

# 2013

## ANNUAL REPORT CITY OF SACO *"A Main Street Community"*



*Mark D. Johnston, Mayor Emeritus  
& Gene Libby  
October 26, 2013*

**Dedication of the  
One-Mile Marker Plaque  
for  
Mary's Walk & the Kerrymen Pub 5k  
walk or run – to commemorate the  
15th Year of the event which raises  
money and awareness for  
Cancer Research**

SACO CITY HALL—300 MAIN STREET, SACO, MAINE 04072  
SACOMAINE.ORG



# The City of Saco is Honored to Dedicate the 2013 Annual Report to Mark D. Johnston, Mayor Emeritus.



**Mark D. Johnston - 7 terms as Mayor:**

1989-1991; 1991-1993  
1993-1995; 1995-1997  
2003-2005; 2005-2007  
2011-2013

Prior to serving as Mayor, Mark served one term as a City Councilor and 12 years simultaneously on the Planning Board and the Zoning board



**Saco City Hall - Council Chamber**  
Part of the City Hall Renovation in 1995. First floor was completed in 1988; the clock tower in 1992, and the second and third floors in 1995.



**Saco City Hall** - built in 1855, Saco incorporated as a City in 1867. The Saco Historic District demonstrates a wide variety of architectural styles and levels of uses in domestic, commercial, civic, and institutional buildings. Many of the structures are outstanding examples of their style or type, and four are already individually listed in the National Register of Historic Places.



**U.S. Senator Olympia Snowe and Mark Johnston at "Vic & Whit's" Main Street, Saco.** Mark worked with both the state and federal delegation on many local issues. Just some of his significant accomplishments: Brought political stability; favorable bond rating; new police station; City Hall renovations; new transportation center; Saco Island Project; Sewer line up Route One; Imax in Saco; Expansion of Funtown; 2 Superfund sites cleaned up; Dredging the Saco River; Main Street renovations; Saco becoming a 'Historic Down District'.

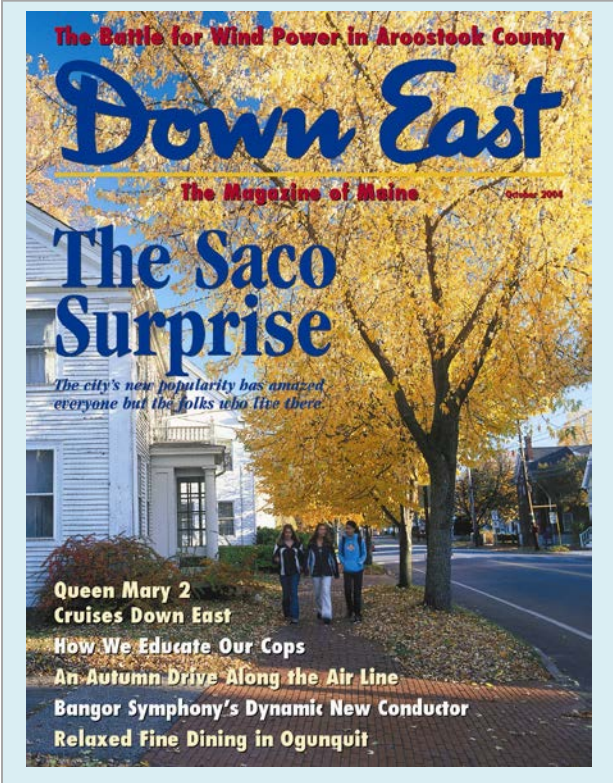


**The Saco Transportation Center**  
*'Americas First Green Train Station'.*  
 Ground Breaking: December 20, 2007  
 Grand Opening: February 27, 2009.



**Mayor Mark D. Johnston & Gene Libby**  
 October 26, 2013

**Mary's Walk Dedication Plaque** -The plaque represents the "one mile marker" for the Annual Walk. The walk is named for 'Mary Kerry Libby' an avid walker and much loved mother, wife, sister, and friend who lost her battle with cancer in 1997. The first Mary's Walk was held on the Saturday before St. Patrick's Day in March 1999. Two-thousand thirteen marked the 15<sup>th</sup> annual Mary's Walk & Kerrymen Pub 5K, raising money for the Maine Cancer Foundation.



City of Saco makes the cover of 'Down East' magazine: "The Saco Surprise - the city's new popularity has amazed everyone but the folks who live there." October 2004



**Main Street Renovations** - new sidewalks, landscaping - street lights and paving.

**On Behalf Of the Citizens of Saco  
 And All Who Know You, THANK YOU  
 Mayor Mark For Your Unyielding  
 Leadership and Service To The City.**

≈

**'Domine Dirige Nos' we will be ok in  
 the future, and under your watchful eye.**



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# INTRODUCTION

The CITY OF SACO, MAINE, incorporated in 1867, is located at the mouth of the Saco River in southern coastal Maine. Saco has a land area of 38.5 square miles and a population of 18,482 per 2010 US Census estimate.

Between April 2000 and April 2010, the city’s population grew 10%, and currently retains its position at the state’s eleventh largest city. While Saco’s growth occurred in all age cohorts, the largest increases were in the 35- to-44 age group. Saco’s median age is 39.8 years, the median home price is \$256,000, and the median annual household income is \$54,175. The City continues to be a key area within the state for residential, commercial and industrial growth, ranks among the top five cities within the state for its growth.

The City of Saco is incorporated as a municipal government, non-profit 501c (1) organization. The City is empowered by the state to levy a property tax on both real and personal property within its boundaries.

In Fiscal Year 2013 (FY13), property taxes generated approximately **\$36 million in revenues**, plus state aid and other revenues totaled about \$21.8 million. Of those dollars, about **44.9% were dedicated to Education**, which is administered by a Regional School Unit outside the City’s authority; the remaining **55.1%, or just over \$17 million were dedicated to providing city services**.

	Downtown Revitalization
	Infrastructure and Capital Development and Maintenance
	Growth Management
	Environmental Protection and Sustainable Development
	Technological Innovation and Implementation
	Human Resource Investment
	Leisure Services Investment
	Meeting the Financial Needs for City Services
	Public Safety
	Traffic

The City organization’s leadership and staff are committed to these visions, as well as the philosophy and core values detailed in the city’s Strategic Plan, which can be found online at [www.sacomaine.org](http://www.sacomaine.org) . The city’s **Strategic Plan Goals** are listed below:

**Downtown Revitalization** - The City recognizes the downtown’s significance as the economic and community center. The City will continue to promote the revitalization of the downtown and will support groups like Saco Spirit.

**Infrastructure and Capital Development and Maintenance** - The City is committed to maintaining and improving the City’s infrastructure, facilities, and equipment by maintaining the existing infrastructure and

planning for future needs.



**Growth Management** - The City will encourage sustainable growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services.

**Environmental Protection and Sustainable Development** - The City will protect the environment and natural resources, and will employ the concept of sustainability in order to enhance the well-being of future generations.

**Technological Innovation and Implementation** - The City will develop and implement technologies to improve services.

**Human Resource Investment** - The City recognizes that employees are a valuable resource that requires investment to ensure that staff will attain the knowledge, skills, and abilities necessary to meet community needs.

**Leisure Services Investment** - The City understands the need for recreational and cultural opportunities for its citizens' and will continue to explore, upgrade, and develop new outlets to meet these needs.

**Meeting the Financial Needs for City Services** - The City will support and adequately plan for the financial needs of the community.

**Public Safety** - The City will provide a safe environment for its citizens and visitors.

**Traffic** - The City will endeavor to provide safe, reliable and unfettered movement of people and freight through the City.



# CITY COUNCIL 2012 - 2014

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**FRONT ROW** (LEFT TO RIGHT) COUNCILOR ARTHUR TARDIF (WARD 5),  
MAYOR MARK D. JOHNSTON, COUNCILOR MARIE DOUCETTE (WARD 3)

**SECOND ROW** (LEFT TO RIGHT) COUNCILOR MARSTON LOVELL (WARD 7), COUNCILOR  
PHIL BLOOD (WARD 4), COUNCILOR ERIC COTE (WARD 6),  
COUNCILOR LES SMITH (WARD 2), COUNCILOR DAVID TRIPP (WARD 1)



# SUMMARY

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## Dear Saco Citizen:

In the following pages, each department will be providing you information about who they are and what they do. In the interest of readability, each department has included some consistent information relevant to their respective department.

For instance, the mission statement and departmental organizational chart are in the beginning of each individual report followed by any federal or state mandates, program descriptions and details of at least one program discussing how it works and what the achievement results are for FY13. As well, some departments are talking about what is coming in the next fiscal year and beyond. Some of the departments have included data collected from the *Citizen Satisfaction Survey, which* can be found in its entirety at:

<http://www.sacomaine.org/departments/administration/reports.shtml>

## More about the Survey:

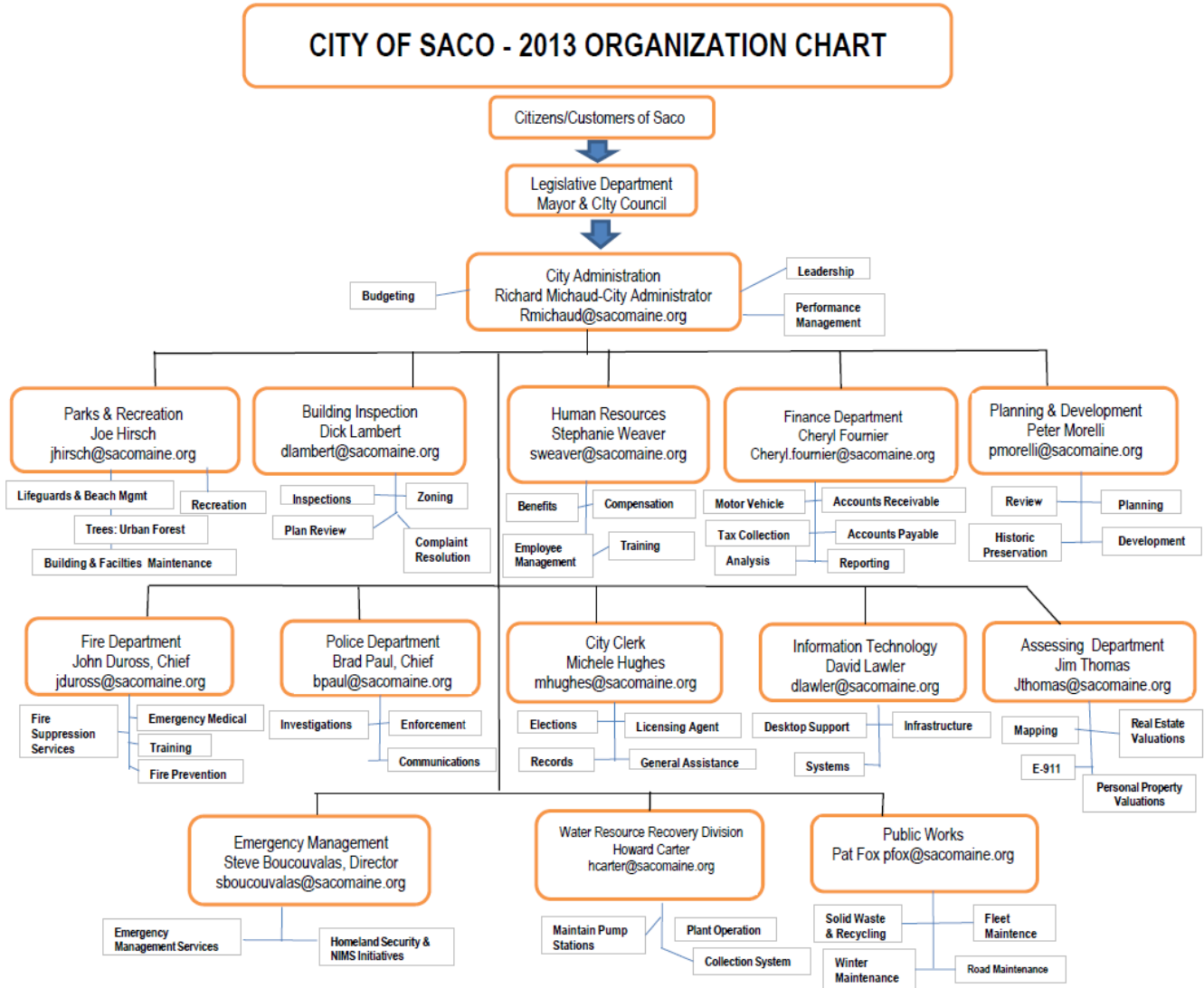
**Pan Atlantic SMS Group**, a full-service market research and consulting firm located in Portland, Maine, commissioned by the City of Saco to conduct a quantitative research project with a random sample of Saco residents to benchmark citizen satisfaction surveys previously conducted in November 2004, November 2005, October 2007, November 2009, May 2012, and the current results for November 2013.

Pan Atlantic conducted a community attitude survey of Saco residents. The primary objective of this research is to determine residents' levels of satisfaction with various departments within the city government and with the City of Saco overall. In order to reach this objective, the research conducted focused on the following key issues:

- Overall satisfaction with the City
- Satisfaction levels with the following city departments:
  - Policing and Public Safety
  - Parks and Recreation
  - Public Works / City Maintenance
  - City Codes and Ordinances
  - City Management
  - Planning and Economic Development
  - City Communications
- General citizen assessments of and opinions on various city issues
- Demographic questions relating to the survey population



The City of Saco 2013 Organization Chart includes the department structure for the city as well as the key programs for each. The city is a full service provider of municipal services, with twelve (12) distinct operational departments. Organizational charts preface each 12 department in the sections that follow, and illustrate their key services delivered. Delivery mechanisms for services vary by department, and each department has its own unique mission relative to its particular service area.





The City has three perspective vision statements, which are referred to regularly as a basis for evaluating and justifying appropriate decisions and actions. Each also is included in key organizational documents, such as the Strategic Plan and the Performance Measurement Report.

## **VISION**

Vision is a compelling, conceptual, vivid image of our desired future. Our visions (we have 3) focus and ennoble ideas about a future state of being in such a way as to excite and compel our organization toward attainment. It crystallizes what we want the organization to be in the future. Our three perspective vision statements, which are referred to regularly, as a basis for evaluating and justifying appropriate decisions, and actions are included in key organizational documents, such as the Annual Report and the Performance Measurement Report.

Our **first** vision statement is the global perspective of the elected officials:

*“Our vision is a high quality of life for Saco citizens. 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.”*

**Second** is the citizen’s statement of vision:

*“Saco is a city that provides families of all kinds with a community that values its heritage, cherishes its environment, balances its growth, and offers a concerned and caring spirit”.*

The **third** vision statement reflects the perspective of the city organization that is directed toward the specific management in the delivery of services,

*“To enhance our community through exceptional service”.*

Our organization’s leadership and staff are committed to these visions and we strive to fulfill these visions through our core values and strategic planning.



## LEADERSHIP

Leadership is the process of leading the city to accomplish goals. This is accomplished through policy governance. The City Administrator recommends policy changes to the city council. The City Administrator carries out the council policies by working with staff and residents.

Our values are imbedded in the written charter ordinances, policies, guidelines and procedures. These are our values:

We believe in:

- ▶ Professionalism –we are knowledgeable, and conduct ourselves in a competent and courteous manner;
- ▶ Responsiveness – we listen to each customer, each other, and respond to his/her need – we are responsive to change;
- ▶ Measurable quality – we measure results to continuously improve our services;
- ▶ Standards – the statements of our performance measurement; that is, how we measure our success in accomplishing our mission and values;
- ▶ Being user-friendly-our city services are easy to access and easy to use;
- ▶ Partnership – we are mutually cooperative and responsive to achieving collaborative goals;
- ▶ Integrity – honoring commitments and keeping promises;
- ▶ Good government is sustainable.

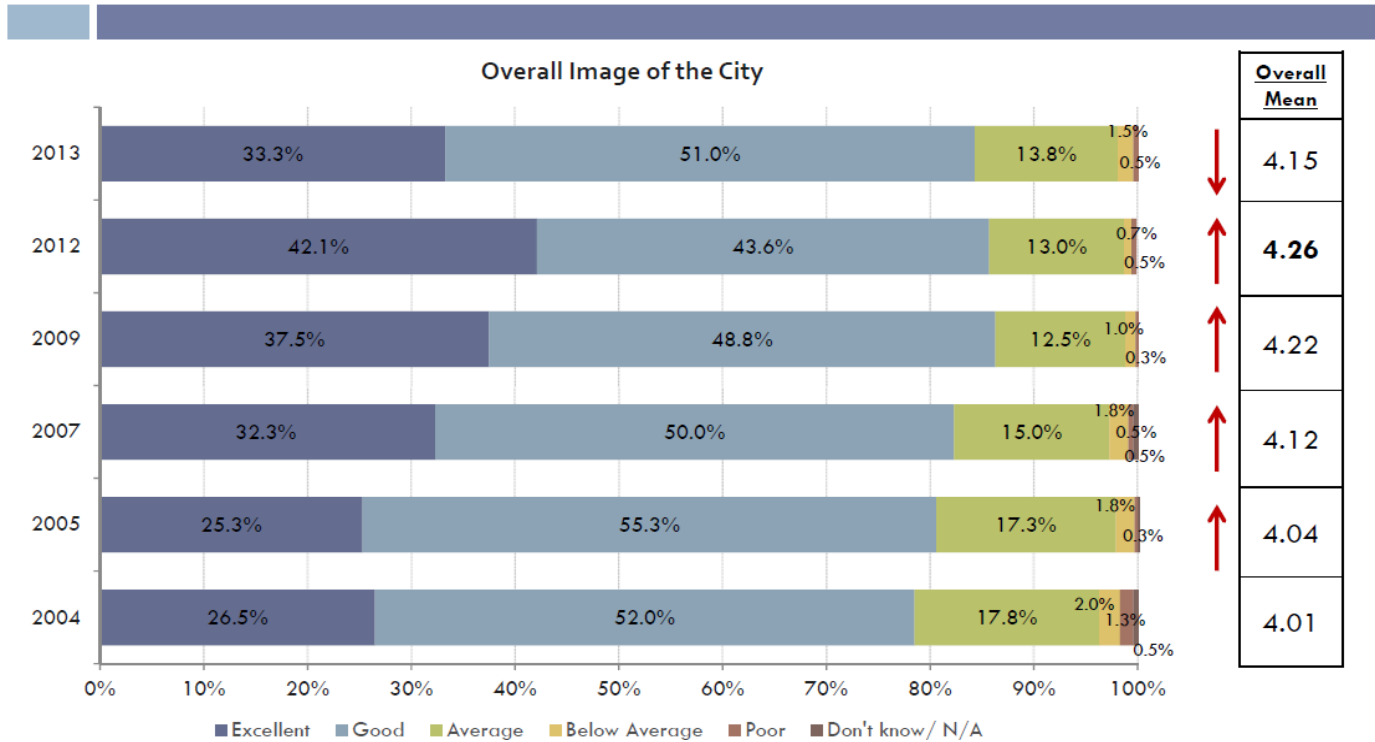
Key measures in leadership relate to citizens opinions in several areas such as

- image of the city,
- quality of life;
- budget and taxes;
- policing and public safety;
- parks and recreation
- city management;
- growth for Saco; and
- other areas as described in the following pages.



## Overall Image of the City

[I would like to begin by asking you to rate Saco on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent” with regard to each of the following:]



## Overall Image of the City

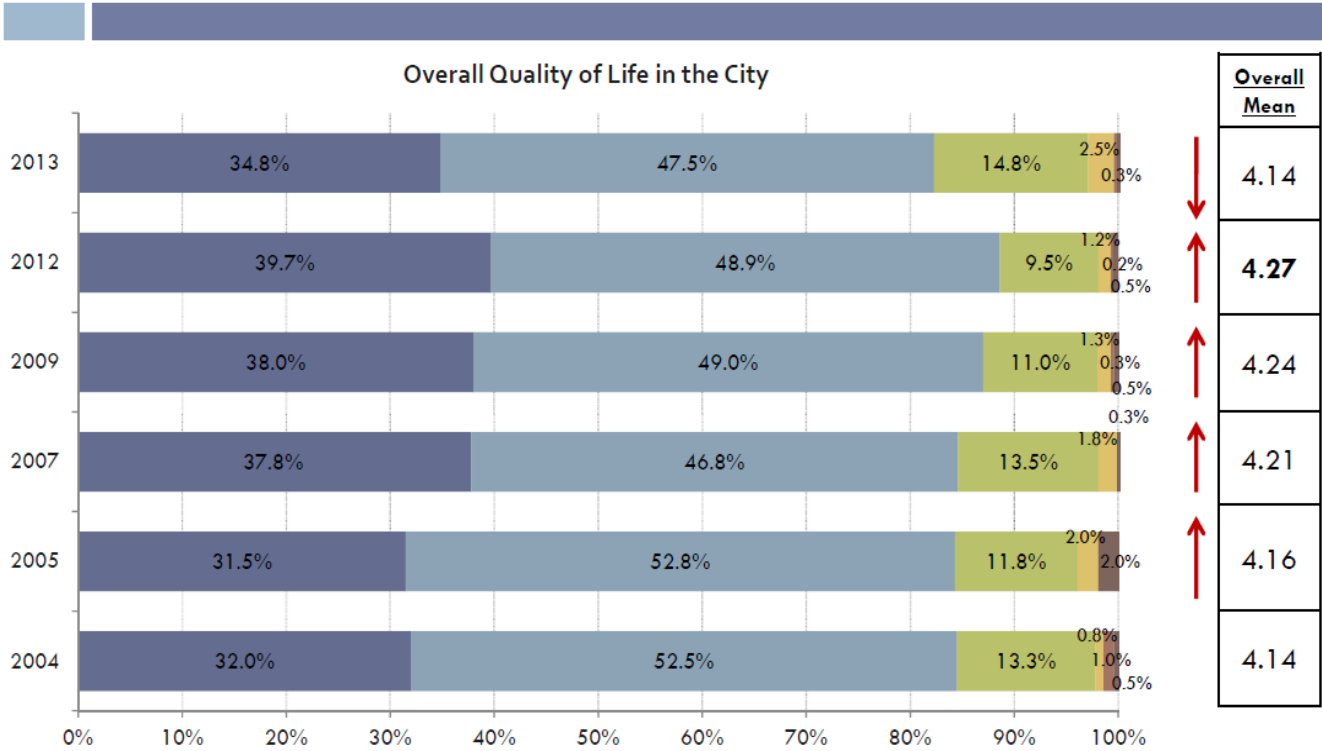
[I would like to begin by asking you to rate Saco on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent” with regard to each of the following:]

- ❑ **Eighty-four percent (84.3%) of those surveyed say that their overall image of the City is either “good” (51.0%) or “excellent” (33.3%).** Another 13.8% of respondents rated their image of the City as “average.” A total of only 2.0% of the Saco residents surveyed indicate that their image of Saco is either “below average” (1.5%) or “poor” (0.5%).
- ❑ **The mean response for this question is 4.15 on a scale of 1 to 5. This is lower than in 2012 (4.26) and 2009 (4.22).** The decrease since 2012 is largely due to a shift in respondents’ ratings of “good” and “excellent” (the percentage of respondents rating Saco as “excellent” decreased by 8.8 percentage points during this time period, while the percentage of respondents rating Saco as “good” increased by 7.4 percentage points). **However, Saco still rates strongly on this metric overall.**
- ❑ **The overall image of the City is higher amongst female residents (87.8% rate as “good” or “excellent” vs. 79.5% of male residents).**
- ❑ **In addition, residents with less than a 4-year college degree are more likely to rate their overall image of the City as “good” or “excellent” than those with a 4-year college degree or higher (88.7% vs. 79.5%).**



