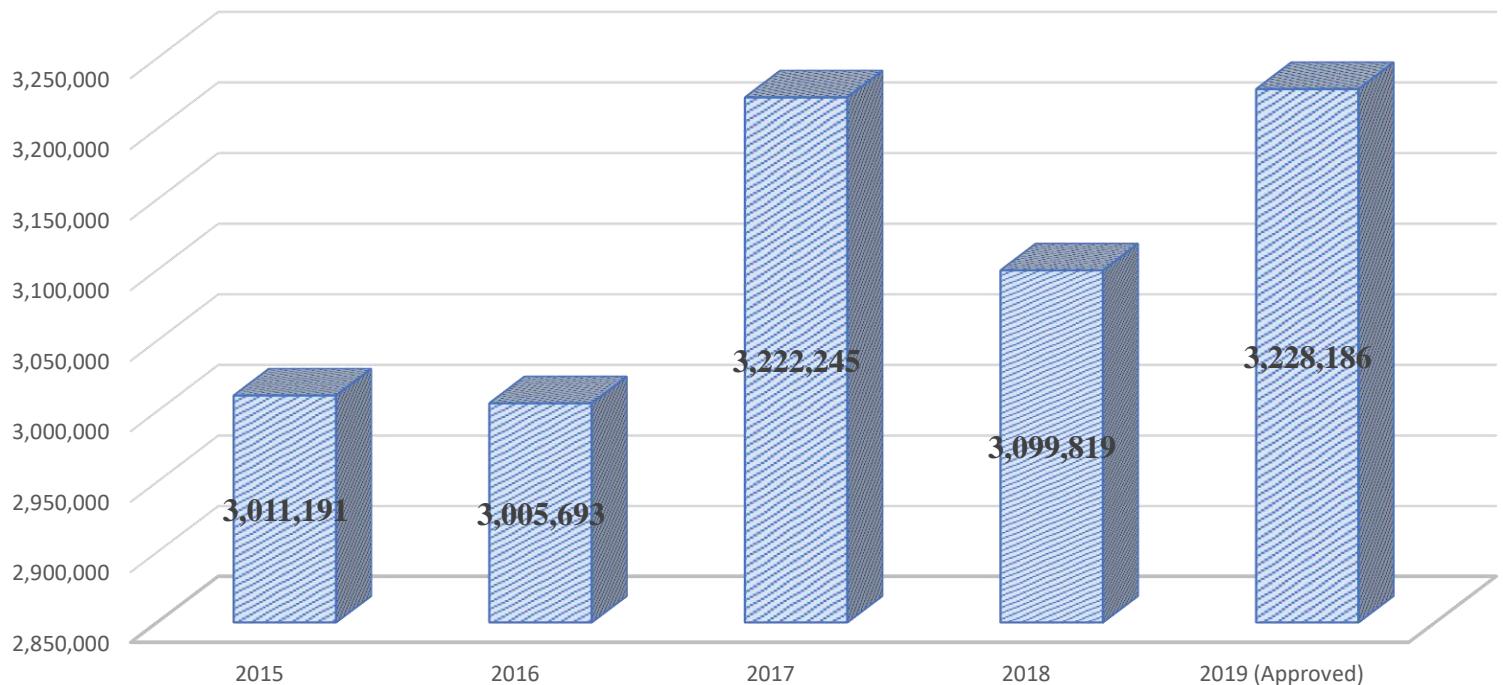
- ⊕ Annual Open House held in April; 350+ attendees
- ⊕ National Night Out; held in conjunction with the Saco Police Department in August
- ⊕ Annual Christmas Lighting of Central Fire Station and visit from Santa Claus; held on Thanksgiving Night

# Budget Breakdown

## 2019 Approved Budget



### BUDGETS OVER TIME





# Human Resources

***MaryLou Kadlik, Director of Human Resources***

## Letter from the Director

The department consists of the Director, Benefits and Payroll Specialist and the Tax-Work off Coordinator.

The City of Saco is represented by unique and multidimensional employees whom share their passion for excellence, intellectual fortitude, and creative problem-solving skills that contribute to the success of the City. It is the

Human Resources function that is concerned with the maintenance of interpersonal relationships within the organizations to optimize the efficiency and effectiveness of the workforce.

The Human Resources team develops, advises, and implements policies that assist in the wellbeing and safety of all its employees. The six major functions of the department are: Benefit Administration and Review, Wage and Salary Administration and Review, Payroll Administration, Employee Relations and Counseling, Management of the Tax Credit Work Off Program and Volunteer Administration.

“Through strategic partnerships, collaboration, and respect, the Human Resources Department recruits, develops, and retains a high performing and diverse workforce and fosters a healthy, safe, and productive work environment.”

## Accomplishments (Fiscal)

- Established a vendor relationship with Unum as the new dental and disability carrier. In doing so, save the city and employees money and have locked in the same premium rate for two years.
- Active participant in negotiating the approved FY20 – FY22 union negotiation contracts for: Fire, Police, Public Safety, Public Works, and Waste Water and Recovery.
- Through collaboration with Maine Municipal Employees Health Trust managed to keep the employee health premium at a 2% increase for 2019. This was the lowest premium increase for 2019.
- Provided an Open Enrollment Fair to all employees with a 45% participation rate. The Fair included vendors from MMEHT, MMA, Aflac, AAA, Concentra, Group Dynamics, Unum, The Standard Life Insurance Company, ICMA, Empower, Maine PERS, Paquin and Carroll Inc.,

## Accomplishments (Calendar Year)

- Through a great deal of research and presentations, the City moved its payroll system from Tyler Technologies Inc. MUNIS software to PayChex.

- Streamlining this process, will afford the City to become fully compliant with payroll tax laws and changes. PayChex will be running the City's 2019 W-2s and 1095 forms.
- First payroll run on February 15, 2019, was 98% accurate.

## Payroll Processing

- 495 employee W2's with 3 corrections.
- 525 monthly checks; in addition to 276 quarterly.
- 25 monthly vendor checks

## Goals

### ***Recruiting***

The fundamental goal for the Human Resources department is to meet the short- and long-term staffing needs by attracting qualified candidates through applicant search strategies, social media campaigns, advertising and employee engagement.

### ***Benefit Administration***

As part of our recruiting strategy, to research, analyze and compare health benefit packages to be sure that the City continues to offer a competitive benefit's package at the lowest cost to our employees.

### ***Payroll***

Continue to monitor the PayChex software package

### ***Recognition and Rewards***

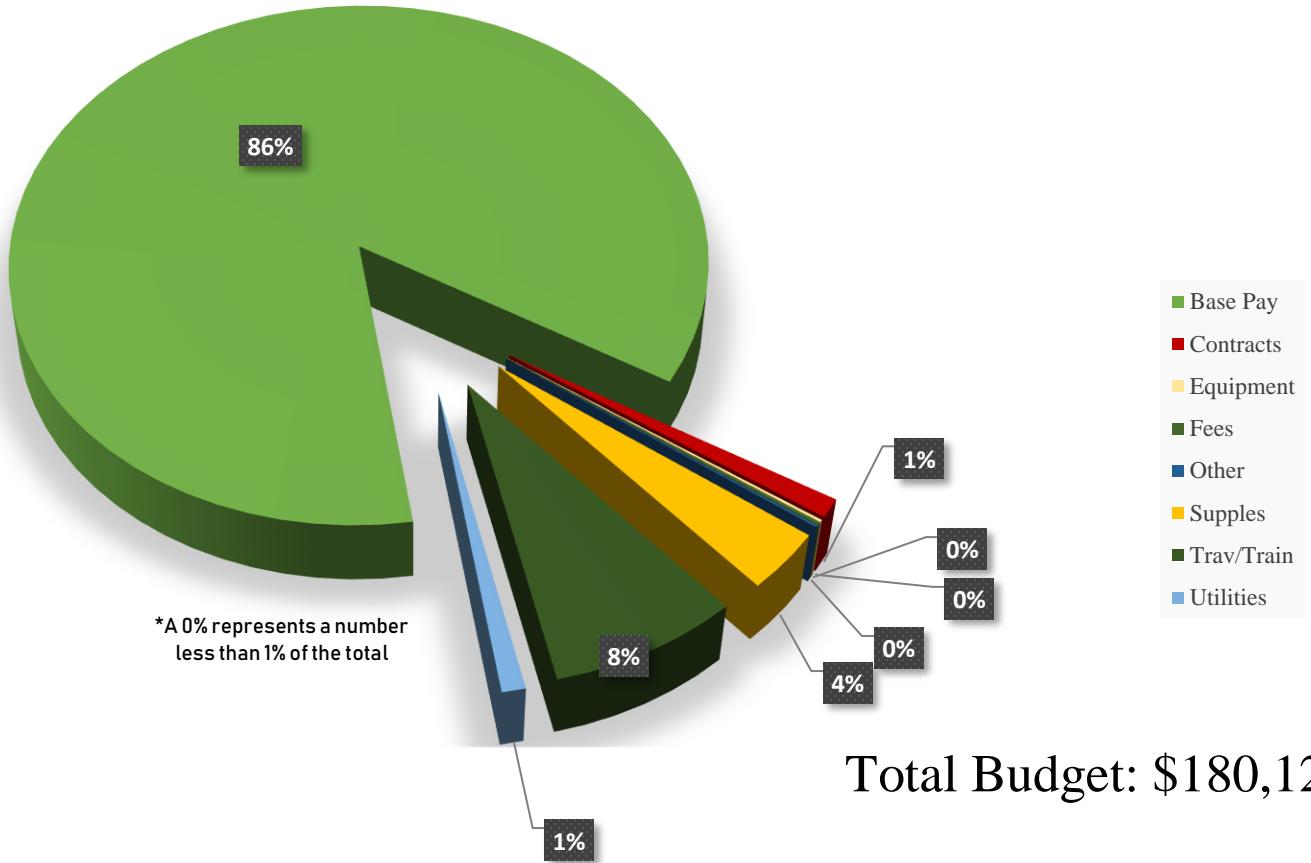
To assist with employee retention, moral, and performance; research, analyze, and compare recognition and reward programs.

## Special Projects

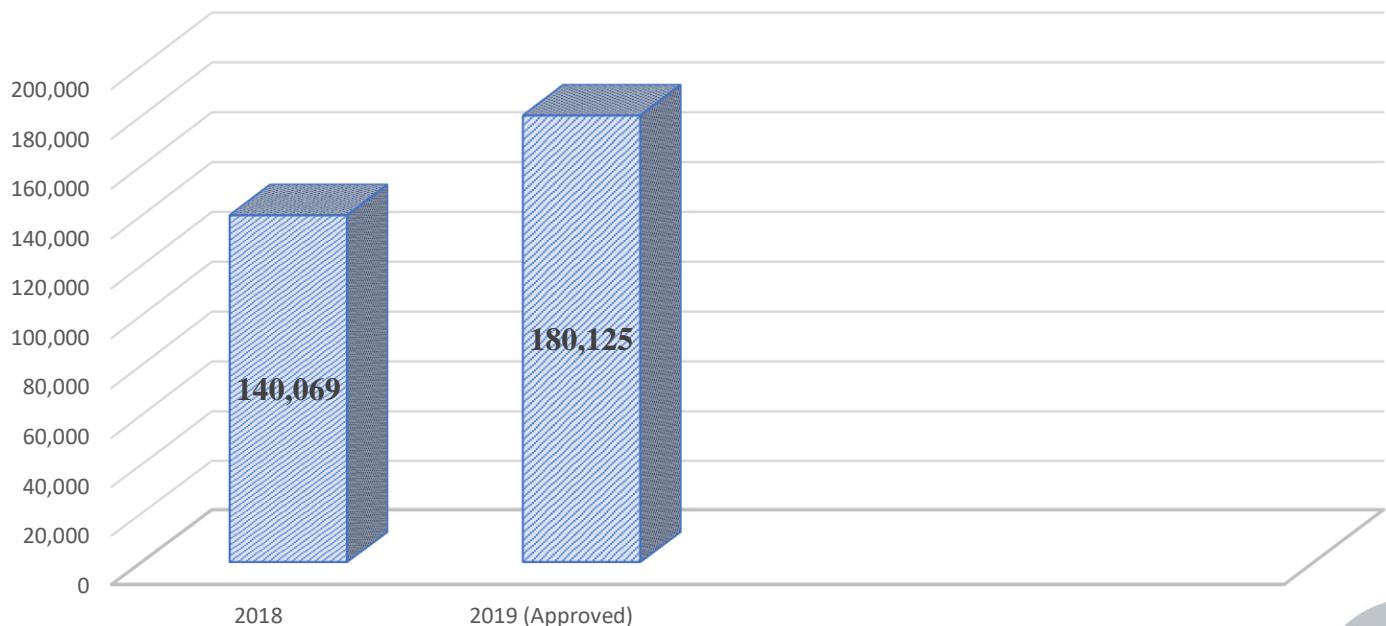
- Revamping the Personnel Handbook
- Paper vs electronic filing – Review/replace paper filing to scanned documents

# Budget Breakdown

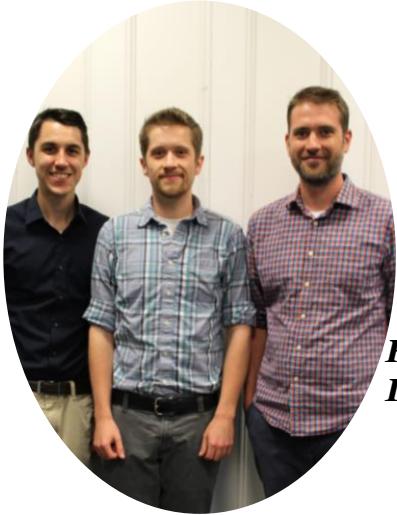
## Approved Budget 2019



## BUDGET OVER TIME



# Information Technology



**Henry Pelletier, Joe Lambert, Ryan Pinheiro, (right) Director of Information Technology**

## Letter from the Director

### The City of Saco Information

Technology Department will continue to focus on IT security and identify ways to improve efficiencies throughout the technology lifecycle. We will be implementing new server infrastructure that will allow for enhanced disaster recovery and stability across the server infrastructure. With new capabilities we will be able to identify root cause of security incidents, ensuring that attacks against the IT infrastructure are visible and trackable.

“The City of Saco Information Technology Department provides excellence through technology paired with exceptional customer service.”

**Vision:** Drive necessary and effective IT capabilities for improved operations and collaboration across the City of Saco domain.

**Mission:** Create an interconnected and informed City through the prioritized, secure, and innovative application of IT resources.

## Accomplishments

- Server migrations – IMC, Vision, email, Munis, WatchGuard
- Collaboration tools implemented: SharePoint, O365
- Enhanced and improved City of Saco Wi-Fi network
- Implemented Mobile Device Management
- Expanded wired infrastructure
- Planned and purchased hyper-converged infrastructure
- Spear Phishing and Phishing campaigns/training
- Replaced all copiers and printers
- Help users trainings
  - Age Friendly Cyber Security
  - Employee security training
  - SharePoint
  - Outlook

## Goals

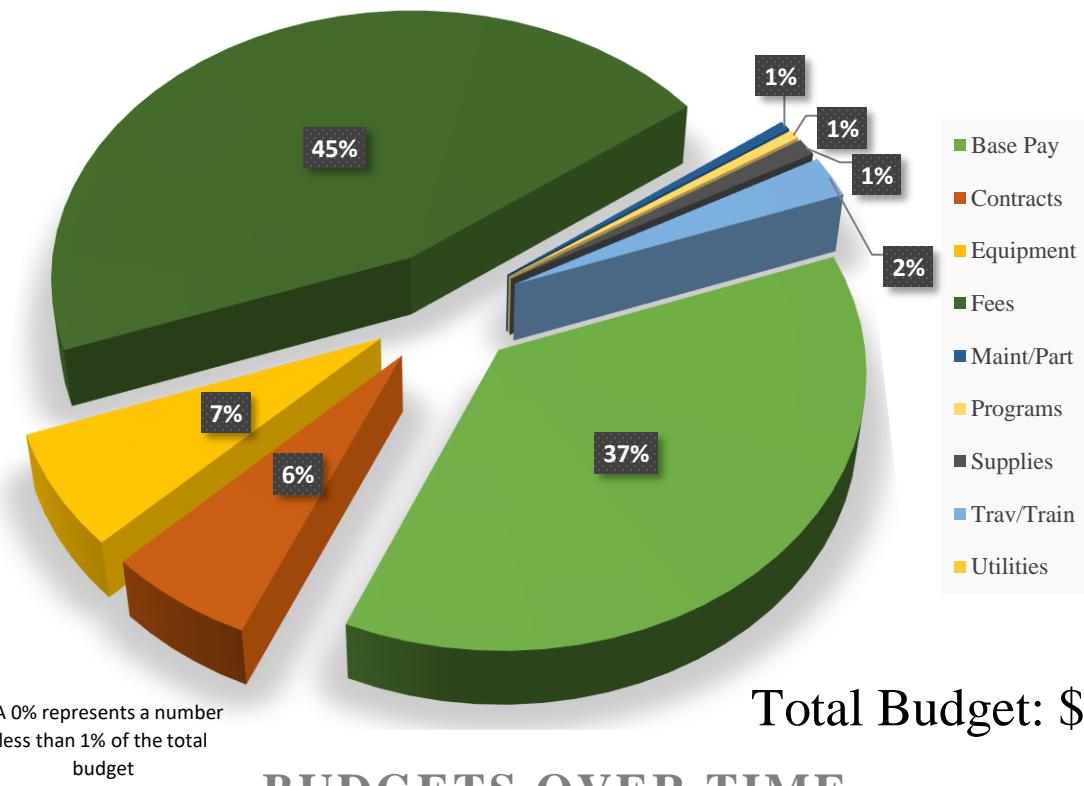
- ✚ Implement new backup and disaster recovery
- ✚ Implement enhanced endpoint protection
- ✚ Implement heuristics based security applications
- ✚ City wide penetration test
- ✚ Finalize City of Saco Incident Response Kit
- ✚ Install, configure, and deploy HCI
- ✚ Build City of Saco APN for Police Dept

## Figures

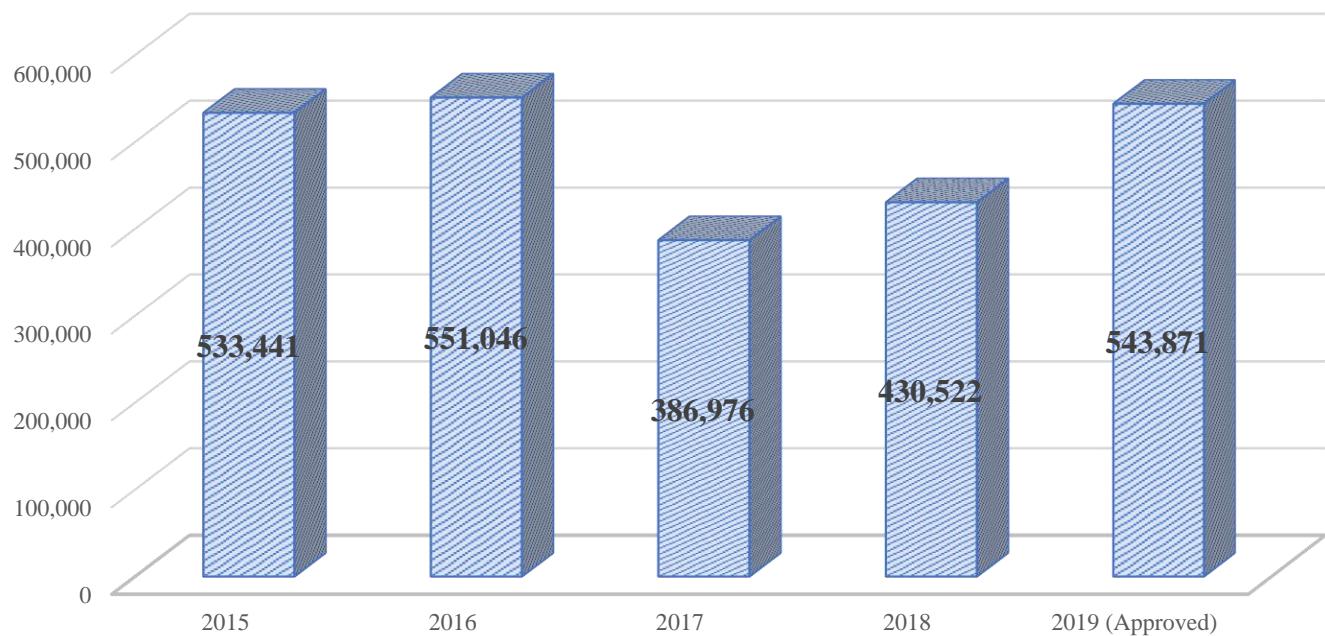
- ✚ Closed 1186 tickets – Henry Pelletier – 488, Joe Lambert – 307, Ryan Pinheiro – 361
- ✚ Outages Unplanned
  - Office 365 – Global Issues – 2 hours
- ✚ Outages Planned
  - Munis – Planned migration to SaaS – 16 hours
  - IMC – Planned migration to new hardware – 12 hours

# Budget Breakdown

## 2019 Approved Budget



### BUDGETS OVER TIME



# Parks & Recreation

**Ryan Sommer, Director of Parks and Recreation**

## Letter from the Director

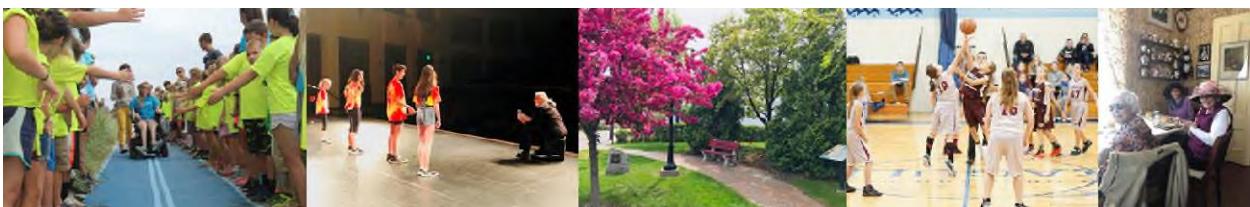


The Saco Parks and Recreation Department has worked extremely hard to continue our mission, creating and providing active and passive recreational opportunities to

promote social, cultural and physical well-being and improve the quality of life for all present and future Saco residents and its visitors. We strive to provide safe well-maintained parks, facilities, beaches and a healthy Urban Forest in addition to professional high-quality programs and services that respond to changing needs within our community.

At SPR, we strive to ensure that we are truly building a community through People, Parks and Programs. On the parks side of our department, we oversee 640 acres of land of which 143 acres are maintained. The city has 6 major recreational parks and athletic fields, 16 neighborhood parks, and many trails systems throughout the city. We have been named a Tree City USA city for the past 8 years and last fall, our department was recognized nationally by Senator Angus King for this designation. A major project for parks in spring 2019 is the Saco Middle School Tennis court, which will be reopening later this spring, as well as the addition of the 6 new pickleball courts at Memorial Field located behind C.K. Burns School. We are excited to have these courts back up and usable again.

“The Saco Parks and Recreation Department is dedicated to creating and providing active and passive recreational opportunities in order to promote social, cultural, and physical well-being and improve the quality of life for all present and future Saco residents and its visitors. We strive to provide safe, well- maintained parks, facilities, and beaches, and a healthy urban forest, in addition to professional high-quality programs and services that respond to the changing needs within our community.”



In recreation, we have added 19 new programs which brings the department up to 70 programs this past last year. Participation in programs such as special events, summer camp, After the Bell, and sports programs has continued to grow. The SENIORity program is extremely popular with many trips selling out within minutes of registration opening, as well as weekly exercise drop-in classes, monthly breakfasts and our newest offering of educational lunch and learns. Looking ahead to summer, we are excited to continue our popular summer camp programs for grades K-8, look forward to the fifth season of the Twin City Theater Academy, and are counting the days for

beach weather and the return of our lifeguards who oversee the beaches at Bayview and Kinney Shores.

I am thankful that I work with dedicated professionals who take pride and love what they do to ensure that the Saco Parks and Recreation Department will continue to achieve the highest quality of programs, parks, and playing fields for the citizens of Saco. The Saco Parks and Recreation Department would not be as successful as we are today without the great staff that work for the department.

Ryan Sommer, Director of Saco Parks and Recreation Department



## Department Services

We have over 638 acres of parks which we maintain over 143 acres which includes athletic fields, parks, and facility grounds.