## Overall Quality of Life in the City

[I would like to begin by asking you to rate Saco on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent” with regard to each of the following:]



- ❑ **Eighty-two percent (82.3)** of those surveyed rate the overall quality of life in the City as either “good” (47.5%) or “excellent” (34.8%). Another 14.8% of respondents rate the overall quality of life in the City as “average.” A total of just 2.8% of the Saco residents surveyed indicate that their perception of the overall quality of life in the City is either “below average” (2.5%) or “poor” (0.3%).
- ❑ **The mean response for this question is 4.14 on a scale of 1 to 5. This is a decrease from the past three survey years (2012: 4.27, 2009: 4.24, and 2007: 4.21).**
- ❑ **The image of the overall quality of life in the City is higher amongst respondents who have lived in Saco for 6 or more years (82.8% rate as “good” or “excellent” vs. 73.1% of those who have lived in Saco for 5 years or less).**

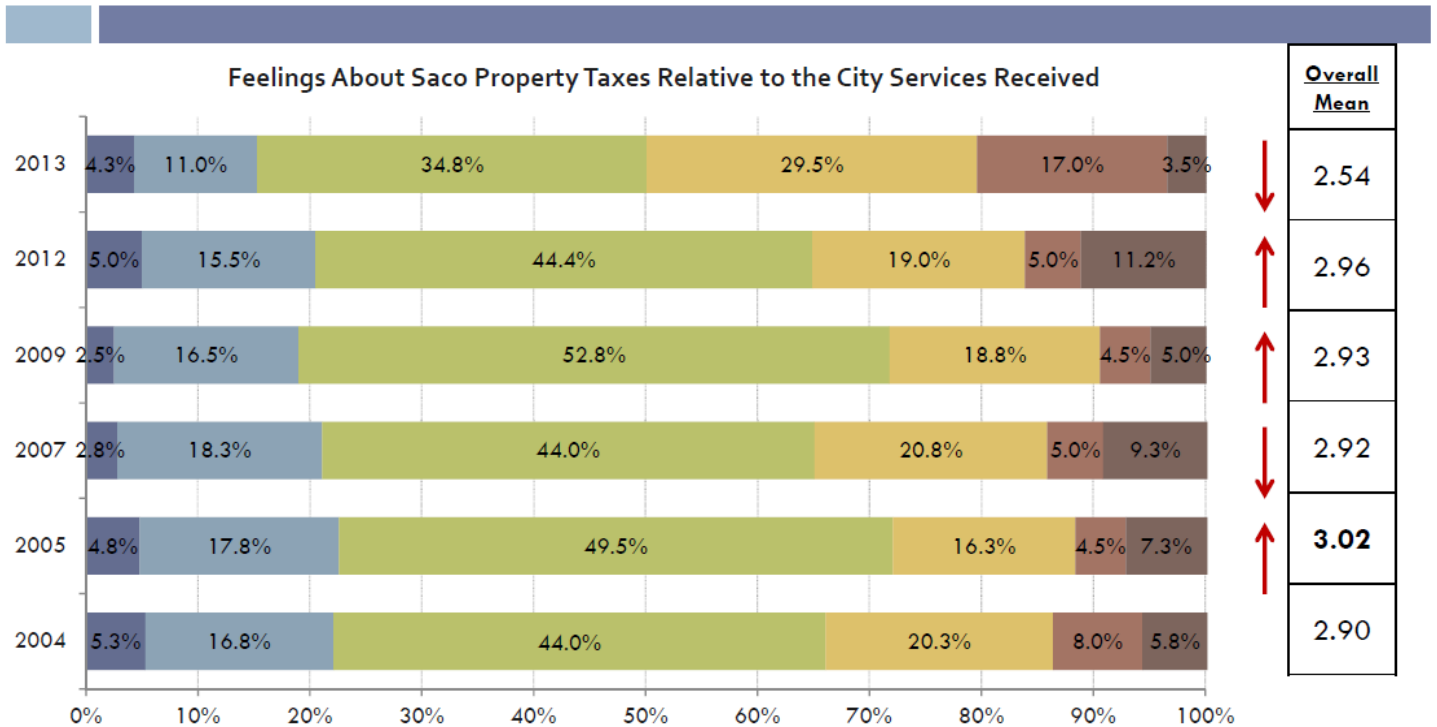


## BUDGET

Preparation, execution and reporting on the budget require a significant commitment of resources each year. Financial stability is a key objective of the city. This is defined as having adequate fund balance levels to be prepared for unanticipated fiscal distress. The policy is to have a balance sufficient to operate the city for one month. We have worked to assess property fairly and equitable by keeping valuations near 100% of market values. We have an objective of adequately funding the replacement and maintenance of city infrastructure; roads, sidewalks, railroad, sewers cables, building and the fleet. The goal is to allocate an amount equal to 3% of the value of these assets for the annual capital program. Key measures relating to the budget are reported in the Citizen Satisfaction Survey. Citizen’s opinion regarding property taxes, current budget levels for city departments are described in the following pages.

### Feelings About Saco Property Taxes Relative to the City Services Received

[Which of the following describes your feelings about your Saco property taxes relative to the City services you receive? Are the Saco property taxes: ...] – Options rotated





## Feelings About Saco Property Taxes Relative to the City Services Received

[Which of the following describes your feelings about your Saco property taxes relative to the City services you receive? Are the Saco property taxes: ...] – Options rotated

- ❑ Fifteen percent (15.3%) of those surveyed rate the value of Saco property taxes relative to the City services received as either “a good value” (11.0%) or “a very good value” (4.3%). A little over a third (34.8%) of respondents rate the value as “about right.” Almost half(46.5%) of the Saco residents surveyed rate the value of Saco property taxes relative to the City services provided as “a poor value” (29.5%) or “a very poor value” (17.0%).
- ❑ The mean response for this question is 2.54 on a scale of 1 to 5. This is lower than mean scores in past years in which the survey has been conducted (2012: 2.96, 2009: 2.93, 2007: 2.92, 2005: 3.02, 2004: 2.90). However, responses to this question may well have been impacted by this year’s tax rise in the City.
- ❑ The likelihood of rating the value of Saco property taxes relative to the City services received as “very good,” “good,” or “about right” decreases with household income (62.8% of those with household incomes of less than \$50,000 vs. 47.2% of those with household incomes of \$50,000 to less than \$75,000 and 43.8% of those with household incomes of \$75,000 or more).

## City Departments that Respondents Would Increase Budgets For

[I’m going to read you a list of City service departments. Assuming that you were not reducing current budget levels for any City department, which one or two departments, if any, would you increase budgets for?]

Top Answers	2004	2005	2007	2009	2012	2013		
	Overall*	Overall*	Overall*	Overall*	Overall*	First Choice	Second Choice	Overall*
Police Department	39.1%	34.3%	41.0%	41.8%	33.1%	29.0%	11.8%	40.8%
Fire and Ambulance Department	39.8%	38.6%	40.8%	41.1%	31.4%	9.5%	25.8%	35.3%
Parks and Recreation Department	20.5%	18.8%	18.1%	22.6%	18.2%	13.3%	9.8%	23.0%
Public Works Department	10.0%	14.0%	10.1%	17.3%	13.7%	8.8%	8.0%	16.8%
Planning and Economic Development Department	9.8%	7.3%	7.1%	7.1%	9.5%	10.3%	5.3%	15.5%
Wastewater Treatment Department	3.8%	3.3%	2.8%	2.8%	4.7%	3.3%	1.5%	4.8%
City Clerk’s Office	1.5%	0.6%	1.3%	2.0%	2.7%	1.5%	3.3%	4.8%
Codes and Enforcement and Inspections Department	1.1%	1.8%	2.0%	1.6%	4.2%	0.8%	2.5%	3.3%
Finance Department	0.6%	0.3%	2.1%	1.0%	0.5%	1.0%	1.3%	2.3%
Education / School Department**	7.3%	12.3%	4.8%	6.8%	4.2%	1.0%	0.5%	1.5%
City Assessor’s Office	0.0%	0.0%	0.3%	0.3%	1.2%	0.8%	0.5%	1.3%
Don’t know	13.5%	29.6%	32.3%	14.6%	20.9%	6.5%	1.8%	8.3%
None	53.3%	38.3%	36.8%	44.0%	53.4%	14.3%	15.3%	29.5%



## City Departments that Respondents Would Increase Budgets For

[I'm going to read you a list of City service departments. Assuming that you were not reducing current budget levels for any City department, which one or two departments, if any, would you increase budgets for?]

- The top four City service departments that respondents would increase budgets for are:**
  - 1) **Police Department** (First Choice: 29.0%; Overall: 40.8%)
  - 2) **Fire and Ambulance Department** (First Choice: 9.5%; Overall: 35.3%)
  - 3) **Parks and Recreation Department** (First Choice: 13.3%; Overall: 23.0%)
  - 4) **Public Works Department** (First Choice: 8.8%; Overall: 16.8%)
- Overall, the 2013 results are reasonably similar to the results from 2004, 2005, 2007, 2009, and 2012. After a decline in 2012, the percentage of respondents who would increase the budget for these four departments returned to levels similar to previous years.**
- Those who indicated that they would not increase budgets for any department are more likely to be male (19.3% vs. 10.5% of female respondents).**



## PERFORMANCE MANAGEMENT

We continuously seek to improve and find new methods to effectively and efficiently conserve environmental, human, energy and economic resources to accomplish today's obligations and sustain our city's vitality in the future.

### **Why use performance measurement?**

Customer service is very important to the City of Saco. Performance measurement is a great way to ensure that the city is living up to high customer service standards and its mission of "delivering exceptional value and quality of life."

### **What is performance measurement?**

Performance measurement is one of the tools the City of Saco uses to judge how well it is managing its operations. Performance measurement acts much like a scorecard or grade report, reflecting what progress the city has made in the past year toward achieving its goals, specifically those outlined in the city's strategic plan. Performance measurement involves clearly defining program purposes and goals, establishing objectives to meet those goals, developing quantifiable measures to monitor and evaluate progress, and reporting results to city staff, City Council, and the public.

The workforce focus is on empowering employees by providing the authority and responsibility to make decisions and take action to improve process and productivity. Additionally we continuously seek to improve employees' capability to perform their jobs through enhancing their knowledge, skills, abilities, and competencies. We strive to have workforce with the capacity to meet the needs of the city and its residents.

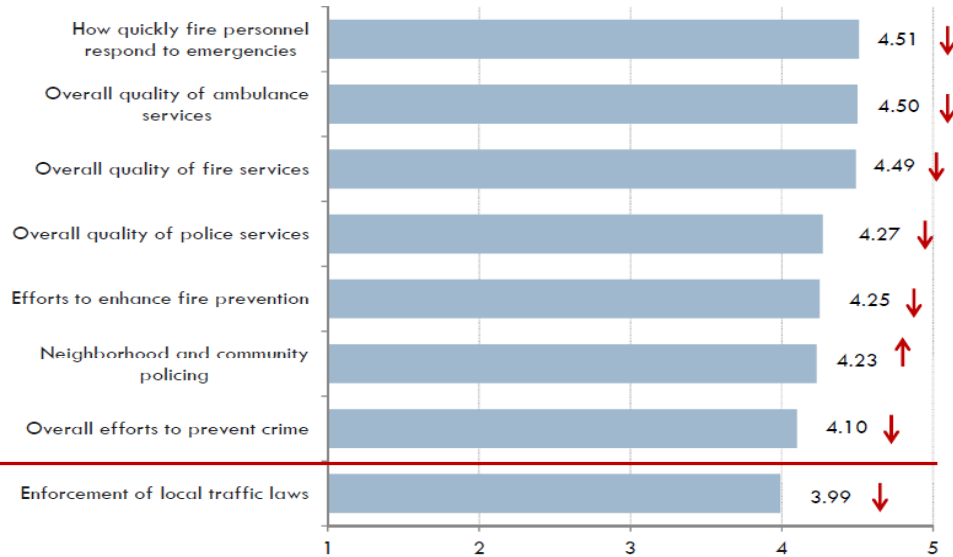
We have employee plans to work towards an individual's career objectives as well as to work towards the city need for succession planning.

Key measures in performance management are reported in the Citizens Satisfaction Survey Report. Citizen's opinions regarding most of the city departments are described in the following pages.



## SUMMARY CHART: Mean Ratings for Satisfaction with Policing and Public Safety

Satisfaction with Policing and Public Safety – Mean Ratings



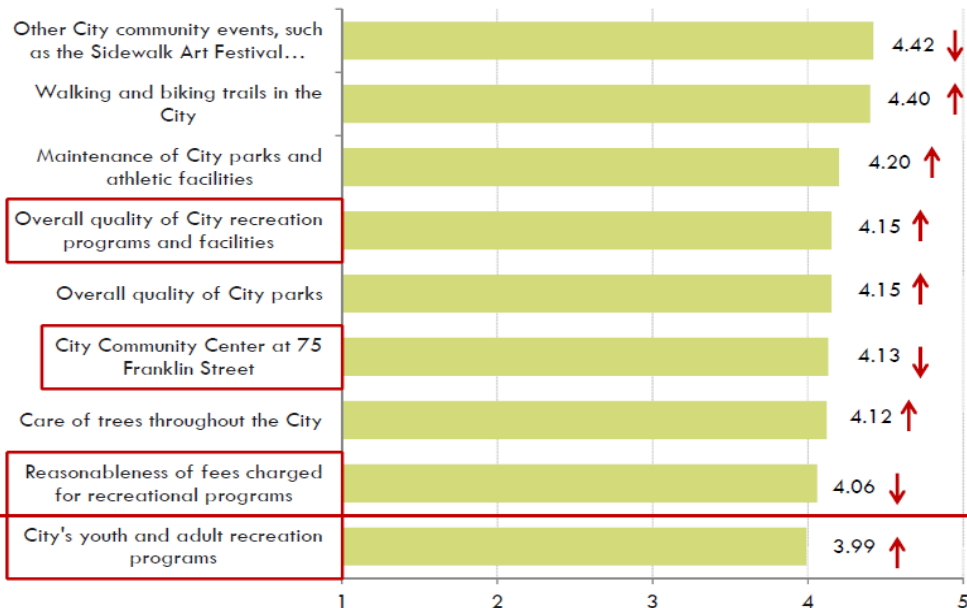
- Respondents rate their overall satisfaction with Saco's policing and public safety very highly, with 7 of the 8 items receiving a mean rating over 4.00 (in most cases well over 4.00) on the 5 point scale.
- Respondents are most satisfied with "how quickly fire personnel respond to emergencies" (4.51), the "overall quality of ambulance services" (4.50), and the "overall quality of fire services" (4.49).
- "Enforcement of local traffic laws" rates the lowest, at 3.99.
- Though the mean ratings decreased on most of the policing and public safety items in 2013, only 3 of these decreases are statistically significant.

\*Note: Arrows indicate an increase or decrease in mean ratings since the 2012 survey. However, in many cases, increases or decreases were very slight. Refer to the previous pages for additional details regarding the mean ratings for each item.



## SUMMARY CHART: Mean Ratings for Satisfaction with Parks and Recreation

Satisfaction with Parks and Recreation – Mean Ratings



- Respondents rated their overall satisfaction with Saco's parks and recreation highly.
- Overall, respondents are most satisfied with the "other City community events, such as the Sidewalk Art Festival and Harvest Festival" (4.42) and the "walking and biking trails in the City" (4.40).
- "The City's youth and adult recreation programs" is the only item tested that received a mean rating of less than 4.00 (3.99).
- Almost all of the Parks and Recreation items rated close to 2012, though "overall quality of City parks" saw a significant increase in its mean rating during this time period.
- For the items outlined in red, over 20.0% of respondents answered "don't know." This could be because those respondents have not had sufficient experience with the parks and recreational services in Saco or because they feel unable to rate their level of satisfaction.

\*Note: Arrows indicate an increase or decrease in mean ratings since the 2012 survey. However, in many cases, increases or decreases were very slight. Refer to the previous pages for additional details regarding the mean ratings for each item.

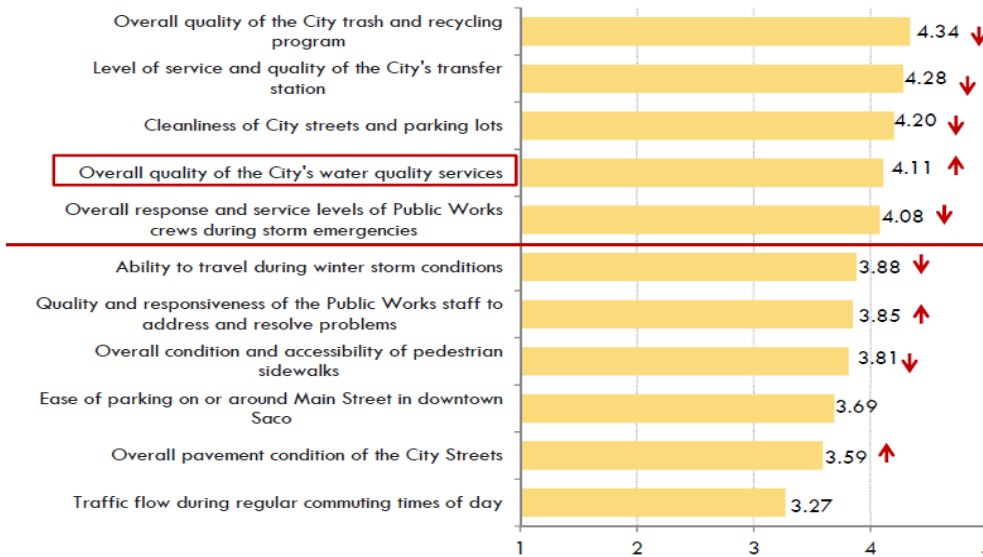




**SUMMARY CHART:**

**Mean Ratings for Satisfaction with Public Works / City Maintenance**

**Satisfaction with Public Works / City Maintenance – Mean Ratings**



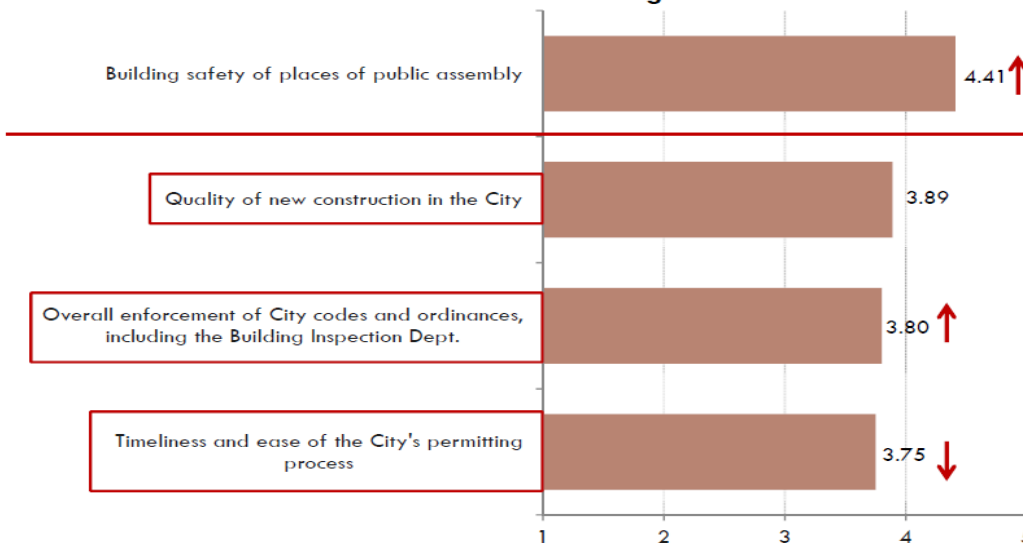
- Five of the eleven items receiving mean ratings over 4.00, while six received mean ratings between 3.00 and 4.00.
- Overall, respondents are most satisfied with the "the overall quality of the City trash and recycling program" (4.34), "the level of service and quality of the City's transfer station" (4.28), and "cleanliness of City streets and parking lots" (4.20).
- The two areas that have the lowest mean ratings are "traffic flow during regular commuting times of day" (3.27) and "the overall pavement condition of the City streets" (3.59).
- Though six of the eleven items saw decreases in their mean ratings since 2012, only one is a statistically significant decline ("ability to travel during winter storm conditions").

\*Note: Arrows indicate an increase or decrease in mean ratings since the 2012 survey. However, in many cases, increases or decreases were very slight. Refer to the previous pages for additional details regarding the mean ratings for each item. The items without an arrow are new items that could not be benchmarked to results from the previous surveys. For the item outlined in red, over 20.0% of respondents answered "don't know."

**SUMMARY CHART:**

**Mean Ratings for Satisfaction with City Codes and Ordinances**

**Satisfaction with City Codes and Ordinances – Mean Ratings**

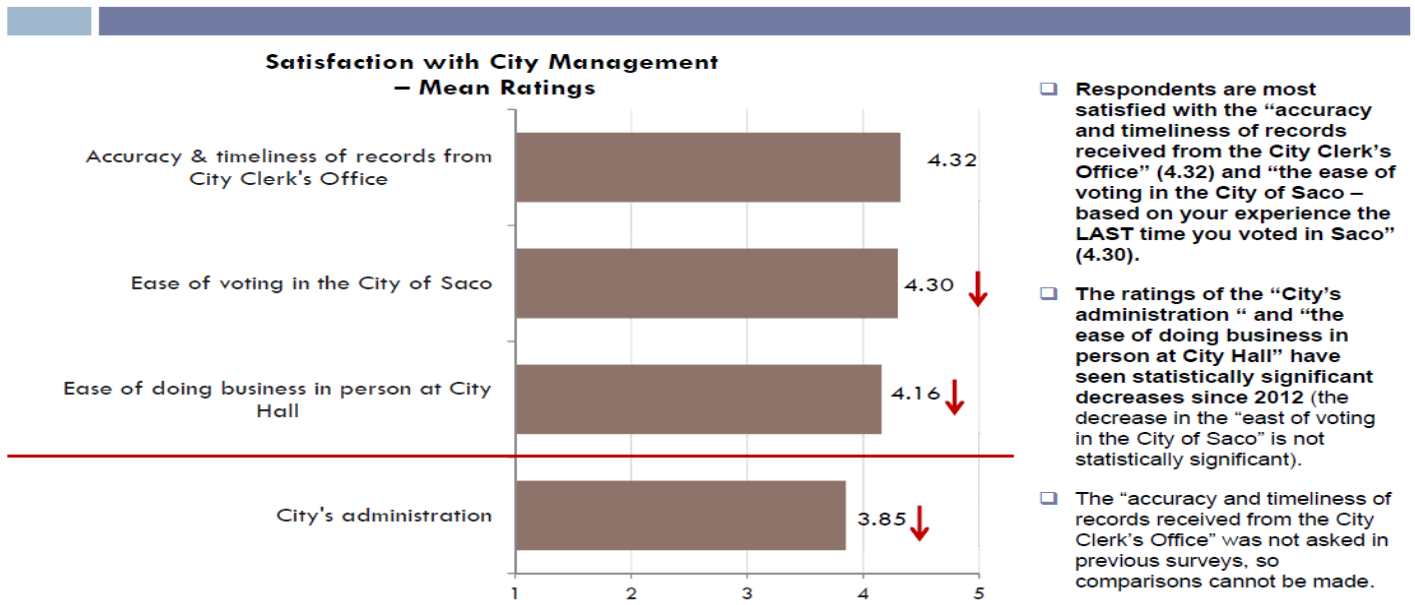


- Overall, respondents are most satisfied with the "the building safety of places of public assembly" (4.41).
- "The quality of new construction in the City" (3.89), "the overall enforcement of City codes and ordinances" (3.80), and "the timeliness and ease of the City's permitting process" (3.75) have mean ratings slightly below 4.00. However, it is important to note that between 25.3% and 37.3% of respondents "do not know" how to rate their satisfaction for these three items.
- Though the means have moved slightly for 3 of the 4 items rated, there have been no statistically significant changes in the mean ratings for these items since 2012.

\*Note: Arrows indicate an increase or decrease in mean ratings since the 2012 survey. However, in many cases, increases or decreases were very slight. Refer to the previous pages for additional details regarding the mean ratings for each item. For the item outlined in red, over 20.0% of respondents answered "don't know."



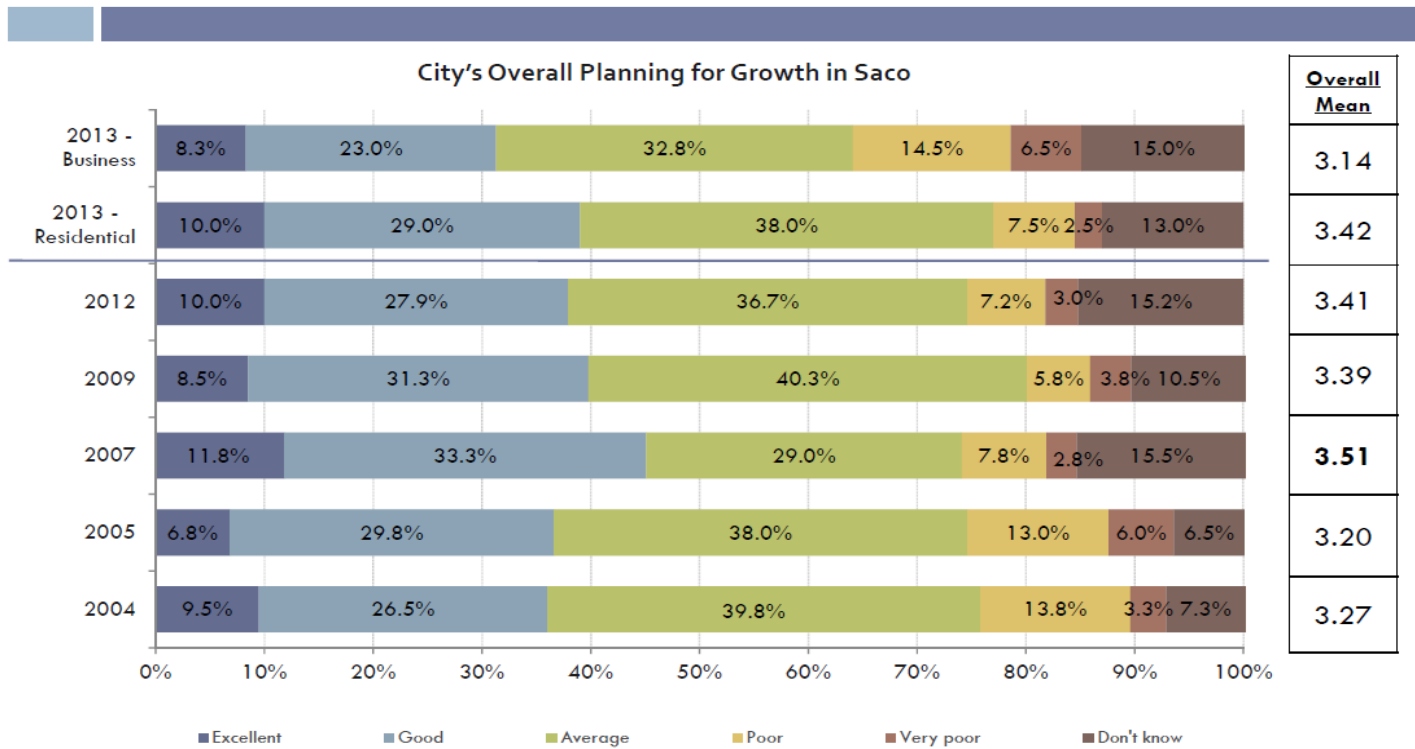
## SUMMARY CHART: Mean Ratings for Satisfaction with City Management



\*Note: Arrows indicate an increase or decrease in mean ratings since the 2009 survey. However, in many cases, increases or decreases were very slight. Refer to the previous pages for additional details regarding the mean ratings for each item.

## City’s Overall Planning for Growth in Saco

[How would you rate the City’s level of business growth (2013) / level of residential growth (2013) / overall planning for growth (2004-2012) in Saco? Is it...] – Options rotated





## KEY COUNCIL OBJECTIVES FOR THE COMING YEAR:

- ▶ Reduce Energy Use
- ▶ Create an 'adopt-a-park' program
- ▶ Build a larger salt shed for public works
- ▶ Review city owned properties for consolidation including adult education building (Common Street), including buildings & land
- ▶ Convert more street lights to LED
- ▶ Fill mill brook business park
- ▶ Work closely with school department for K-8 success
- ▶ Maintain sustainable paving program
- ▶ Broaden tax/industrial base
- ▶ Zero budget increase for FY15
- ▶ Improve recreation opportunities for all ages
- ▶ Simpson Road bridge construction, reconstruction without bond and non-historic
- ▶ Minimize financial impact of flood zone changes
- ▶ Continue to work to bring Portland Pirates to Saco
- ▶ Expand interlocal agreements with Scarborough and Biddeford
- ▶ Review street lights for possible savings
- ▶ Develop one vision for Saco and keep it (printed) on the agenda
- ▶ Get piers in earlier at Diamond Riverside & launch at Prentiss Park



# SIGNIFICANT ACCOMPLISHMENTS OF FISCAL YEAR 2013

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## PUBLIC SAFETY

- ❖ 3rd Police Department Academy
- ❖ ICMA 101 Performance Report Participation: Fire Department and Police Department

## INFRASTRUCTURE AND CAPITAL

- ❖ Wastewater Resource Recovery Division Generators at Wildwood and Hillview
- ❖ Rebuild of the Marshwood Pump Station
- ❖ (Camp Ellis) Section 111 Shore Damage Mitigation Project Decision Document – April 2013
- ❖ 1<sup>st</sup> Annual Public Works Open House

## TECHNOLOGICAL INNOVATION & IMPLEMENTATION

- ❖ iWorks replaced CityWorks at Public Works

## ENVIRONMENTAL PROTECTION & SUSTAINABLE DEVELOPMENT

- ❖ Saco Energy Committee Reorganized
- ❖ Saco Steel Site Clean-up Completed
- ❖ 32 Market Street – EPA Brownfield Site
- ❖ Independent Evaluation of Water Services
- ❖ Maintained Class A Rating for Flood Insurance – results in a 10% savings for citizens on Flood Insurance

## LEISURE SERVICES INVESTMENT

- ❖ 3<sup>rd</sup> Year – Saco is Playful City USA – includes a Grant Award
- ❖ 3<sup>rd</sup> Year – Saco is Named Tree City USA

## GROWTH MANAGEMENT

- ❖ New Central Fire Station – Insurance Service Office

## HUMAN RESOURCE INVESTMENT

- ❖ Completed 6 of 7 Union Contracts
- ❖ 3<sup>rd</sup> Annual Recognition Dinner for Volunteers
- ❖ Saco Citizens for Sensible Taxes Engagement in the Budget Process

## TRAFFIC

- ❖ Maine Department of Transportation design study of the new Somes Bridge on Market Street
- ❖ Maine Department of Transportation spent \$6 to \$8 million on Route 112

## DOWNTOWN REVITALIZATION



- ❖ Economic Development: Branding & Wayfinding
- ❖ Tax Increment Financing Amendment for Park North Project
- ❖ Old Central Fire Station Listed on the National Register
- ❖ Old Central Fire Station under Contract for Sale

**MEETING FINANCIAL NEEDS FOR CITY SERVICES**

- ❖ RSU 23 School Withdrawal Committee Formed
- ❖ Comprehensive Annual Financial Reporting (GFOA Award) for 8 consecutive years
- ❖ EZ Pay Tax Program extended to Businesses
- ❖ Funded Capital Budget with increase to \$1.5 Million



# ASSESSING DEPARTMENT

**Mission Statement:** “Our Mission is to provide 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, honest, integrity and respect.”



<b>DELIVERY OF SERVICES</b>		
✓ Assessing Staff	✓ Web Site-self service	✓ Fax
✓ Mail	✓ E-Mail	✓ Property Inspections
✓ Telephone	✓ In-Person with Public	✓ Assessor’s Web Page

**PROGRAMS & SERVICES:** The Assessing Department’s provides four major functions/services. *Those services are:*

- ▶ **Real Estate Property Valuation:** To assess a value on all taxable real property. Doing this requires finding, listing and assessing value for all residential and commercial land and buildings within Saco. The Assessor’s Office updates assessments on a yearly basis in order to meet the goal of equity.
- ▶ **Personal Property Valuation:** Fair taxation of all personal property. The Assessor’s Office will use each business’s current listings to value each personal property item according to



the age and the original cost of the item. The value placed on each item (machinery, equipment, furniture and fixtures, computer equipment, signs and park models) will create the net assessment for a personal property account.

- ▶ **Mapping:** The Assessor’s Officer displays the most up to date parcel data on the City of Saco’s tax maps. Updates are completed three times a year.
- ▶ **E 9-1-1 Addressing:** The Assessor’s Office maintains all E-911 addresses within Saco. Maintenance is routinely done by updating the City of Saco’s E-911 Map Book through communicating with Maine GIS & Fair-Point on all physical address changes, updates, including new streets, street number ranges or street name changes.

**The Assessing Department also provides additional services that include:**

**Office Administration:** The Assessor’s Office makes every effort to verify information provided to us (owner’s name, mailing address, physical address, etc.). This is accomplished through the process of logging data received into Visional Appraisal.

**Tax Exemptions and Exceptions:** Maintain records on all parcels within Saco that receive a tax exemption (homestead, veterans, blind etc). Maintain all records regarding parcels that participate in the tax exception programs (Tree-Growth, Farmland and Open-Space).

**Public Information:** The Assessing Department updates its webpage monthly to ensure the most current data possible is available for the public to view.

**Abatement/Supplemental:** The Assessing Department appropriates tax abatements for existing tax bills as well as generates supplemental tax bill warrants when required. We maintain the records of both for the yearly audit and tax commitment book.

**Tax Commitment:** The Assessing Department’s final goal is to set the tax rate for the year once the budget is approved and to list all values and taxpayers to be committed to the tax collector for tax billing.

**12- YEAR TAX RATE HISTORY**

<b>TAX YEAR:</b>	<b>TAX RATE:</b>	<b>Assessment RATIO %:</b>	<b>Quality RATING:</b>
2002	\$22.70	65%	14
2003	\$18.70	71%	13
2004	\$15.90	79%	10
2005	\$12.96	89%	10
2006	\$12.73	86%	10
2007	\$13.32	91%	9
2008	\$13.42	100%	8
2009	\$ 13.62	94%	9
2010	\$13.82	100%	8
2011	\$14.42	103%	8
2012	\$18.30	96%	8



## RESULTS:

### How are we doing?

Assessors are governed by the laws of the State of Maine in order to generate Uniform Assessments. Saco's continuing goal is to administer the State of Maine tax laws and to ensure that all Saco property owners receive a fair assessment (spreading the property tax burden equitably).

Every year, the Maine Bureau of Taxation measures our department's assessment performance by using two standards. These standards are assessment level and assessment equity. Assessment level is measured by how close our assessment values are to the current true market values. Assessment equity means that two properties of the same value should be assessed the same, thereby paying the same amount of tax.

Due to the real estate sales trends and current economic climate, the Assessor decided that an adjustment was warranted for April 1, 2012. This adjustment lowered property values an average of 7% city wide. This adjustment changed Saco's assessment level from 103% to 96% of the fair market value.

Per the Maine State Valuation Report, in 2012 Saco had 184 qualified real estate sales and the average residential sales price was \$275,854 (less short sales and foreclosures). Saco's sales ratio was 96% and received a quality rating of 8. This data is compared to the 2011 Maine State Valuation Report which shows Saco had 136 qualified real estate sales with an average residential sales price was \$242,956, sales ratio of 103% and a quality rating of 8.



## How is the Tax Rate Calculated?

**How is the tax rate calculated?** *Tax Levy / Taxable Valuation = Tax Rate*

The tax rate is calculated every year by taking the total Tax Levy which is the combined budgets of the Municipal, School and County (less all revenues) and divided by the total Taxable Valuation (all the City's taxable real estate and personal property combined).

### **Who controls the budget and spending?**

The Municipal budget is approved by your elected City Council members.

The School budget is prepared by the School Board and approved by the citizens.



The County budget is prepared by the county budget committee and controlled by the York County Commissioners. *Each municipality within York County is allocated a percentage of the total county budget.*

Once all three budgets have been passed, the tax rate is then calculated.

**Tax Exemption Info:**

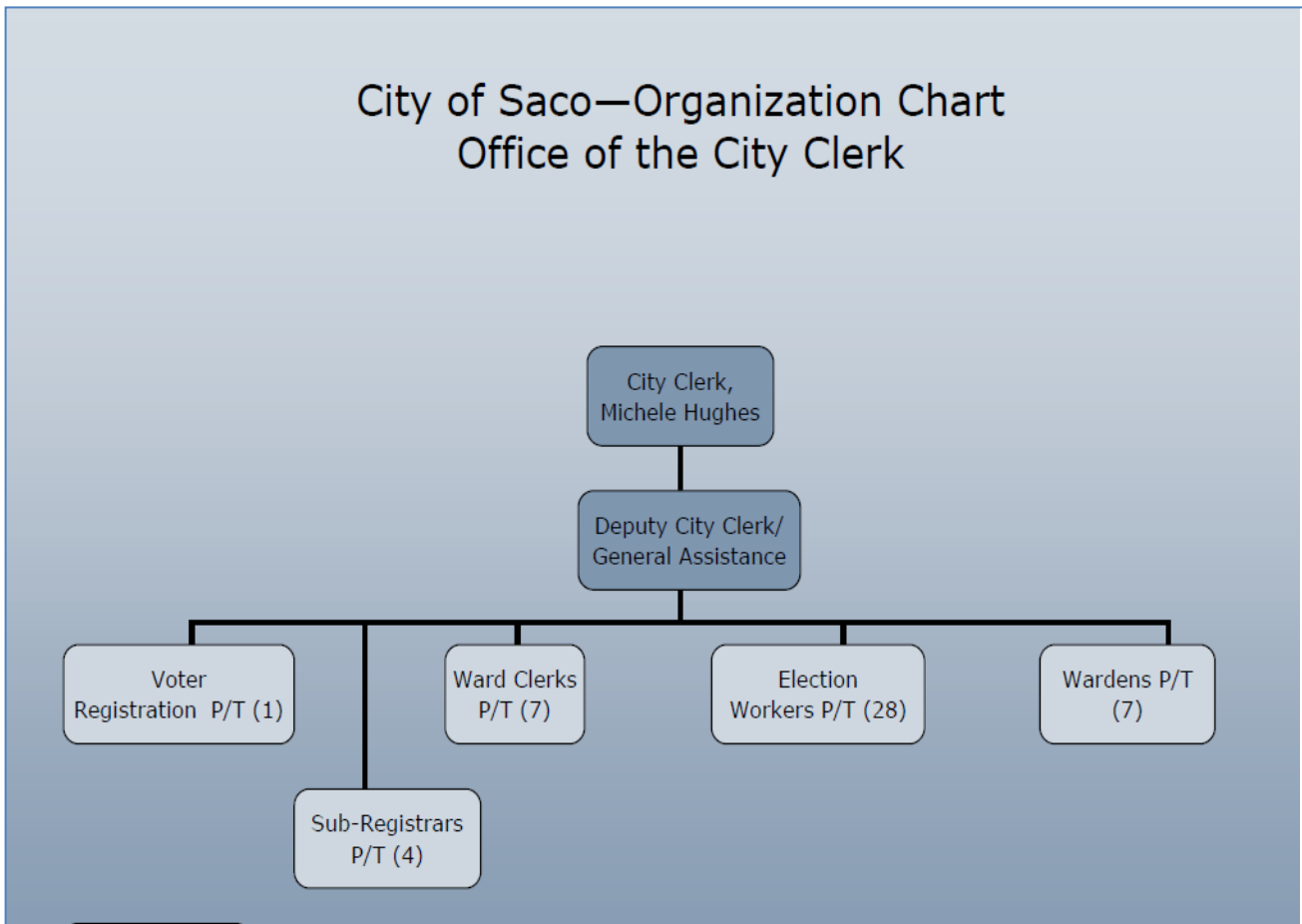
The City of Saco would like to remind tax payers that you may qualify for the Homestead Exemption and if you are a qualified veteran, you may also be eligible for a Veteran’s Exemption. The City of Saco also offers a *Senior Citizen Work for tax program*. For more information contact the Assessing Department at (207) 282-1611 or you can visit our webpage at <http://www.sacomaine.org/departments/assessor/assessor.shtml>

Please also note that the State of Maine provides various tax relief programs. For more information, please visit the State of Maine Website at <http://www.maine.gov/revenue>



# CITY CLERK & GENERAL ASSISTANCE

**Mission Statement:** “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 continued to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their constitutional rights and provide financial assistance to indigent in our community.”



**STAFF:** Our office consists of two full-time employees and one part-time employee.

Michele L. Hughes, City Clerk & Registrar of Voters

William T. Rankin, Deputy City Clerk & General Assistance Director

Judith A. Tripp, Deputy Registrar of Voters (Part-Time)



**STATE & FEDERAL MANDATES:** Our department is subject to both federal and state mandates.

CHARGE	
Maintain Municipal Records	Deeds, Easements; Contracts; Council Minutes; Annual Reports, etc.
Maintain Vital Statistics	Births, Deaths, Marriages
Issue Licenses	Dog, Liquor, Entertainment Permits & copies of vital statistics
Collect and Report Monies to the State	Dog License and Vital Statistics Sales
Oversee Voter Registration	Registration, Voter Participation History, Petitions, and all Elections for the City ( <i>Municipal, Regional School Unit 23 and State, Federal</i> )
Administer General Assistance Program	<b>Monthly Reports to State</b> , i.e. number of applicants, how much assistance issued, how many assigned and completed 'Workfare'. ( <i>The City receives a 50% reimbursement from the State of Maine for all assistance issued during a month.</i> )

## PROGRAMS AND SERVICES

### PERMANENT RECORDS

Our office is the official repository for all permanent records of the City of Saco. Municipal records are stored in fireproof cabinets in a secured area. We maintain Vital Records, as well as other historical information, providing a resource for genealogist and other individuals interested in our permanent records data.

*The office recorded the following:*

	FY12/13	FY 11/12	FY 10/11	FY09/10	FY 08/09	FY 07/08
<i>Birth</i>	173	155	150	197	166	190
<i>Death</i>	140	214	239	222	219	226
<i>Marriage</i>	130	122	121	130	148	154
<b>Gr. Total</b>	<b>443</b>	<b>491</b>	<b>510</b>	<b>549</b>	<b>533</b>	<b>570</b>

*The office issued the following:*

	FY12/13	FY 11/12	FY 10/11
<i>Birth Cert.</i>	482	458	411
<i>Death Cert.</i>	620	799	789
<i>Marriage Cert.</i>	286	351	271
<i>Marriage License</i>	131	128	110
<i>Burial Permit</i>	108	128	122
<b>Gr. Total</b>	<b>1627</b>	<b>1864</b>	<b>1703</b>



*Our Office restores, microfilms and scans all old records - These books to the right require preservation*



**Office - Records Room**

*The following Vital Statistic books have been restored, microfilmed and scanned:*

FY 12/13	Due to budget cuts, the was not able to restore any books.
FY 10/11	Vol. 12 Deaths 1930-1933 & Vol. 5 Marriages 1905-1917
FY09/10	Vol. 12 Births 1949-1951 & Vol. 10 Deaths 1923-1927
FY 08/09	Vol. 9 Deaths 1921-1923 & Vol. 11 Deaths 1927-1930
FY 07/08	Births, Marriages & Deaths 1796-1832



LICENSING AGENT

Our office is responsible for maintaining and processing all types of licenses required by the municipality and State of Maine.

Licenses issued:	FY 12/13	FY 11/12	FY 10/11	FY09/10	FY 08/09
					-
<b>Business Registrations</b>	510	501	496	512	504
<b>Camp Ellis Stickers</b>	264	316	294	321	301
<b>Camp Ellis Stickers - Over 62</b>	414	537	n/a	n/a	n/a
<b>Cemetery Deeds</b>	0	0	1	0	1
<b>Dog Licenses - In-House</b>	1,614	2,107	1,667	1,630	1,195
<b>Dog Licenses - Online</b>	604	454	430	420	353
<b>Flea Market Licenses</b>	78	13	19	25	38
<b>Liquor Licenses - New</b>	3	0	3	2	2
<b>Liquor Licenses - One Day</b>	10	14	11	17	14
<b>Liquor Licenses - Renewal</b>	19	21	24	27	22
<b>Mooring Permits</b>	97	93	93	99	102
<b>Mooring Wait List</b>	20	18	16	15	7
<b>Oath of Office</b>	38	86	45	72	30
<b>Pole Permits</b>	4	3	4	2	3
<b>Special Entertainment Permits</b>	9	9	10	10	8
<b>Taxi Business</b>	3	2	2	0	4
<b>Taxi Drivers</b>	13	20	22	12	18
<b>Veterans Discharge</b>	0	1	4	3	0
<b>Victualer</b>	105	83	97	97	85
<b>Gr. Total</b>	<b>3,805</b>	<b>4, 278</b>	<b>3,238</b>	<b>3,264</b>	<b>2,687</b>

ELECTIONS

Elections are a major function of our office. 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 is also the Registrar of Voters.**



This year was a busy year for elections. In July 2012 the city held a “Special Referendum Election” in conjunction with a second Regional School Unit No. 23 Budget Referendum to see if residents favored filing a petition for withdrawal with the Board of Directors of Regional School Unit No. 23 and with the Commissioner of Education, authorizing the withdrawal committee to expend \$30,000 and authorizing the Municipal Officers to



transfer the amount no to exceed \$30,000 from the City of Saco’s undesignated fund for this purpose.

<b>Withdrawal Vote</b>			<b>RSU Budget Vote</b>	
Yes	1718		Yes	752
No	484		No	1448
Blanks	3		Blanks	12
Gr. Total	2205		Gr. Total	2212

In June 2013 the city held a “*Special Referendum Election*” in conjunction with the Regional School Unit No. 23 Budget Referendum to see if residents were interested in having the city borrow and amount not to exceed \$1,700,000 for improvements to the Stackpole Bridge.