### ***Programs offered by SPR in 2018:***

- 1 Adult Drop-In Exercise Classes
- 2 School's Out Camp Programs Grades PreK-8th SACO Program
- 3 After the Bell School Year Camp Programs Grades K-5 DAYTON Program
- 4 After the Bell Teen Schools Out Programs: Grades 6-8 Program

5 Art Night with Artsea! Terrarium Making

6 Baseball, Saco Bay Babe Ruth

7 Basketball Clinics: Get Your Head In The Game with Coach Cook!

8 Basketball Women's, Drop In 21 & Up

9 Basketball, Drop In

10 Basketball, Family Open Gym

11 Basketball, Recreation

12 Basketball, Saco Travel Basketball Teams

13 Breakfast with Santa

14 Camp Laughing Loon Summer After Care with Saco Parks and Recreation

15 Chopped Junior Cooking Academy

16 Community Garden Plot Rental

17 Cooking Matters: Family Edition with Maine SNAP-ed

18 Creative Sewing with Amy!

19 Egg Hunt with Your Peeps

20 Facility Use and Equipment Fees

21 Family Bingo

22 February Break Baseball and Softball Clinic with Triple Crown

23 Field Hockey, Adult Intramural Drop-In Program

24 Field Hockey, Fall Youth Programs

25 Flag Football, Fall Youth

26 Garden to Table Dinner

27 Gingerbread House Decorating Party

28 Haunted Breakfast

29 Holiday Caroling Program

30 Introduction to Youth Indoor Track & Field

31 Lego® Robotics

32 Off the Mat Kids Yoga!

33 Open Walking at the Community Center

34 Program Fees

63 Tiny Tumblers: February Break Session

64 Twin City Theater Academy

65 Volleyball, Drop In

35 Program Policy Fees

36 Pumpkin Carving Night

37 Saco Stars Cheering Clinics

38 Saco Stars Competition Cheering Teams & Activities

39 Saco Stars Fall Mini Cheering Program

40 Safe Sitter Babysitting Class

41 Sandbox Open Gym

42 SENIORity Drop-In Classes

43 SENIORity Grocery Trips with Saco Age Friendly

44 SENIORity Program Breakfast Club

45 SENIORity Program Bus Trip Transportation Option for Members

46 SENIORity Program Games

47 SENIORity Program Mailing List

48 SENIORity Program Specialty Bus Trips

49 SENIORity Program: Community Activities & Events

50 SENIORity Thanksgiving Lunch

51 Snowshoe Rentals at Saco Recreation Complex

52 Soccer, Fall Youth

53 Softball, Womens League

54 Specialty Baking & Cooking Classes

55 SPR ART NIGHT!

56 SPR Camp and Program Clothing

57 Spring Outdoor Coed Soccer

58 Summer Camps K-8

59 T-Ball, Instructional Baseball/Softball

60 Teen Epic Chopped Cooking Academy

61 Teen Epic Cupcake Wars Baking Academy

62 Teen Excursions for Abbreviated Wednesdays

66 Volleyball, Womens League

67 Volleyball, Youth Indoor Program

68 Women's Self Defense Class

## Achievements

- This year the department has gone through a major staffing transition. We believe these changes will allow our organization to grow and expand in the near future.
- Participation and revenue have exceeded expectations; to support this growth we have had to hire additional staffing. Program participation continues to be strong throughout the year.
- Staff have worked hard to provide exceptional service for the After the Bell program, Summer Camp, and Twin City Theater Academy. We have added 19 new programs, for a total of 70+ programs and hundreds of activities within these.
- We experienced significant growth in our theater academy program, with sell-out participation all summer long and entered into a collaboration with Biddeford Recreation and Biddeford Schools to offer this at the Performing Arts Center in Biddeford Middle School.
- SENIORity programs have grown immensely this year with the expansion of drop-in exercise classes, new lunch and learn classes, and more bus trips.
- Continuing our partnership with Age Friendly Saco, one of the biggest collaborative projects was the addition of the wheelchair accessible mats at Bayview Beach. Age Friendly Saco secured a Community Challenge Grant through AARP, SPR installed the mats, and the city hosted a large community ribbon-cutting ceremony with our summer camp program. Our department will be responsible for the installation and maintenance of these mats in the future.
- Saco Parks and Recreation registered as a 5-2-1-0 site in 2018, to focus on providing a higher percentage of healthy food options in all of our programs. Changes in 2018 included upgrades to our vending machine and the implementation of the on-site garden at the Community Center. Moving forward, the department will set goals annually pertaining to nutrition, exercise, and screen time.
- Our Parks department has done a phenomenal job in maintaining city trees and rehabbing existing parks. We have added many benches, picnic tables, and woodchips to all playgrounds and have repaired any broken playground equipment.

## Goals

- Our next plans for expansion in recreation will focus on new special events, such as our Earth Day event in spring 2019.
- “Destination” park: we envision a park that offers both passive and active recreational opportunities, is aesthetically pleasing, is centrally located, and large enough for us to use in a variety of ways throughout the year, supporting multiple activities, programs, and events.
- To achieve 1 million dollars in revenue for the first time

## Data

The Saco Parks and Recreation budget for fy18 came in under budget with stronger than anticipated revenue that was budgeted.

Recreation:

- Member Data
  - 8,159 resident members in our system – based on 2017 American Community Survey data, this represents 42.66% of our community
  - 5,575 non-resident members in our system
  - Data as of 3/27/19
- Total Registrations in 2018: 30,830
  - Resident registrations: 25,145
  - Non-resident registrations: 5,685
- First-time User Registrations in 2018: 909

- Activities available to register for in 2018: 450
- Reservations and Rentals in 2018: 186

## Awards

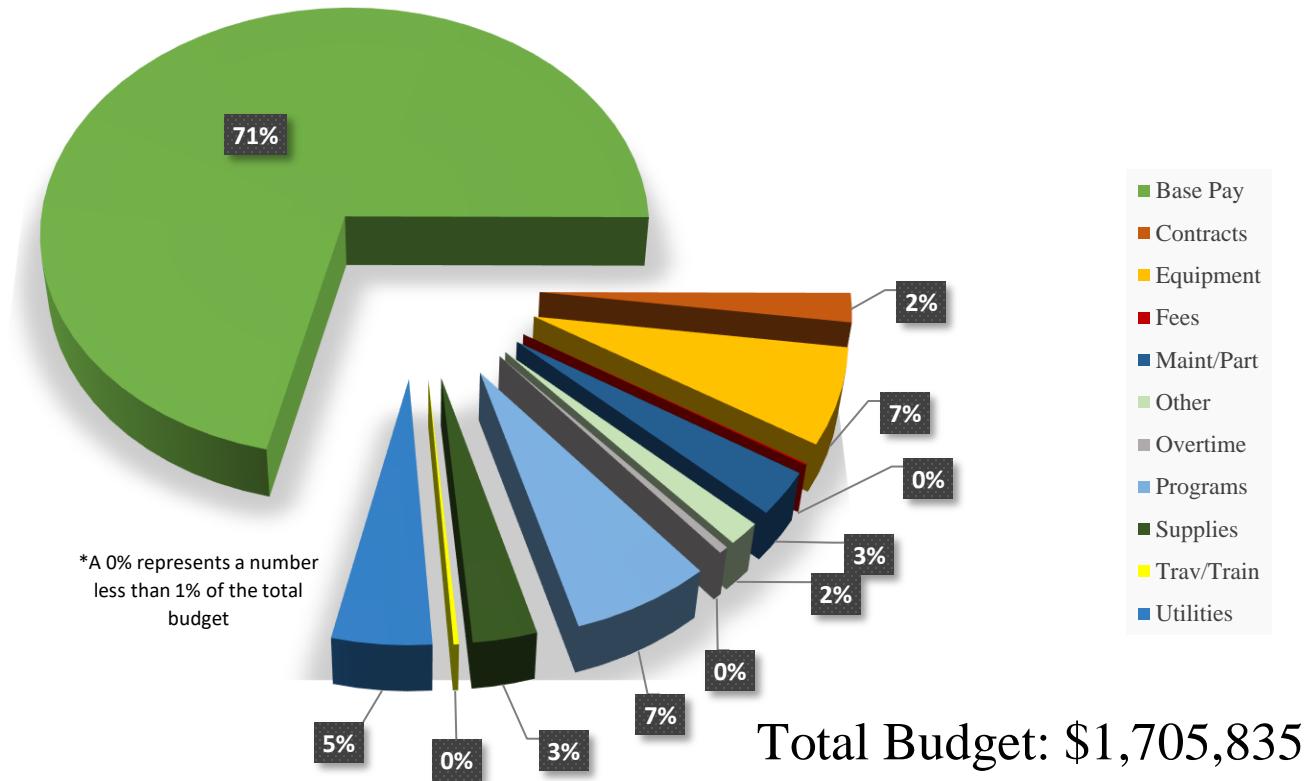
- 2018 Tree City USA status: Saco has been a Tree City USA in the state of Maine for the past 8 years. In 2018, the City of Saco also received a national Tree City distinction from Senator Angus King.- Parks Division
- Dr. Bill Eckart Young Professional of the Year: Erika Dube, Deputy Director of Recreation. Awarded by the Maine Recreation and Parks Association at the annual state conference

## Current Projects

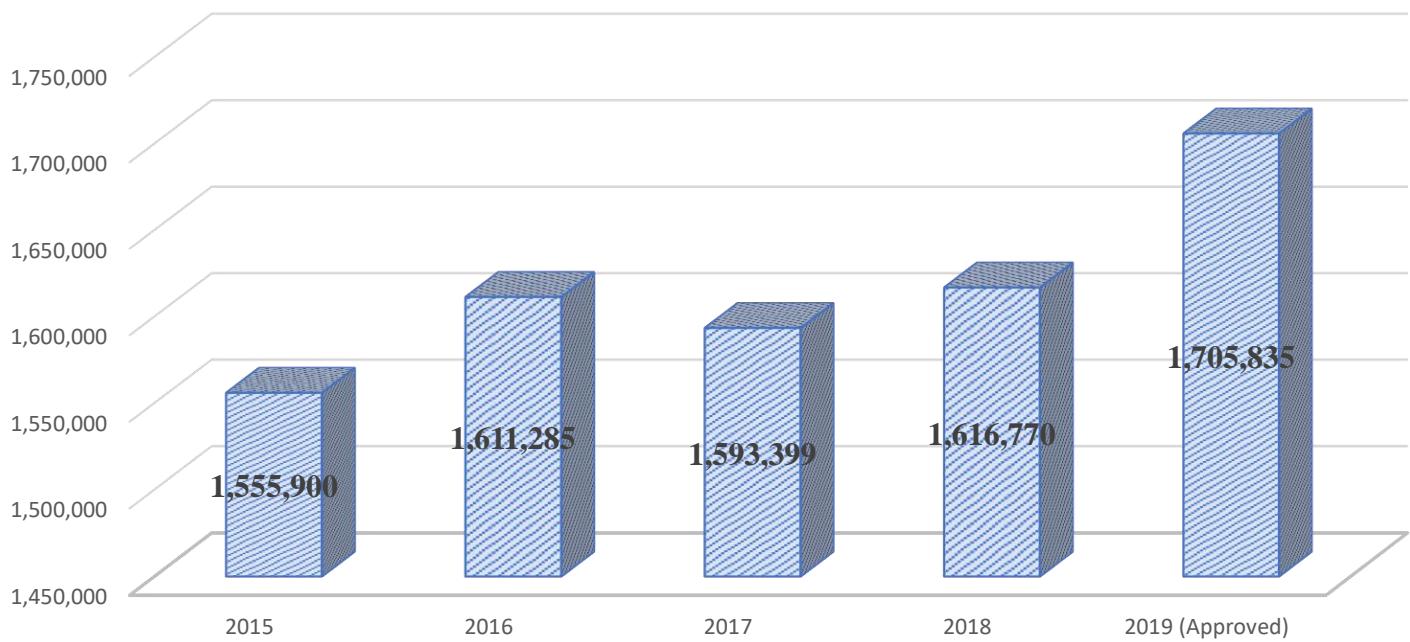
- **Tennis Courts:** The tennis court project at SMS will be completed by early spring 2019. Next, the Young School tennis court will be resurfaced, and the Memorial tennis courts will be turned into 6 pickleball courts, which will give new life to these courts that have been unusable for some time.
- **New picnic tables and benches:** New picnic tables were placed out at Jubilee Park, Memorial Park, Diamond Riverside Park, and Pepperell Park. New benches were placed on Main Street, the Dog Park, Diamond Riverside Park and Jubilee Park. New wood chips to enhance safety at our playgrounds were placed at Memorial Park, Pepperell Park, Diamond Riverside Park, Hillview Heights Tot Lot, Young School Playground.

# Budget Breakdown

## Approved Budget 2019



## BUDGET OVER TIME



# Planning & Development



## **Denise M. Clavette, Director of Planning and Development** Letter from the Director

Thank you for the opportunity to give you the FY19 (2018-2019) Annual Report for the Planning and Development Department. Planning and Development oversees the planning review process, both internal and through the Planning Board; and economic development, working with businesses, organizations and agencies and the Economic Development Commission. Planning and Development is here to help facilitate capital investment, job creation, increased business activity and broadening of the property tax base by supporting the retention and expansion of existing local businesses and attracting prospective new businesses. Under the direction of the Director, the Department collaborated on over 75 projects in FY19, from initial conversations with business developers and entrepreneurs, to residential development and many functions serving a multitude of Saco residents. FY19 has been a year of transition and significant accomplishments for the newly formed Planning and Development Department. With a new director, new city planner, new business development specialist – the year has proved to be a strong one in planning, projects, tax increment financing and new business development for Saco. The primary focus for FY19 was to amend 7 existing Tax Increment Financing Districts (TIFs), create a new TIF District, and develop two new credit enhancement agreements (CEAs). In addition, the Director staffs the Economic Development Commission and the City Planner staffs the Planning Board and the Historic Preservation Commission.

“The Planning and Development Department partners with those who choose to live and work in Saco through the delivery of excellent and timely service, and plans for the future while preserving and enhancing a superior quality of life. The Department is committed to assuring high quality and sustainable development in Saco. The Department’s focus is on the expansion and diversification of Saco’s tax base and the support of quality employment opportunities for our residents, with a primary focus on the development of our commercial and industrial sectors.”

The City is “friendly by nature” and all areas of the Department establish this type of open dialogue with everyone involved in the planning and economic development processes. Saco is also a business-friendly community that streamlines review processes while ensuring ordinance standards and best practices are achieved. Our internal staff review process, termed the Planning & Development Review Committee (established July 2018), completes “first look” reviews of conceptual plans to provide feedback and guidance on how best to meet design standards and requirements. Additionally, the city maintains delegated review authority with DEP, in many cases able to complete Site Location of Development approvals for projects while under Planning Board review.

## Goals & Deliverables

- 1) **Comprehensive TIF assessment, analysis and re-alignment** with City's core objectives for tax base and job growth, workforce development, economic diversification, place making, community and downtown development. Shift focus on primary use of TIFs for business incentives to funding public infrastructure, municipal and other projects to support economic development.  
**Outcomes:** Amended 7 existing TIF Districts, created new TIF District (Ready Seafood); two Credit Enhancement Agreements (Precision Manufacturing, Ready Seafood); with two new CEAs.
- 2) **Zoning Ordinance Revision**  
**Outcomes:** Contract Zone assessment conducted. Comprehensive Zoning Ordinance Revision, including extensive public engagement process underway, anticipated completion October 2019.
- 3) **Business Retention, Expansion and Attraction and Business Parks**  
**Outcomes:** Assisted over 40 businesses with their development needs, bringing 5 new businesses to Saco. Several expansions are in progress. Closed on 4 lots in Mill Brook Park, two lots remain. Purchased two property slated for a new business park and another two parcels for new businesses.
- 4) **Streamline Planning and Development Inquiry and Review Process**  
**Outcomes:** Oversaw business development and project review of over 50 projects ranging from small residential to large company expansions in Saco. Established the Planning and Development Review Committee (PDRC), a formal internal City staff review process.

### Business & Project Growth in Saco

- ⊕ **Open 2018/2019:** Cutts Ave housing, Athletix & Saco Bay Physical Therapy, Cunningham Prosthetic Care
- ⊕ **Under Construction 2019:** Ready Seafood, Saco Dental Associates
- ⊕ **Slated for Construction 2019:** Convenient MD, Hancock Lumber, Precision Manufacturing, The Ecology School, Ashley Lauren Designs and Dermalogix

## Tax Increment Financing (TIFs) - Creating Sustainable Funding for Growth & Public Infrastructure

The City of Saco has a total of 9 TIF Districts, and several credit enhancement agreements with businesses. The Department conducted a comprehensive TIF analysis, review, realignment and submitted 7 TIF amendments to the Department of Economic and Community Development for their approval in FY19. During the FY20 budget process, the TIF District revenues were approved by the City Council to be used for a broader scope of support for public infrastructure and economic development purposes. The following TIF Districts' revenues were approved to be used in the FY20 fiscal year:

<b>TIF District</b>		<b>Amount</b>	<b>Projects to be Funded</b>
<b>TIF #1</b>	<b>Industrial Park Road</b>	<b>\$840,000</b>	Land acquisition, Saco gateway signage, workforce development programs, Industrial Park sidewalks, roads bond payment, zoning ordinance
<b>TIF #5</b>	<b>77 Industrial Park Road</b>	<b>\$100,000</b>	Business retention and expansion, business attraction, market analysis
<b>TIF #7</b>	<b>Spring Hill Road</b>	<b>\$1,540,653</b>	New business lots road construction (road shared with new Public Works

<b>TIF #8</b>	<b>34 Spring Hill Road</b>	<b>\$30,000</b>	site), site engineering, ShuttleBus Zoom, sewer bond payment
<b>TIF #9</b>	<b>Park North</b>	<b>\$210,000</b>	Business attraction, marketing Saco Flag Pond / US Route 1 signal, zoning ordinance revision coding, mapping and GIS
<b>TIF #12</b>	<b>Saco Island #4 – Chinburg</b>	<b>\$10,000</b>	Biddeford-Saco Chamber dues
<b>TIF #14</b>	<b>Mill Brook Omnibus</b>	<b>\$0</b>	-
<b>TIF #15</b>	<b>Downtown Omnibus</b>	<b>\$383,000</b>	Cutts Ave housing grant, Saco Main Street, Façade Improvement Grant Program, Downtown Grant Program
<b>TIF # 16</b>	<b>Ready Seafood</b>	<b>\$0</b>	-

## Planning and Development Focus Areas & Initiatives: 3-Year Plan for FY20 through FY22

Throughout the year, Planning and Development discussed goals, initiatives and conducted prioritization sessions with the Planning Board and Economic Development Commission. Coupled with the information we received throughout our year working with developers, businesses, citizens – the message was clear that we needed to focus on initiatives that would propel Saco forward. Working collaboratively with the Planning Board, Economic Development Commission, City staff, outside agencies and organizations, our next three years will focus on the following areas and initiatives:

### 1. Business Development

- Business Retention and Expansion
- Business Attraction and Recruitment
- Workforce Development

### 2. Development Collaborations

- Resources and Grants
- Community Engagement
- Research and Development

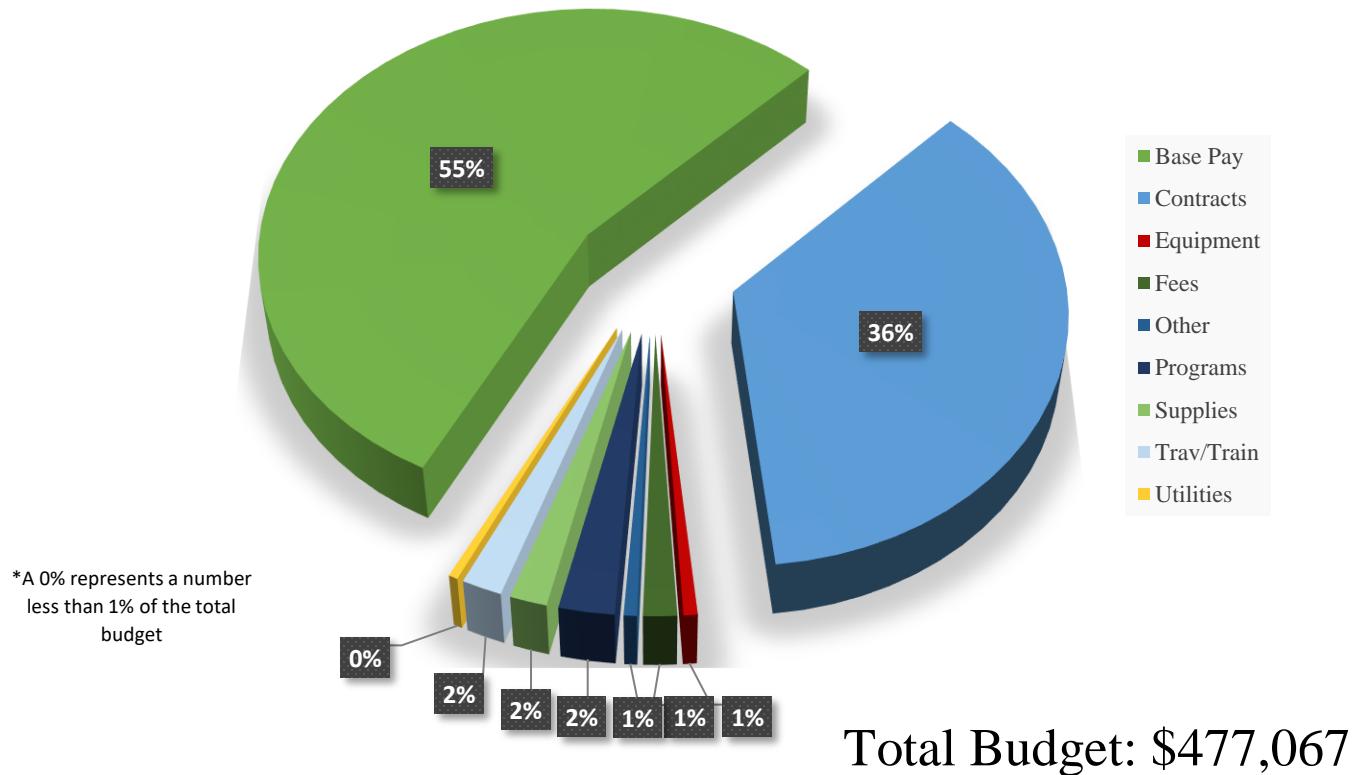
### 3. Planning

- Zoning Ordinance Revision – Implementation
- Comprehensive Plan Update
- Process

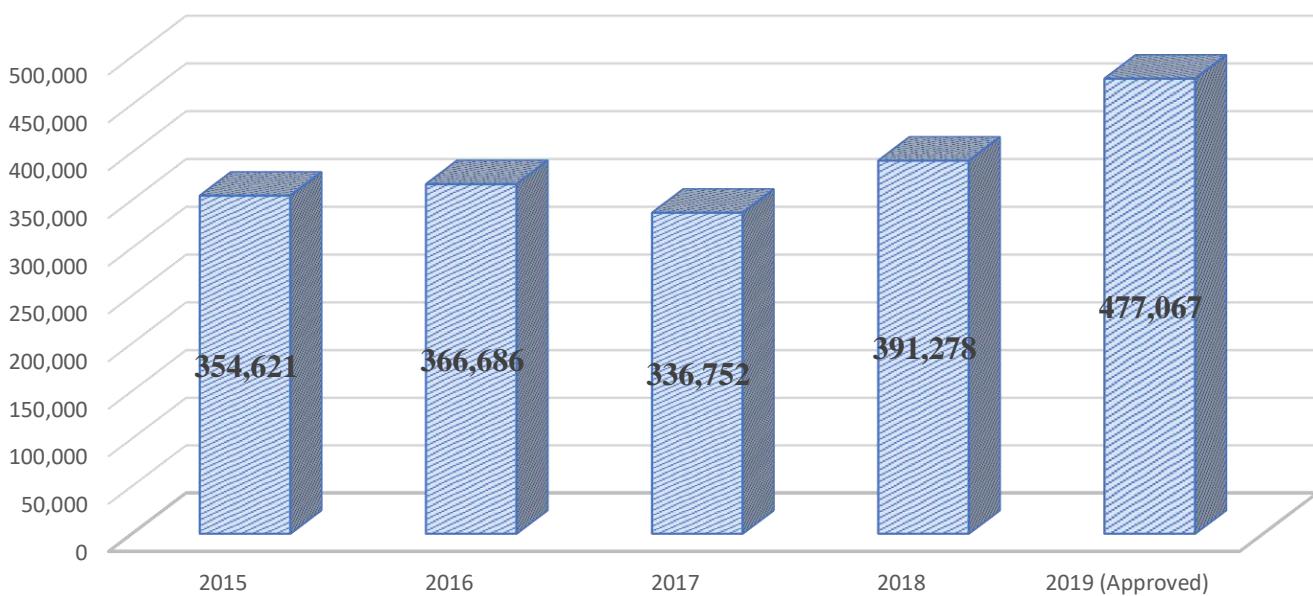
Respectfully Submitted,  
Denise M. Clavette, Planning and Development Director

# Budget Breakdown

## Approved Budget 2019



### BUDGET OVER TIME



# Police Department

**Chief Raynald Demers**

## Letter from Jack Clements

The Saco Police Department has been providing for the safety of our community and its citizens since 1867. We are a full-service police agency comprised of sworn Police Officers, Communications

Specialists and support staff. The Police Department conducts traffic enforcement, investigates crimes, answers emergency phone calls and embraces the Community Policing philosophy. The mission of the Saco Police Department is *“With dedication, pride and commitment, we serve in partnership with our citizens to provide a safer, healthier, and more peaceful environment.”* The goals of the department are to embrace the community policing philosophy and to maintain fiscal responsibility.

Each year the department is involved in many community events and programs. Examples of this are:

- Citizens Police Academy
- National Night Out
- Socks for Seniors
- Training for the Saco/Old Orchard Beach Adult Education Program

The agency is involved in the Coastal Healthy Communities Coalition (CHCC) through the University of New England. The CHCC is at UNE’s College of

Osteopathic Medicine and deals, in part, with substance abuse prevention. In addition, the department shares an opiate outreach liaison with the City of Biddeford. The liaison gets referrals from both agencies and then works with citizens who are struggling with opiate addiction.

In the last year, the agency has continued its community involvement initiatives. In addition, the agency is going through a complete re-write of all department policies and procedures with a long-range goal of applying for state accreditation with the Maine Law Enforcement Accreditation Program (MLEAP).

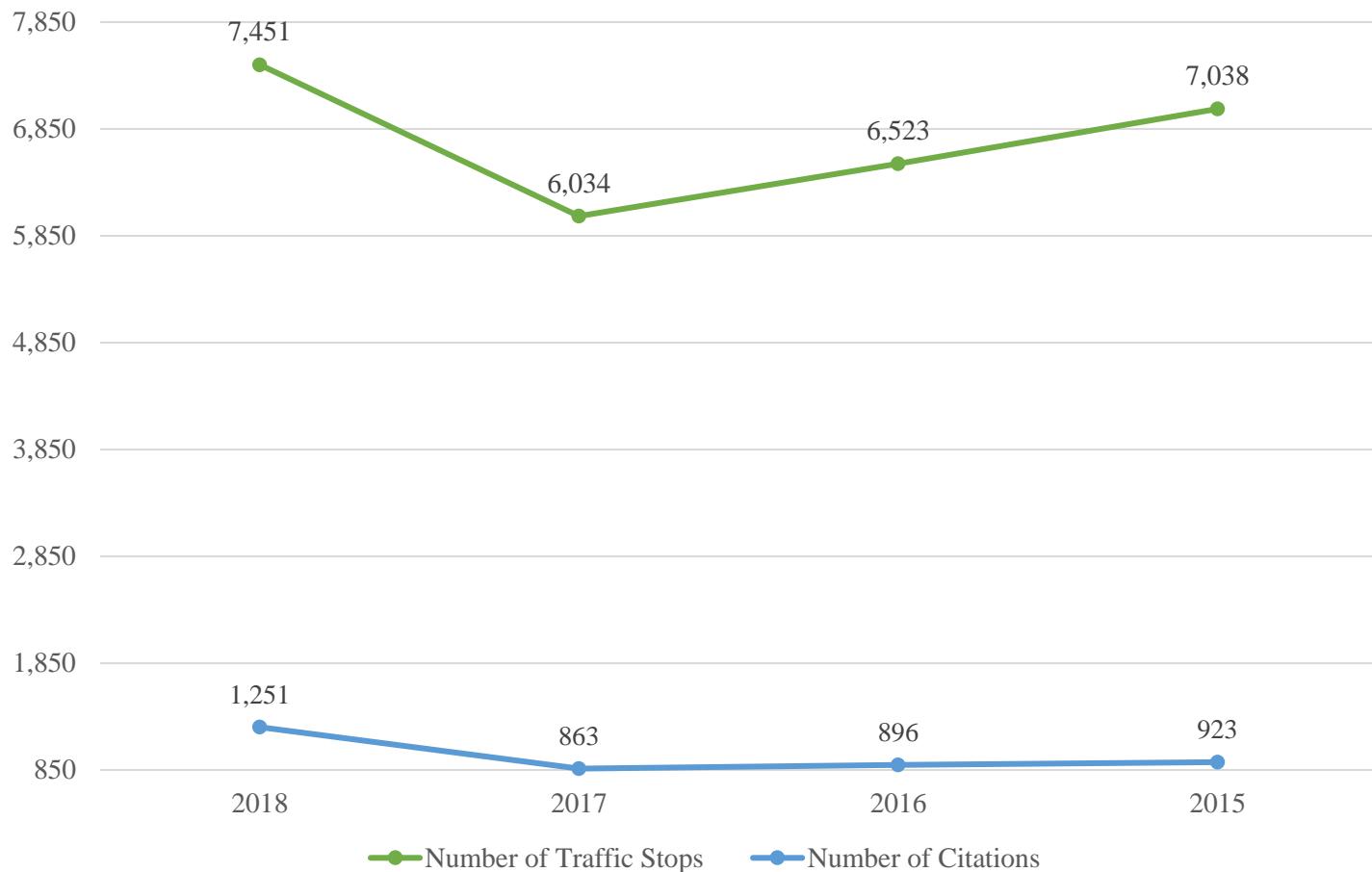
In the coming year, we will continue with the policy overhaul and we will also be embarking on a strategic planning process which will look at vision, values, mission, and goals for the agency. This will involve all areas of the department and every employee will be involved in some part during the process. Both projects will take considerable time and effort but will be well worth it when completed.

“With dedication, pride and commitment, we serve in partnership with our citizens to provide a safer, healthier and peaceful environment.”



During the year the agency has hired several new employees. On the support side we have hired two new dispatchers and a new animal control officer. The agency also added a full-time parking enforcement position. On the operations side we have hired five new police officers.

## Traffic Incidents

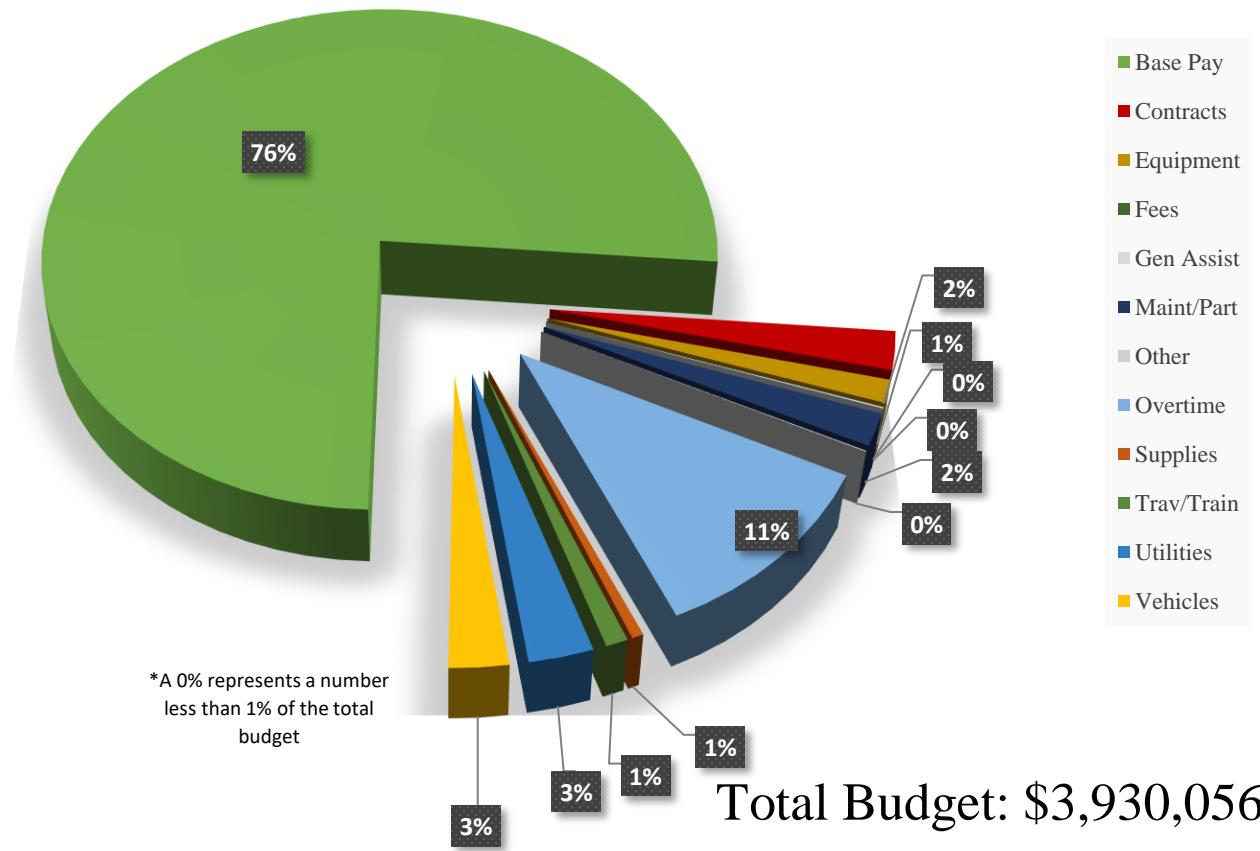


## Arrests & Offenses

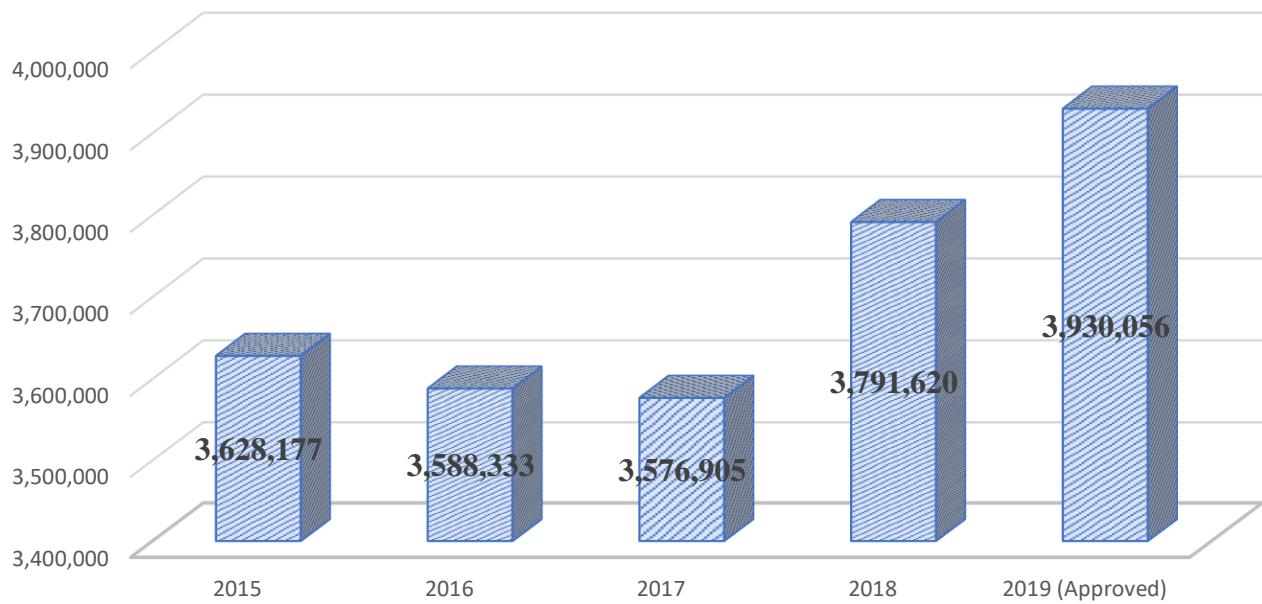
	Non-Traffic Arrests & Summons	Felonies and Misdemeanor Offenses	Civil Ordinance Violations	Traffic-Related Arrests
2018	457	911	190	163
2017	492	967	290	148
2016	587	886	196	107
2015	698	1104	326	121

# Budget Breakdown

## Approved Budget 2019



### BUDGET OVER TIME





# Public Works

**Patrick Fox, Director of Public Works**

## Letter from the Director

The Public Works department works to continually adapt and improve our response to the needs of the community. Improvement to the communication with our residents through our online work order system as well as frequent project updates on Facebook and the City's website received positive and engaging feedback from our residents. We continue to improve the overall condition of City infrastructure. The average condition of roadway pavement on Saco's streets has improved every year for the past 9 years.

“Public Works provides planning, maintenance, and operation of public infrastructure needed and desired by the citizens of Saco in a prompt, courteous, safe, efficient, and cost-effective manner.”

Public Works provides planning, maintenance, and operation of public infrastructure needed and desired by the citizens of Saco in a prompt, courteous, safe, efficient, and cost-effective manner. Saco Public Works performs over 100 tasks spread across the following service areas:

- ⊕ Transportation
- ⊕ Sanitation
- ⊕ Utilities
- ⊕ Facilities
- ⊕ Engineering
- ⊕ Fleet Management

## Initiatives

In addition to meeting the daily service needs of a growing community, Saco Public Works faced three unique challenges in 2018:

- ⊕ Curbside recycling contamination cost increases due to worldwide recycling market restrictions.
- ⊕ Federal disaster declaration and rebuilding along the coast at a cost of approximately \$600,000.
- ⊕ Implementing the contracts for the \$11.75 million worth of infrastructure projects approved in the 2017 November referendum.

## Goals

In addressing our three biggest challenges from 2018, Public works looks to continue revamping the City's approach to curbside recycling and waste disposal to minimize the environmental and fiscal impact of contaminated recycling. The department will also be seeking state and federal funds for greater coastal erosion protection measures to minimize future storm damage. The 11 approved bond projects will continue to be implemented with a focus on timely and fiscally responsible completion of these initiatives.

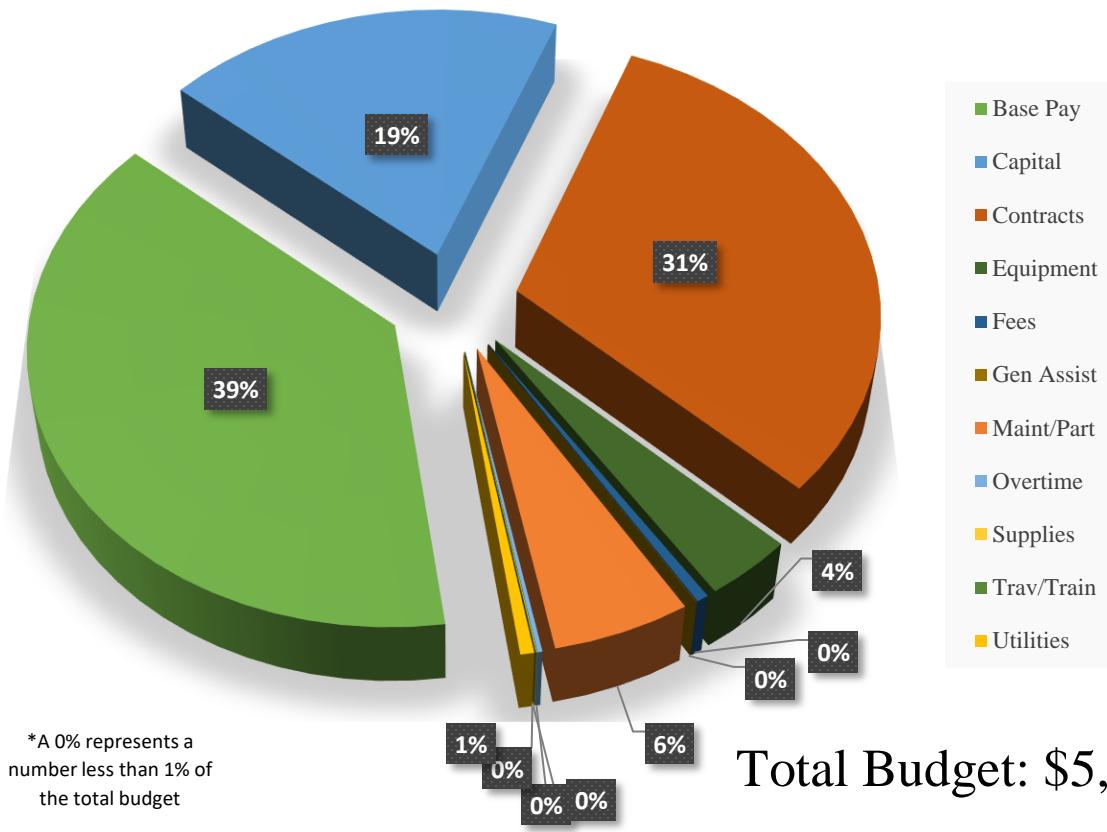
## Special Projects

Public Works is currently administering or performing several notable projects around the community. For the first time since the mid 1990's the Saco River's Federal Navigation Channel is being dredged by the Army Corps of Engineers. Saco staff are helping coordinate the reuse of over 50,000 cubic yards of sand from this dredging to be deposited on the beaches in Camp Ellis to assist with the ongoing erosion issues north of the jetty.

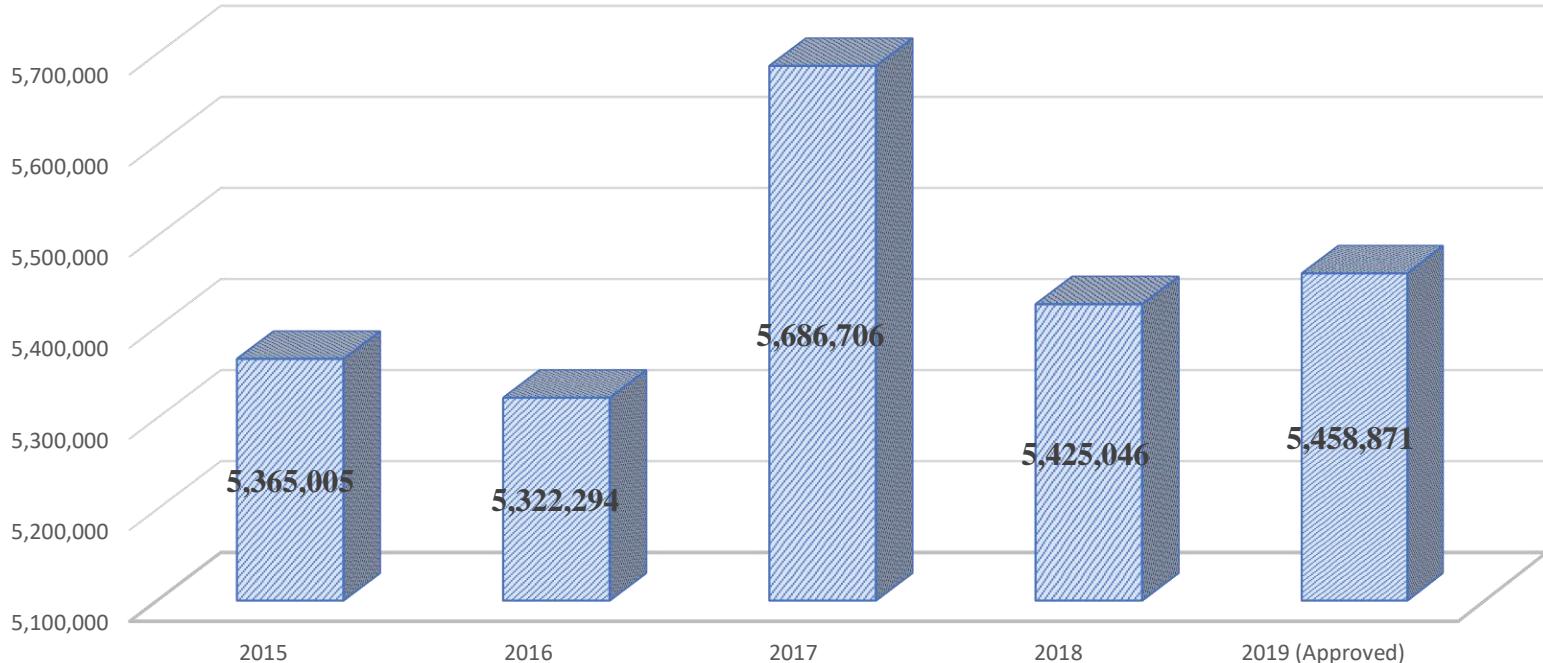
Public Works is also in the process of securing land, site permitting, and selecting a design/build contractor to carry out construction of a new Public Works Facility, approved by the voters in November 2017. Construction is anticipated to begin in Summer 2019 and be completed by Fall of 2020.

# Budget Breakdown

## Approved Budget 2019



### BUDGET OVER TIME





# Water Resource Recovery

**Howard Carter, Director of Water Resource Recovery**

## Letter from the Director

The City of Saco Water Resource Recovery Department (WRRD) provides our customers with high quality wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We do this with a productive and talented workforce, while always striving for excellence.

We accomplish this by protecting the health and well-being of all who live, work, and play within the city by conveying all liquid waste from their homes and businesses to the treatment facility for processing. Along with that is the protection of one of the city's largest resources, the Saco River. It provides a tremendous recreational value to all citizens and a revenue to numerous entities

The City of Saco WRRD utilizes an enterprise fund to promote and maintain long-term financial sustainability of its Water Resource activities. The fund is a separate accounting and financial reporting mechanism for which revenues and expenditures are segregated into a fund with financial statements separate from all other governmental activities. The fund identifies the total direct and indirect costs to provide the service and the sources and amounts of revenues that support the service for which a fee is charged in exchange for service.

“The City of Saco Water Resource Recovery Department will provide our customers with the highest level of quality services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We pledge to do this with a productive and talented workforce, while always striving for excellence.”

## Objectives

Some of the main objectives of the WRRD include the operations and maintenance of the water resource recovery facility. It is here that water is cleaned & reintroduced into the Saco River. Staff continuously strives for enhanced performance utilizing newer technologies as they emerge. With ever changing environmental regulations along with increasingly stringent requirements, it is imperative to always be moving forward while maintaining a stable rate structure for the customers.

Pump Stations are also a key component of the WRRD. Without these public sewer would not have been possible in many areas of the community. The 31 pump stations represent almost 15% of the annual WRRD budget

Collection or sanitary sewer lines are also a critical piece of the City's infrastructure largely unnoticed by the general public. We currently have approximately 94 miles of gravity and force main pipes in the ground throughout Saco. Diligent maintenance is required to prevent blockages and overflows.

of any sources of inflow or infiltration of groundwater due to settling or crushed pipes and structures is also paramount to help with the closure of any Combined Sewer Overflow structures

Another major focus of the department is our commitment to exceptional customer service as we strive to positively impact our community.

## Accomplishments

A highlight of projects completed this fiscal year in support of our mission include: Rehabilitation of the Lincoln Street sewer main, closure of the Main Street combined sewer overflow, commissioning of the Precious Hidden Estates pump station and turnpike crossing, emergency generator installation at the Goosefare pump station, upgrade of the Windy Point pump station, Route 1 sewer extension phase one design completion, WRRD climate adaptation plan awarded and in progress, and WRRD heating system replacement.