<b><u>Bridge Vote</u></b>			<b><u>RSU Budget Vote</u></b>			<b>RSU Budget Continuation Process for another 3 years</b>	
Yes	742		Yes	936		Yes	1112
No	971		No	777		No	577
Blanks	24		Blanks	27		Blanks	51
Gr. Total	1737		Gr. Total	1740		Gr. Total	1740



*Election & Voter Registration*

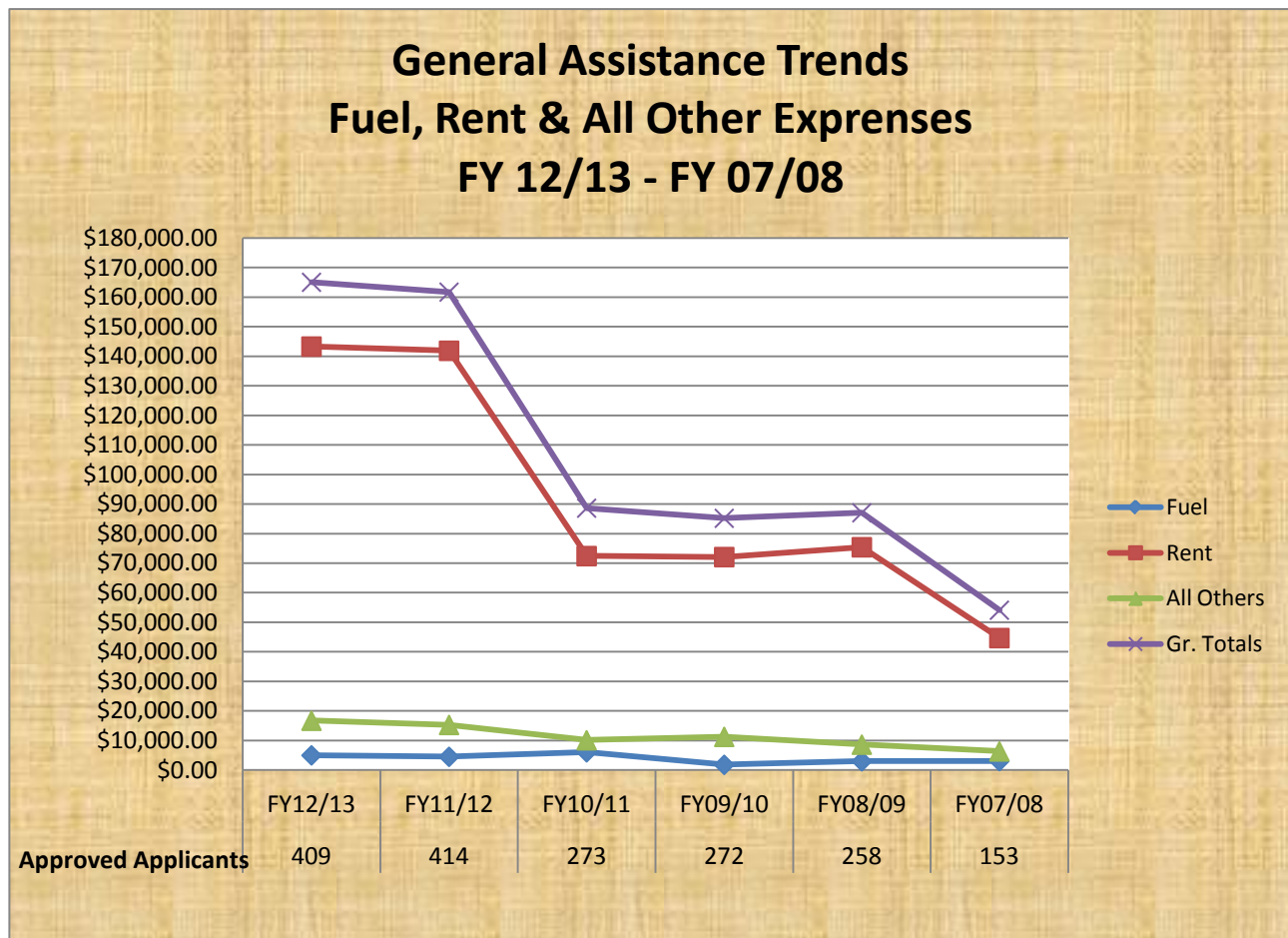
	Votes Cast	Registered Voters	% Turnout
<b><u>FY 12/13</u></b>			
June 1, 2013 - Special Municipal Referendum & RSU No. 23 Budget Validation Referendum Election	1,742	14,155	12.31%
November 6, 2012 - General-Referendum-Municipal Election	10,119	14,383	70.35%
July 31, 2012 - RSU No. 23 Budget Validation Referendum & Special Municipal Referendum Election	2,217	13,324	16.64%
<b><u>FY 11/12</u></b>			
June 12, 2012 - State Primary & Regional School Unit #23 Budget Validation Referendum Election	2,726	13,339	20.44%
Nov. 8, 2011 - General/Referendum Election	5,921	13,236	44.73%
<b><u>FY 10/11</u></b>			
June 7, 2011 - Regional School Unit #23 Budget Validation Referendum Election	529	13,469	3.93%
Nov 2, 2010 - General/Referendum & Municipal/School Referendum Election	7,564	14,511	52.13%
<b><u>FY 09/10</u></b>			
June 8, 2010 - State Primary/Referendum & Regional School Unit #23 Budget Validation Referendum Election	3,674	14,456	25.42%
February 9, 2010 Fire Station Referendum Election	3,494	14,510	24.08%
Nov. 3, 2009 - General/Referendum & State Referendum Election	7,451	14,538	51.25%
Aug. 4, 2009 - Regional School Unit #23 Budget Validation Referendum Election	507	14,733	3.44%
<b><u>FY 08/09</u></b>			
June 9, 2009 - Regional School Unit #23 Budget Validation Referendum Election	784	14,872	5.27%
Feb.10, 2009 Regional School Unit #23 Board of Education Election	237	14,945	1.59%
Nov. 4, 2008 General/Referendum Election	10,211	15,013	68.01%



Registered Voters					
	FY12/13	FY11/12	FY10/11	FY09/10	FY08.09
Democrat	5355	5148	5219	5645	5687
Green Independent	625	523	527	492	503
Republican	3098	2991	2961	3167	3097
Un-enrolled	5046	4695	4714	5132	5241
<b>Grand Total</b>	<b>14124</b>	<b>13357</b>	<b>13422</b>	<b>14436</b>	<b>14528</b>

## GENERAL ASSISTANCE

As the administrator of 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 24 hours of application.





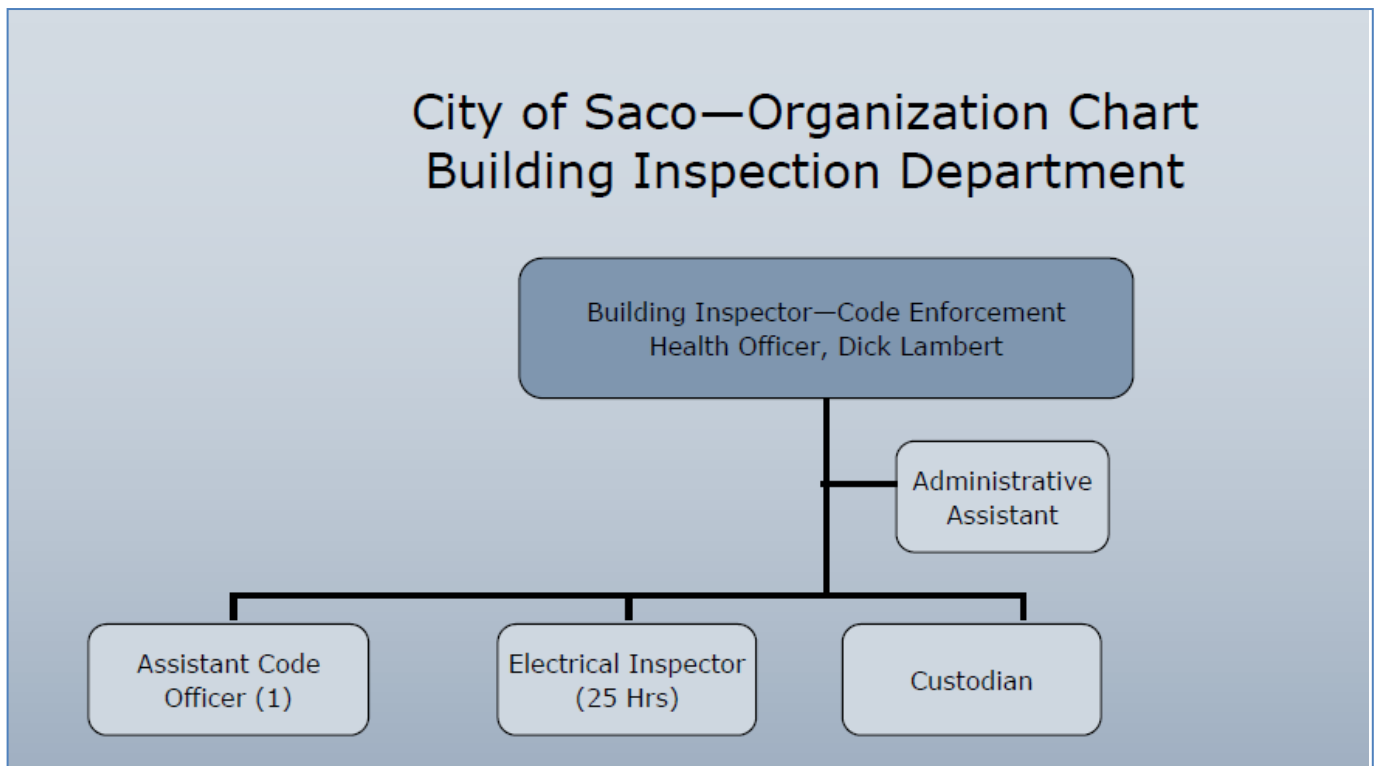
**EMERGING ISSUES:**

- ❖ *The city formed a “Withdrawal Committee” which was charged with the preparation of a withdrawal agreement to withdraw from Regional School Unit No. 23, subject to the approval of the Maine Department of Education. This agreement will be going before the voters for approval or rejection in November 2013.*
- ❖ *New General Assistance laws and how they will impact the recipients:*
  - ✓ *Eliminated eligibility for those ineligible for unemployment due to fraud;*
  - ✓ *Allows Circuit-breaker/Tax Fairness Credit to be counted as income for eligibility*



# CODE ENFORCEMENT DEPARTMENT

**Mission Statement:** “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.”



## ***From the Building Inspector:***

Our department’s program areas involve the timely response to the public when seeking information, resolution to problems, City Building issues or when applying for any of the various permits we are responsible for reviewing. As the saying goes, “Time is Money” and nowhere is this more evident than our relationship with self-employed contractors. When a construction inspection is required, it is vitally important that we have staff qualified and available to review the work in the field. Our times to get to a requested inspection has generally decreased over the years; with a marked improvement from FY11 to FY12, from 3.6 hours to 1.95 hours and again in FY13 to 1.5 hours from request to actual inspection. With proper planning, a contractor is able to



call ahead for a required inspection and experience no delay in the construction schedule because he/she had to wait for an inspector to show up. This is due to several factors, not the least of which is the cross-trained inspectors the City employs. All inspectors are specialists in different areas of responsibility; however, staff is trained in all aspects of the job and can respond to almost any request for information or inspections.

As important is the turnaround time for plans submitted to this office. These statistics have been measured for the first time in FY13 and can be found further into this narrative.

The Department also responds to many complaints of varying nature as indicated on the pie chart (*FY13 Complaints by Type*). We feel it is important to respond to a complaint in a timely manner so that we may ascertain its validity. We track the response times for initial contact with the complainant as well as to document the type of complaints we investigate. In 71% of the complaints we received, the party involved was contacted by the Code Enforcement Department within 24 hours. This is the second year we have been able to track this measure and find that are response times have fallen off a bit from last year (80%). Our goal for FY14 will be in restore response times to over 80% in the first 24 hours.

Finally, our department is responsible for the maintenance and improvement of the City Hall Building and the Annex. Although we have not finalized the operations manual for City Hall, we were able to complete two major building improvements in FY 13; the conversion of the heating system for City Hall from oil to propane (with an eye towards an inexpensive conversion to natural gas when available) and the painting and restoration of all exterior wood surfaces of the building including a restoration of the clock faces. We will be repairing rotted wood in the bell tower and creating specifications for the repair of the metal ventilators and roof slate of City Hall Building.

Respectfully,

*Richard Lambert, CBO*

**Building Inspector**

## PROGRAMS AND SERVICES

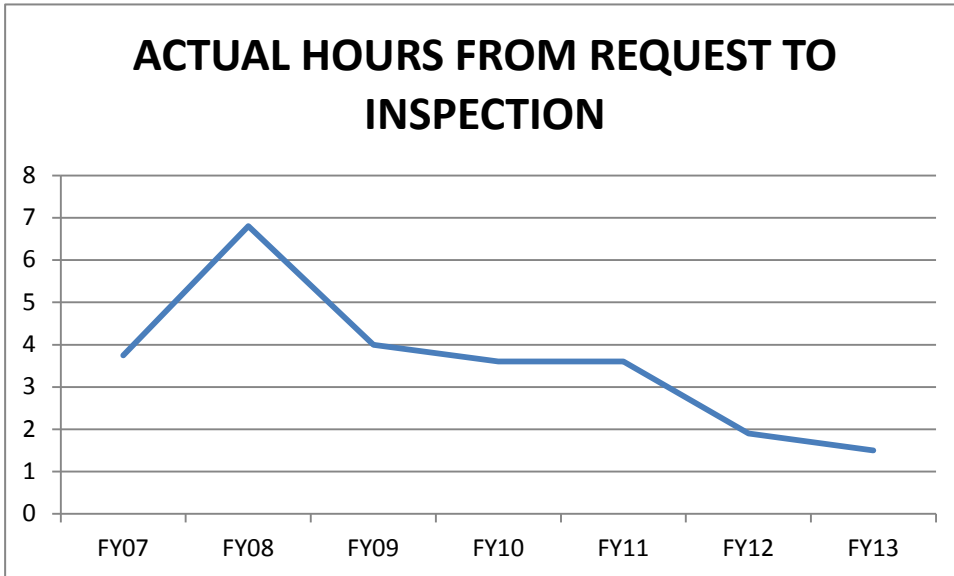
### CONSTRUCTION INSPECTIONS

**Outcome:** To provide accurate, complete and timely inspections on all construction work permitted by the City.

**Key Measures:** To schedule inspections within one business day of request.

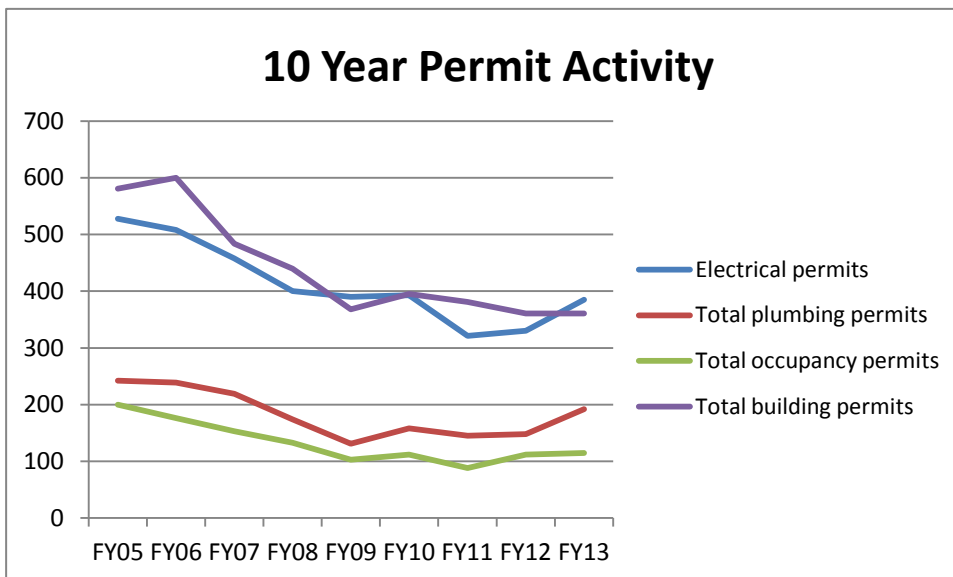


**Output:** The Code Enforcement Office continues to improve its efficiency in this area by reducing the time from request to actual inspection to 1.5 hours in FY13.



**Inputs:**

- Adequate and trained staff available to perform inspections.
- Cross-trained inspectors that are available to perform inspections when others are busy, sick or on vacation.
- Mutual aid agreement with the City of Biddeford to cover if the staff is overwhelmed with requests for inspections.





## PLAN REVIEW

**Outcome:** To provide accurate, complete and timely plan review to all external and internal customers.

**Key Measures:**

- To complete the review of building plans within 24 hours after receipt of a complete application package.
- To review all Planning Board site plan, conditional use, subdivision and preliminary sketch plans within 24 hours of receipt.

**Output:**

- Zoning and code compliance reviews done for the Planning Office averaged just under 2 working days for FY13, the first year we have measured this.
- Plan reviews for construction of single family homes averaged 2.73 days from submission to issuance of a permit, again the first year we have measured this statistic.

**Inputs:**

- Code Enforcement Officers that are trained and certified in all areas of construction;
- Trained administrative assistants that can scan incoming permits for missing information;
- A comprehensive website that details requirements for permit issuance; and
- Adequate lead-time from the Planning Department seeking staff comments.



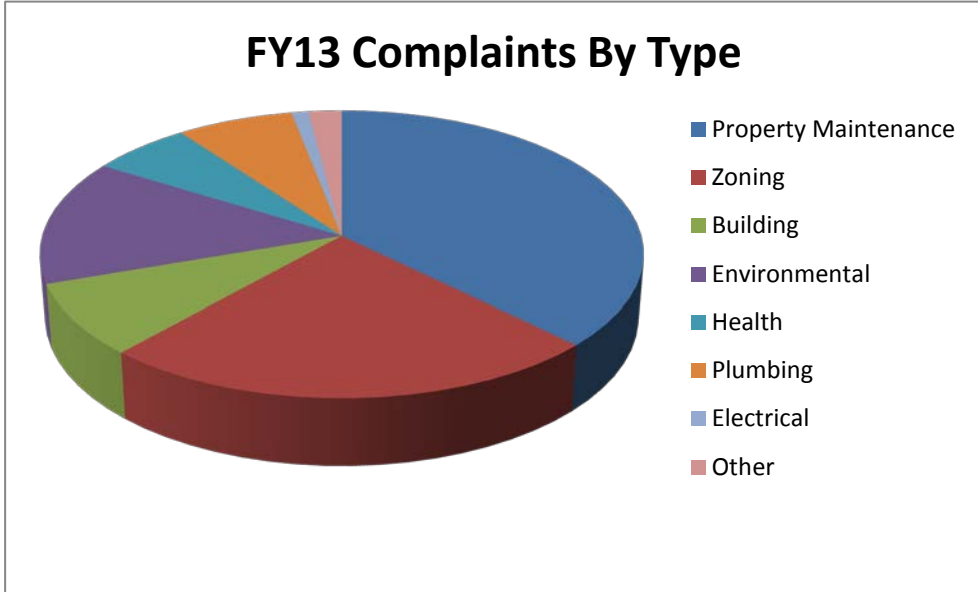
## COMPLAINT RESOLUTION

**Outcome:** To address and resolve complaints received by the Code Enforcement Office in a quick and efficient manner.



**Key Measures:**

- Initial contact with the complainant within 24 hours of receipt of the complaint
- Site visit (investigation), if deemed necessary, within 48 hours after initial complaint
- Determining a resolution to the complaint within 7 days of investigation.



**Output:** Ninety-nine complaints were recorded by the Code Enforcement Department in FY 13. Of those, 71% of complainants were contacted within 24 hours of the receipt of the complaint. This represents a 9% increase in the number of complaints that took more than 24 hours to initial contact from FY12. 90% of the complaints have been fully resolved.

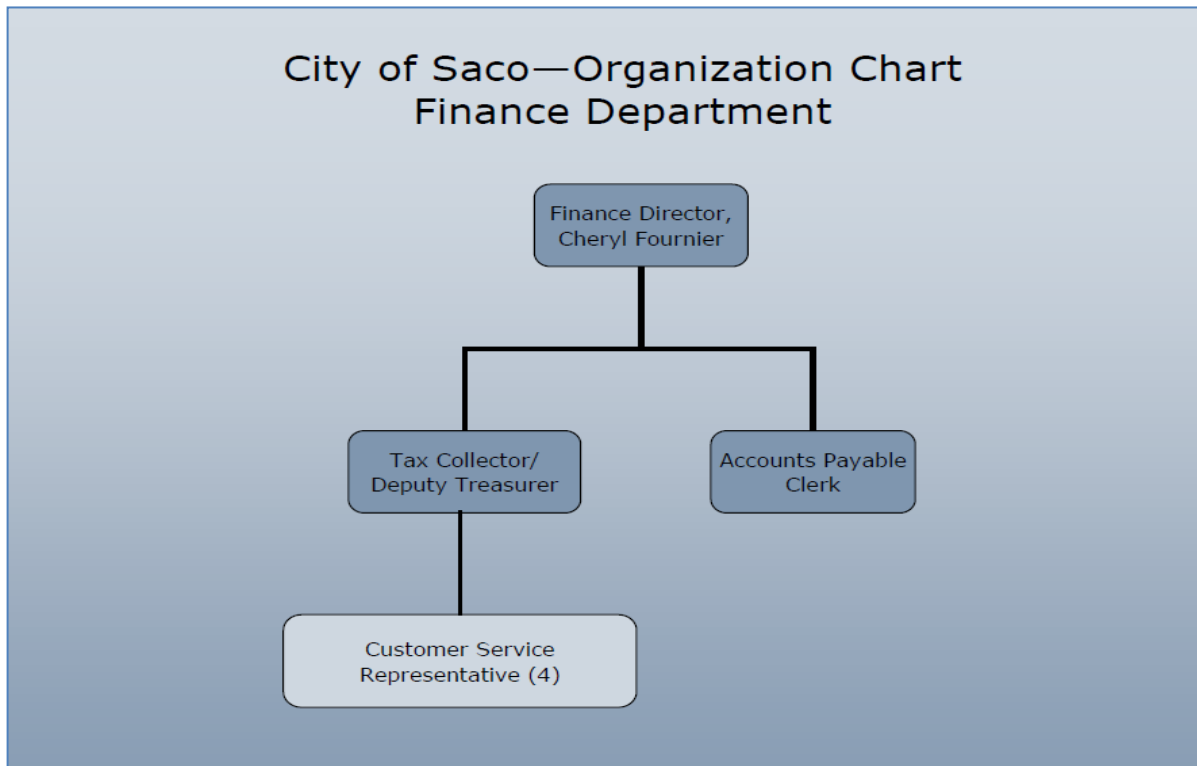
**Inputs:**

- Trained staff able to fully complete all areas of a complaint investigation for correct contact information and follow up.
- Good tracking & data collection software that is able to glean all aspects of the complaint and subsequent follow up.
- Reliable and modern equipment available to test/document violations.
- Good working relationship with other departments when necessary for follow up or additional enforcement options (City Attorney, Police, Fire, Public Works)



# FINANCE DEPARTMENT

**Mission Statement:** *“The Finance Department, in its capacity of fiduciary agents for the entire taxpayer base of the community, strives to provide the highest levels of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, investing, budgeting and financial planning analysis and processes, and the highest levels of financial reporting and disclosure.”*



## ***From the Finance Director:***

As you look through these pages, I hope that it answers all your questions. The Finance department is one of the most common stops for our citizens. It may be to register a car, pay taxes, or a numerous other reason. The staff is a very dedicated and customer service driven individuals. We have been working to cross train all employees, so that tasks do not sit when people are on vacation or out sick. The staff does many additional task that the normal person would not know about. Some of those items are: state reporting, uploading information so you can register your car online, working with mortgage companies to get property taxes paid through Electronic Funds Transfer (EFT), creating and maintaining the EZ Pay program for property taxes, and many more.