## Goals for the Upcoming Year

Though much progress was made in the past year, there are many projects that still require the attention of the department. A few that have been targeted for the coming year include:

- Hillview II pump station upgrade.
- Plant water system installation.
- Lining of the biosolids holding tank.
- Odor control upgrades.
- Portable emergency bypass pumping.
- Chapter 176 Sewer Ordinance update.
- Rehabilitation of the Industrial Park cross country sewer line.
- Market Street sewer separation.
- Route 1 phase one sewer extension construction.
- WRRD effluent pump station, wet weather treatment improvements, and climate adaptation plan- next steps
- Biosolids disposal
- Industrial outreach to area businesses

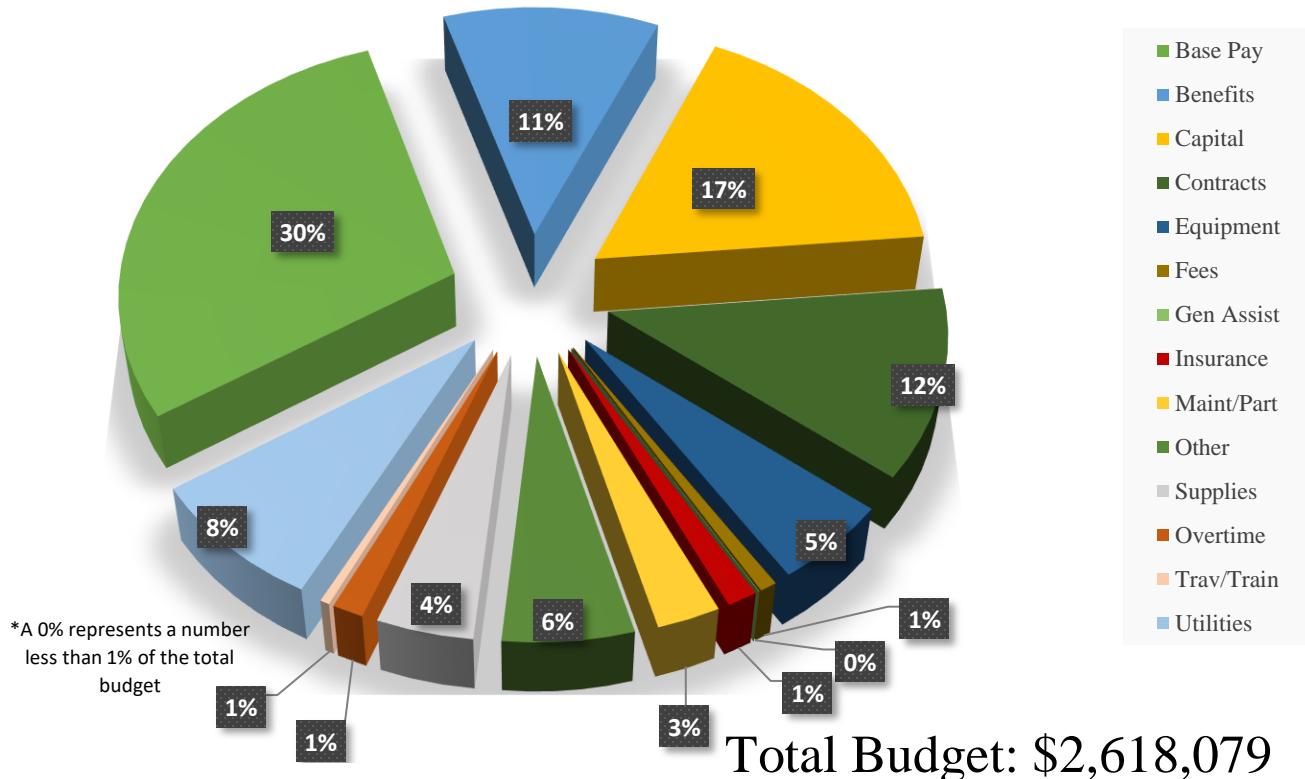
## Awards & Achievements

**Howard Carter, Director-** The **Arthur Sidney Bedell Award** was established to acknowledge extraordinary personal service to a Water Environment Federation member association.

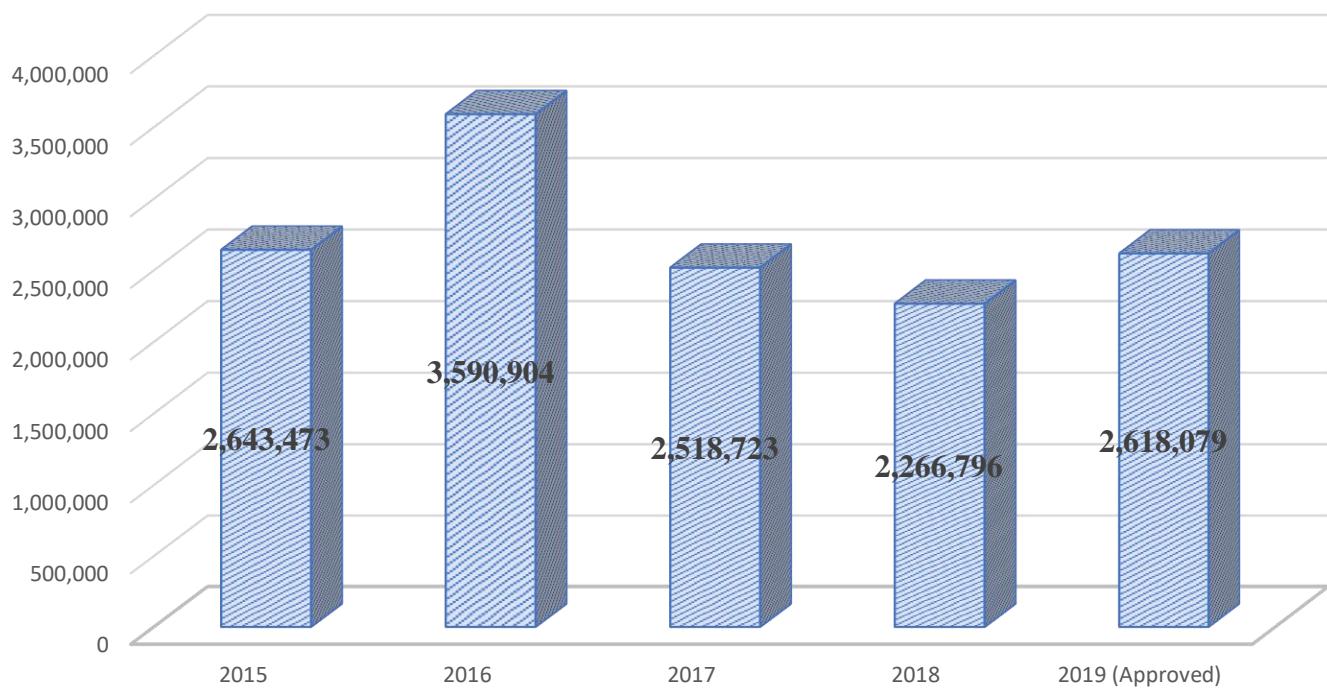
**Stacy Thompson, Deputy Director-** The **NEWEA Operator Award** is given annually to an individual who has shown a high interest and performance in wastewater operations and has made a significant contribution to the wastewater field

# Budget Breakdown

## Approved 2019 Budget



### BUDGET OVER TIME



# Education

***Dominic DePatsy, Superintendent of Schools***

## Letter from the Superintendent

Dear Citizens of Saco,

2018-2019 was a very good year, and not just because we only had a few snow days.

We have a lot to be proud of. As you read about the accomplishments of our students and staff, you will see why we are so proud...and so healthy. Students and staff have been recognized regionally, state-wide, and nationally! We had many achievements from our talented students and staff, such as Maine Spelling Bee champion Sebastian Shields, and amazing music, art, and band shows throughout the school year. We are proud of our Girls On The Run program at Burns. I've stated since the day I arrived here that we have remarkable students and teachers. I am so proud and humbled to serve as their superintendent.

I am happy to report that the Saco School Department is healthy, vigorous, and strong. We have embarked on the preschool program initiative for our four year olds, where we had our first graduation to our kindergarten. Our Maine Educational Assessment data for Saco Middle School went up almost 10 percent in grades 6-8. We continue to work on our Strategic Plan that will be updated next year through a series of community forums.

Our chronic absenteeism data demonstrates the need to continue to work with our families to educate them about the importance of how attendance matters for the social emotional and academic needs of our students. We are challenged by increasing enrollment and the change in our population of students who need more work around social emotional learning. Space in our schools continues to be issue, however, our leadership team continues to work to find space for our overcrowding schools. Saying that, we always have work to do. Achievement among our neediest students lags behind the general student population but we are continuing to close the achievement and opportunity gap.

Our greatest challenge as a school division, in my view, is ensuring that the playing field is level for all students, that all students are exposed to a rigorous and engaging curriculum, and that we maintain high expectations for all. In order to accomplish this, we have to differentiate for all kids and meet them where they are. This takes a lot of hard work and tremendous efficacy; the belief that all kids can be successful and the ability to produce our desired result. We will continue to work with our parents, guardians, and city government to advocate and promote education in Saco.

Sincerely,

Dominic DePatsy

Superintendent of Schools

“All students must have access to high quality teaching and rigorous learning opportunities. To prepare for a global society, our students’ skill sets must include effective communication, critical thinking, creativity, and resilience.

**Vision Statement: Embrace, Engage, and Empower**

## Information on Academics & Test Scores

The information below is compiled from standardize tests conducted throughout the state for the school year of 2017-18. The report examines the percentage of students at, or above state expectations regarding the scores students should be earning. While analyzing the data, the data points were sorted from lowest percentage at or above state expectations to highest. Therefore, Saco is striving towards the highest number possible. You can find the complete database at <https://lms.backpack.education/public/maine>.

- Out of 188 districts, Saco places 109<sup>th</sup> in science test scores with 59.69% of students at or above state expectations, a decrease of 3.42% from the previous year.
- Out of 202 districts, Saco places 134<sup>th</sup> in Math test scores with 40.68% of students at or above state expectations, an increase of 4.12% from the previous year.
- Out of 211 districts, Saco places 138<sup>th</sup> in ELA test scores with 54.78% of students at or above state expectations, an increase of 1.25% from the previous year.

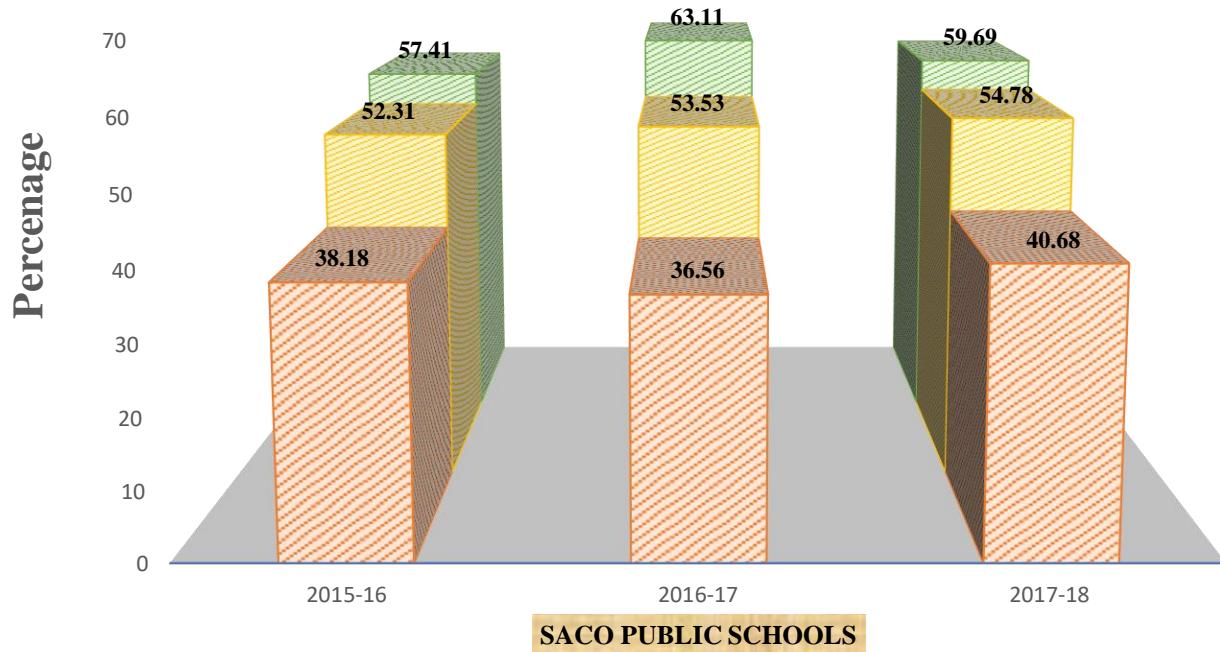
In comparison with other districts in the area, Saco remains in the mid to upper range of scores. For 2017-18 other districts in the surrounding area produced the following scores.

- Biddeford ELA – 40.81%
- Biddeford Math- 25.79%
- Biddeford Science – 52.67%
- Scarborough ELA – 71.60%
- Scarborough Math – 56.22%
- Scarborough Science – 79.25%
- Old Orchard Beach ELA – 44.18%
- Old Orchard Beach Math – 22.96
- Old Orchard Beach Science – 47.17%

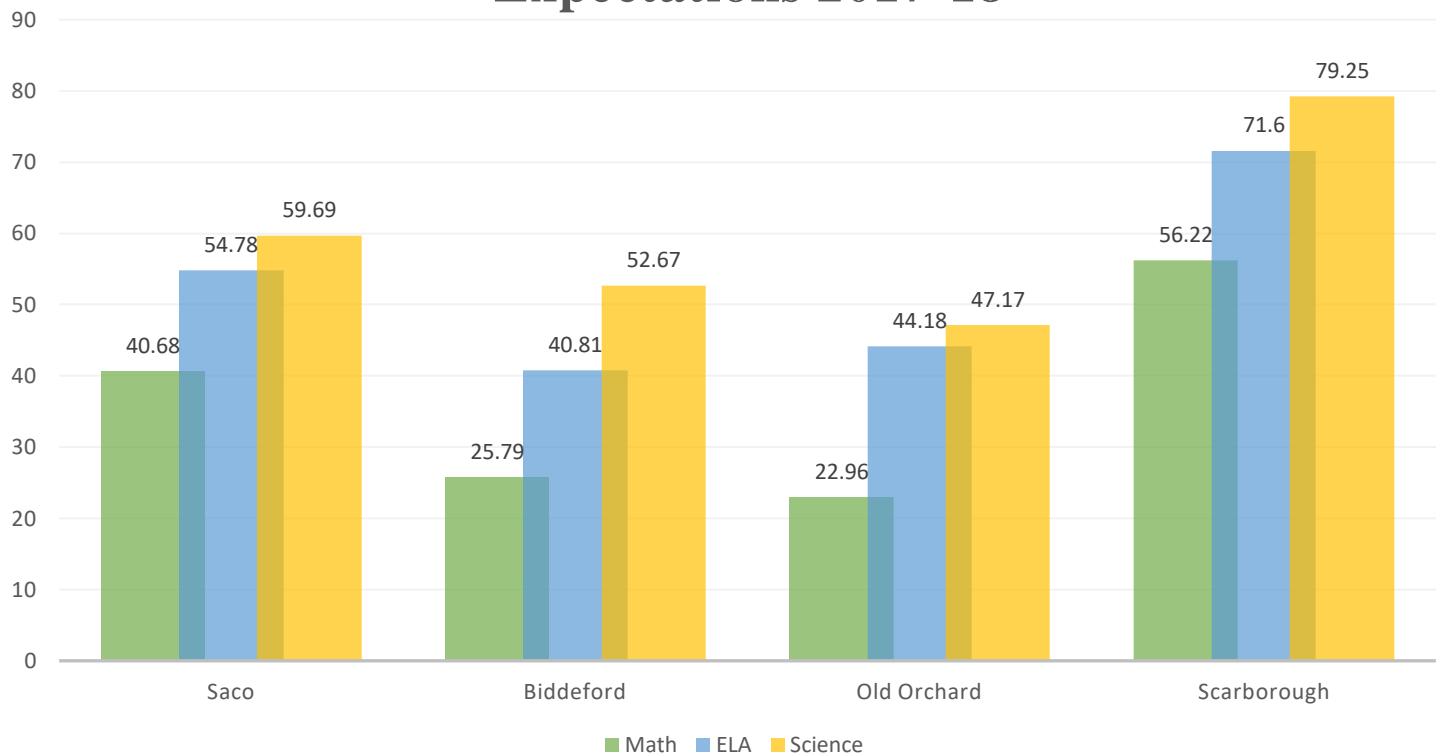
# PERCENTAGE OF STUDENTS AT OR ABOVE STATE EXPECTATIONS

64

■ Math ■ ELA ■ Science

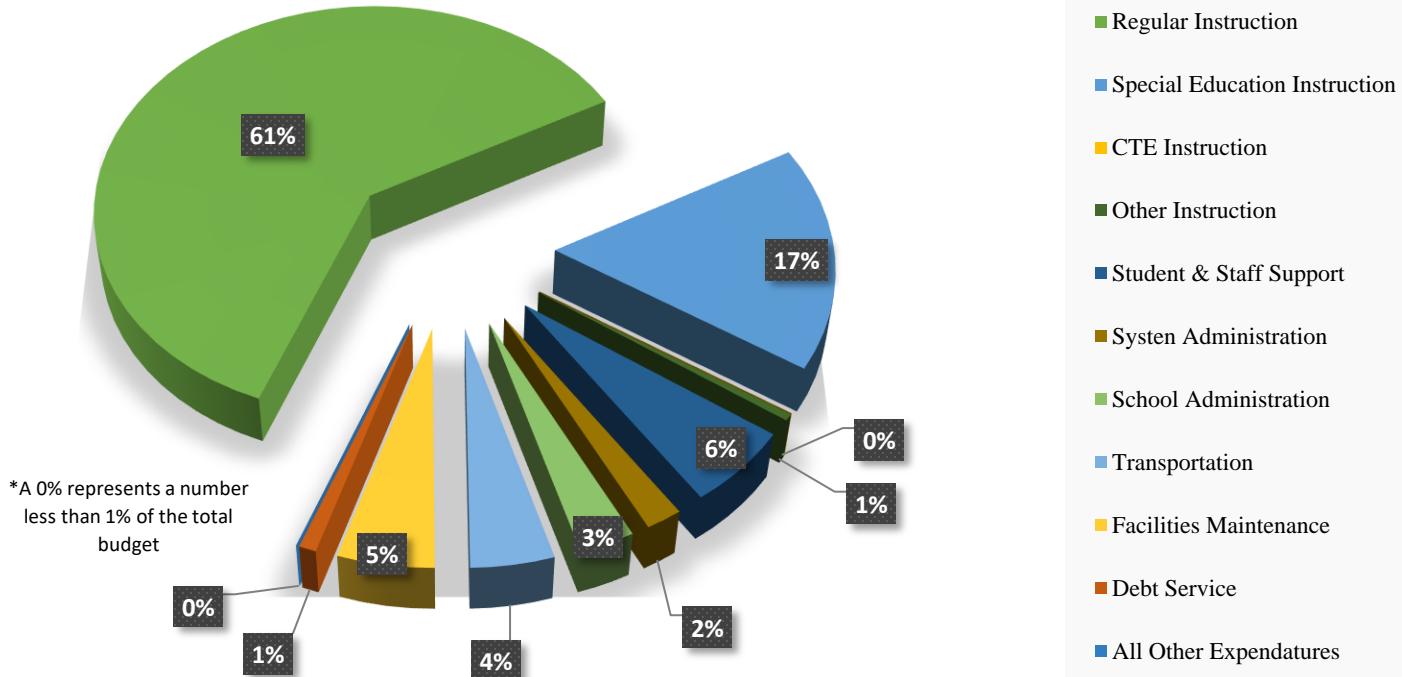


## Percentage of Students at or Above State Expectations 2017-18



# School Budget

## Actual Budget 2018

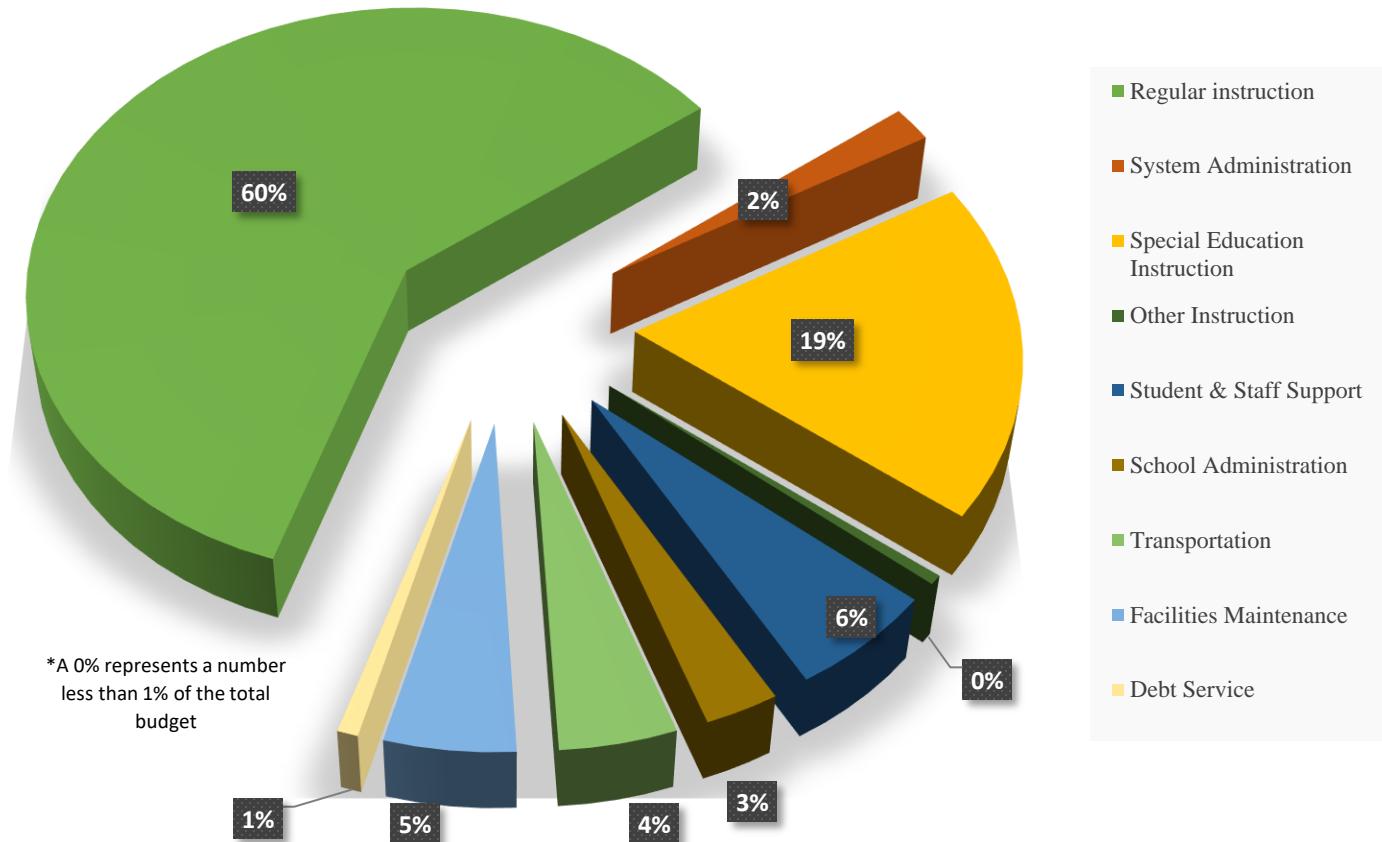


Total Budget: **\$35,548,262**

Above is the Saco School District budget for 2018. The total budget was \$35,548,262 with the majority of the funds going towards regular instruction costs. In total, 79% of the budget was spent on instructional services which equates to nearly 28 million dollars.

Below is the Saco School District budget for 2019 which passed as proposed. Again, 79% of the budget was spent on instructional costs which is over 23 million out of the nearly 40-million available dollars. This budget helps to fund the education of the nearly 2,700 students who are supported by the Saco school system.

## Approved Budget 2019



Total Budget: \$39,348,972

### Awards & Recognitions

Congratulations to Ms. Anne Wilkinson who this year was the recipient of the Hall of Fame Award which is given to music teachers across the state who go above and beyond in creating and maintaining strings programs.

# Dyer Library & Museum

## Letter from the Executive Director, Leslie Rounds



The Dyer Library (founded in 1881) and the Saco Museum (founded in 1869) continue to be very busy places as they serve the citizens of Saco, and the many visitors to town. Last year, 155,497 people visited the Dyer Library and an additional 7,898 visitors passed through the doors of the Saco Museum. The Dyer Library continues to offer free computer access and over 16,000 people took advantage of that service by using the library's ten public access computers. Uncounted more took advantage of our free wireless service. Since most of our computer users, don't own computers, they often need considerable

assistance navigating the internet, creating resumes, and applying online for jobs. Our reference librarian provided all of these services and more. Circulation of library materials remains high: 146,972 items were checked out last year. In addition over 1,500 items were either obtained from other libraries for our customers or sent to other libraries to fulfill interlibrary loan requests.

The Dyer Library and Saco Museum provide myriad services for children: 11,938 children and 1,773 teens attended programs at the library last year. The Dyer Library has the third busiest children's room in the state. Our younger visitors took advantage of book recommendations, fascinating interactive, literacy-enhancing programming, and enjoyed free access to our substantial collection of children's materials. The museum served an additional 2,919 children, most of those receiving services through cooperative efforts with local schools. The Saco Museum provides a substantial level of history-related programming to children in Saco schools, especially those attending C. K. Burns, where a significant portion of the social studies curriculum in two grades is centered around Saco Museum presentations.

The Dyer Library and Saco Museum provide valuable services at a bargain-rate cost to taxpayers, partly because the organization runs with remarkable efficiency, and also because the Dyer Library Association vigorously fundraises a portion of the annual budget. Our efficiency is epitomized by our new geothermal heating and cooling system. Its installation was fully funded by grants and donations and since it came online a year ago, there has been a substantial drop not only in our heating and cooling costs, but also in our environmental footprint. Challenges, as always, remain. Currently, the most noticeable of those is the crumbling parking lot that is likely to be the focus of our next fundraising campaign.

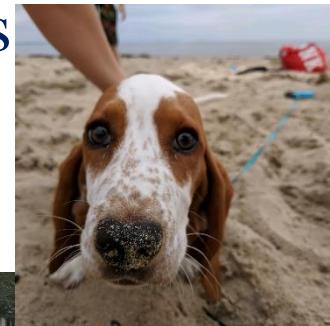
The staff, trustees and volunteers of the Dyer Library and Saco Museum look forward to continuing to provide first-rate services and experiences to our visitors, maintaining our century- and-a-half commitment to outstanding customer satisfaction.

# Helpful Information

## Annual Events



Annual  
Classic  
Car Show



Bark in  
the Park



Annual  
Pumpkin  
Harvest  
Festival



“Music in  
the Park”ing  
Lot Festival



Annual  
Sidewalk  
Arts  
Festival



Festival  
of Lights  
and  
Parade



Flags on  
Main Street

Flowers on  
Main  
Street

RiverJam  
Festival



Adirondacks  
On Main  
Street



# Relevant Phone Numbers

## Biddeford Housing Authority

- 207-282-6537
- 22 South St, Biddeford, ME 04005
- Monday-Friday 8:00-4:00

## City Administrator

- 207-282-4191
- 300 Main St, Saco, ME 04072
- Monday-Thursday 8:30-5 & Friday 7:30-4

## City of Saco Human Resources

- 207-710-5037
- 11 Cutts Ave. Saco, ME 04072
- Monday-Friday 9:00-12:00 & 2:00-4:00

## CK Burns School

- 207-284-5081
- 135 Middle St, Saco, ME 04072

## Code Enforcement Office

- 207-284-6983
- 300 Main St, Saco, ME 04072
- Monday-Thursday 8:30-5 & Friday 7:30-4

## District Court

- 207-283-1147
- 25 Adams St, Biddeford, ME 04005
- Monday-Friday 8:00-4:30

## DMV

- 207-883-2596
- 200 Expedition Drive, Scarborough, ME 04074
- Monday-Friday 8:00-4:30

## Dyer Library

- 207-283-3861
- 371 Main St, Saco, Maine, 04072
- Mon,Wed,Fri 9:30-5; Tue&Thu 9:30-8; Sat 9:30-12:30

## Fairfield School

- 207-282-1322
- 75 Beach St, Saco, ME 04072

## General Assistance Department

- 207-282-8206
- 300 Main St, Saco, ME 04072
- Monday-Thursday 8:30-5 & Friday 7:30-4

## Mayor Lovell

- 207-282-4191

## Public Works Office

- 207-284-6641
- 351 North Street, Saco, ME 04072
- Monday-Friday 7:00-3:00

## Saco City Clerk

- 207-282-8213
- 300 Main St, Saco, ME 04072
- Monday-Thursday 8:30-5 & Friday 7:30-4

## Saco City Hall

- 207-282-1032
- 300 Main St, Saco, ME 04072
- Monday-Thursday 8:30-5 & Friday 7:30-4

## Saco Fire Department

- 207-282-1032
- 271 North St, Saco, ME 04072
- Monday-Friday 7:00-4

## Saco Food Pantry

- 207-468-1305
- 67 Ocean Park Rd, Saco, ME 04072
- Monday-Friday 9:00-10:30AM

## Saco Main Street

- 207-286-3546
- 209 Main St, Saco, ME 04072

## Saco Middle School

- 207-282-4181
- 40 Buxton Rd, Saco, ME 04072

## Saco Police Department

- 207-284-4535
- 20 Storer St, Saco, ME 04072
- Always Open

## Saco Post Office

- 207-284-7611
- 225 Main St, Saco, ME 04072
- Monday-Friday 8:30-5 & Saturday 10-12

## Southern Midcoast Maine Chamber of Commerce

- 207-725-8797
- 8 Venture Ave, Brunswick, ME 04011
- Monday-Friday 8:30-5

## Superintendent

- 207-284-4545
- 90 Beach St, Saco, ME 04072
- Monday-Friday 8:00-5:00

## Thornton Academy

- 207-282-3361
- 438 Main Street, Saco, ME 04702
- Monday-Friday 8:00-4:00

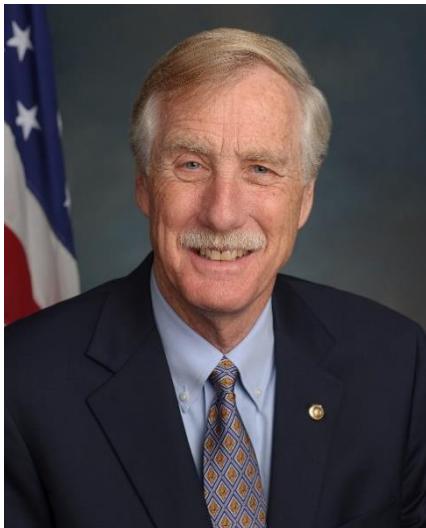
## Transfer Station

- 207-282-7230
- 24 Foss Road, Saco, ME 04072
- Tuesday-Staurday 8:00-4:00

## Young School

- 207-284-7053
- 36 Tasker St, Saco, ME 04072

# *Letters from Our Representatives*



**Senator Angus King**



**Senator Susan Collins**



**Representative Chellie Pingree**



**Maine State Senator Justin Chennette**

ANGUS S. KING, JR.  
MAINE

133 HART SENATE OFFICE BUILDING  
(202) 224-5344  
Website: <http://www.King-Senate.gov>

# United States Senate

WASHINGTON, DC 20510

January 3, 2019

COMMITTEES:  
ARMED SERVICES  
BUDGET  
ENERGY AND  
NATURAL RESOURCES  
INTELLIGENCE  
RULES AND ADMINISTRATION

Dear Friends,

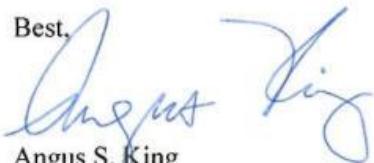
As I travel Maine, I hear from people who live in every corner of our state. I hear about their achievements, their successes, their work to improve their communities – I hear about the hope they have for our state. I also hear about our challenges, and all the work we have left to do. As I see it, that's my job: to listen to you, act where I can to build on what's good, and work on the tough parts. As 2018 comes to a close, I wanted to take a moment to share an update on some of the work we're doing in Washington to lift up the accomplishments of Maine people and make progress on the challenges they face.

From Portland to Presque Isle, from Milo to Camden, I hear about the pain that the opioid epidemic is inflicting on Maine communities. I've met with Maine people in recovery, family members of those struggling with substance use disorders, treatment providers, and law enforcement officials to learn about their experiences with this terrible disease, and everyone agrees that in order to fully respond to these problems, we need a stronger federal effort to end the opioid epidemic. Fortunately, some help is on the way – in October, we overwhelmingly passed a sweeping, bipartisan opioids bill. I've pushed hard for this type of legislation and was proud to have provisions I've advocated for included in the bill. These priorities have been guided by the voices of Maine people, and we'll keep working to confront this tragic problem.

I've also worked to strengthen the future of our forest economy. Maine's forests have powered our state's economy for generations, especially in our rural communities. So, when rapid shifts in the market led to the closure of many pulp and paper mills and biomass power plants, it required a collaborative approach to support future growth in this important industry. That's why, together with the other members of the state's Congressional delegation, I pushed to establish the Economic Development Assessment Team (EDAT). This integrated, multiagency effort aims to foster innovation and commercialization in Maine's forest economy, and we're already seeing the benefits: in recent months, several forest industry businesses have announced significant investments into Maine operations, and in September 2018, the Forest Opportunity Roadmap (FOR)/Maine released an action plan to make sure this industry, and the rural communities it supports, can continue to thrive for generations to come.

As I close this letter, please allow me to express my gratitude to each of you – for your dedication to our state, and to one another. It's often said that Maine is like a big small town (with very long streets)—that's because at our heart, we're one big community. It's not only a pleasure to serve you— it's a pleasure to know you. Thank you for being the reason Maine is so special. Mary and I hope that 2019 will be a good year for you, your family, your community, and our great State.

Best,



Angus S. King  
United States Senator

AUGUSTA  
4 Gabriel Drive, Suite F1  
Augusta, ME 04330  
(207) 622-8292

BANGOR  
202 Harlow Street, Suite 20350  
Bangor, ME 04401  
(207) 945-8000

PRESQUE ISLE  
169 Academy Street, Suite A  
Presque Isle, ME 04769  
(207) 764-5124

SCARBOROUGH  
383 US Route 1, Suite 1C  
Scarborough, ME 04074  
(207) 883-1588

SUSAN M. COLLINS  
MAINE

413 DIRKSEN SENATE OFFICE BUILDING  
WASHINGTON, DC 20510-1904  
(202) 224-2523  
(202) 224-2693 (FAX)

United States Senate  
WASHINGTON, DC 20510-1904

COMMITTEES:  
SPECIAL COMMITTEE  
ON AGING,  
Chairman  
APPROPRIATIONS  
HEALTH, EDUCATION,  
LABOR, AND PENSIONS  
SELECT COMMITTEE  
ON INTELLIGENCE

Dear Friends,

It is an honor to represent Maine in the United States Senate. I am grateful for the trust the people of our state have placed in me and welcome this opportunity to share some key accomplishments from this past year.

As Chairman of the Senate Aging Committee, I worked to help ensure the well-being of our seniors. The *SeniorSafe Act* I authored became law last year and is empowering banks, credit unions, and other financial institutions to better protect seniors from financial fraud.

Following extensive committee investigations of prescription drug pricing, additional legislation I crafted became law, ending the egregious practice of pharmacy “gag clauses” that prevented pharmacists from informing patients on how to pay the lowest possible price.

This year, I was also successful in securing an extra \$425 million for Alzheimer’s research—the largest funding increase ever—bringing the total to \$2.34 billion. Additionally, the bipartisan *BOLD Act* I authored will create public health infrastructure to combat Alzheimer’s by promoting education, early diagnosis, and improved care management.

More than 40 million Americans—including 178,000 Mainers—are caregivers for parents, spouses, children, and other loved ones with disabilities or illnesses, such as Alzheimer’s. The *R.AISE Family Caregivers Act* I authored was signed into law last year, giving caregivers more resources and training to better balance the full-time job of caregiving. Another law I wrote will help grandparents who are raising grandchildren, largely due to the opioid addiction crisis.

In addition to helping seniors, a major accomplishment over the past year is the increased federal investment in biomedical research that is leading to progress in the fight against numerous devastating diseases. Congress has boosted funding for the National Institutes of Health by \$7 billion in just the last three years, bringing total funding to more than \$39 billion.

One of my highest priorities as Chairman of the Transportation Appropriations Subcommittee is to improve our nation’s crumbling infrastructure and ensure that Maine’s needs are addressed. Since the Better Utilizing Investments to Leverage Development (BUILD) Transportation Grants program, formerly known as TIGER, was established in 2009, I have secured \$160 million for vital transportation projects throughout Maine.

Congress also delivered a Farm Bill last year, which includes many important provisions that will help the agriculture industry in Maine and across the country. Specifically, I secured provisions that will strengthen support for young farmers, improve local farm-to-market efforts, and increase funding for organic research.

Congress took decisive action to address the opioid addiction epidemic. In addition to appropriating \$8.5 billion in federal funding last year, Congress enacted the *SUPPORT for Patients and Communities Act*, a comprehensive package that embraces the multipronged approach I have long advocated for this epidemic: prevention, treatment, recovery, and enforcement to stop drug trafficking.

Maine plays a key role in ensuring a strong national defense. In 2018, Congress provided funding for five ships to be built at Bath Iron Works, which will help to keep our nation safe and provide our skilled shipbuilders a steady job. I also secured more than \$162 million for infrastructure projects at Portsmouth Naval Shipyard to support their important work to overhaul Navy submarines.

A Maine value that always guides me is our unsurpassed work ethic. In December 2018, I cast my 6,834<sup>th</sup> consecutive vote, continuing my record of never missing a roll-call vote since my Senate service began in 1997.

I appreciate the opportunity to serve Maine in the United States Senate. If ever I can be of assistance to you, please contact one of my state offices or visit my website at [www.collins.senate.gov](http://www.collins.senate.gov). May 2019 be a good year for you, your family, your community, and our state.

Sincerely,

*Susan M. Collins*

Susan M. Collins  
United States Senator

2162 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
PHONE: 202-225-6116  
FAX: 202-225-5590  
WWW.PINGREE.HOUSE.GOV



CHELLIE PINGREE  
CONGRESS OF THE UNITED STATES  
1<sup>ST</sup> DISTRICT, MAINE

COMMITTEE ON APPROPRIATIONS  
SUBCOMMITTEES:  
AGRICULTURE, RURAL DEVELOPMENT, AND  
RELATED AGENCIES  
INTERIOR, ENVIRONMENT, AND RELATED  
AGENCIES

Dear Friends,

I hope this message finds you well. I am honored to represent you and your family and am grateful for the chance to offer both an update from Congress and my thoughts on the year ahead.

In Maine, we care less about political parties than about getting the job done. That's why I'm happy to report several recent victories I had reaching across the aisle to address issues important to our state.

Signed into law after months of deadlock, the 2018 Farm Bill contained several provisions I introduced. We were able to boost local food investment and organic research programs that are important to the Maine farmers driving a resurgence in our agricultural economy. The bill also created a pilot program to help doctors write prescriptions and offer vouchers to patients who need to change their diet but can't afford fresh food. Finally, the legislation included several steps I introduced to reduce food waste, a national problem that is not only costly to the environment and economy, but a missed opportunity to help millions of Americans who don't have enough to eat.

At the end of 2018, the President signed into law legislative language I introduced to assist veterans who had been blindsided by debt with the Department of Veterans Affairs. After hearing from several veterans who did not receive mailings about their debt until it was too late to take action, I introduced a bill to require the VA to improve its notification system. The final legislation requires that veterans have the option of getting electronic notifications and that the VA report on the underlying issues.

And on the House Appropriations Committee, I worked to protect programs that our state relies on, such as small business grants, rural broadband investment, effective responses to the opioid epidemic, shipbuilding at Bath Iron Works, and more.

As a new Congress gets underway, I will keep working with Republicans to make progress on key issues like these. But with Democrats now in the majority, I look forward to having an open debate on problems that have been ignored for too long. This includes the gun violence plaguing our nation, the dangers climate change presents to our country, crushing student loan debt, the influence of big money in politics, and the need for all Americans to access affordable health care and prescriptions.

In Washington and Maine, my offices stand ready to answer your questions, listen to feedback, and assist with federal issues and agencies. My hard-working staff helps many hundreds of constituents every year and I welcome the chance to serve you.

Best wishes,

Chellie Pingree  
Member of Congress

2 PORTLAND FISH PIER, SUITE 304  
PORTLAND, ME 04101  
PHONE: 207-774-5019  
FAX: 207-871-0720



1 SILVER STREET  
WATERVILLE, ME 04902  
PHONE: 207-873-5713  
FAX: 207-873-5717



*Senator Justin M. Chenette  
P.O. Box 315  
Saco, Maine 04072  
Office (207)287-1515  
Cell (207)590-3266*

February 15, 2019

Town of Saco  
300 Main Street  
Saco, ME 04072

Dear Residents of Saco,

It is an honor and privilege to serve again as your State Senator in the Maine Legislature. As the 129<sup>th</sup> Legislature gets underway, I look forward to continuing our work for the people of Senate District 31.

This session my colleagues and I will be working on several hundred pieces of legislation submitted from lawmakers across the state with a variety of backgrounds and beliefs. I pledge to be a strong voice for our region. I will work with anyone who shares my goals of putting the needs of Maine's people over special interests as well as fighting for the values that make Maine great. I take my work as your state senator incredibly seriously, and I expect to be working hard this session to advocate for Mainers when it comes to healthcare, education and seniors, among other issues.

For the next two years, I will serve as Senate Chair of the Government Oversight Committee and also serve on the Environment and Natural Resources Committee. In these roles and as your voice in the Legislature, I will advocate for a government that is open and accountable to the Maine people. I am eager to continue my work on ensuring that our electoral laws work to represent voters, not corporations or big money.

If I can be of assistance to you, your family or your community, please feel free to reach out to me with questions, comments or concerns. If you haven't done so yet, you can also sign up for my legislative updates by visiting [www.mainelegislature.org/senator/senator/justin-chenette/](http://www.mainelegislature.org/senator/senator/justin-chenette/). You may also email me at [Justin.Chenette@gmail.com](mailto:Justin.Chenette@gmail.com) or call my office at (207) 287-1515. I'll be emailing regularly from Augusta so you can keep up-to-date on what's happening in the State House and regarding important legislation. I hope you're well and I look forward to hearing from you soon.

Best,

Justin Chenette

# Delinquent Taxpayers

## Real Estate Taxes

2019

Customer Name	Property ID #	Unpaid Balance
BD RIVERSIDE LLC	17	5,661.86
ROSE MOUNTAIN LLC	51	2,559.13
SONESSON SUSAN M	52	3,280.06
YIANAKES GEORGE HEIRS OF	82	4,399.26
CHAPPELL LUZ MARIE TORRES	159	8,755.88
SAKS BEVERLY M	166	7,358.59
JOHNSTON CHARLES A JR	186	4,403.14
HARRIS FREDERICK J	233	2,056.30
WELLS JOHN DAVID TRUSTEES	249	1,383.08
FERRY BEACH PARK ASSOC	306	465.12
FERRY BEACH PARK ASSOC	353	1,034.89
FERRY BEACH PARK ASSOC	354	13,616.39
CLARK MAUREEN M	390	6,813.03
WATERHOUSE CHARLES JOSHUA	447	4,589.18
STICKNEY MARION F TRUSTEE	499	N/A
NORTON NANCY LEONARDI	540	7,971.96
STICKNEY MARION F TRUSTEE	578	2,695.64
TRACY JOHN F	763	2,791.69
WHELAN STEPHEN	776	3,073/24
LEE MARCIA	788	846.40
EVANGELOUS MATTHEW D	825	107.01
BRETON CLAUDE	890	3,167.66
AHLBORN PHYLLIS	910	3,992.82
WATSON JOHN E	911	5,726.63
PHILLIPS EARL W	1020	6,205.48
NORTHROP ROBERT S	1042	6,104.70
DOHERTY JOHN H	1053	3,573.67
LAROCHELLE KATHRYN	1066	1,274.94
BIRNBERG JONATHAN D	1107	3,264.56
GOOSEFARE ACRES LTD INC	1151	100.78
MCCALLUM MARK B	1153	29.07
MOUNTAIN HEIR FINANCIAL CORPORATION	1158	120.16
MADDEN DIANE S	1207	3,457.39
MADDEN DIANE S	1208	1,180.24
MADDEN DIANE S	1210	1,171.52
MADDEN THOMAS	1211	9,548.52
HAM DAVID	1299	6,178.34
TARDIFF ROBERT R	1384	4,992.29

MOODY VIRGINIA P	1393	4,096.81
BLACKBERRY PROPERTIES	1396	1,519.39
BELLAVANCE SUE ANNE	1426	1,831.78
MCLEER KELLI	1436	8,449.69
MSB LLC	1461	792.64
2047 ASSOCIATES LLC	1464	1,124.04
OWL'S LEDGE PARTNERS LLC	1465	1,368.23
VOANNE BEACH STREET HOUSE	1000010	1,369.24
SANBORN DONALD M	1598	3,011.65
STEVENSON GARY	1612	3,226.77
KIDMAN BREANNE E	1753	327.52
SPURWINK SERVICES INC	1000021	470.00
STEVENSON GARY	1781	139.54
SIERRA CONSTRUCTION INC	1785	1,155.05
CHADBOURNE DANIEL P	1859	536.67
SIMARD JENNIFER TRUSTEE	1912	3,260.00
SHALOM HOUSE INC	1000018	923.00
OFFICE RENTALS LLC	2018	2,322.69
MIGNER MARIE D	2058	637.60
KERRY JOHN	2075	2,312.03
MORIN SHARON L	2080	2,523.28
PECK JAMES D	2085	3,424.45
FOURNIER WILLIAM	2099	397.29
FOURNIER WILLIAM RONALD	2100	2,944.79
FOURNIER WILLIAM R	2101	402.13
DEERING SACO LLC	2106	4,253.91
GAGNON, MARGUERITE	2134	3,003.90
CROCKER JOSEPH A	2226	2,989.36
HOLLIS ACQUISITIONS LLC	2227	5,122.13
BAGLEY LAURA	2234	3,381.81
JW GROUP	2259	4,173.42
TRASK KAREN A	2290	2,403.30
MOZDEN STANLEY W	2301	21.33
JASSET THERESA B	2307	3,735.31
MCMANUS STEVEN A	2342	3,403.13
PELLETIER LINDA A	2364	406.29
PELLETIER LORI	2401	2,261.32
DANGAR CONSTRUCTION INC	2427	1,183.28
507 MAIN STREET LLC	2428	13,140.61
DANGAR CONSTRUCTION INC	2430	2,3242.26
BIERLEY MICHAEL J	2477	1,852.73
BLOW AMANDA	2507	2,333.35
WHITAKER MARIS	2513	483.47
VOANNE SENIOR HOUSING INC	1000011	6,046.18
VOANNE SENIOR HOUSING INC	1000017	4,658.06
LOVE NITA K	2595	2,010.67
CYR DAVID M	2695	3,550.42
COMPSON K C	2696	2,616.30
LUGIANO CHRISTOPHER	2722	95.33
OM SAI LLC	2727	6,881.84

MCCANN II ARTHUR T, KLEIN LISA TRUSTEES	2755	1,142.60
IACONO JAMES	2774	2,980.64
PLOWMAN DEVELOPMENT GROUP	2780	240.31
PLOWMAN DEVELOPMENT GROUP	2781	240.31
PLOWMAN DEVELOPMENT GROUP	2782	240.31
PLOWMAN DEVELOPMENT GROUP	2783	240.31
PLOWMAN DEVELOPMENT GROUP	2784	240.31
PLOWMAN DEVELOPMENT GROUP	2785	240.31
WARD DANIELLE T	2806	3,478.71
THOMPSON RICHARD G JR	2859	2,207.38
BERGERON KATHY	2872	1,825.60
ESPERANZA ROSARIO	2877	214.83
SAIRAM LLC	2878	8,898.32
BLACKBERRY PROPERTIES LLC	2915	5,403.14
GOUT JEFFERY S	3000	2,894.66
THE ROTM LOFTS LLC	3116	18,641.18
VAN DE GRAFF COLLEEN	3139	1,616.29
CHIANESE TAMMY	3143	1,798.46
CAMPBELL RUTH E	3145	1,990.33
DONALDSON JUDITH M	3156	1,548.46
SANTOSUOSO, JOSEPH A	3163	477.30
FPL ENERGY MAINE HYDRO LLC	3215	93.69
FPL ENERGY MAINE HYDRO LLC	3216	170.16
FPL ENERGY MAINE HYDRO LLC	3217	136.51
J&B PARTNERS LLC	3219	3,672.51
SAAR RENTALS LLC	3290	4,410.89
YORK COUNTY SHELTER PROGRAMS INC	10000008	360.32
ROY STEPHANIE	3327	5,494.23
HIGGINS CYNTHIA	3338	1,784.39
BANKS WAYNE T	3372	4,560.11
DONNESEN ERIKA	3388	1,242.26
WALKER SARAH L	3411	2,864.36
LOEFFLER ERIC J	3493	2,742.27
STICKNEY MARION F TRUSTEE	3507	4,063.98
FOURNIER WILLIAM	3534	27,10.29
PIERSON KATHERINE	3601	1,689.94
GOULET JERICE A	3603	3,801.60
CORRIVEAU TRISTAN D	3613	2,356.49
SHALOM HOUSE INC	1000019	771.00
VINCENT GARY	3841	3,054.29
L & M PROPERTIES INC	3878	3,157.00
FOSTER LEON M	3879	26,418.82
L & M PROPERTIES INC	3880	10,360.55