Finance was 1.05% of the total Expense budget for 2013. Finances budget has increased by 3.8% (\$14,117) between 2011 and 2013. The primary expense for the Finance Department is salaries. We have seven employees. Our salaries are 79.4% of our budget. Most of our costs are citizen driven. Postage, Filing fees, and bill printing are the fees that we have to pay to



process our liens, send out bills, etc. is 7.5% of Finance’s operating budget. That cost is driven by the number of bills mailed, and the number of liens or foreclosures processed. The other largest portion of our budget is Audit. We are regulated by law to have our books audited annually. That audit is 6.6% of our expenses in 2013. I hope the following package will help answer some of your questions

*Cheryl Fournier*

Finance Director

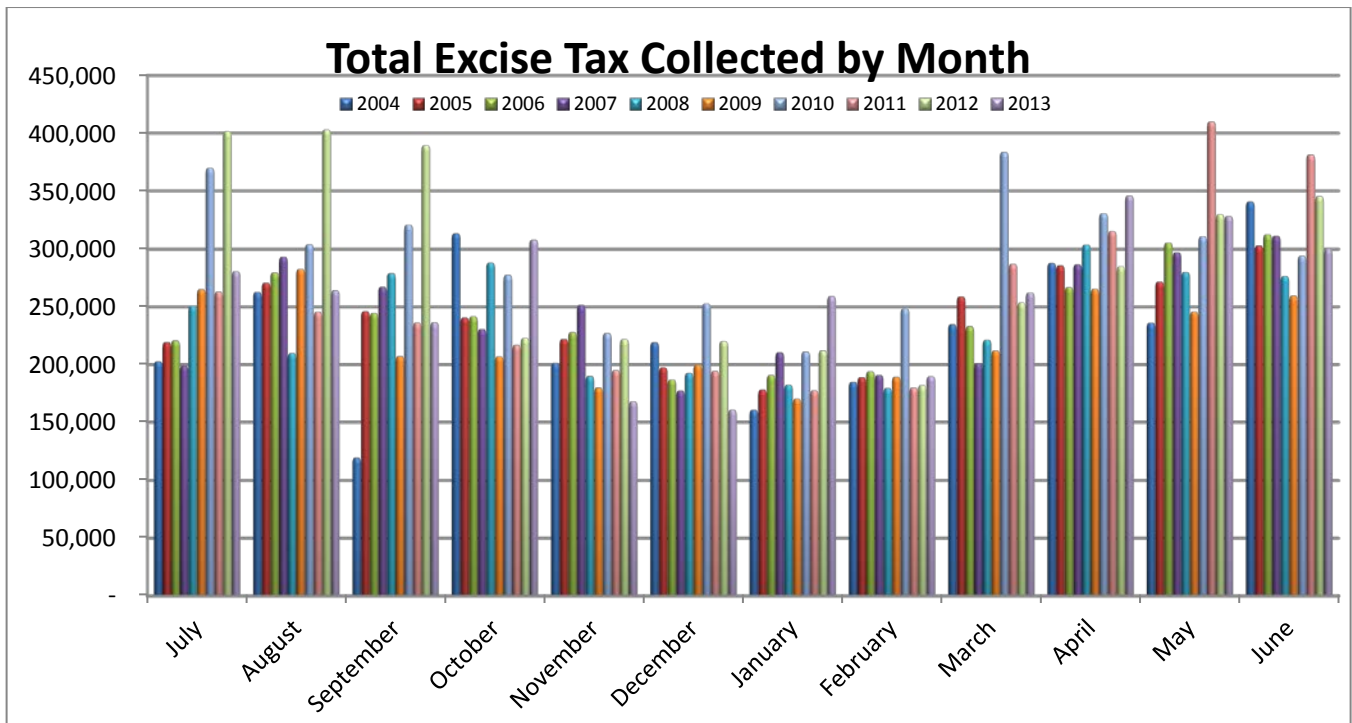
## FINANCE PROGRAMS

### MOTOR VEHICLE

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.

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target is minimal wait times.

**Customer:** Citizens and BMV; as the consumer of these revenues, the city organization is also a customer.



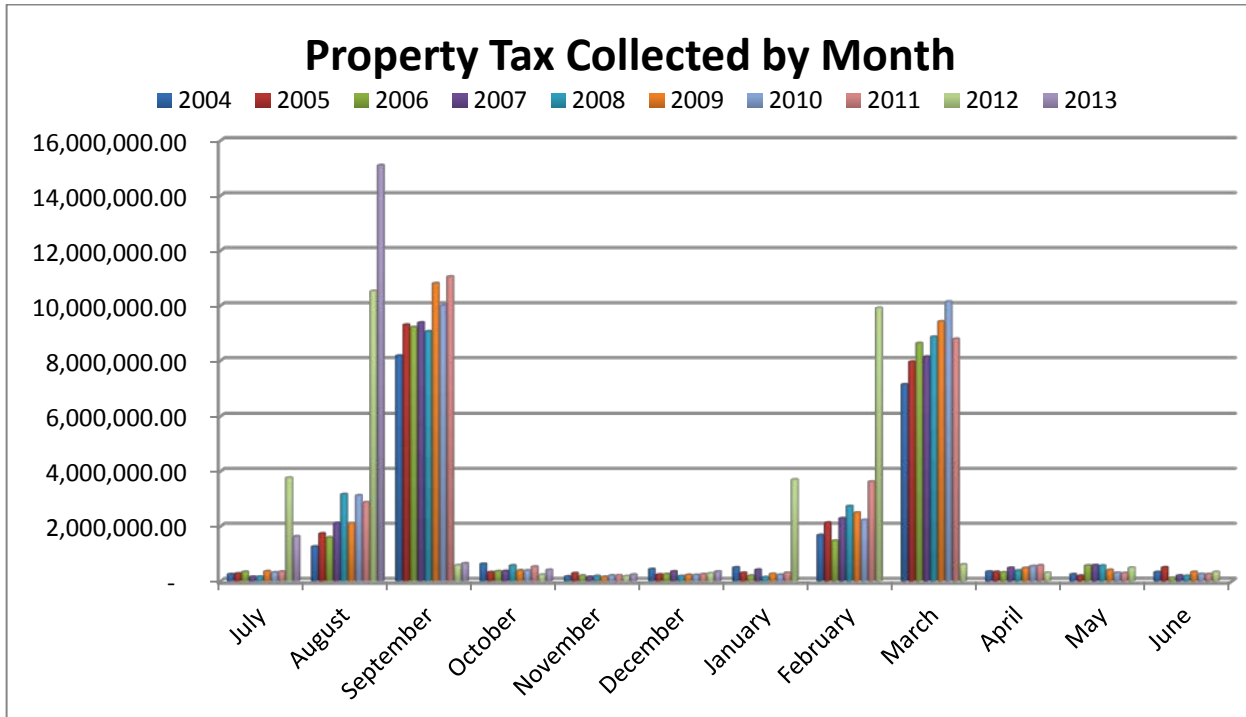


## PROPERTY TAX COLLECTION

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.

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target wait times TBD.

**Customer:** The major customers of this activity are citizens, and also Assessing; as this is a revenue source, the city organization is also a customer of this activity.

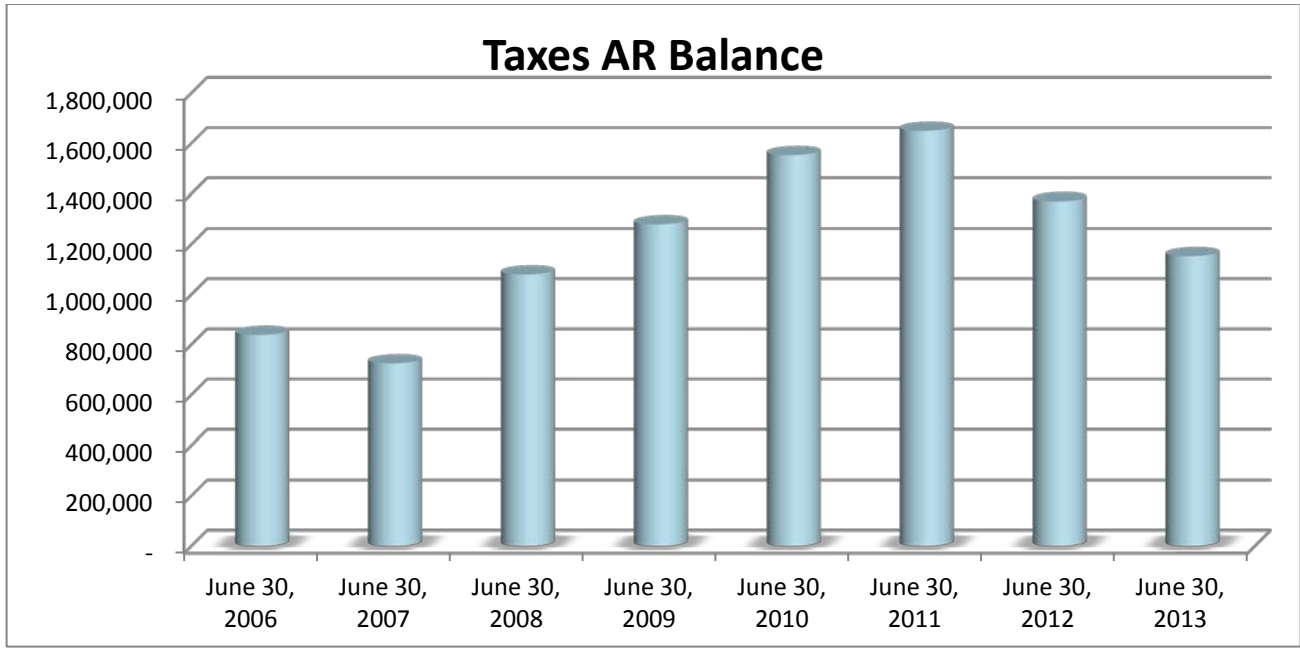


## ACCOUNTS RECEIVABLE & OTHER RECEIPTS

Fees for most other chargeable services provided by the city also are collected by Finance (e.g., sewer user fees, permit fees, dog license fees, tipping fees, etc).

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target is minimal wait times. Apply all payments within one business day of receipt.

**Customer:** Citizens and other city departments; as this is also a revenue source, the city organization as a whole is also a customer.



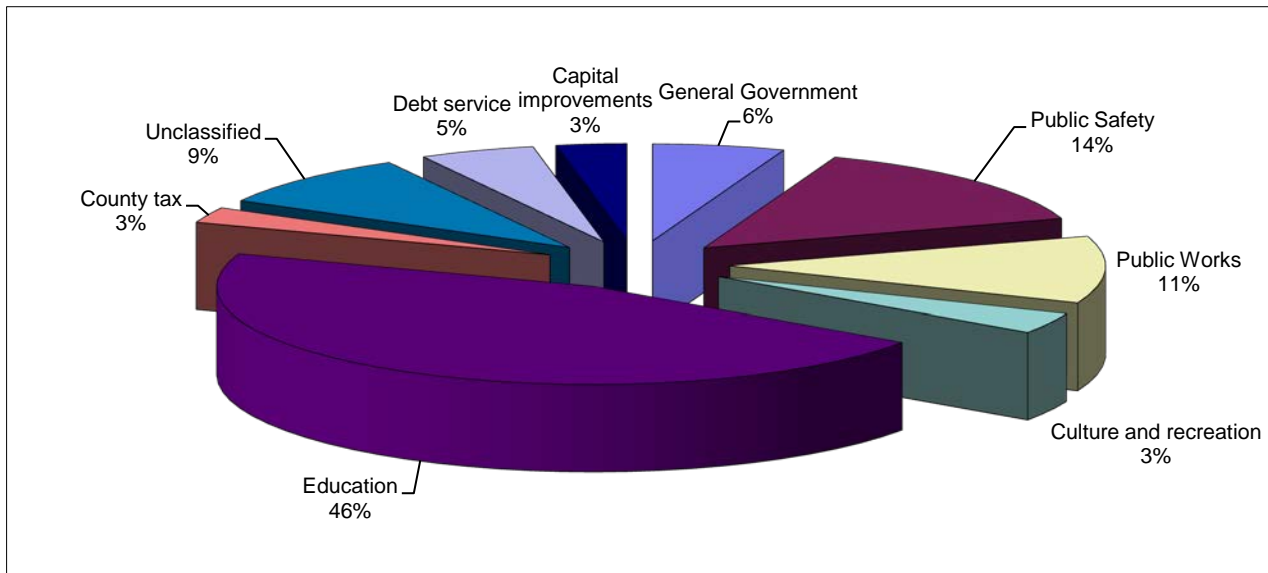
## ACCOUNTS PAYABLE

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 activity are vendors and other city departments.

**Level of Service:** To pay all vendors within 20 days of invoices being submitted.

**Customer:** Citizens, other city departments, and vendors.

## GENERAL FUND - 2013 EXPENDITURES





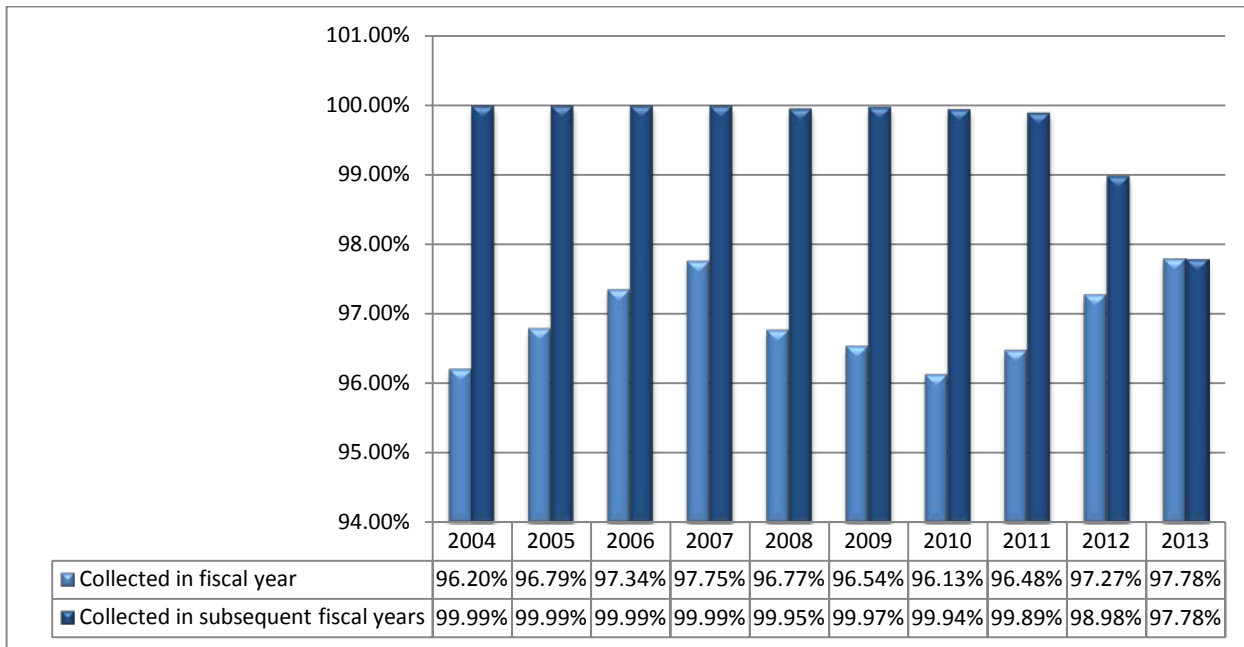
## FINANCIAL ANALYSIS

Analyzing various financial indicators of the city’s activities and performance is done by Finance, such as tracking excise revenues, debt service, or policy change impacts, etc.

*Level of Service:* Timely reporting and minimal audit changes for final year end reporting.

*Customer:* The major customers of this activity are city administrator, department heads, city councilors, auditors, and citizens.

### COLLECTION PERCENTAGES



## FINANCIAL REPORTING

Reporting on many city activities is done by Finance, such as with budgets.

*Level of Service:* Timely reporting and minimal audit changes for final year end reporting.

*Customer:* The major customers of this activity are city administrator, department heads, city councilors, auditors, and citizens.

### ANNUAL AUDIT

City of Saco has received the Certificate of Achievement for Excellence in Financial Reporting for the past three years under my supervision. The audited financials can be found at:

<http://www.sacomaine.org/departments/administration/reports.shtml>

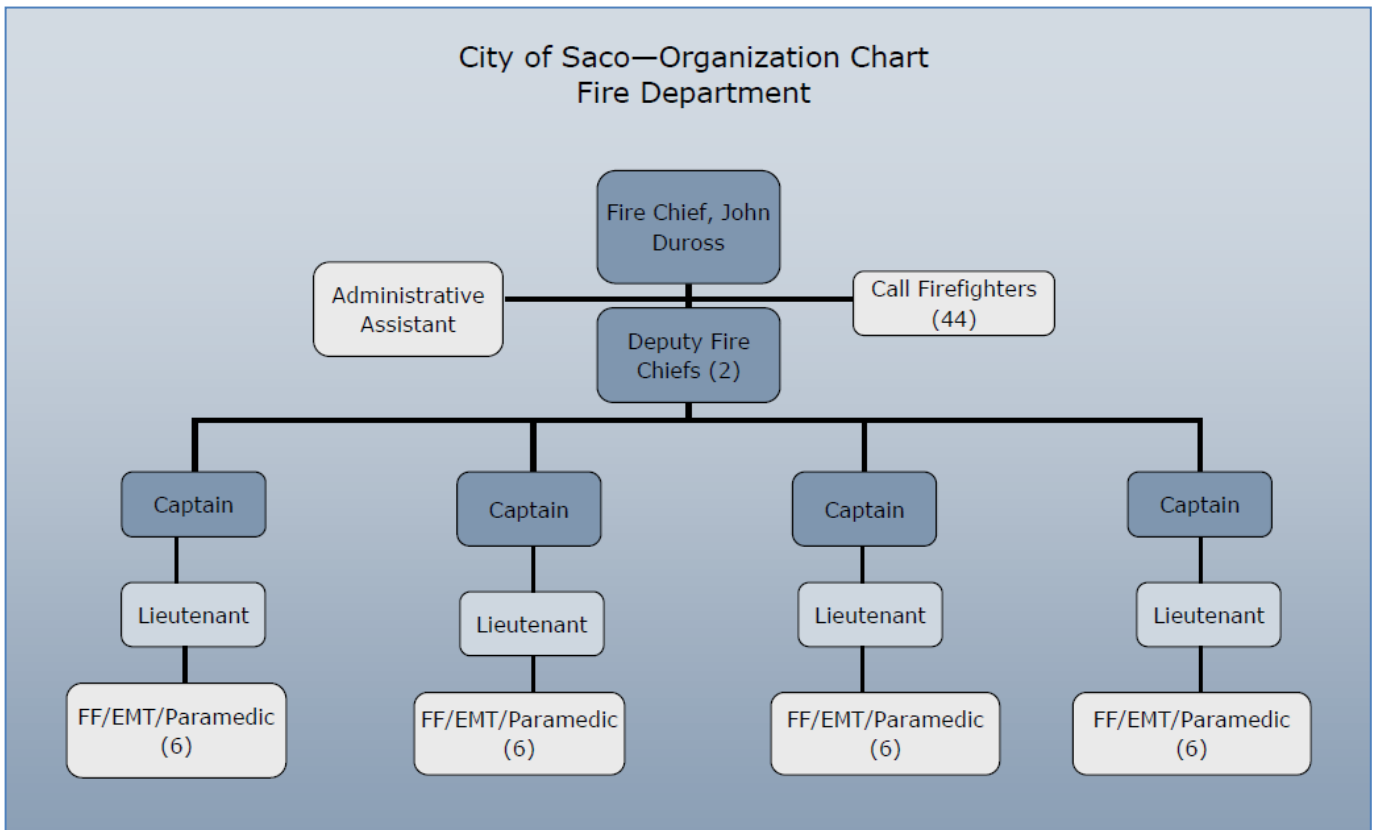
### Summary:



One of the many success stories for Finance is the increase in fund balance. Saco’s Unassigned Fund Balance went from 6.14% in 2011 to 10.1% in 2013. Saco’s Fund Balance Policy notes that we strive to be at 8.33% (one month’s expenses) in our Unassigned Fund Balance.

## FIRE DEPARTMENT

**Mission Statement:** *“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.”*



***From the Fire Chief:***

On behalf of the members of the Saco Fire Department, I am proud to submit our Annual Report for Fiscal Year 2013: July 1, 2012 through June 30, 2013, (FY 2013).

The following is a summary of activities of the Saco Fire Department for FY 2013. The department responded to 3,212 calls for service during the period. This represents an increase of 134 total calls



over FY 2012.

There were 2535 calls for Emergency Medical Services, (EMS); 78.9 % of our total call volume. Southern Maine Medical Center in Biddeford is our primary hospital of destination accounting for 1636 transports. 90% of our calls originate in Saco; the other 10% are calls for which we provide mutual aid to our neighboring towns.

During FY 2013 our department responded to 8 building fires in Saco and assisted neighboring communities at 11 building fires as a part of our automatic mutual aid agreements. Beyond structural firefighting and EMS responses, the public relies on the fire department to provide emergency services for a wide range of call types. These significant calls include 167 motor vehicle accidents; 19 ocean and inland water emergencies; 44 Brush, Grass, Woods and outside fires; 11 fire emergencies involving heating appliances including chimney fires; 29 incidents as a result of carbon monoxide detector activations; 13 incidents directly related to cooking fires and 30 incidents involving Hazardous Materials and fuel spills.

Beyond answering emergency calls, we prepare ourselves for the challenges we face through a comprehensive training program that meets or exceeds national standards established for both fire and EMS service. Countless hours are also spent in Fire Prevention and Code Enforcement inspections as well as Public Fire Safety Education activities.

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.

Respectfully submitted,

*John L. Duross*

Fire Chief

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## PROGRAMS AND SERVICES

The identification of Fire Department Programs allows us to create an orderly structure and standard method of accountability to all of the events that we respond to or that take place in the course of a Fiscal Budget Year. These programs also create the foundation for our planning, structuring, direction, program development, coordination and evaluation of the services that we deliver.

The Fire Department has identified four Primary Programs that highlight the services that we deliver to the public that we serve:

- **Operations - Fire Suppression**



Structural & Wildland Firefighting, Incident Command, Training, Communications, Incident Reporting and Data Collection

· **Operations – Emergency Medical Services**

Emergency Medical Operations, Incident Command, Training, Communications, Incident Reporting and Data Collection

· **Operations – Special Hazards**

Hazardous Materials, Rescue, Motor Vehicle Accidents, Incident Command, Communications, Training, Incident Reporting and Data Collection

· **Fire Prevention and Loss Reduction**

Planning for Community Fire & Emergency Services, Fire Prevention and Code Enforcement, Public Safety Education, Fire Investigation

Additionally, we have identified four Secondary Programs that are critical to supporting our responders and the services that we provide:

· **Apparatus & Equipment**

Fire Apparatus, Ambulances & Specialty Vehicles to include maintenance and purchasing, Fire & EMS Protective Clothing & Equipment, and Fire & EMS Equipment

· **Fire Department Facilities**

Facility Repair and Maintenance, Contracted Services, Design Improvements

· **Safety & Human Resources**

Personnel Administration, Safety & Occupational Health, and Training & Education

· **Management**

Office Management and Workflow, Financial Management, Legal Considerations, Insurance Grading of Fire Departments, Leadership & Succession Planning

For each program overall program goals are listed by expected outcomes and Key Measures are established to determine level of achievement. Through Inputs we can track resources that are assigned to each Program and assist us in the planning process as we strive to meet the current and future demands for service.

**Program: Operations – Fire Suppression**

**Outcome:** To minimize the impact of fires, disasters, and other emergencies on life and property



The Saco Fire Department participates in the United States Fire Administrations uniform reporting of fire incident information system. This system uses a 3-digit classification number to categorize all fire/EMS responses and is extremely beneficial in assisting us with defining our programs, specifically in the Operations – Fire Suppression programs.