SALAMACHA GARY H	3941	15.50
PATOINE RICHARD J	3943	34.05
TANGUAY RALPH WILLIAM	3977	1,463.19
PERREAULT RAYMOND	4007	2,844.98
ROUSSELLE HELENE	4055	2,866.30
LETELLIER TRAVIS A	4093	5,918.65
NOVICK BETTE	4109	2,986.46
STICKNEY MARION F TRUSTEE	4184	1,625.98
CHAMBERLAIN JUSTIN R & ASHLEY K	4206	3,122.12
HOLMAN CRAIG	4217	563.96
REALI DAVID JOHN	4266	631.07
PERREAULT DEBORAH J	4300	2,308.16
MARTIN LISA A	4335	639.78
PAQUIN DANIEL R	4358	1,546.25
HILL ELSIE	4465	2,122.11
CROWLEY HEATHER	4523	1,885.67
TREMPE PRISCILLA	4641	1,312.99
ARMSTRONG BONITA S	4684	2,858.55
BONNETTE ERIC R	4722	3,769.41
RAKUZ IGOR	4762	2,879.87
BELLEROSE INVESTMENT GROUP	4763	2,375.99
LITTLE HARVARD INC	4793	3,860.07
LESSARD WILLIAM P	4817	2,480.64
MARTIN JOAN E	4826	65.18
OROURKE JOHN	4832	71.71
WADDELL KIM	4838	310.08
SHAFFER HEATHER R	4844	668.61
SNOWDEAL ANNA	4848	224.81
PHILLIPS ROBERT J	4864	323.65
COUNTWAY ERIC J	4868	62.02
CAMIRE LAWRENCE	4872	118.22
MCLAUGHLIN PAULA	4892	65.05
THEODORE SARAH	4899	298.45
DUCLOS SUSAN	4916	339.15
MARTIN DAVID	4927	265.51
MORTON TRACEY	5012	517.45
HULT JASON M	5033	596.90
CLOHOSEY CHRISTINE M	5037	172.48
MCKAY LANCE	5038	441.86
COTE PAUL	5057	143.10
ELEGANT HOMES INC	5061	736.44
DAVIS JANET L	5064	242.25
MOSLEY MICHELLE	5065	225.34
AMARI HOLDINGS LLC	5093	12,583.37
MALEK M IKRAM	5095	20,081.56
STEVENSON GARY C	5117	16,595.09
RAVI & SUNITA LLC	5118	14,961.36
RAVI & SUNITA LLC	5119	9,852.79
STEVENSON ROBERT	5209	14,335.39

GLAUDE MICHAEL SR	5214	2,448.14
HAYES MICHELLE	5224	251.94
MOODY ERIC	5229	469.00
HEIKKINEN MARK	5235	732.06
OBRIEN ALLANA	5238	65.89
WILDES THOMAS J	5239	240.31
PLANTE LORY L	5240	46.51
DYMENT WILLIAM JR	5244	160.85
GIARRATANO TINA	5245	486.44
MCCURDY JEAN M	5353	1,190.90
MCGONAGLE DIANE	5355	2,850.80
DUBE LISA P	5437	3,407.00
LETOURNEAU RENE R	5589	4,895.39
PORT RESOURCES	1000020	479.00
MARTIN NATALIE M (HEIRS OF)	5689	593.05
FENDERSON JEAN	5713	2,118.23
MADDEN REDEMPTION CENTER INC	5746	3,796.54
WATSON VALERIE	5752	1,902.14
FITANIDES THOMAS W	5773	3,343.05
FOSTER MICHAEL G TRUSTEE	5783	995.10
WOOD MILDRED M HEIRS OF	5833	2,573.11
26 COMMON STREET LLC	5887	4,509.73
YORK CUMBERLAND ASSOC	1000007	5,000.00
CLARK SUSAN W	5944	197.67
HEBERT ROBERT	5956	921.74
HEBERT KEITH	5957	1,904.08
GRINNELL ROBERT A JR	6060	337.30
JOHNSON SHARON A	6106	1,176.37
BELANGER FAMILY REAL ESTATE TRUST	6114	1,996.14
BELANGER RONALD L	6115	1,416.68
BELANGER FAMILY REAL ESTATE TRUST	6116	4,467.09
BELANGER FAMILY REAL ESTATE TRUST	6118	2,079.47
GARY GOBEIL	6121	1,436.06
CASSETTE ROBERT L JR	6149	4,639.57
PULLEN SCOTT E	6209	6,815.95
STAR HOMES INC	6400	1,815.91
STEVENSON GARY C	6573	5,027.17
POULIN LAWRENCE R	6654	3,269.41
POULIN LAWRENCE R	6662	58.14
FOURNIER PETER	6697	6,319.82
LEARY KATHLEEN	6759	79.46
STEVENSON GARY C	6766	2,414.75
MITCHELL ROBIN	6805	4,614.38
MESERVE DANIEL	6818	147.29
LEARY KATHLEEN L	6830	2,070.69
TRIPP JOEL F	6840	2,035.04
GLAUDE MICHAEL F JR	6848	6,056.25

LEIGHTON JR ROBERT	6849	1,562.03
MERRILL LINDA M	6857	548.45
YORK CUMBERLAND ASSOC	1000006	2,958.00
MESERVE DANIEL K	6919	4,720.97
SKEA NANCY C	6950	10,339.70
RIOUX DOUGLAS	7099	1,916.68
GARITTA STEVEN J	7118	649.23
MCLASKEY MACK G TR	7163	1,229.20
MCLASKEY MACK G TR	7170	3,185.69
MCLASKEY MACK GERALD	7171	801.25
HARVEY-CARRO JESSICA M	7190	1,194.99
PEARSON LAUREL	7216	2,043.37
ANDERSON CLAYTON J	7234	705.43
ONEILL JACQUELINE	7243	512.80
KERN EDWARD A	7276	2,404.87
NICHOLS CATHERINE J	7298	1,433.43
BOSTON LYNNE M BOUCHER	7312	846.90
BELLEROSE DOUGLAS P	7404	5,358.57
WORKMAN-WAYNE STEPHANIE TRUSTEE	7462	1,294.69
WORKMAN GORDON M	7463	1,296.70
BOOTH SONYA L TR	7545	3,197.70
SECRETARY OF HOUSING & URBAN DEVELOPMENT	7602	205.43
CLARK RANDALL P	7625	1,740.32
METAYER DONALD H SR	7644	2,076.56
METAYER DONALD H	7645	1,029.08
SPURWINK SERVICES INC	1000023	663.00
ASSELIN RONALD B	7693	27.91
FIGUEROA ANTONY	7779	4,353.71
GOWEN DONNA	7817	2,947.70
MONMANEY LINDA A	8006	5,965.16
COLMAN, JAMES P	8008	2,416.69
HUGHES LOUISE F	8013	2,937.01
LIBBY CHERYL ANN	8014	4,238.68
BRUSSO JEFFREY	8082	1,622.11
WALL ALEXANDER P	8085	1,372.10
MAXFIELD DIANA L	8168	2,937.18
GREENWOOD DAVID	8227	6,102.76
HALLER RUSSELL W	8257	2,926.38
COVILL SHERIDAN J JR	8331	3,350.80
CHAMBERLAIN AMY E	8390	1,001.95
TWEEDIE MARTHA	8422	1,102.72
TWEEDIE ROGER EUGENE	8423	2,775.22
GARNIK VIKTOR	8451	7,319.83

# 2018

Customer Name	Property ID	Unpaid Balance
ARMSTRONG BONITA S	054-115-000-000	\$1,693.96
BAGLEY LAURA	032-092-000-000	\$3,420.30
BANKS WAYNE T	038-168-001-000	\$4,156.98
BELANGER FAMILY REAL ESTATE TRUST	086-009-000-000	\$5,518.75
BELANGER FAMILY REAL ESTATE TRUST	086-010-001-000	\$2,106.24
BERGERON KATHY	034-093-001-000	\$2,312.45
BOOTH SONYA L TR	106-017-000-000	\$1,114.31
BRUSSO JEFFREY	117-006-003-000	\$779.81
CAMIRE LAWRENCE	061-013-001-051	\$139.26
CAMPBELL RUTH E	037-001-001-127	\$2,039.53
CASSETTE ROBERT L JR	086-030-000-000	\$4,526.13
CHAMBERLAIN AMY E	125-008-000-000	\$1,109.58
CHAMBERLAIN JUSTIN R & ASHLEY K	052-124-000-000	\$2,200.27
CHAPPELL LUZ MARIE TORRES	002-048-000-000	\$8,387.44
CLARK MAUREEN M	004-008-001-000	\$6,569.99
CLOHOSEY CHRISTINE M	061-013-001-219	\$205.91
COMPSON K C	033-111-001-000	\$1,918.54
COWAN BERNARD E	052-050-003-002	\$1,606.94
CYR DAVID M	033-111-000-000	\$1,788.81
DONALDSON JUDITH M	037-001-001-138	\$1,598.81
DONNESEN ERIKA	038-183-000-000	\$800.28
DUCLOS SUSAN	061-013-001-095	\$416.16
DYMENT WILLIAM JR	064-009-001-021	\$155.37
FITANIDES THOMAS W	068-031-000-000	\$1,938.33
FOURNIER PETER	089-036-019-000	\$2,702.82
GARNIK VIKTOR	126-005-001-000	\$7,032.95
GIARRATANO TINA	064-009-001-022	\$29.77
GLAUDE MICHAEL F JR	091-006-003-000	\$597.20
GOOSEFARE ACRES LTD INC	014-037-001-000	\$169.52
GOULET JERICE A	039-091-000-000	\$882.66
GOWEN DONNA	110-028-002-000	\$3,068.53
HALLER RUSSELL W	123-009-000-000	\$2,965.43
HILL ELSIE	053-147-000-000	\$2,261.91
HOLLIS ACQUISITIONS LLC	032-085-000-000	\$4,930.46
HULT JASON M	061-013-001-214	\$36.54
IACONO JAMES	034-014-002-000	\$3,173.66
JOHNSON SHARON A	086-005-004-000	\$1,167.50
JOHNSTON CHARLES A JR	002-077-000-000	\$4,313.86
KIDMAN BREANNE E	027-051-000-000	\$406.05
L & M PROPERTIES INC	042-009-001-000	\$1,838.85
LESSARD WILLIAM P	061-009-000-000	\$2,389.27
MARTIN DAVID	061-013-001-107	\$317.10

MCCALLUM MARK B	014-037-003-000	\$94.72
MCGONAGLE DIANE	066-031-001-000	\$2,817.86
MCKAY LANCE	061-013-001-220	\$327.21
MCMANUS STEVEN A	032-191-000-000	\$3,792.28
MESERVE DANIEL	091-001-000-001	\$139.93
MITCHELL ROBIN	090-036-000-000	\$4,461.43
MONMANEY LINDA A	116-001-000-000	\$6,206.09
MOODY ERIC	064-009-001-006	\$484.89
MORIN SHARON L	031-148-000-000	\$400.41
MORTON TRACEY	061-013-001-193	\$189.53
MOUNTAIN HEIR FINANCIAL CORPORATION	015-003-000-000	\$189.74
OBRIEN ALLANA	064-009-001-015	\$147.22
PECK JAMES D	031-153-000-000	\$3,535.54
PERREAUXT DEBORAH J	053-042-000-000	\$2,455.98
PHILLIPS EARL W	013-036-021-000	\$79.66
PHILLIPS ROBERT J	061-013-001-043	\$351.48
PIERSON KATHERINE	039-089-000-000	\$1,813.11
PLANTE LORY L	064-009-001-017	\$125.05
POULIN LAWRENCE R	089-020-000-000	\$3,307.08
POULIN LAWRENCE R	089-028-000-000	\$125.05
PULLEN SCOTT E	087-007-002-000	\$7,087.53
RAKUZ IGOR	059-015-000-000	\$1,430.13
RIOUX DOUGLAS	098-009-000-000	\$1,900.03
ROUSSELLE HELENE	052-018-000-000	\$3,088.75
ROY STEPHANIE	038-111-000-000	\$2,111.89
SAKS BEVERLY M	002-056-000-000	\$5,123.11
SANBORN DONALD M	026-030-000-000	\$2,578.46
SECRETARY OF HOUSING & URBAN DEVELOPMENT	107-014-000-000	\$260.51
SNOWDEAL ANNA	061-013-001-026	\$230.18
STAR HOMES INC	088-012-000-000	\$1,847.47
STEVENSON GARY C	062-021-000-000	\$17,290.68
STEVENSON GARY C	089-006-000-000	\$4,936.51
STEVENSON GARY C	090-014-000-000	\$2,490.35
STEVENSON ROBERT	063-011-000-000	\$14,941.54
THOMPSON RICHARD G JR	034-083-000-000	\$2,261.91
TREMBLAY JOSH	061-013-001-032	\$165.78
TWEEDIE MARTHA	125-019-000-000	\$999.94
TWEEDIE ROGER EUGENE	125-020-000-000	\$1,701.43
VAN DE GRAFF COLLEEN	037-001-001-121	\$1,662.57
VINCENT GARY	040-049-000-000	\$3,224.20
WARD DANIELLE T	034-038-000-000	\$3,662.90

2017

Customer Name	Property ID	Unpaid Balance
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DONNESON ERIKA	038-183-000-000	\$1,873.75
DYMENT WILLIAM JR	064-009-001-021	\$96.60
HALLER RUSSELL W	123-009-000-000	\$2,641.25
JOHNSTON CHARLES A JR	002-077-000-000	\$1,508.16
KEENAN RYAN M	051-009-000-000	\$38,908.93
LESSARD WILLIAM P	061-009-000-000	\$568.39
MARTIN DAVID	061-013-001-107	\$413.61
MONMANEY LINDA A	116-001-000-000	\$5,894.20
PERREAULT DEBORAH J	053-042-000-000	\$2,375.38
PLANTE LORY L	064-009-001-017	\$222.39
RIOUX DOUGLAS	098-009-000-000	\$1,811.23
SECRETARY OF HOUSING & URBAN DEVELOPMENT	107-014-000-000	\$147.77
VINCENT GARY	040-049-000-000	\$3,344.21
WARD DANIELLE T	034-038-000-000	\$2,014.96

## 2016

Customer Name	Property ID	Unpaid Balance
DONNESON ERIKA	038-183-000-000	\$80.33
HALLER RUSSELL W	123-009-000-000	\$2,601.14
HARVEY ANGELA	038-168-000-000	\$2,116.54
MARTIN DAVID	061-013-001-107	\$353.26
RIOUX DOUGLAS	098-009-000-000	\$1,790.78

## 2015

Customer Name	Property ID	Unpaid Balance
HALLER RUSSELL W	123-009-000-000	\$2,521.04
HARVEY ANGELA	038-168-000-000	\$2,051.77
MARTIN DAVID	061-013-001-107	\$392.85
RIOUX ROLAND A	098-009-000-000	\$1,186.27

## Personal Property Taxes

## 2019

Customer Name	Property ID	Unpaid Balance
26 COMMON STREET LLC	1522	\$6,481.45
OAUCIER NORM & JOANNE	941	\$195.35



236 MAIN ST LLC	1479	\$8,969.06
A P VENDING & AMUSEMENT CO INC	32	\$456.88
APTE JOHN	1000	\$225.42
AUDIFFRED JAMES L ATTY	51	\$58.20
BAJO, LLC	603	\$8,963.25
BARNFULL ANTIQUES	1235	\$65.60
BASTILLE WOODWORKING &	67	\$24.26
BEAUREGARD & ROCHE	1296	\$116.28
BERKSHIRE HATHAWAY	525	\$49.52
BREDA, STEPHEN	1214	\$24.05
BRISSON MICHELINE	937	\$446.26
BROOKSIDE INN	95	\$61.85
BROWN ROBERT & LUCIELLE	1082	\$37.21
CASCADE MINIATURE GOLF	114	\$211.24
Casco Indemnity Company	148	\$5.00
CASHMAN, RAYMOND	982	\$395.33
CHARLIE CATE & TARA HANSEN	1289	\$167.44
CHINA HOUSE	146	\$1,061.52
CHRIS AUTOMOTIVE	1388	\$125.23
COASTAL TRADING & GIFTS/PAWN	1178	\$52.38
COLFAX CORPORATION	1250	\$1,536.89
COLLIBEE ROBERT & CONNIE	1109	\$65.11
COWORX STAFFING SERVICES INC	692	\$92.74
CROSSFIT RISING TIDE	135	\$67.83
DERTEX CORP	402	\$5.08
DTSH, LLC	554	\$1,773.27
DUBOIS, CARL AND MICHELE	985	\$302.33
DUSTIN BARBARA	948	\$171.32
EASTVIEW MOTEL	231	\$498.45
ELLIS SUZANNE	913	\$186.05
EVAN PATIERNO	1490	\$182.27
GUNYA CORP	310	\$10.04
HANABI	1180	\$184.50
HANDYMAN PRO LLC	678	\$160.85
HEARTS DESIRE	325	\$30.52
HEWITT, NANCY	1002	\$1.22
JOSE DAVID & JOSEE	936	\$390.06
KEVIN'S ELECTRIC INC	140	\$293.03
KOTSIFAS WILLIAM	1282	\$1.50
KRISPY CREME	497	\$2,479.07
LEON FOSTER	1482	\$4,089.57
LITTLE CAESAR'S PIZZA	973	\$671.06
LOISELLE KELLY	916	\$339.56
MADDEN REDEMPTION CENTER INC	750	\$203.60
MARTIN MICHAEL R ATTY	428	\$234.11
MATTHEWS CHERI & NEIL	1288	\$140.66

MCDERMOTT ADVISORS	1376	\$81.65
MICHAEL PHELPS SKILL CENTER	1355	\$2,095.66
MIKE PAUL FOUNDATIONS INC	754	\$240.41
MOLINARI JIM & ANDREA	1291	\$306.98
NORMAND BRIAN	1293	\$60.47
PAUL PROVENCHER BUILDER INC	1405	\$50.02
PIZZA HUT #655	511	\$771.20
QUICKPRINT COLOR CENTER INC	533	\$466.67
RABUCCIO PHYLLIS	441	\$573.22
RALPH LEO JR	285	\$1,105.14
RIDLEY DONNA M S E D	550	\$60.08
ROBUCCIO PHYLLIS	1081	\$7.41
RODEWAY INN	161	\$240.02
SACO PLAZA LLC	335	\$1,841.94
SACO RIVER CIGAR INC LLC	1255	\$118.43
SALON SMITH	1153	\$53.72
SCOTT BARBARA & WILLIAM	1316	\$37.21
SEA SHORE MANAGEMENT LLC	1257	\$110.04
SEACOAST AUTOMOTIVE INC	1154	\$206.26
SHEEHAN PATRICK	927	\$387.08
SINCLAIR RICHARD	1358	\$388.10
SMITH ELLIOTT P A	627	\$874.79
SUNRISE MOTEL	655	\$411.83
SUSAN GILL & DAVID WILLIAMS	1290	\$111.63
THE BASKETBALL HOUSE INC	1201	\$269.96
THE CHEF & THE GARDENER	101	\$358.53
THE NEW MOON RESTAURANT	521	\$33.63
TIDE WATCH LLC	957	\$213.10
WAUGH, BRUCE	987	\$397.37
WILLIAM MCCALL	1488	\$943.90
XL SOCCER WORLD SACO LLC	339	\$578.04

## 2018

Customer Name	Property ID	Unpaid Balance
A P VENDING & AMUSEMENT CO INC	32	\$500.26
ANIMAL MEDICAL ASSOCIATES	27	\$1,051.08
ARTISTRY IN BLOOM	40	\$72.35
ASSURED MORTGAGE SOLUTIONS LLC	1337	\$93.95
BERKSHIRE HATHAWAY	525	\$40.89
BROWN ROBERT & LUCIELLE	1082	\$56.78
CASCADE MINIATURE GOLF	114	\$206.40

CASHMAN, RAYMOND	982	\$488.47
CHARLIE CATE & TARA HANSEN	1289	\$182.17
CHRIS AUTOMOTIVE	1388	\$136.71
COLFAX CORPORATION	1250	\$766.02
CURRAN'S FOODS INC	792	\$15,384.00
CWG MERCHANDISING LLC	1239	\$42.44
DTSH, LLC	554	\$1,773.27
DUSTIN BARBARA	948	\$244.73
EASTVIEW MOTEL	231	\$493.61
HANABI	1180	\$92.25
HEWLETT PACKARD FINANCIAL SERV	327	\$682.66
Kevin's Electric, Inc	140	\$146.51
LOISELLE KELLY	916	\$414.48
MAINE HOCKEY GROUP LLC	1046	\$5,747.35
MAJOR RICK & GARCIA NADERE	1111	\$165.97
MARTIN MICHAEL R ATTY	428	\$84.03
MCDERMOTT ADVISORS	1376	\$96.22
MIKE PAUL FOUNDATIONS INC	754	\$262.11
MOLINARI JIM & ANDREA	1291	\$376.75
NEIGHBORHOOD HEALTH & HERBS	457	\$185.10
NORMAND BRIAN	1293	\$5.87
RALPH LEO JR	285	\$1,217.66
REMAX ABSOLUTE REALTY	309	\$288.96
RIDLEY DONNA M S E D	550	\$60.08
SALON SMITH	1153	\$57.95
SAUCIER NORM & JOANNE	941	\$255.04
SCOTT BARBARA & WILLIAM	1316	\$0.93
SCOTT BARBARA & WILLIAM	1316	\$36.82
SEA SHORE MANAGEMENT LLC	1257	\$111.55
SEACOAST AUTOMOTIVE INC	1154	\$206.26
SHEEHAN PATRICK	927	\$468.26
SINCLAIR RICHARD	1358	\$449.56
SUNRISE MOTEL	655	\$450.39
SUSAN GILL & DAVID WILLIAMS	1290	\$172.09
THE BASKETBALL HOUSE INC	1201	\$269.96
TIDE WATCH LLC	957	\$213.10

2017

Customer Name	Property ID	Unpaid Balance
A P VENDING & AMUSEMENT CO INC	32	\$253.78
BARD TIM	897	\$39.40
BERKSHIRE HATHAWAY	525	\$42.53
BROWN ROBERT & LUCIELLE	1082	\$22.33

CASCADE MINIATURE GOLF	114	\$206.82
CASHMAN, RAYMOND	982	\$42.82
CHRIS AUTOMOTIVE	1388	\$153.34
CWG MERCHANDISING LLC	1239	\$43.31
DUSTIN BARBARA	948	\$24.47
EAGLE ATM LLC	1191	\$14.20
EASTVIEW MOTEL	231	\$494.63
HIGHLAND HOME GALLERY	1006	\$20.68
LIFESKILLS LLC	814	\$93.60
LOISELLE KELLY	916	\$31.07
MAINE HOCKEY GROUP LLC	1046	\$6,004.26
Maine Range LLC/Weaponcraft LLC	1356	\$427.88
MAJOR RICK & GARCIA NADERE	1111	\$166.45
MIKE PAUL FOUNDATIONS INC	754	\$284.41
MOLINARI JIM & ANDREA	1291	\$146.82
NORTHWESTERN MUTUAL INS CO	475	\$38.84
PALCO AIR CARGO INC	492	\$2.00
PSH INC	504	\$204.88
RALPH LEO JR	285	\$1,337.79
REMAX ABSOLUTE REALTY	309	\$289.55
RIDLEY DONNA M S E D	550	\$60.20
SACO SMOKE SHOP	1254	\$27.19
SALON SMITH	1153	\$66.28
SAUCIER NORM & JOANNE	941	\$28.35
SCOTT BARBARA & WILLIAM	1316	\$25.89
SEACOAST AUTOMOTIVE INC	1154	\$206.69
SOUTHERN MAINE HYPNOSIS	1371	\$61.37
SUPERIOR EMPLOYMENT LLC	975	\$87.18
SUSAN GILL & DAVID WILLIAMS	1290	\$24.08
THE BASKETBALL HOUSE INC	1201	\$332.35
TIDE WATCH LLC	957	\$213.54