Incident Types 100 – 199 best describe our Operations – Fire Suppression program. Included would be:

- Structure Fires to include chimney fires, cooking fires, fires involving heating appliances and trash or rubbish fires.
- Vehicle fires to include passenger vehicles, recreational vehicles, commercial vehicles, railroad freight and passenger cars and off-road vehicles
- Fires in natural vegetation to include brush, grass and woods fire.
- Outside refuse fires to include trash dumpsters and outside trash compactors.
- Special outside fires include outside storage, outside equipment and outside gas or vapor explosions.

**Key Measures:**

- Percentage of 1 -2 family residential structure fires confined to the object or room of origin
- Percentage of 1 -2 family residential structure fires confined to the floor of structure of origin
- Percentage of emergency fire calls responded to in 5 minutes or less, from conclusion of dispatch to arrival.

**Current Service Levels include;**

- 60% of our Career Division members have achieved State of Maine Firefighter 1 Certification, as has 53% of our Call Division membership
- 51% of our Career Division members have achieved State of Maine Firefighter 2 Certification, as has 34% of our Call Division membership
- 26% of our Career Firefighters are certified as Fire Instructors, as is 5% of our Call Division members
- 26% of our Career Division members have achieved the Fire Officer Certification level, and so have 16% of our Call Division members

**Inputs:**

- Personnel – both career and call divisions
- Personal Protective Clothing and Equipment for all responders
- Adequate training and education
- Fire Stations & facilities to support response
- Response apparatus to include Command, Fire and EMS



- Tools & Equipment for safe operations
- Communications to include dispatch services, radios and computers

**Outputs:**

- Percentage of 1 -2 family residential structure fires confined to the object or room of origin **In FY '13 damage from fire was confined to the object or room of origin in 89% of all incidents.**
- Percentage of 1 -2 family residential structure fires confined to the floor of structure of origin **IN FY '13, DAMAGE FROM FIRE WAS CONFINED TO THE FLOOR OF ORIGN IN 95% OF ALL INCIDENTS.**
- Percentage of emergency fire calls responded to in 5 minutes or less, from conclusion of dispatch to arrival. The table below represents our progress on this Output for the last ten years.

FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	FY '13
56.309%	58.609%	55.625%	55.791%	55.142%	54.142%	58.714%	54.008%	52.408%	58.30%

**Program: Operations – Emergency Medical Services**

**Outcome:** To provide out-of-hospital acute medical care and transport to definitive care for patients with illnesses or injury that prevent them from transporting themselves.

The Saco Fire Department participates in the United States Fire Administrations uniform reporting of fire incident information system. This system uses a 3-digit classification number to categorize all fire/EMS responses and is extremely beneficial in assisting us with defining our programs, specifically in the Operations - Emergency Medical Services programs.

Incident Types 300 - 399 best describe our Operations – Emergency Medical Services program. Included would be;

- Medical assist
- Emergency medical call
- Motor vehicle accidents
- Extrications
- Water -or-Ice related rescue
- Rescue or EMS stand by



### Key Measures:

- Percentage of EMS responses within 8 minutes from conclusion of dispatch to arrival; **In FY '13, 88% of all EMS responses were within 8 minutes of being dispatched.**
- Percentage of cardiac patients delivered to the emergency room with a pulse; **In FY '13, 96.1% of all cardiac patients were delivered to the emergency room with a pulse.**

### Inputs:

- Personnel – both career and call divisions
- Personal Protective Clothing and Equipment for all responders
- Adequate training and education
- Fire Stations & facilities to support response
- Response apparatus to include Command, Fire and EMS
- Tools & Equipment for safe operations
- Communications to include dispatch services, radios and computers

### Program: Operations – Special Hazards

**Outcome:** To minimize the impact of fires, disasters and other emergencies on life and property

The Saco Fire Department participates in the United States Fire Administrations uniform reporting of fire incident information system. This system uses a 3-digit classification number to categorize all fire/EMS responses and is extremely beneficial in assisting us with defining our programs, specifically in the Operations- Special Hazards programs. Incident Types 200 - 299 & 400 - 999 best describe our Operations – Special Hazards program. Included would be;

Overpressure/rupture of containers, pipes, vessels, and/or processes  
 Hazardous Materials spill, leak  
 Chemical release  
 Electrical wiring or equipment problem  
 Explosives  
 Persons in distress  
 Water problems  
 Smoke/odor problems  
 Calls of Good Intent  
 False calls  
 System or detector malfunctions  
 Unintentional transmission of alarms



Severe Weather or Natural Disaster  
Citizen complaints

**Current Service Levels include;**

- All 35 Career Division members hold current certification at the Operations Level of Hazardous Materials training.
- All of our Call Division Firefighters are certified in the Awareness level and 50% of those have gone on to the Operations level of Hazardous Materials Certification
- 7 members of our department are currently training with a regional response group to provide specialized rescue in High Angle & Low Angle Ropes Rescue, Below Grade/Confined Space, and Swift Water Rescue incidents.

**Inputs:**

- Personnel – both career and call divisions
- Personal Protective Clothing and Equipment for all responders
- Adequate training and education
- Fire Stations & facilities to support response
- Response apparatus to include Command, Fire and EMS
- Tools & Equipment for safe operations
- Communications to include dispatch services, radios and computers

**Outputs:** In FY13, July 1, 2012 – June 30, 2013, the Saco Fire Department answered a total of 3212 emergency calls for assistance. During the above referenced time frame, 598 of those incidents meeting the Operations – Special Hazards Program category, this number represents 18.6% of our overall call volume.

**Program: Fire Prevention and Loss Reduction**

**Outcome:**

To provide effective service delivery in the areas of Public Fire Safety Education, Fire Investigation, and Fire Prevention and Code Enforcement through community planning strategies, construction inspections, fire protection & fire alarm systems installation and use.

**Planning for Community Fire & Emergency Services**

- Involves the concepts of Master Planning
- What are the greatest risks in the community?
- What does the community expect from the fire/EMS service?
- What level of service does the community get from the fire/EMS service?
- Can the levels be improved?



- If improvements are necessary, what will they cost?
- What can the community afford?

Master planning is a process that should result in the establishment of fire prevention and control system that is goal-orientated, long term, comprehensive, provides known cost/loss performance, and adapts continually to the changing needs of our community. It requires involvement and active participation by the fire department in the City of Saco Comprehensive Plan, Economic Development, Planning and Zoning, and Code Enforcement Departments.

### **Fire Prevention and Code Enforcement**

Fire Prevention is our focal point to minimize fire losses in the community. Our main goal is improving the safety and quality of life for the citizens of Saco.

Our Code Enforcement is broken down into two distinct subsections; plans review and inspections.

Plans Review is conducted in conjunction with the Planning Department, Code Enforcement Department, and the Department of Public Works. Our reviews typically focus on;

- Subdivision plans,
- Site Plans,
- Water supply plans, both public right-of-way and private water supply plans,
- Building permit plans, including architectural, mechanical and electrical,
- Automatic sprinkler system and standpipe systems,
- Fire alarm systems, and
- Specialized fire protection plans, including Co2 systems, wet or dry chemical systems and “clean agent” systems.

Our inspections may be in conjunction with other departments or agencies to include the Code Enforcement Department, City Clerk’s Office, and State Fire Marshal’s Office or may be on our own as part of our Fire Safety Program Management or at the request of the property/home owner.

### **Types of inspections we conduct include;**

- Fire Safety – Pre-fire Planning carried out by on-duty fire companies
- Business License inspections in conjunction with the City Clerk
- Site inspections during construction
- Certificate of Occupancy inspections with the Code Enforcement Office
- Day Care licensing with the State Fire Marshal
- Complaint based inspections



- Wood-Burning appliance inspections for the home owner to satisfy the needs of their insurance company
- Re-inspections of buildings that fail initial inspections
- Fire protection systems inspections for compliance in new or remodeled property

The Fire Department also works with all agencies referenced above to make recommendations for adoption of new codes, regulations and standards to keep our Fire Prevention Division current and to address unique fire hazards in the community.

### **Public Safety Education**

Our Public Safety Education programs are essential programs that are designed to instruct citizens in actions that prevent loss or injury. It should be noted that not all of our Public Safety Education programs are related to fires. Our programs relate to all of the services that we deliver. Non-fire related programs include EMS, CPR-AED's, and children's car seat installation training.

Objectives of our Public Safety Education programs include;

**Educate** – Educate target audiences in specific subjects in order to change behavior

**Instruct** – Instructing target audiences in how to do things such as operate portable fire extinguishers or “stop, drop, & roll”.

**Inform** – Inform large groups of people about public safety issues.

**Distribute** – Distribute information on timely subjects to target audiences.

Types of Public Safety Education programs conducted by the Saco Fire Department include:

- Citizen Fire Academy
- Home escape planning
- Smoke Detectors
- Burns and scalding injuries
- Home fire prevention
- Carbon monoxide
- Children's car seats
- Fire drills
- Fire extinguishers
- Hazardous materials
- CPR & AED's

### **Fire Investigation**

**Maine Statutes Title 25:** When property is destroyed or damaged by fire, the municipal fire inspector shall investigate the cause, circumstances and origin of the fire, and especially examine whether it was the result of carelessness or of design. The primary reason for this authority is for



the collection of information regarding the origin and cause of fires in order to prevent similar occurrences in the future. In cases where cause is not able to be determined or if it is determined that the fire was intentionally set, the investigation will expand to include Saco Police Criminal Investigations and/or the Maine State Fire Marshal. In almost every case, we are working cooperatively with third party investigators who have been assigned by the insurance companies to determine cause and assisting property owners with insurance claims.

A systematic approach to fire investigation includes the following steps:

- Scene examination
- Exterior examination
- Interior examination
- Documentation and collection of evidence
- Analyze observations and findings
- Determine the origin and cause based on available evidence
- Report findings

**Key Measures:**

- Number of persons attending Public Fire Safety Education programs; school children, elderly, and special interest groups
- Number of fire safety and fire extinguisher classes held for business and industry
- Number of commercial and industrial Fire Safety Inspections conducted
- Number of Code Enforcement and Fire Prevention inspections/consultations

**Inputs:**

- Dedicated staff position, Deputy Fire Chief, to serve as the Fire Prevention Officer
- Partnerships with Saco Schools to conduct Fire Safety Education programs
- Partnerships with Saco elderly housing to conduct Fire Safety Education programs
- Fire Safety Inspections conducted by on-duty shifts
- Partnerships with local businesses and industry

**Outputs:**

In FY '13 the Saco Fire Department logged the following Fire Prevention Code Enforcement activities:

- 43 - Site Inspections,
- 45 - Plans Reviews for Code and Ordinance Compliance,
- 18- Inspections of Heating Appliances to include Wood Stoves, Fire Places, Pellet Stoves, LP Gas and Oil Heating appliances,
- 19- Inspections and Code Compliance Consultations of Fire Alarm and Automatic Sprinkler Systems,
- 2 - Inspections of Licensed Day Care, After Care, and Adult Day Care Facilities,



- 8- Complaint Investigations,
- 14- Code Compliance Consultations,
- 255- Fire Safety Inspections, and
- 7 - Business License Inspections

**2013 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the overall quality of FIRE SERVICES:*

	2009	2012	2013
How satisfied are you with overall quality of fire services? 1-5 (5= very satisfied)	4.51	4.58	4.49

**2013 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the overall quality of AMBULANCE SERVICES:*

	2009	2012	2013
How satisfied are you with overall quality of ambulance service 1-5 (5= very satisfied)	4.46	4.62	4.50

**2013 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the City’s efforts to enhance FIRE PREVENTION:*

	2005	2007	2009	2012	2013
How satisfied are you with overall quality of ambulance service 1-5 (5= very satisfied)	4.23	4.28	4.23	4.37	4.25



## FIRE DEPARTMENT FACILITIES



**Central Fire Station** is located at 271 North Street and built in 2011. Staffed 24 hours a day by on-duty members, Central Station is also the home of the administration office and is often frequented by the public who are in need of the non-emergency services that we provide such as obtaining burning permits or Fire Code advice on a particular product or installation.



**North Saco** Fire Station is located at 37 Rocky Hill Road. A volunteer station that was built in 1975 on land donated to the city by a local resident. The original location of the North Saco Fire Station was at the corner of the Heath and Flag Pond Roads, which housed used and donated fire apparatus until 1971 when the City of Saco purchased Engine 7.



**Camp Ellis** Fire Station is located at 11 Bay View Road. This station was built in 1993 using money from the Federal Jobs Bond. Relocated from its original home that was constantly impacted by coastal storms, the Camp Ellis Volunteer Fire Department has a long history of serving the fishing industry and summer homes of many residents.

**STAFF -** Our Department is a combination department, operating 24 hours per day, 7 days per week and consisting of a 35-member career division, a 42-member on-call division and three civilian members.

The career division is comprised of 35 highly trained and competent firefighters licensed by Maine Emergency Medical Services to provide emergency medical services on a transporting ambulance. Staff positions consist of the Fire Chief and two Deputy Fire Chiefs working a Monday through Friday work shift, as well as on-call time rotating every third week. On-duty staffing is accomplished through four eight-member shifts working 24 hours on a rotating basis. A captain and a lieutenant provide leadership of each on-duty shift. The remaining crewmembers are highly proficient firefighters/apparatus operators. The majority of our personnel is licensed at the Paramedic level, while the remaining members are either Basic Emergency Medical Technicians (EMT's) or Intermediate level EMT's. All career members are



trained and qualified as Interior Structural Firefighters and operate at the Operations Level in Hazardous Materials Response.

The on-call division of the Department is a long-standing, rich in tradition organization that serves the City with pride and dedication, staffing the fire apparatus at the North Saco and Camp Ellis Fire Stations as well as providing additional firefighting staff at Central Fire Station. As on-call members, they are required to attend monthly training and to respond on all fire related incidents that are 1st Alarm assignments or greater as determined by the Incident Commander. This group also has limited responsibilities as EMS First Responders in the outlying areas of North Saco and Camp Ellis. The goal is to use the sub-stations to provide first aid prior to the arrival of the ambulance out of Central Fire Station.

Our three civilian members consist of a fulltime Administrative Assistant, a medical physician who serves as our Medical Director, and our Fire Department Chaplain. The responsibilities of the Administrative Assistant center on office workflow. Duties include processing department payroll, invoices, recordkeeping, filing, and serving as the department receptionist. Our Medical Director provides the EMS Division with guidance on training, EMS protocol compliance, and Quality Assurance & Quality Improvement. The focus of the department chaplain is to provide support services to our department, our membership and our customers.

## STRATEGIC INITIATIVES

The following initiatives are the foundation for the Department Strategic Plan.

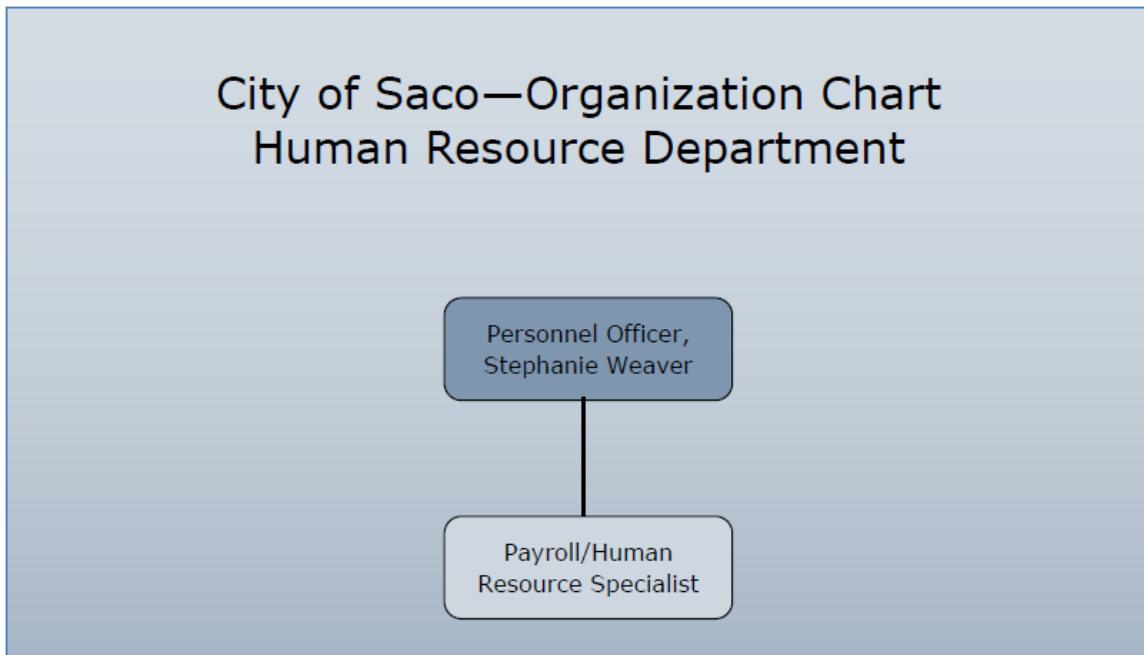
- Analyze and modify the EMS Delivery and Deployment model to meet current and future service delivery requirements;
- Analyze and modify the Fire Officer Staffing model, Line and Staff Officers, to meet current and future service delivery needs;
- Develop a comprehensive approach to Fire Prevention and Public Fire Safety Education related to fire department response and service delivery;
- Enhance the training system and programs to meet information, knowledge, skills, and overall behavior and performance requirements of the members;
- Create and implement a formula that provides for growth of line and support staff that meets the needs of the organization;
- Create and implement a personnel and officer development program that addresses recruitment, leadership, comprehensive wellness and welfare, mentoring, and defines the value system of the Department;
- Improve internal communications between labor, management, and the general membership;
- Develop a data management collection and information system that supports service delivery, training, and administration throughout the organization; and
- Work in cooperation with regional and statewide public safety partners to develop a plan that provides for interoperability between public safety agencies including communications, command, equipment, procedures, relationships, and the response to natural and human-caused disasters.



# HUMAN RESOURCES

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**Mission Statement** – *“The Human Resources Department will attract and retain qualified, productive, motivated and dedicated employees who will provide efficient and effective services to the citizens. The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.”*



## STAFF

Staff remains at two full-time employees; Personnel Officer as noted above, and Kelly Dorr, Payroll and Benefit Specialist.

## SCOPE OF RESPONSIBILITIES

The City employs 165 full time employees and a varying number of part-time and seasonal employees, ranging from 50 to 250, across 12 departments. Each department has a unique mission and unique functions, processes, and legal and organizational requirements, but all share a unifying overall goal of quality service delivery to Saco citizens.

Saco employees represent a cross section of the greater community, and we believe that employees are the City of Saco's greatest asset. The City of Saco is an equal opportunity employer.



**HUMAN RESOURCES RESPONSIBILITIES**

<b>Employee Recruitment</b>	<b>Employee Relations</b>	<b>Development and Implementation of Personnel Policies</b>
<b>Compensation</b>	<b>Contract Negotiations with a Labor Consultant</b>	<b>Collective Bargaining Agreement Administration</b>
<b>Training</b>	<b>Terminations</b>	<b>Employee Benefits</b>
<b>Risk Management</b>	<b>Internal Administration of Worker’s Compensation</b>	<b>Special Projects including the Citizen Opinion Survey</b> <i>(a key activity that provides the city with critical data on service delivery and organizational performance)</i>

The City employees include a non-unionized workgroup, largely comprised of the senior management, governed by the Personnel section of the City Code, as are part-time employees. The balance of the full time workforce is unionized and is governed by their respective collective bargaining agreements.

<b>SEVEN SEPARATE BARGAINING UNITS REPRESENT UNION EMPLOYEES</b>	
Teamsters Union	Clerical, Water Resource Recovery Division; and Public Safety Support
Saco Workers Alliance, represented by Maine Employer’s United LLC (MEU)	Public Works and Parks employees
Maine Association of Police	Police Command and Patrol groups
International Association of Firefighters	Firefighter/EMT’s <i>(local business agent is MEU)</i>

**FEDERAL AND STATE MANDATES**

Many Federal and State laws affect the work of the Human Resources department, such as but not limited to the Patient Protection and Affordable Care Act (ACA), Maine and federal Family Medical Leave Acts, the Fair Labor Standards Act, the Americans with Disabilities Act, the State Workers Compensation laws, and multiple state laws covered in Title 26 of the Maine Revised Statutes. Both the FMLA recent changes in law and the ACA required substantial time for HR in Calendar Year 2013 (CY13) and will again in CY14.



## PROGRAMS AND SERVICES

In order to facilitate measuring performance of the department, major programs are delineated to report on annually. Outside the traditional HR domain, one of the major objectives for the Personnel Officer in CY13 was facilitation of meetings between the City and the Saco Citizens for Sensible Taxes Committee, which began in November, 2012, and concluded in May, 2013. This group of concerned citizens met with all departments individually, held several well attended public meetings to report their findings, and actively participated in the budget process.

## EMPLOYEE BENEFITS

**Outcome:** The ability to attract and retain employees by offering a competitive benefit package and stability through employment and retirement.

**Key Measure:** Turnover rates for separations other than non-voluntary and retirement.

EMPLOYEE TURNOVER RATES					
YEAR	TOTAL EMPLOYEES	TURNOVER TOTAL	PERCENTAGE	VOLUNTARY RESIGNATION	PERCENTAGE
2011	164	13	7.92%	3	1.8%
2012	165	11	6.7%	6	3.6%
2013	165	13	7.9%	10	6%

**Key Accomplishments:** Given the rising cost of healthcare, the health insurance benefit was the major focus of the department in CY13.

## PAYROLL AND COMPENSATION

**Outcome:** Employee confidence in the process and understanding of and satisfaction with the pay program.

**Key Measure:** Employee survey results (Employee Benefit Survey was done this year instead of Employee Satisfaction Survey).

**Key CY13 Accomplishment:**

- ✓ The ongoing deployment of the new health insurance plan that has saved the city and employees on premiums while keeping employees substantially whole. Based on the plan structure of including a Health Reimbursement Arrangement (HRA) account for each enrollee in the health insurance, considerable time has been invested in training employees on the new processes involved.



- ✓ Negotiated direct file feed between the health insurance administrator, Anthem, and the HRA vendor Group Dynamics in order to automate the claims process for employees; this also resulted in lower administrative fees for the City.
- ✓ The initial research into and implementation of the Affordable Care Act (ACA) as it impacts the city as a large employer per the ACA.
- ✓ The successful adoption of the Retirement Health Savings account benefit by the first workgroup, non-union employees, which was approved by the Council in fall 2013.
- ✓ The Employee Benefit Survey fielded in July 2013 provided key information for developing strategies on benefits and led to the Employee Benefit Fair in October 2013, with all benefit vendors in attendance (including Social Security and Maine Public Employees Retirement System) meeting individually and in small group meetings with employees; approximately 72 employees plus some dependents in attendance.
- ✓ Renegotiated dental insurance program to lower the proposed increased cost; the city share of this benefit is fixed, so this improvement represented no expense change.
- ✓ Providing more employee education through retirement vendors to improve understanding of and participation in retirement planning.

## EMPLOYEE RELATIONS

**Outcome:** Engaged employees with minimal disputes with management.

**Key Measure:** Percent of grievances resolved before external intervention

- 3 grievances filed in CY13, 1 resolved through mediation and 2 resolved without bringing in a mediator.