## 2016

Customer Name	Property ID	Unpaid Balance
BEAR ESSENTIALS FITNESS INC	1175	\$457.44
BELLEROSE, MATT	1202	\$13.45
BEMIS RICHARD	899	\$82.61
BROWN ROBERT & LUCIELLE	1082	\$20.16
CASCADE MINIATURE GOLF	114	\$204.69
CASHMAN, RAYMOND	982	\$179.23
CHAPTER 11	1342	\$194.24
CHRIS AUTOMOTIVE	1388	\$202.35

DAYOWL COUNSELING	205	\$13.32
DELOLIO, MICHAEL J & ASSOC	1186	\$157.54
DREAMING TREE VINTAGE CLOTHING	1344	\$20.43
DUSTIN BARBARA	948	\$121.09
EASTVIEW MOTEL	231	\$489.53
GRAYBAR FINANCIAL SERVICES LLC	1267	\$2.31
HIGHLAND HOME GALLERY	1006	\$21.14
LARRY FORGUES & JILL WDOWIAK	1299	\$38.44
LIFESKILLS LLC	814	\$92.64
M & K AUTOMOTIVE	267	\$134.14
MAINE HOCKEY GROUP LLC	1046	\$61.86
MAJOR RICK & GARCIA NADERE	1111	\$34.15
MIKE PAUL FOUNDATIONS INC	754	\$305.69
MOLINARI JIM & ANDREA	1291	\$145.30
NORTHWESTERN MUTUAL INS CO	475	\$33.64
PAINCHAUD, GERALD	1372	\$10.19
PRUDENTIAL PRIME PROPERTIES	525	\$96.10
RALPH LEO JR	285	\$1,454.95
REMAX ABSOLUTE REALTY	309	\$286.57
ROY, JANET	1222	\$64.39
SACO SMOKE SHOP	1254	\$76.88
SALON SMITH	1153	\$70.48
SAUCIER NORM & JOANNE	941	\$118.78
SEACOAST AUTOMOTIVE INC	1154	\$204.56
SOUTHERN MAINE HYPNOSIS	1371	\$107.25
SUSAN GILL & DAVID WILLIAMS	1290	\$100.71
TERRANOVA CORP	741	\$328.66
THE BASKETBALL HOUSE INC	1201	\$764.96
UNIFIED TAE KWON DO	1260	\$60.49
VINCENZAS ITALIAN BAKERY	1353	\$108.73
WALSH LARRY	1101	\$12.11
WEAPONCRAFT, LLC	1356	\$514.58
WELCH JUDY MD PA	716	\$0.63
WENTWORTH TECHNOLOGY INC	1261	\$30.73
YUMMY THAI CUISINE LLC	1017	\$340.19

2015

Customer Name	Property ID	Unpaid Balance
BEAR ESSENTIALS FITNESS INC	1175	\$10.83
BELLEROSE, MATT	1202	\$13.03



CASCADE MINIATURE GOLF	114	\$99.61
CASHMAN, RAYMOND	982	\$165.72
CHAPTER 11	1342	\$103.84
CHRIS AUTOMOTIVE	1388	\$97.75
COASTAL BILLING ASSOC OF ME	128	\$61.45
CWG MERCHANDISING LLC	1239	\$109.86
DAYOWL COUNSELING	205	\$7.45
DREAMING TREE VINTAGE CLOTHING	1344	\$20.48
DUSTIN BARBARA	948	\$117.31
EASTVIEW MOTEL	231	\$474.81
FORGUES & WDOWIAK	1299	\$37.24
GILL & WILLIAMS	1290	\$93.10
GORHAM MICRO	300	\$108.00
GREEN VALLEY OIL	285	\$1,003.13
HERLIHY JOSEPH	907	\$83.79
HIGHLAND HOME GALLERY	1006	\$38.54
LIFESKILLS LLC	814	\$57.72
M AND K AUTOMOTIVE	267	\$193.65
MAINE TACTICAL	1356	\$497.15
MATEA JADE PHOTOGRAPHY	1249	\$48.41
MIKE PAUL FOUNDATIONS INC	754	\$150.67
NORTHERN BREWER	1348	\$27.93
PATTERSON DOUG & MILLIE	1308	\$445.02
REMAX ABSOLUTE REALTY	309	\$277.44
ROY, JANET	1222	\$59.58
SACO SMOKE SHOP	1254	\$33.52
SALON SMITH	1153	\$229.03
SAUCIER NORM	941	\$109.86
SEACOAST AUTOMOTIVE INC	1154	\$128.74
SHAMO DOLLAR STORE	1409	\$134.06
SOUTHERN ME SPECIALTIES CO INC	633	\$772.83
TERRANOVA CORP	741	\$318.40
THE BASKETBALL HOUSE INC	1201	\$629.36
THE PHOTO DOCTOR INC	1207	\$59.58
UNIFIED TAE KWON DO	1260	\$23.27
VINCENZAS ITALIAN BAKERY	1353	\$100.55
WALSH LARRY	1101	\$2.45

# Post Audit Report

The Complete Post Audit Report for Fiscal year 2018 is available and on file in the Finance Department of Saco City Hall and is also available online at:  
<https://www.sacomaine.org/Finance/2018/Saco-2018-SAS-letter.pdf>



Certified Public Accountants and Business Consultants

December 28, 2018

To the City Council and School Board  
City of Saco, Maine

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine for the year ended June 30, 2018. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our meeting with the Mayor on June 7, 2018. Professional standards also require that we communicate to you the following information related to our audit.

**Our Responsibilities under U.S. Generally Accepted Auditing Standards, *Government Auditing Standards*, and the Uniform Guidance**

As stated in our engagement letter dated June 7, 2018, our responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

In planning and performing our audit, we considered the City of Saco, Maine's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinions on the financial statements and not to provide assurance on the internal control over financial reporting. We also considered internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with the Uniform Guidance.

As part of obtaining reasonable assurance about whether the City of Saco, Maine's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants. However, providing an opinion on compliance with those provisions was not an objective of our audit. Also in accordance with the Uniform Guidance, we examined, on a test basis, evidence about the City of Saco, Maine's compliance with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Compliance Supplement applicable to each of its major federal programs for the purpose of expressing an opinion on the City of Saco, Maine's compliance with those requirements. While our audit provides a reasonable basis for our opinion, it does not provide a legal determination on the City of Saco, Maine's compliance with those requirements.

City Council and School Board  
Page 2

### Significant Audit Findings

#### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City of Saco, Maine are described in the notes to the financial statements. As described in the notes to the financial statements, the City of Saco, Maine adopted Statement of Governmental Accounting Standards (GASB Statement) No. 75 *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions* in 2018. Accordingly, the cumulative effect of the accounting change as of the beginning of the year is reported in the Statement of Net Position. No other new accounting policies were adopted and the application of existing policies was not changed during 2018. We noted no transactions entered into by the City of Saco, Maine during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the City of Saco, Maine's financial statements were:

- Management's estimate of depreciation expense which is based on estimated useful lives of assets.
- Management's estimate of the allowance for doubtful accounts for ambulance receivables, which is based on collectability and historical bad debt.
- Management's estimate of the other post employment benefits and net pension liabilities, which are based on actuarially determined information.

We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to the financial statement users. The financial statement disclosures are neutral, consistent, and clear.

#### *Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements, some of which were material to the financial statements. See attached adjusting journal entries.

City Council and School Board  
Page 3

The attached report entitled "Passed Adjusting Journal Entries" lists the uncorrected misstatements of the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

*Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

*Management Representations*

We have requested certain representations from management that are included in the attached management representation letter dated December 28, 2018.

*Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the City of Saco, Maine's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the City of Saco, Maine's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the management's discussion and analysis, modified approach for city infrastructure and capital assets, the schedule of changes in total health plan OPEB liability and related ratios, schedule of City's proportionate share of net OPEB liability, schedule of City's proportionate share of the net pension liability, and the schedule of City pension plan contributions, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

## City Council and School Board

Page 4

We were engaged to report on the combining and individual fund financial statements, which accompany the financial statements but are not RSI. We are also engaged to report on the schedule of expenditures of federal awards, which is included in a separate report and is not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the introductory or statistical sections, which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the information and use of the City Council, School Board, and management of the City of Saco, Maine and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in black ink, appearing to read "Runyan Kursten Quellitter".

**City of Saco, Maine**  
**Adjusting Journal Entries - City**  
**6/30/2018**

	Debit	Credit
<b>Adjusting Journal Entries JE # 1</b>		
To remove vehicle that was traded-in.		
5000-0000-0000-011780-00-00-00000-00-0-0 Accumulated Depreciation	25,189.00	
5000-0000-0000-011720-00-00-00000-00-0-0 Vehicles	25,189.00	
<b>Total</b>	<b>25,189.00</b>	<b>25,189.00</b>
<b>Adjusting Journal Entries JE # 2</b>		
To adjust Accrued Payroll to Actual.		
1000-0012-5400-500286-86-01-00000-00-0-0 Deferred Compensation	3,963.60	
1000-0012-5400-500287-86-01-00000-00-0-0 MEPERS (RETIREMENT)	22,273.86	
1000-0012-5400-500288-86-01-00000-00-0-0 Health Insurance	71,208.43	
1000-0000-0000-012301-00-00-00000-00-0-0 Accrued Wages	97,355.01	
1000-0020-5150-500108-81-01-00000-00-0-0 Cross Guards/Animal Control	90.88	
<b>Total</b>	<b>97,445.89</b>	<b>97,445.89</b>
<b>Adjusting Journal Entries JE # 3</b>		
To bring Ambulance AR and Ambulance Allowance to Actual.		
2001-0000-0000-011100-00-00-00000-00-0-0 Accounts Receivables	109,465.71	
2001-0000-0000-011109-00-00-00000-00-0-0 ALLOWANCE FOR UNCOLLECTIBLE	7,161.23	
2001-0021-0000-400107-58-00-00000-00-0-0 Ambulance Fees	102,304.48	
<b>Total</b>	<b>109,465.71</b>	<b>109,465.71</b>
<b>Adjusting Journal Entries JE # 4</b>		
To adjust investment statement to actual.		
3001-0000-0000-011051-00-00-00000-00-0-0 Landfill PRP Investment	4,735.08	
3001-0030-0000-300750-60-00-00000-00-0-0 INTEREST EARNINGS	320.82	
3001-0000-0000-011001-00-00-00000-00-0-0 Checking	5,055.90	
<b>Total</b>	<b>5,055.90</b>	<b>5,055.90</b>

**City of Saco, Maine**  
**Adjusting Journal Entries - School**  
**6/30/2018**

		Debit	Credit
<b>Adjusting Journal Entries JE # 1</b>			
To record accounts receivable for accrued summer salaries and expenses moved from Title II to LE.			
2300-0000-0000-11530-000	Accounts Receivables	13,138.60	
2470-0000-0000-11530-000	Accounts Receivables	3,695.10	
2300-0000-0000-44517-000	Title 1A Disadvantaged		13,138.60
2470-0000-0000-44562-000	IDEA, Loc/. Entitlement		3,695.10
<b>Total</b>		<b>16,833.70</b>	<b>16,833.70</b>
<b>Adjusting Journal Entries JE # 2</b>			
To book a transfer from the general fund to local entitlement to cover the fund deficit.			
1000-0000-2320-59120-900	Transfer out to Special Revenues	7,543.00	
2470-0000-0000-11320-000	Interfund Account Receivable	7,543.00	
1000-0000-0000-24020-000	Interfund Accounts Payable		7,543.00
2470-0000-0000-45200-000	Transfer in from General Fund		7,543.00
<b>Total</b>		<b>15,086.00</b>	<b>15,086.00</b>
<b>Adjusting Journal Entries JE # 3</b>			
To adjust for client misposting.			
1000-0000-0000-11320-000	Interfund Account Receivable	418.90	
2930-0000-0000-11010-000	Food Service Cash	418.90	
1000-0000-0000-11410-000	Intergovernmental Accounts Receivable		418.90
2930-0000-0000-24020-000	Interfund Accounts Payable		418.90
<b>Total</b>		<b>837.80</b>	<b>837.80</b>

**City of Saco, Maine**  
**Passed Adjusting Journal Entries**  
**6/30/2018**

	Debit	Credit
<b>Proposed Journal Entries JE # 200</b>		
To bring unavailable revenues to actual as of June 30, 2018.		
1000-0000-0000-012600-00-00-00000-00-0-0 Deferred Property Taxes	21,690.19	
1000-5001-0000-300101-50-00-00000-00-0-0 Taxes Committed	21,690.19	
<b>Total</b>	<b>21,690.19</b>	<b>21,690.19</b>



# CITY OF SACO, MAINE

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Finance  
Saco City Hall  
300 Main Street  
Saco, Maine 04072-1538

Glenys R. Salas, Finance Director & Treasurer  
Telephone: (207) 710-5015  
Email: [gsalas@sacomaine.org](mailto:gsalas@sacomaine.org)  
Facebook: [/sacomaine](https://www.facebook.com/sacomaine)  
Twitter: [@sacomaine](https://twitter.com/sacomaine)

Runyon Kersteen Ouellette  
20 Long Creek Drive  
South Portland, Maine 04106

12/28/2018

**To Whom It May Concern:**

This representation letter is provided in connection with your audit of the financial statements of the City of Saco, Maine, which comprise the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information as of June 30, 2018, and the respective changes in financial position and, where applicable, cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing opinions as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of December 28, 2018, the following representations made to you during your audit.

**Financial Statements**

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 7, 2018, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP and for the preparation of the supplementary information in accordance with the applicable criteria.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. GAAP and include all properly classified funds and other financial information of the primary government and all component units required by generally accepted accounting principles to be included in the financial reporting entity.
- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 5) Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.

6) Related party relationships and transactions, including revenues, expenditures/expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.

7) Adjustments or disclosures have been made for all events, including instances of noncompliance, subsequent to the date of the financial statements that would require adjustment to or disclosure in the financial statements or in the schedule of findings and questioned costs.

8) We are in agreement with the adjusting journal entries you have proposed, and they have been posted to the accounts.

9) The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as whole for each opinion unit. A list of uncorrected misstatements is attached to the representation letter.

10) The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.

11) Guarantees, whether written or oral, under which the City is contingently liable, if any, have been properly recorded or disclosed.

#### Information Provided

12) We have provided you with:

- a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
- b) Additional information that you have requested from us for the purpose of the audit.
- c) Unrestricted access to persons within the City from whom you determined it necessary to obtain audit evidence.
- d) Minutes of the meetings of the City Council and School Board or summaries of actions of recent meetings for which minutes have not yet been prepared.

13) All material transactions have been recorded in the accounting records and are reflected in the financial statements and the schedule of expenditures of federal awards.

14) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

15) We have no knowledge of any fraud or suspected fraud that affects the City and involves:

- a) Management,
- b) Employees who have significant roles in internal control, or
- c) Others where the fraud could have a material effect on the financial statements.

16) We have no knowledge of any allegations of fraud or suspected fraud affecting the City's financial statements communicated by employees, former employees, regulators, or others.

17) We have no knowledge of instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing financial statements.

18) We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.

19) We have disclosed to you the identity of the City's related parties and all the related party relationships and transactions of which we are aware.

**Government - specific**

20) There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.

21) We have taken timely and appropriate steps to remedy fraud, noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that you have reported to us.

22) We have a process to track the status of audit findings and recommendations.

23) We have identified to you any previous audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.

24) We have provided our views on reported findings, conclusions, and recommendations, as well as our planned corrective actions, for the report.

25) The City has no plans or intentions that may materially affect the carrying value or classification of assets, deferred outflows of resources, liabilities, deferred inflows of resources or fund balance or net position.

26) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and legal and contractual provisions for reporting specific activities in separate funds.

27) We have identified and disclosed to you all instances which have occurred or are likely to have occurred, of fraud and noncompliance with provisions of laws and regulations that we believe have a material effect on the financial statements or other financial data significant to the audit objectives, and any other instances that warrant the attention of those charged with governance.

28) We have identified and disclosed to you all instances that have occurred or are likely to have occurred, of noncompliance with provisions of contracts and grant agreements that we believe have a material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.

29) We have identified and disclosed to you all instances that have occurred or are likely to have occurred, of abuse that could be quantitatively or qualitatively material to the financial statements or other financial data significant to the audit objectives.

30) There are no violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.

31) As part of your audit, you assisted with preparation of the financial statements and related notes and schedule of expenditures of federal awards. We acknowledge our responsibility as it relates to those nonaudit services, including that we assume all management responsibilities; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of the services performed; and accept responsibility for the results of the services. We have reviewed, approved, and accepted responsibility for those financial statements and related notes and schedule of expenditures of federal awards.

32) The City has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.

33) The City has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.

34) The financial statements include all component units as well as joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations.

35) The financial statements properly classify all funds and activities, in accordance with GASB Statement No. 34.

36) All funds that meet the quantitative criteria in GASB Statement Nos. 34 and 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.

37) Components of net position (net investment in capital assets; restricted; and unrestricted) and classifications of fund balance (nonspendable, restricted, committed, assigned, and unassigned) are properly classified and, if applicable, approved.

38) Investments, derivative instruments, and land and other real estate held by endowments are properly valued.

39) Provisions for uncollectible receivables have been properly identified and recorded.

40) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.

41) Revenues are appropriately classified in the statement of activities within program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.

42) Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.

43) Deposits and investment securities and derivative instruments are properly classified as to risk and are properly disclosed.

44) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated.

45) The City meets the GASB-established requirements for accounting for eligible infrastructure assets using the modified approach.

46) We have appropriately disclosed the City's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available and have determined that net position is properly recognized under the policy.

47) We are following our established accounting policy regarding which resources (that is, restricted, committed, assigned, or unassigned) are considered to be spent first for expenditures for which more than one resource classification is available. That policy determines the fund balance classifications for financial reporting purposes.

48) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.

49) With respect to supplementary information other than RSI (schedule of expenditures of federal awards, introductory section, combining and individual fund financial statements and statistical section):

a) We acknowledge our responsibility for presenting the schedule of expenditures of federal awards, introductory section, combining and individual fund financial statements, and statistical section in accordance with accounting principles generally accepted in the United States of America, and we

believe the schedule of expenditures of federal awards, introductory section, combining and individual fund financial statements, and statistical section, including its form and content, is fairly presented in accordance with accounting principles generally accepted in the United States of America. The methods of measurement and presentation of the schedule of expenditures of federal awards, introductory section, combining and individual fund financial statements and statistical section have not changed from those used in prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.

b) If the schedule of expenditures of federal awards, introductory section, combining and individual fund financial statements and statistical section are not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditor's report thereon.

50) With respect to federal award programs:

a) We are responsible for understanding and complying with and have complied with the requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), including requirements relating to preparation of the schedule of expenditures of federal awards.

b) We acknowledge our responsibility for presenting the schedule of expenditures of federal awards (SEFA) and related notes in accordance with the requirements of the Uniform Guidance, and we believe the SEFA, including its form and content, is fairly presented in accordance with the Uniform Guidance. The methods of measurement or presentation of the SEFA have not changed from those used in the prior period and we have disclosed to you any significant assumptions and interpretations underlying the measurement or presentation of the SEFA.

c) If the SEFA is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the SEFA no later than the date we issue the SEFA and the auditor's report thereon.

d) We have identified and disclosed to you all of our government programs and related activities subject to the Uniform Guidance compliance audit, and have included in the SEFA, expenditures made during the audit period for all awards provided by federal agencies in the form of federal awards, federal cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other direct assistance.

e) We are responsible for understanding and complying with, and have complied with, the requirements of federal statutes, regulations, and the terms and conditions of federal awards related to each of our federal programs and have identified and disclosed to you the requirements of federal statutes, regulations, and the terms and conditions of federal awards that are considered to have a direct and material effect on each major program.

f) We are responsible for establishing and maintaining, and have established and maintained, effective internal control over compliance for federal programs that provides reasonable assurance that we are managing our federal awards in compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a material effect on our federal programs. We believe the internal control system is adequate and is functioning as intended.

g) We have made available to you all federal awards (including amendments, if any) and any other correspondence with federal agencies or pass-through entities relevant to federal programs and related activities.

- h) We have received no requests from a federal agency to audit one or more specific programs as a major program.
- i) We have complied with the direct and material compliance requirements (except for noncompliance disclosed to you), including when applicable, those set forth in the OMB Compliance Supplement, relating to federal awards and have identified and disclosed to you all amounts questioned and all known noncompliance with the direct and material compliance requirements of federal awards or confirm that there were no amounts questioned and no known noncompliance with the direct and material compliance requirements of federal awards.
- j) We have disclosed any communications from federal awarding agencies and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of the auditor's report.
- k) We have disclosed to you the findings received and related corrective actions taken for previous audits, attestation engagements, and internal or external monitoring that directly relate to the objectives of the compliance audit, including findings received and corrective actions taken from the end of the period covered by the compliance audit to the date of the auditor's report.
- l) Amounts claimed or used for matching were determined in accordance with relevant guidelines in OMB's Uniform Guidance (2 CFR part 200, subpart E) and OMB Circular A-87, Cost Principles for State, Local, and Indian Tribal Governments, if applicable.
- m) We have disclosed to you our interpretation of compliance requirements that may have varying interpretations.
- n) We have made available to you all documentation related to compliance with the direct and material compliance requirements, including information related to federal program financial reports and claims for advances and reimbursements.
- o) We have disclosed to you the nature of any subsequent events that provide additional evidence about conditions that existed at the end of the reporting period affecting noncompliance during the reporting period.
- p) There are no such known instances of noncompliance with direct and material compliance requirements that occurred subsequent to the period covered by the auditor's report.
- q) No changes have been made in internal control over compliance or other factors that might significantly affect internal control, including any corrective action we have taken regarding significant deficiencies or material weaknesses in internal control over compliance, subsequent to the period covered by the auditor's report.
- r) Federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared.
- s) The copies of federal program financial reports provided you are true copies of the reports submitted, or electronically transmitted, to the respective federal agency or pass-through entity, as applicable.
- t) We have charged costs to federal awards in accordance with applicable cost principles.
- u) We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by the Uniform Guidance, and we have provided you with all information on the status of the follow-up on prior audit findings by federal awarding agencies and pass-through entities, including all management decisions.

- v) We are responsible for and have ensured the reporting package does not contain protected personally identifiable information.
- w) We are responsible for and have accurately prepared the auditee section of the Data Collection Form as required by the Uniform Guidance.
- x) We are responsible for taking corrective action on each audit finding of the compliance audit and have developed a corrective action plan that meets the requirements of the Uniform Guidance.

  
Signed

  
Signed

# Extracted Financial Statements

## Government Wide Financial Statements

### CITY OF SACO, MAINE

#### Statement 1: Statement of Net Position

June 30, 2018

	Governmental Activities	Business-type Activities	2018 Total
<b>ASSETS</b>			
Cash and cash equivalents	\$ 29,625,080	\$ -	\$ 29,625,080
Investments	1,055,946	-	1,055,946
Receivables:			
Accounts (net of allowance of \$959,696)	2,725,307	638,528	3,363,835
Taxes - current	953,429	-	953,429
Taxes - prior years	121,775	-	121,775
Tax liens	352,885	-	352,885
Prepaid expenses	213,724	27,244	240,968
Other	36,152	-	36,152
Tax acquired property	93,089	-	93,089
Depreciable capital assets, net	19,682,716	5,201,386	24,884,102
Non-depreciable capital assets	43,494,492	14,941,079	58,435,571
<b>Total assets</b>	<b>98,354,596</b>	<b>20,808,237</b>	<b>119,162,833</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Deferred outflows of resources related to pensions	2,390,935	-	2,390,935
Deferred outflows of resources related to OPEB	75,589	-	75,589
<b>Total deferred outflows of resources</b>	<b>2,466,524</b>	<b>-</b>	<b>2,466,524</b>
<b>LIABILITIES</b>			
Accounts payable and other current liabilities	3,387,697	238,102	3,625,799
Accrued liabilities	2,972,720	29,846	3,002,566
Taxes collected in advance	239,479	-	239,479
Internal balance	(277,688)	277,688	-
Noncurrent liabilities:			
Due within one year	2,049,245	24,010	2,073,255
Due in more than one year	31,334,807	31,906	31,366,713
<b>Total liabilities</b>	<b>39,706,260</b>	<b>601,552</b>	<b>40,307,812</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred inflows of resources related to pensions	381,467	-	381,467
Deferred inflows of resources related to OPEB	93,708	-	93,708
<b>Total deferred inflows of resources</b>	<b>475,175</b>	<b>-</b>	<b>475,175</b>
<b>NET POSITION</b>			
Net investment in capital assets	49,955,485	20,142,465	70,097,950
Restricted for:			-

General Government	4,470,025	-	4,470,025
Education	303,706	-	303,706
Public safety	160,146	-	160,146
Nonexpendable	181,383	-	181,383
Expendable	520,674	-	520,674
Unrestricted	5,048,266	64,220	5,112,486
<b>Total net position</b>	<b>\$ 60,639,685</b>	<b>\$ 20,206,685</b>	<b>\$ 80,846,370</b>

## CITY OF SACO, MAINE

Statement 2: Statement of Activities  
For the Year Ended June 30, 2018

Functions/Programs	Net (Expense) Revenue and Changes					
	Program Revenues			in Net Position		
	Operating		Capital	Primary Government		
	Charges for Expenses	Services	Grants and Contributions	Grants and Contributions	Governmental Activities	Business-type Activities
						2018
						Total
Primary government:						
Governmental activities:						
General government	\$ 10,128,699	\$ 1,309,850	\$ 118,896	\$ -	\$ (8,699,953)	\$ -
Public safety	7,542,615	1,025,290	7,807	-	(6,509,518)	-
Public works	7,292,534	697,835	173,676	223,884	(6,197,139)	-
Culture and recreation	1,691,818	903,474	-	-	(788,344)	-
Education	40,181,698	732,333	15,285,079	339,065	(23,825,221)	-
Interest on debt	499,257	-	-	-	(499,257)	-
Total governmental activities	67,336,621	4,668,782	15,585,458	562,949	(46,519,432)	-
Business-type activities:						
Waste Water Treatment Plant	2,798,811	3,214,286	-	-	-	415,475
Total business-type activities	2,798,811	3,214,286	-	-	-	415,475
<b>Total primary government</b>	<b>\$ 70,135,432</b>	<b>\$ 7,883,068</b>	<b>\$ 15,585,458</b>	<b>\$ 562,949</b>	<b>\$ (46,519,432)</b>	<b>\$ 415,475</b>
						<b>\$ (46,103,957)</b>
General revenues:						
Property taxes, levied for general purposes				\$ 42,403,652	\$ -	\$ 42,403,652
Motor vehicle excise taxes				4,333,196	-	4,333,196
Franchise tax				358,422	-	358,422
Grants and contributions not restricted to specific programs:						
Homestead exemption				771,645	-	771,645
Other State aid				446,541	-	446,541
State Revenue Sharing				1,080,968	-	1,080,968
Unrestricted investment earnings				303,209	-	303,209
Miscellaneous revenues				2,660	52,356	55,016
Total general revenues				49,700,293	52,356	49,752,649
Change in net position				3,180,861	467,831	3,648,692
Net position - beginning (as restated)				57,458,824	19,738,854	77,197,678
<b>Net position - ending</b>	<b>\$ 60,639,685</b>	<b>\$ 20,206,685</b>	<b>\$ 80,846,370</b>			

Fund Financial Statements  
CITY OF SACO, MAINE

Statement 3: Balance Sheet for Governmental Funds  
June 30, 2018

	General Fund	School Operations Fund	2018 Bond PW Building Fund	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 23,283,437	\$ -	\$ 4,695,000	\$ 1,646,643	\$ 29,625,080
Investments	-	-	-	1,055,946	1,055,946
Receivables, net of allowance of \$959,696	533,837	128,347	-	2,063,123	2,725,307
Interfund receivables	3,258,866	1,630,137	2,868,579	8,610,541	16,368,123
Taxes and liens receivable	1,428,089	-	-	-	1,428,089
Tax acquired property	93,089	-	-	-	93,089
Prepaid items	164,149	49,575	-	-	213,724
Inventory	-	-	-	3,162	3,162
Other	-	-	-	32,990	32,990
<b>Total assets</b>	<b>\$ 28,761,467</b>	<b>\$ 1,808,059</b>	<b>\$ 7,563,579</b>	<b>\$ 13,412,405</b>	<b>\$ 51,545,510</b>
<b>LIABILITIES</b>					
Accounts payable	2,292,011	117,170	-	978,516	3,387,697
Accrued liabilities	573,945	2,181,617	-	317	2,755,879
Taxes collected in advance	239,479	-	-	-	239,479
Interfund payables	14,829,441	-	-	1,260,994	16,090,435
<b>Total liabilities</b>	<b>17,934,876</b>	<b>2,298,787</b>	<b>-</b>	<b>2,239,827</b>	<b>22,473,490</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Unavailable revenue - property taxes	1,088,634	-	-	-	1,088,634
<b>Total deferred inflows of resources</b>	<b>1,088,634</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,088,634</b>
<b>FUND BALANCES (DEFICIT)</b>					
Nonspendable	164,149	-	-	184,545	348,694
Restricted	-	-	7,563,579	9,395,899	16,959,478
Committed	16,407	-	-	1,925,057	1,941,464
Assigned	2,444,329	-	-	-	2,444,329
Unassigned	7,113,072	(490,728)	-	(332,923)	6,289,421
<b>Total fund balances (deficit)</b>	<b>9,737,957</b>	<b>(490,728)</b>	<b>7,563,579</b>	<b>11,172,578</b>	<b>27,983,386</b>
<b>Total liabilities, deferred inflows of resources and fund balances</b>	<b>\$ 28,761,467</b>	<b>\$ 1,808,059</b>	<b>\$ 7,563,579</b>	<b>\$ 13,412,405</b>	
Amounts reported for governmental activities in the statement of net position (Statement 1) are different because:					
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.					
More specifically, non-depreciable & depreciable capital assets as reported on Statement 1.					\$ 63,177,208
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.					(26,458,827)
Noncurrent liabilities as reported on Statement 1			(25,197,668)		
Accrued liabilities (compensated absences) as reported on Statement 1				(1,261,159)	
Accrued interest on Statement 1					(216,841)
Net pension liability, including related deferred inflows and outflows					(3,409,984)
Net OPEB liability, including related deferred inflows and outflows					(1,523,892)
Unavailable revenues- more specifically, property taxes not reported on Statement 1					1,088,634
<b>Net position of governmental activities</b>					<b>\$ 60,639,685</b>

## CITY OF SACO, MAINE

## Statement 4: Statement of Revenues, Expenditures, and Changes in Fund Balances for Governmental Funds

For the Year Ended June 30, 2018

	General Fund	School Operations Fund	2018 Bond PW Building Fund	Other Governmental Funds	Total Governmental Funds
<b>REVENUES</b>					
Taxes	\$ 46,508,400	\$ -	\$ -	\$ -	\$ 46,508,400
Licenses and permits	1,102,620	-	-	-	1,102,620
Intergovernmental	2,624,896	13,611,619	-	1,698,335	17,934,850
Charges for services	1,181,158	413,923	-	1,451,873	3,046,954
Other revenues	392,513	41,085	-	923,547	1,357,145
<b>Total revenues</b>	<b>51,809,587</b>	<b>14,066,627</b>		<b>4,073,755</b>	<b>69,949,969</b>
<b>EXPENDITURES</b>					
Current:					
General government	2,846,036	-	-	-	2,846,036
Public safety	6,891,441	-	-	84,506	6,975,947
Public works	5,425,048	-	-	-	5,425,048
Culture and recreation	1,616,769	-	-	-	1,616,769
Education	-	37,734,708	-	2,030,905	39,765,613
Unclassified	5,089,474	-	-	207,470	5,296,944
County tax	1,293,389	-	-	-	1,293,389
Debt service:					
Principal	2,230,114	295,000	-	-	2,525,114
Interest and other charges	384,113	32,450	15,996	9,929	442,488
Capital improvements	1,295,083	-	24,883	2,701,711	4,021,677
<b>Total expenditures</b>	<b>27,071,467</b>	<b>38,062,158</b>	<b>40,879</b>	<b>5,034,521</b>	<b>70,209,025</b>
Excess (deficiency) of revenues					
Over (under) expenditures	24,738,120	(23,995,531)	(40,879)	(960,766)	(259,056)
<b>OTHER FINANCING SOURCES (USES)</b>					
Capital lease issuance of debt	592,661	436,389	-	-	1,029,050
Bonds issued	-	-	7,250,000	5,353,854	12,603,854
Premium on bonds issued	-	-	354,458	220,009	574,467
Transfers in	1,024,487	24,679,860	-	1,551,304	27,255,651
Transfers out	(26,223,621)	(7,543)	-	(1,024,487)	(27,255,651)
<b>Total other financing sources (uses)</b>	<b>(24,606,473)</b>	<b>25,108,706</b>	<b>7,604,458</b>	<b>6,100,680</b>	<b>14,207,371</b>
Net change in fund balances	131,647	1,113,175	7,563,579	5,139,914	13,948,315
Fund balances (deficit) - beginning (as restated)	9,606,310	(1,603,903)	-	6,032,664	14,035,071
<b>Fund balances (deficit) - ending</b>	<b>\$ 9,737,957</b>	<b>\$ (490,728)</b>	<b>\$ 7,563,579</b>	<b>\$ 11,172,578</b>	<b>\$ 27,983,386</b>

## CITY OF SACO, MAINE

**Statement 5: Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities**

**For the Year Ended June 30, 2018**

Net change in fund balances- total governmental funds (from Statement 4)	\$ 13,948,315
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Amounts reported for governmental activities in the statement of activities (Statement 2) are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense, with the exception of infrastructure which is recorded at historical cost and not depreciated as the Modified Approach is being used. More specifically, this is the amount by which capital outlays exceeded depreciation expense in the current period.

499,189

Capital outlays	2,560,650
Less: loss on disposal	163,962
Less: depreciation expense	1,897,499
	499,189

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds. More specifically, this amount represents the change in unavailable revenues.

228,448

Bond, note, and capital lease proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net position. Repayment of bond and capital lease principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position. More specifically, this represents the net amount of principal increases (decreases) in debt service made during the year.

(10,853,423)

Capital lease proceeds	(1,029,050)
Capital lease repayments	1,032,000
Capital lease interest accrual	7,671
Note payable repayments	112,062
Amortization of premium on refunding bonds	18,164
Bond proceeds	(12,603,854)
Bond premium	(574,467)
Bond principal repayments	1,927,590
Bond principal forgiveness	339,065
Bond interest accrual	(82,604)
	(10,853,423)

Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents:

(641,668)

Change in long term accrued compensated absences	41,957
Change in net pension liability, with related deferred inflows and outflows	(650,606)
Change in net OPEB liability, with related deferred inflows and outflows	(33,019)
	(641,668)

<b>Change in net position of governmental activities (see Statement 2)</b>	<b>\$ 3,180,861</b>
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## CITY OF SACO, MAINE

**Statement 6: General Fund Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual - Budgetary Basis**

**For the Year Ended June 30, 2018**

	<b>Budgeted Amounts</b>			<b>Variance with Final Budget*</b>
	<b>Original</b>	<b>Final</b>	<b>Actual Amounts</b>	
<b>REVENUES</b>				
Taxes	\$ 45,886,980	\$ 45,531,980	\$ 46,508,400	\$ 976,420
Licenses and permits	815,360	815,360	1,102,620	287,260
Intergovernmental	2,526,996	2,526,996	2,624,896	97,900
Charges for services	1,052,879	1,052,879	1,181,158	128,279
Interest earnings	30,000	30,000	219,137	189,137
Other revenues	170,500	170,500	173,376	2,876
<b>Total revenues</b>	<b>50,482,715</b>	<b>50,127,715</b>	<b>51,809,587</b>	<b>1,681,872</b>
<b>EXPENDITURES</b>				
Current:				
General government	2,997,497	3,221,927	2,846,036	(375,891)
Public safety	7,043,411	7,135,269	6,891,441	(243,828)
Public works	5,311,450	5,626,890	5,425,048	(201,842)
Culture and recreation	1,683,859	1,684,409	1,616,769	(67,640)
County tax	1,283,733	1,283,733	1,293,389	9,656
Unclassified	5,173,919	5,286,584	5,089,474	(197,110)
Debt service	2,104,857	2,724,127	2,614,227	(109,900)
Capital projects	926,304	943,499	702,422	(241,077)
<b>Total expenditures</b>	<b>26,525,030</b>	<b>27,906,438</b>	<b>26,478,806</b>	<b>(1,427,632)</b>
Excess (deficiency) of revenues over (under) expenditures	23,957,685	22,221,277	25,330,781	3,109,504
<b>OTHER FINANCING SOURCES (USES)</b>				
Budgeted utilization of surplus	219,600	2,317,384	-	(2,317,384)
Carryover of assigned fund balance	-	442,961	-	(442,961)
Transfers in	1,203,659	1,203,659	1,024,487	(179,172)
Transfers out	(25,380,944)	(26,185,281)	(26,223,621)	(38,340)
<b>Total other financing sources (uses)</b>	<b>(23,957,685)</b>	<b>(22,221,277)</b>	<b>(25,199,134)</b>	<b>(2,977,857)</b>
Net change in fund balance	-	-	131,647	131,647
Fund balance - beginning (as restated)			9,606,310	
<b>Fund balance - ending</b>			<b>\$ 9,737,957</b>	

\*Variance is calculated as Actual - Budget consistently across revenues & expenditures. This is a change from previous CAFRs where underspending an expenditure line was considered a "favorable" variation and adjusted to be represented as a positive number. In governmental accounting, where appropriations are made from the tax base, an underspent expenditure is not always considered a "favorable" variation. This adjusted calculation is consistent with monthly budget updates presented to City Council through the year.

## CITY OF SACO, MAINE

**Statement 6.1: School Operations Fund Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - Budgetary Basis**

**For the Year Ended June 30, 2018**

	<b>Budget amounts</b>			<b>Variance with Final Budget*</b>
	<b>Original</b>	<b>Final</b>	<b>Actual</b>	
<b>REVENUES</b>				
Intergovernmental:				
State subsidy - operating costs	\$ 10,780,639	\$ 10,780,639	\$ 11,487,706	\$ 707,067
State agency clients	125,000	125,000	163,894	38,894
Medical reimbursements	140,000	140,000	92,484	(47,516)
Charges for services:				
Tuition fees	231,666	231,666	104,154	(127,512)
Rentals	12,000	12,000	3,153	(8,847)
Transportation	277,000	277,000	306,616	29,616
Other revenues:				
Miscellaneous	35,000	35,000	41,085	6,085
<b>Total revenues</b>	<b>11,601,305</b>	<b>11,601,305</b>	<b>12,199,092</b>	<b>597,787</b>
<b>EXPENDITURES</b>				
Current:				
Regular instruction	21,646,121	21,748,321	21,413,748	(334,573)
Special education instruction	6,136,542	6,071,542	6,300,865	229,323
Other instruction	202,975	175,173	163,361	(11,812)
Student and staff support	2,101,586	2,095,088	2,172,632	77,544
System administration	650,939	694,939	760,883	65,944
School administration	1,053,684	1,046,784	1,124,575	77,791
Transportation	1,573,415	1,573,415	1,637,105	63,690
Facilities maintenance	1,855,550	1,815,550	1,825,555	10,005
Debt service	327,450	327,450	327,450	-
<b>Total expenditures</b>	<b>35,548,262</b>	<b>35,548,262</b>	<b>35,726,174</b>	<b>177,912</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfer in for local appropriation	23,946,957	23,946,957	23,591,957	(355,000)
Transfer from City General Fund	-	-	1,087,903	1,087,903
Transfer to Special Revenue Fund	-	-	(7,543)	(7,543)
<b>Total other financing sources</b>	<b>23,946,957</b>	<b>23,946,957</b>	<b>24,672,317</b>	<b>725,360</b>
Net change in fund balance budgetary basis	-	-	1,145,235	1,145,235
Reconciliation to GAAP basis:				
Change in accrued summer benefits			(32,060)	
Net change in fund balances GAAP basis			1,113,175	
Fund deficit, beginning			(1,603,903)	
<b>Fund deficit, ending</b>			<b>\$ (490,728)</b>	

\*See explanation on previous page.

## Statement 7: Proprietary Fund Statement of Net Position

June 30, 2018

<b>Business-type activities</b>
<b>Enterprise Funds</b>
<b>Waste Water</b>
<b>Treatment Plant</b>

### **ASSETS**

#### Current assets:

Cash and cash equivalents	\$ -
Receivables	638,528
Prepaid	27,244
Interfund receivables	2,568,062
<b>Total current assets</b>	<b>3,233,834</b>

#### Noncurrent assets:

Depreciable capital assets	
Vehicles	154,925
Buildings and improvements	9,349,784
Equipment	1,643,790
Accumulated depreciation	(5,947,113)
Non-depreciable capital assets	
Infrastructure	14,941,079
<b>Total noncurrent assets</b>	<b>20,142,465</b>
<b>Total assets</b>	<b>23,376,299</b>

### **LIABILITIES**

#### Current liabilities:

Accounts payable	238,102
Accrued liabilities	29,846
Interfund payables	2,845,750
Accrued compensated absences due within one year	24,010
<b>Total current liabilities</b>	<b>3,137,708</b>

#### Noncurrent liabilities:

Accrued compensated absences	31,906
<b>Total noncurrent liabilities</b>	<b>31,906</b>
<b>Total liabilities</b>	<b>3,169,614</b>

### **NET POSITION**

Net investment in capital assets	20,142,465
Unrestricted	64,220
<b>Total net position</b>	<b>\$ 20,206,685</b>

**CITY OF SACO, MAINE**

## Statement 8: Proprietary Fund Statement of Revenues, Expenses, and Changes in Net Position

For the Year Ended June 30, 2018

Business-type activities
Enterprise Funds
Waste Water
Treatment Plant

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**REVENUES**

Operating revenues:

Charges for services	\$	3,214,286
Other revenues		52,356

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Total operating revenues 3,266,642

**EXPENSES**

Operating expenses:

Personnel services	\$	1,017,097
Contractual services		290,162
Utilities		189,402
Repairs and maintenance		530,727
Other supplies and expenses		501,581
Depreciation expense		269,842

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Total operating expenses	2,798,811
Change in net position	467,831

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Total net position - beginning	19,738,854
Total net position – ending	20,206,685

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**CITY OF SACO, MAINE**
**Statement 9: Proprietary Fund Statement of Cash Flows**

For the Year Ended June 30, 2018

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Business-type activities
Enterprise Funds
Waste Water
Treatment Plant

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**CASH FLOWS FROM OPERATING ACTIVITIES**

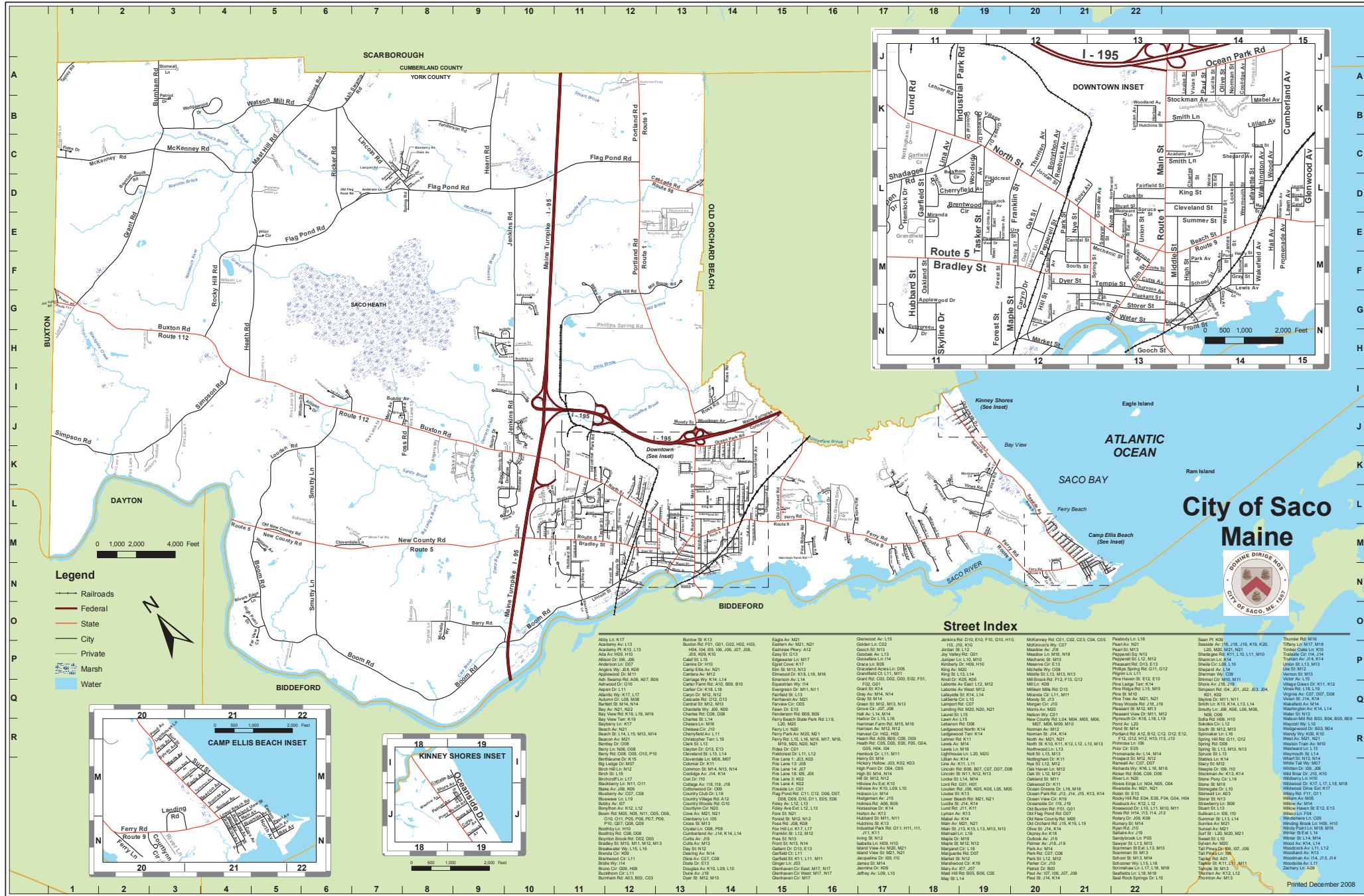
Receipts from customers	\$	3,098,341
Other receipts		52,356
Payments to suppliers		(1,378,971)
Payments to employees		(1,022,805)

Net cash provided by operating activities		748,921
<b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>		
Increase (decrease) in interfund loans		(2,774,048)
Net cash used in non-capital financing activities		(2,774,048)
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
Capital asset purchases		(39,987)
Net cash used in capital and related financing activities		(39,987)
Net increase (decrease) in cash and cash equivalents		(2,065,114)
Balances- beginning of the year		2,065,114
<b>Balances- end of the year</b>	<b>\$</b>	<b>-</b>
Reconciliation of operating income to net cash provided (used) by operating activities:		
Operating income	\$	467,831
Adjustments to reconcile operating income to net cash provided by operating activities:		
Depreciation expense		269,842
Change in assets and liabilities:		
Receivables		(115,945)
Prepays		(3,022)
Accounts payables		139,032
Accrued liabilities		(8,817)
<b>Net cash provided by operating activities</b>	<b>\$</b>	<b>748,921</b>

**CITY OF SACO, MAINE**  
**Statement 10: Fiduciary Funds Statement of Net Position**

June 30, 2018

	Agency Funds
	Student
	Activity Funds
<b>ASSETS</b>	
Cash and cash equivalents	\$ 169,856
<b>Total assets</b>	<b>169,856</b>
<b>LIABILITIES</b>	
Due to student groups	169,856
<b>Total liabilities</b>	<b>\$ 169,856</b>



The City of Saco 2018-19 Annual  
Report is submitted by the  
Administrative office of the City of  
Saco, with design and layout by  
Allison Cannon &  
George Chaison-Lapine