### Key CY13 Accomplishments:

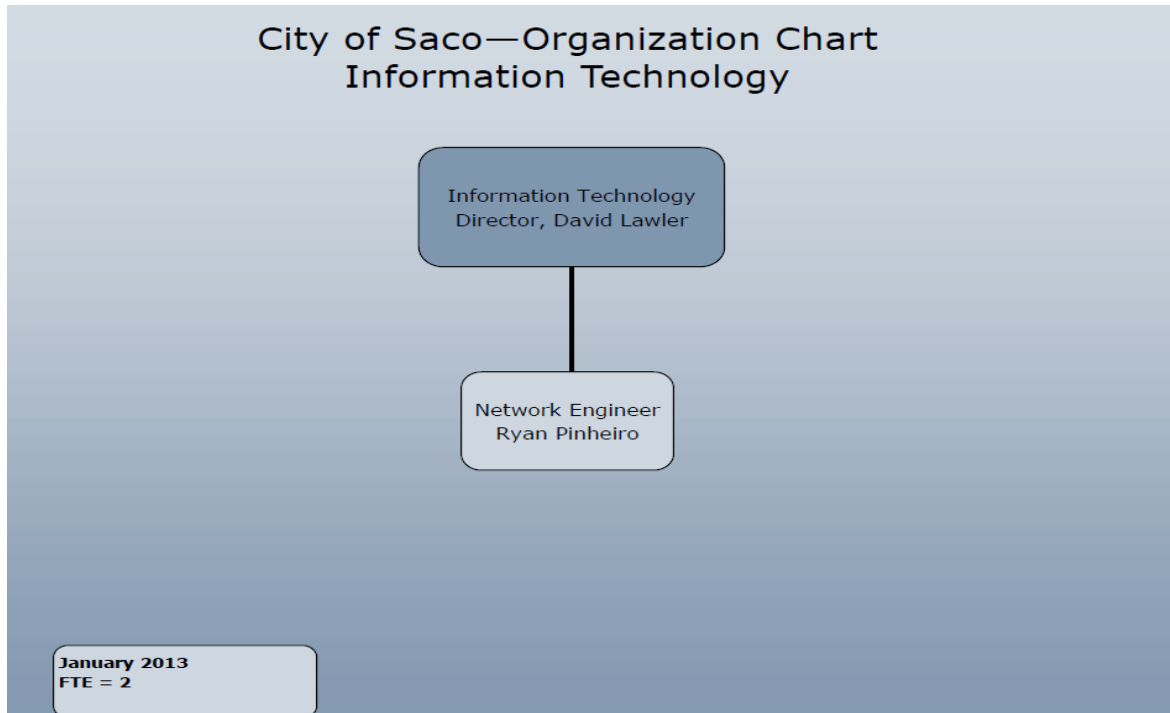
- ✓ The Employee Benefit Survey fielded in July 2013 provided key information for developing strategies on benefits and payroll in order to improve employees' understanding of all their benefits and payroll.
- ✓ The Employee Benefit Fair in October 2013 was very well received and provided a forum for employees to come together in a relaxed setting and more casually meet with vendors, as well as the HR staff as the representative of the employer.
- ✓ Final contract resolved favorably through Fact Finding.
- ✓ Completed one-hour meetings with City Administrator and two employees at a time.
- ✓ Revised FMLA policy to Council.
- ✓ Personnel Code changes for ACA to Council.
- ✓ Introduction of a Wellness Coordinator stipend position in order to build the Wellness program as a better resource for employees.
- ✓ Positive feedback from employees on HR performance.





# INFORMATION TECHNOLOGY

***Mission Statement-** “The City of Saco Information Technology Department, providing excellence through technology paired with exceptional customer service.”*



**STAFF: 2 FULL TIME EMPLOYEES**

## **SCOPE OF OPERATIONS:**

The Department of Information Technology supports all twelve City departments spread over 7 geographical locations around Saco, along with the web based applications used by the citizens and visitors of Saco. Along with the web based applications the IT department also administers and maintains all of the software platforms used in house along with the computing assets that power them. Along with the needs of the departments, the IT department implements mandates that are imposed both on a state and federal level. Many of the regulations are security and benefits based.

## **SOFTWARE ALLOCATION AND USAGE:**

The city is currently utilizing 9 application suites along with several other smaller department specific software packages. The software packages and suites fit into four categories:

- ✓ Public Safety,
- ✓ Land Management,
- ✓ Financial Management and
- ✓ Resource Management.



With public safety being a mission critical entity, they consume a large portion of the environment. With the use of Computer-Aided Dispatch software, AVL, Records Management and other public safety software, our Emergency Services can continue to provide top quality customer service. Other departments rely on GIS and GIS centric applications to compile their data needs. Many of these systems are running on a SQL 2005 farm providing greater reliability and durability. Currently the city employs 12 physical servers, 29 virtual servers, 175 desktops and laptops and several thin clients.

<b>SUPPORTED SOFTWARE</b>		
▶ Munis Financial	▶ IMC Computer Aided Dispatch ▶ ESRI GIS Mapping Software	▶ Vision Appraisal
▶ iWorq – Asset Management and Work Order System	▶ Department Specific Software Packages	
<b>SUPPORTED HARDWARE</b>		
▶ Server infrastructure: physical servers (10) virtualized servers (29)	▶ Miles of city owned fiber optic cable	▶ Work with vendors to cover other technology needs.
▶ Dell equalogix SAN - comprised of 2 SAN Devices	▶ All desktop computers and laptops	▶ Printers and copiers
▶ Shoretel IP based phone system	▶ Toshiba security system	▶ Keyscan card access system
<b>OTHER RESPONSIBILITIES</b>		
▶ Provide planning and implementation for department IT projects	▶ Install and service the security equipment around the city	▶ Install & service all data communications mediums including fiber and structured cabling
▶ Provide helpdesk software for end users and trouble ticket tracking	▶ Break/fix support to end users for all technology	▶

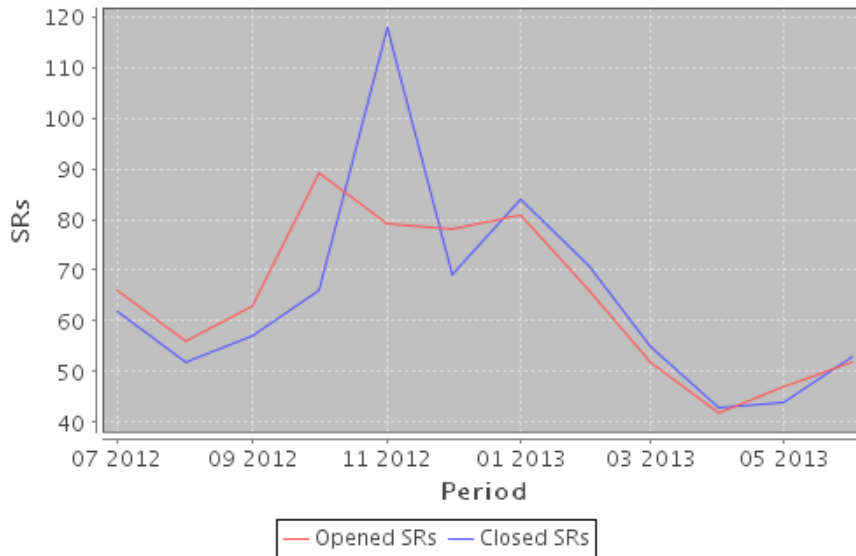
**DEPARTMENT ORGANIZATION AND WORKFLOW**

The department utilizes a software-based helpdesk system to allow users (city staff as customers) to submit requests for service across numerous categories, including primarily projects, high and low level maintenance, and training. These service requests create helpdesk tickets, usually cyclical due to the busy season of many departments. The importance level of the helpdesk ticket indicated by the customer sets the priority and level of service performed. All helpdesk tickets are addressed according to process rules.



**HELPDESK SYSTEM ACTIVITY GRAPH**

**Opened and closed requests chart**

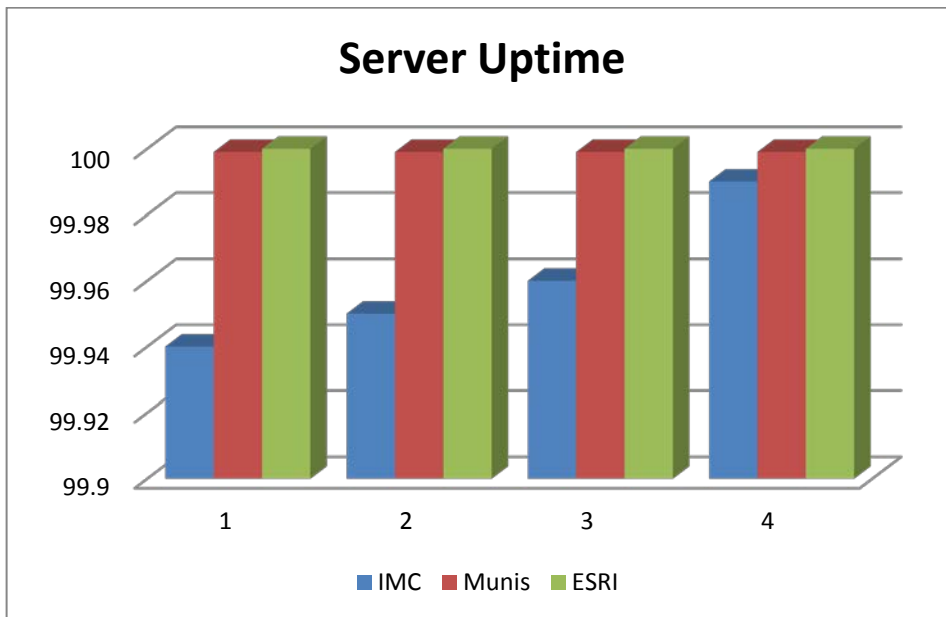


**SERVICE LEVELS AND DEPARTMENTAL COMPUTING NEEDS**

With several critical service applications running within the City, downtime is a major focus. Therefore, system redundancy and reliable data replication have become the keys to the department’s strategy. To help insure the longevity of the data, many methods are used:

- ✓ Clustering of Servers;
- ✓ Multiple location data backs-ups;
- ✓ System State snapshots; and
- ✓ Notification services for IT staff for equipment failure.

**Server Uptime**

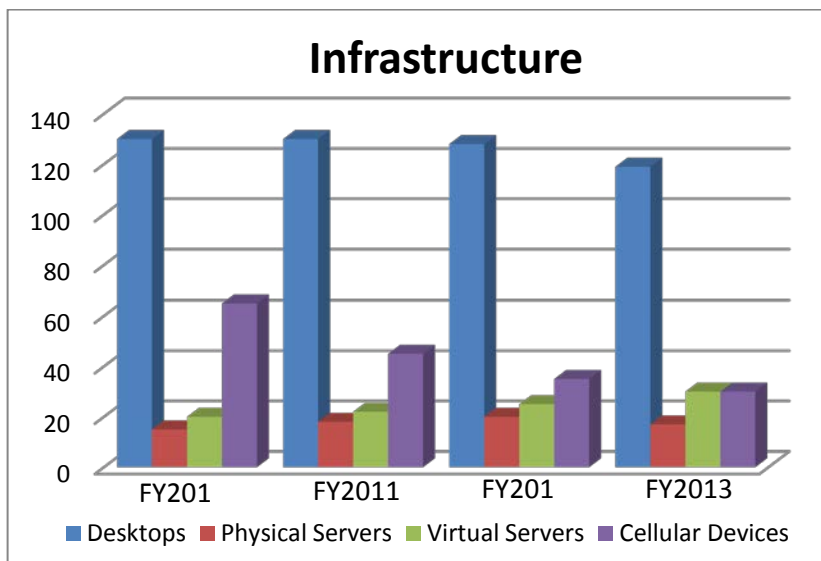




**INFRASTRUCTURE MANAGEMENT AND SUPPORT**

The IT department services the entire network and communications infrastructure used for city business. These departments are spread across seven geographically separated sites, making the interconnection of these sites a fiscal and physical challenge. The city decided to utilize single mode aerial fiber optic cable to bridge the sites for both network and voice connectivity. By using the fiber, the door is open to passing multiple streams of traffic across separate networks, thus providing a more stable connection for each individual network. At each of the seven sites the IT department has network infrastructure in place to handle the needs of the site. IT services all of the network hardware and the configuration and refreshes that are required.

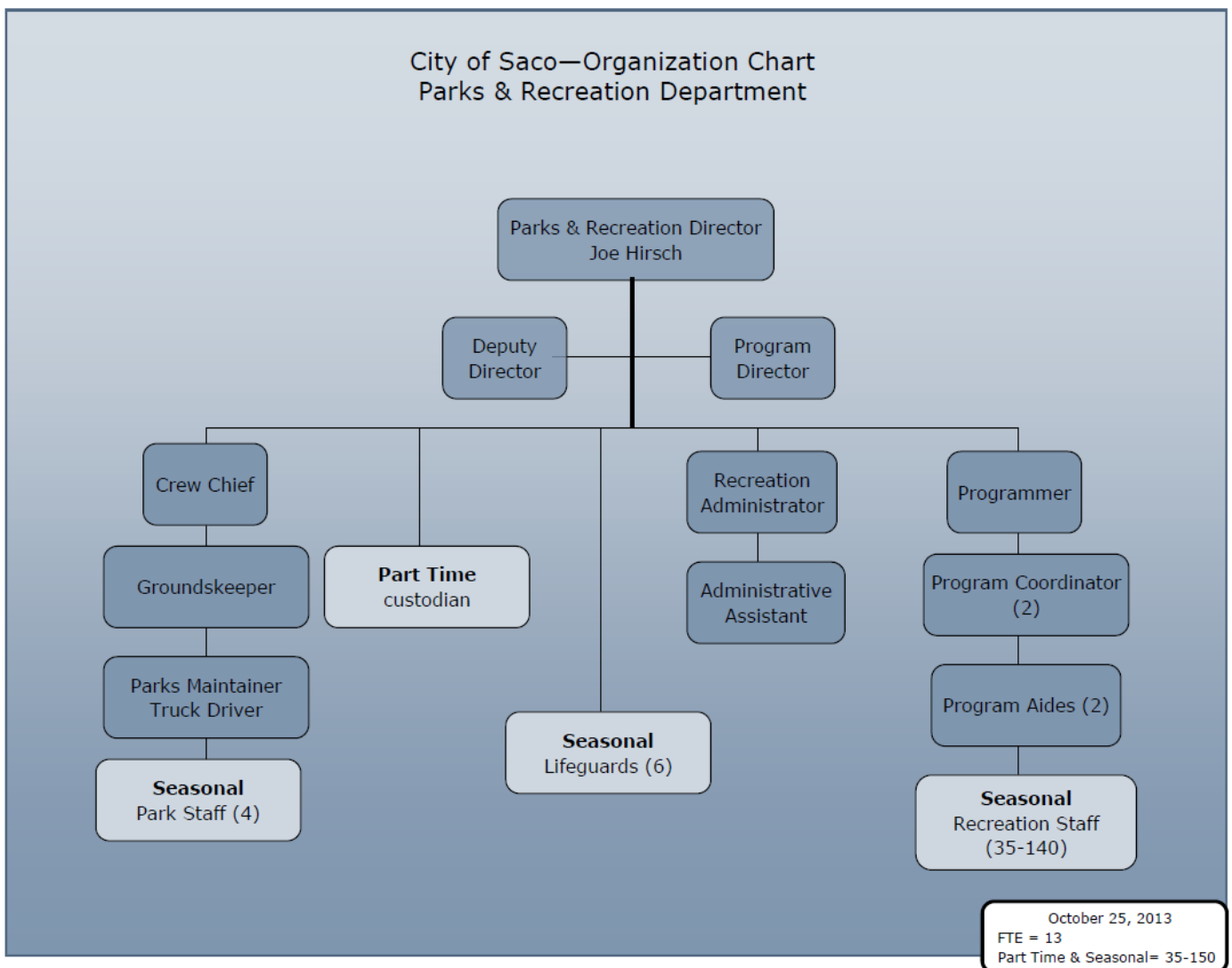
Along with network support the IT department also supports the desktops, servers and mobile devices used by city employees. On an annual basis the IT department prepares and executes a computer refresh which replaces or upgrades the computers in use at the particular site that year. The rotation plan in place states that the computers are to be refreshed every 4 years. This process may include the removal of an antiquated machine and installation of a new or just an upgrade to series of computers to extend their life span if they meet the current specifications. The server infrastructure follow a similar plan, but with the initiative started by IT to move all of the Physical servers to Virtual servers this has drastically cut down on the amount and frequency of the server refreshes. While some cellular devices are used, it is on a case by case basis. Much of the work needed can be performed by the end user and his or her workstation, but with the improvements of mobile technologies these tasks are being brought in to the field for greater accuracy of data and imagery.





# PARKS & RECREATION DEPARTMENT

***Mission Statement** - "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, beaches, and a healthy urban forest in addition to professional high quality programs and services that respond to the changing needs within our community."*





*From the Director:*

We at Saco Parks and Recreation, “SPR”, are pleased to present 2013’s annual report. SPR is comprised of five distinct divisions:

✓ <b>Division of Recreation</b>	As set forth in the City Code: we are responsible for the planning and implementing of recreation programs so that they are suitable to the needs and interests of the City of Saco.
✓ <b>Division of Municipal Grounds</b>	As set forth in the City Code we shall be responsible for the maintenance of the City's park system and recreation facilities
✓ <b>Division of Facilities Maintenance</b>	We maintain all buildings and facilities as part of the Parks and Recreation Department.
✓ <b>Division of Urban Forest</b>	As set forth in City Code, we are responsible for the care and maintenance of all trees located on the city’s 120 miles of roadside and in all parks, open space, and in municipal rights-of-way.
✓ <b>Division of Beach Management</b>	We staff the lifeguards on the beaches at Bayview and Kinney Shores, monitor the water quality, observe and protect the piping plover population, and maintain bathrooms at Bayview Extension.

Over the course of 2013, the department ran 46 separate programs and special events, which encompassed a total of 233 activities. Recreational opportunities range from youth sports programs such as our basketball programs with 371 participants to our Breakfast with Santa event that had an attendance of over 300 people. This year we also began diversifying our recreation opportunities, hosting our second annual Halloween-themed 5k and walk event and offering programs that focused on creativity and learning. SPR Academies challenged K-5 participants in areas of science, Legos™, and crafts. Partnering with Southern Maine Gearbots, Lego™ Robotics is in its second year, now expanded to offer a senior division for children grades 3-8. The 2013 Summer Camp program also saw our first offering of special interest clubs in which campers could elect to participate, exploring anything from gardening, acting, singing, volunteering, cooking, nature, or even adopt a super hero identity.

In an effort to expand programs and create opportunities for all members of the community, we conducted a survey during fall voting sessions to determine areas of interest for senior programs tailored to citizens 50 and over. Recognizing that this age demographic is increasing within the community the need to add services and programs is paramount. Our strategy for program development for what we now refer to as SENIORity Programs will be a two tiered approach: we will still engage the more traditional senior with specific activities that appeal to this group while also offering more active programs for the younger senior audience. We have organized an ad-hoc SENIORity advisory committee to assist in planning.

Over the past few years our offerings have grown tremendously in the area of recreational programming and our plans for growth continue. In addition to the Community Center, we are fortunate to have use of the Saco school buildings during off hours. During the week, we



offer x numbers of program hours. Despite access to all these facilities, our programming has grown so much that it is not uncommon to find two programs not necessarily intended to run simultaneously in the Community Center gym operating side-by-side. The Community Center is also used frequently for meeting space by other area youth recreation organizations. As we phase in the newest feature of our registration software, we have started tracking facility use; in 2013, we provided over 725 meeting hours to these local groups. We expect this number to increase as we make better use of our tracking tool.

We are proud to say that our services are reaching more and more citizens of the city each year and that in diversifying our offerings and making options available to more demographics; we will continue to be a valued resource that enhances the quality of living for all Saco residents

Sincerely,

*Joseph Hirsch*

Director, Saco Parks & Recreation

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## STAFFING:

Over the years, staffing levels have changed to keep pace with the growth and changing needs of the community. As the seasons change, recreational opportunities and staffing levels change. We hit our peak in the summer months with a seasonal staff of 140 individuals to a low of 50 during the winter.

Of the 140 summer staff we hire, 95% are typically Saco residents, making us one of the largest employers of young adults in southern Maine. The majority of these young adults are high school students and graduates from TA returning from college for the summer.

We take our community employment role very seriously as for many of our young staff we are their first experience in the job market. As a result, we have a comprehensive training program that starts on their first day and continues as they progress through all ranks of the programs. Our returning staff-rate each summer is over 75%, many staff start as Counselors in Training with us in their first years of high school and continuing up to and sometimes beyond college graduation.

## MUNICIPAL GROUNDS

2013 saw continued growth and development of our parks and facilities, many of which were enhanced with new amenities.



The installation of the new Memorial Playground at C.K. Burns School in October was the result of a year of work and dedication by the Saco Playground Committee, an ad-hoc committee of the department. This playground renovation addressed major concerns with the more than 20 year old playground, including the deteriorating quality of the pressure treated wood structure as well as drainage issues of the site, and expanded the play area. Like the Build Day event in 2012 for the Eleanor Clare Paye playground at Young School, Memorial

Playground was built thanks to the amazing support of over 100 volunteers rallying together to complete the project on a crisp autumn Saturday. Related, our community also has the distinct privilege of being the only community in Maine to be recognized four years running as a Playful City USA by the national non-profit KaBOOM!

Another addition this year was the installation of a permanent bathroom facility at Bayview Beach. This facility was built by the Estates at Bay View developer through Recreation impact fees; no tax dollars were utilized in the construction of the bathroom. Residents and tourists alike appreciated the convenience of having this amenity in such close proximity to the parking area of the beach.



The Saco Recreational Complex at Foss Road saw growth this year as well. During the winter months, our parks staff worked on installing our first outdoor skating rink and grooming trails for cross country skiing and snow shoeing. Saco Bay Lacrosse built and graciously donated to us a concession stand for the recreational facility which opened in the fall and was enjoyed by many spectators. Lastly, our Parks Staff continued to work on turf management, renovating the front field portion of the Saco complex to improve the grass quality and to address some minor settling of the landfill cap.

At Saco Middle School, we began working on the B field softball field behind the school in the fall, starting this renovation by pulling the bases, realigning the field, setting grades for positive drainage, and installing 133 yards of stone dust with an additional 42 yards remaining to be spread and graded in the spring. This project is expected to be completed in early spring 2014.





## RECREATION OPPORTUNITIES

The diversity and quality of our recreation programs has been the driving force behind our continued growth. Offering essential care services to over 500 summer camp attendees and to 294 families in our after school program offers both residents and City employees a safe, dynamic and enriching atmosphere for their children, which we have expanded with our new specialty clubs and SPR Academies. We also received a grant for the Imagination Playground equipment, which are oversized foam building blocks

of assorted shapes and sizes. These have been used frequently for various programs, giving participants a chance to explore hands-on creativity.

Our youth programming for children in grades Kinder – 8<sup>th</sup> grade continues to be the core of our offerings and provides both instruction and fun activities, with additional offerings each year. New recreation programs in 2013 included Flag Football for ages 5-7 and expanded offerings for Youth Field Hockey with the introduction of a K-2 division. The Saco Stars Competition Cheering program continues to grow each year, with 84 girls in the 2012-2013 season and now 137 girls and boys in the 2013-2014 season. We have grown our number of cheering teams and are especially proud of our Shimmering Stars team for individuals with special needs. This is our first modern offering of an adaptive, universal program.

Many of these youth programs are only made possible with the assistance and dedication of over 200 volunteers each year. As an example, Fall Soccer in 2013 was supported by 822 total volunteer hours. Volunteers also allow us to run our programs cost-effectively for families.

New in 2013 was our expansion of outdoor programs for all ages. Capitalizing on Saco's scenic natural resources, for the first time we introduced Paddle Boarding on the Saco River. We also explored winter's beauty, partnering with LL Bean's Healthy Hometown's program, which lends cross-country skiing and snowshoeing equipment for residents to try at our Saco Recreational facility.

Our adult and senior programming continues to grow. Men's Over 30 Drop-in Basketball saw increased popularity in 2013, allowing us to offer the program year-round with most nights selling out. Our Indoor Walking program doubled in participation, and we also introduced Drop-in Pickleball for active seniors. Moving into more social events, we hosted Thanksgiving meals in November 2012 and 2013 with over 80 area seniors in attendance at each meal.

Overall 2013, was another successful year in recreation. As we look to the future, we are always looking for new ways to enhance current programs as well as opportunities to engage more members of the community. The groundwork we have laid in 2013 to expand offerings for older adults and seniors has us poised to really grow this area of programming over the upcoming years and we are excited about launching SENIORity programs in 2014.



# PLANNING & DEVELOPMENT DEPARTMENT

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*Mission Statement: “Assuring high quality and more sustainable development in Saco.”*



**STAFFING:** The Planning and Development Department consists of three full time persons, the Development Director, the City Planner, and an Administrative Assistant, and shares space and works closely with the code enforcement department. There have been no recent staff changes.

## SCOPE OF OPERATIONS

The Planning and Development Department has responsibilities in the areas:

- Development Review,
- General Planning,
- Economic Development, and
- Historic Preservation.

## DEVELOPMENT REVIEW –

State law, city ordinance, and subdivision regulation require the review of most land development in Saco. While some of this review is delegated in law to the code enforcement officer, the Planning Department and the Planning Board review most substantial projects. These permits include site plan review, conditional uses, subdivision, and others.



## **GENERAL PLANNING -**

The City Council, city ordinance, state law, and good practice require that Comprehensive Plans and other land use and economic development plans be developed and adopted from time to time. The Planning Department leads these efforts, along with targeted open space, housing, and trail efforts. The department is also responsible for developing implementing ordinances for Council consideration, and occasionally capital improvements identified in the plans, such as business parks and the Amtrak Station. Housing development has played a greater role in recent years.

## **ECONOMIC DEVELOPMENT -**

The City of Saco seeks to increase employment diversity, enhance its tax base and increase economic opportunity in Saco and the region. The Planning Department develops and markets business parks, promotes the downtown in conjunction with Saco Spirit, works with property owners and developers to promote projects meeting the city's economic development goals, works closely with the City of Biddeford, the Chamber of Commerce and the BSAEDC, the downtown organizations on marketing, and closely with the BSAEDC on commercial lending.

## **HISTORIC PRESERVATION -**

The department reviews exterior renovations on 225 properties in the downtown historic preservation district, maintains the city's Certified Local Government status, administers grants, and promotes heritage tourism.

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## **KEY PROJECTS 2013**

### **Saco and Scarborough cooperate on Turnpike access study**

The City of Saco and the Town of Scarborough completed a short study that will consider whether the region should pursue improved access to the Maine Turnpike. Gorrill-Palmer Consulting Engineers, of Gray, Maine, assembled information as a preliminary statement of purpose and need, current and future traffic volumes, current and future capacity issues, accessibility deficiencies, and safety. The project makes the case to demonstrate the need for an interchange study to the Turnpike Authority and Maine Department of Transportation. At year end state and Turnpike funding for the larger study was anticipated.

### **Central Fire Station named to National Register, Set for Rehab**

Housing Initiatives of Northern New England at year's end was set to rehabilitate the former Central Fire Station, which was listed this year in the National Register of Historic Places. Originally built with federal Public Works Administration funding in 1938, was listed in the National Register of Historic Places for its local significance in the development of the city and its association with politics and government. Developer Cynthia Milliken Taylor will build



four second floor apartments and three first floor commercial spaces.

The project is intended as workforce housing, and assumes rents ranging from \$554 per month for one-bedroom units, to \$712 per month for a two-bedroom unit, based on income levels that are 50-60% of annual median income in York County. Eleven one-bedroom units are proposed, and 25 two-bedroom units. Developer David Bateman, doing business as Bateman Partners LLC, is collaborating with building owners Fred Forsley and Gordon Hurtubise to form Building 108 Associates LP, which will oversee the project.



The York Boiler and Engine House, as identified in the application to the United States Department of the Interior that led to the creation of the Biddeford-Saco Historic Mills District, was constructed in three phases, beginning in 1880 and completed in 1922. The boiler house was extended north in 1911, and then the engine house was extended south in 1922.

The boarded-up windows and other exterior features will be restored in a historically accurate manner, allowing the developer to utilize federal and state historic tax credits.

The City's assistance with certain elements of the project was crucial in allowing it to move forward. Easements were granted on City property that will allow access to the site via an extension to Gooch Street, and provide for a vehicle turnaround and dumpster space. The driveway will allow for multi-vehicle passage and include nine parking spaces along it, while the remaining 58 spaces will be adjacent to the building.

### **Pedestrian bridge linking Saco and Biddeford moves closer to reality**

The Maine DOT has approved the design of a proposed pedestrian bridge over the Saco River, and approvals are now in place for summer construction. The bridge would enhance the riverfront in both cities and provide a physical link between the river walks that have been under development in both Saco and Biddeford, and provide improved access for Biddeford residents utilizing the Amtrak station from downtown.

The project cost is estimated at \$401,750, 80% of which would be paid by the Department of Transportation Quality Communities program. Each city is liable for 10% of the cost, or \$40,175. Fully visible from Main Street, the new bridge would be lighted at night. It will include a stairway from bridge level, about ten feet above ground level on the Saco Island end, down to the ground,



and a secondary span from the bridge abutment to the mezzanine on the adjacent former mill building, now home to condominium units and commercial and office space.

## **Historic mill redevelopment plan approved on Saco Island**

The redevelopment of Saco Island took an important step forward with the funding, approval, and commencement of construction of the Boiler House Lofts project, with 36 units of residential housing proposed for the circa 1880 building at the west end of Gooch Street.

## **Senior housing in works for Market Street**

A long abandoned site at 32 Market Street may become a seven to nine unit single family housing development for seniors, as a result of city council action. The land adjacent to Diamond Riverside Park will also provide a 1.5 acre addition to the park between Irving Street, the Saco River and the railroad.

In March of 2010, Downeast Oil of Brunswick asked if the City would accept the gift of 32 Market Street, a 2.75 acre property adjacent to Diamond Riverside Park. Residents may remember the elevated heating oil storage tanks on the site until 1998. It was a coal operation before oil, but now it's known as "The Tannery Site." Why? In the last third of the nineteenth century the site, adjacent to the railroad, was a busy tannery. EPA brownfield cleanup funds are designated for petroleum or for mixed sites. Because the site has a mixed history the EPA and Southern Maine Regional Planning Commission were able to award the city \$200,000 to clean the site and prepare it for housing.

The upper 1.25 acres, adjacent to Market Street, was thought suitable for a small affordable housing project. The City Council Housing Committee was briefed and liked the idea. The staff worked with the DEP brownfields program (and Downeast) to assess the environmental history of the property. After the funding was received, the Council accepted the site. The City has contracted with Ransom Consulting Engineers to manage a site cleanup, which will address the hazards on the site.

The Housing Committee and staff have worked with Guy Gagnon, who manages the Saco Housing Authority for the City Council, the [Biddeford Housing Authority](#), and a new non-profit Southern Maine Affordable Housing. Guy said that it would be possible to develop 7-9 cottage style houses to be sold to income qualified persons, 55 years of age or older. He believes that there is a lack of affordable housing for older people looking to downsize their homes in the area. The development would be set up as a houseminium concept where the land is common, but the individual houses are privately owned. The City Council approved providing the land for the project.



**PLANNING DEPARTMENT GOAL:** To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable timeframe.

*The Department focuses on timely responses and ensuring compliance in order to meet the demands for growth within the City.*

**UPON RECEIPT OF A CONDITIONAL USE APPLICATION, PLANNING BOARD REVIEW WILL BE SCHEDULED WITHIN 30 DAYS FOR AT LEAST 95% OF ALL SUCH APPLICATIONS.**

	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled & approved within 30 days - Target of 95%
2005	13	4	100%	9	100%
2006	10	5	100%	5	100%
2007	9	7	100%	2	100%
2008	8	5	100%	3	100%
2009	7	4	100%	3	100%
2010	4	4	100%	0	N/A
2011	5	2	100%	3	100%
2012	5	5	100%	5	100%
2013	7	7	100%	0	100%



**UPON RECEIPT OF A SITE PLAN APPLICATION, PLANNING BOARD REVIEW WILL BE SCHEDULED WITHIN 45 DAYS FOR AT LEAST 95% OF ALL SUCH APPLICATIONS.**

Year	Site Plan Review Applications Received	# Requiring Planning Board Review	Review Schedule Within 45 Day Target of 95%	# Requiring Staff Review Only	Review Scheduled Within 45 Days of Target 95%
2005	12	8	100%	4	100%
2006	11	9	100%	2	100%
2007	11	6	100%	5	100%
2008	10	4	100%	6	100%
2009	12	9	100%	3	100%
2010	6	6	100%	0	N/A
2011	17	10	100%	7	100%
2012	16	13	100%	3	100%
2013	12	6	100%		

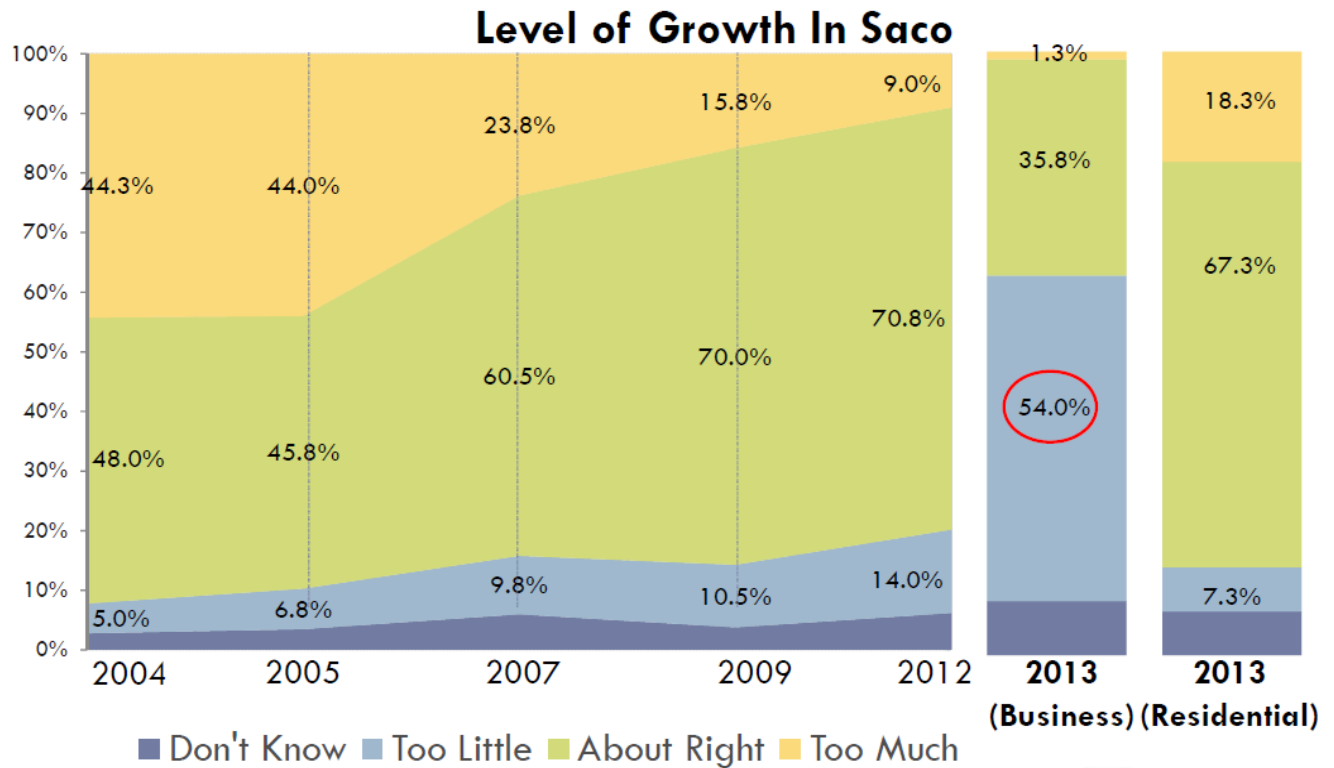
**SUBDIVISIONS**

Project	Received	Initial Review	# of Units/Lots	within 30 days
<b>2009</b>				
Oakwood	4-7-09	5-5-09	3 lots	yes
Country Village	11-17-09	12-1-09	82 lots	yes
Ledgetop Farms	1-8-09	1-20-09		yes
Timber Oaks	1-13-09	2-3-09	7 lots	yes
Horton Meadows	9-24-09	10-20-09	31 lots	yes
<b>2010</b>				
Goodale Ave	10-28-10	12-1-10	2 lot	no
Juniper Knoll	3-22-10	4-6-10	13 lots	yes
The Trails	8-2-10	9-7-10	13 lots	yes
Estates at Bayview	4-13-10	5-8-10	14 lots	yes
<b>2011</b>				
Beaulier, East St.	1-21-11	3-1-11	20 lots	
Country Club Way	1-10-11	1-19-11	5 lots	yes
Carson's Point	8-20-11	9-27-11	2 lots	yes
Nutting	3-11-11	10-17-11	5 lots	no
<b>2012</b>				
Bldg. 108, Saco Island	7-26-12	8-14-12	36 units	yes
Kerry Village	10-10-12	10-30-12	10 units	yes
<b>2013</b>				
Boynton Brook	8-30-13	10-15-13	6 lots	no
Nutting-Burnham	1-30-13	2-12-13	4 lots	yes
Emerson Farm	11-20-12	12-11-12	5 lots	yes



## Level of Growth in Saco

[Do you think that the level of growth in Saco is:...] – Options rotated



## Level of Growth in Saco

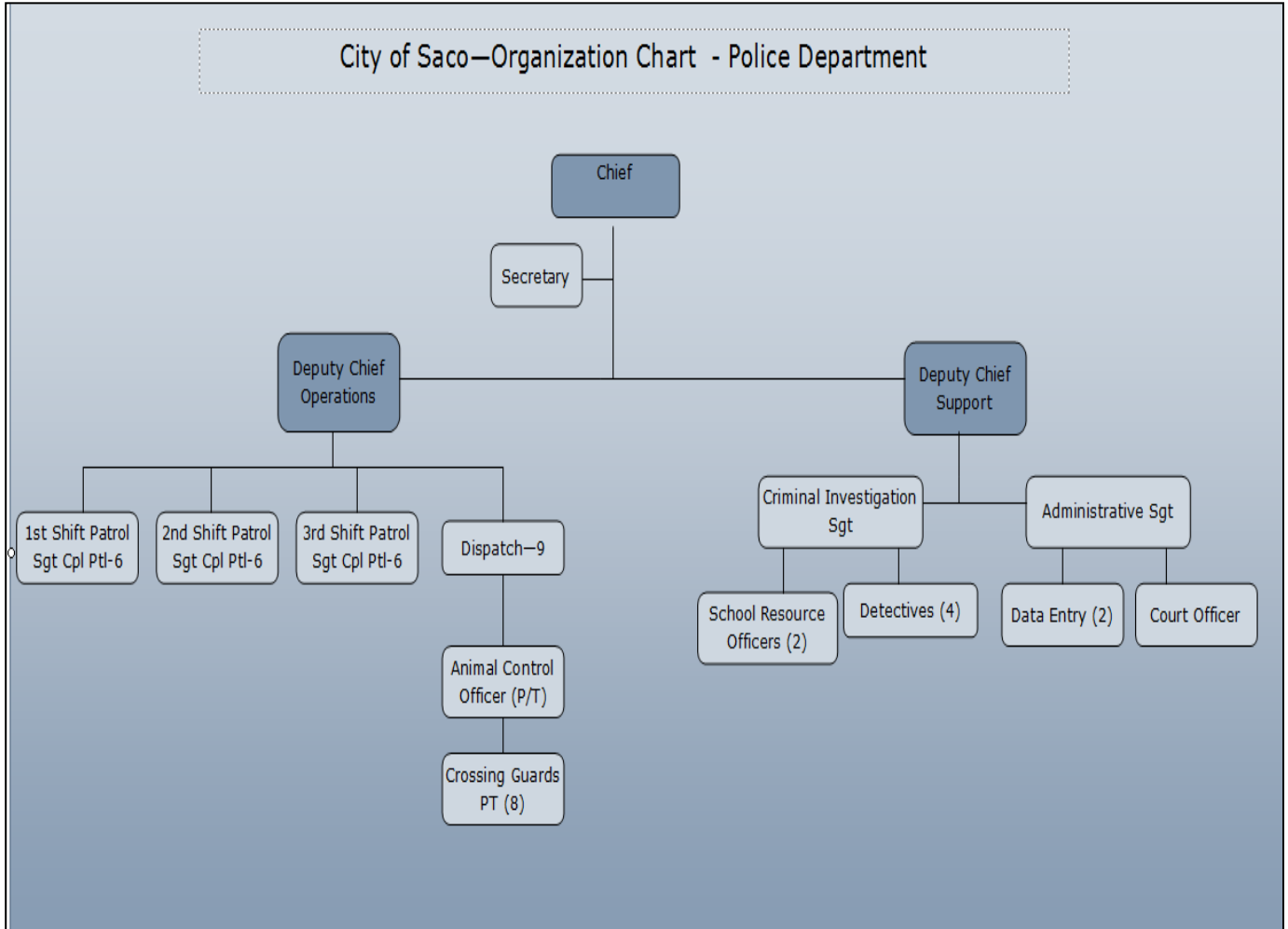
[Do you think that the level of business growth (2013) // residential growth (2013) // growth (2004-2012) in Saco is:] – Options were rotated

- As for the previous questions, prior to the 2013 survey, level of growth in Saco was asked as one general question; thus, caution must be taken in directly comparing these results to those of previous years.
- However, the proportion of respondents indicating that the level of residential growth is “about right” (67.3%) appears consistent with years past. This percentage is lower for business growth: 35.8% of respondents indicate that the level of business growth is “about right,” compared with 54.0% of respondents who indicated that the level of business growth is “too little.”
  - This is particularly pronounced among higher-income respondents (66.0% of respondents earning \$75,000 or more feel that the level of business growth is “too little” compared with 46.4% of those earning less than \$75,000).



# POLICE DEPARTMENT

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



***From the Chief:***

On behalf of the members of the Saco Police Department I am pleased to present the Annual Report for 2013.

We have had a busy year in 2013. The Department tallied more than 28,000 calls for service, many involving a substantial investment of staff time to handle properly. As the world around us grows more complicated, the amount of time per call increases steadily and officers on the road seem as busy as ever.

This year Saco’s Harbor Patrol conducted more than 1,500 safety checks on the Saco River, checking nearly 900 harvesters, and logging over 400 boat hours. It can be impossible to know how



*Chief Bradley S. Paul*



many lives are saved via these safety checks, but the steady presence of the Harbor Patrol on the river not only improves boater safety but reduces damage along the shoreline and to docked boats as operators obey speed limits and monitor their wake.

The Department improved officer and citizen safety this year with the addition of conducted electricity devices (Tasers) to the tools officers carry with them, and they have been successfully used in the field several times. We also upgraded the WatchGuard© cruiser camera systems in the marked patrol vehicles, significantly improving the amount of time it takes to download and retrieve the recordings for prosecution.

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

These twenty words embody the spirit of our commitment to our community and serve as a guide to everything we do. We are eternally grateful for the support we receive from our citizens, our elected leaders, and the other City departments we work with to serve the public.

Respectfully submitted,  
*Bradley S. Paul*  
 Chief of Police

## OPERATIONS SERVICES

2013 was a busy year for **Saco’s Police Patrol Division** with nearly 900 criminal summonses and arrests and 6,039 traffic stops conducted. Most notably, officers were involved in a joint operation including the Biddeford Police Department, the Maine State Police and the York County Sheriff’s Office after an armed suspect robbed ten businesses in the Biddeford Saco area, including the Beachway Market in Saco on Thanksgiving night. The robber would rob one more location in Saco when he hit the Big Apple on the Portland Rd on Nov. 29, 2013. He attempted a robbery at Luis’ on North St just prior to the Big Apple incident but was not successful.

A **REACT Team** comprised of officers from the four agencies was formed with the sole purpose to respond expeditiously to the crimes in progress. After several more armed robberies occurred in Biddeford the crime spree came to an end when the suspect was found deceased in his apartment. The determination, professionalism, and cooperation of these officers are what eventually brought this matter to a successful conclusion.



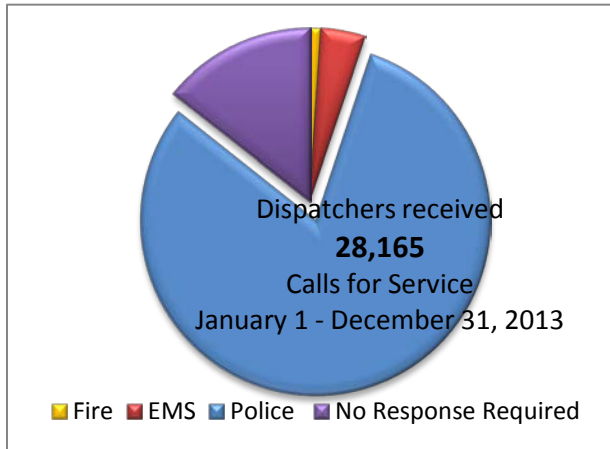
*This year’s Citizen Police Academy was another huge success attended by 23 students. The very active and inquisitive class was extremely interested in the department and its officers. Several remarked on how impressed they were with the officers and the passion they seemed to have towards their jobs and areas of expertise.*

The department continued with several focused patrols this year to include both the summer **Harbor Patrol** and **Bike Patrol**. The **K-9 Unit** continues to be successful in helping to track criminals, search



for lost people and to be utilized in drug searches and detentions while the **Crash Reconstruction Specialists Team** provides advanced crash scene investigation for all serious and fatal accidents.

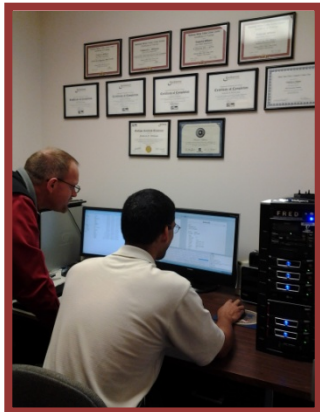
The **Communication Center** consists of (9) nine dispatchers supplemented by (2) two Data Entry personnel. Dispatchers are responsible for emergency communications for both the police and fire departments. Calls to dispatch can range from someone asking for directions to life-threatening emergencies. Dispatchers are responsible for all radio traffic on the police and fire department



frequencies as well as dealing with any walk in traffic at the police department.

Each dispatcher is trained in the use of the IMC information management system, Emergency Medical Dispatch, state METRO (teletype) guidelines, as well as Police and Fire protocols. The Fire Dispatch and EMD protocols require constant use and familiarity to maintain proficiency. Dispatchers are quite literally responsible for making decisions that affect responses to life and death situations. In the past year the Communication Center initiated 28,165 calls for service and received 1,640 E911 calls.

## SUPPORT SERVICES



*The department's Computer Crimes Unit has been successful in assisting several agencies with investigations concerning child pornography.*

Detectives from the **Criminal Investigation Division** worked several high profile cases in 2013 such as the so-called Zumba prostitution cases investigated by the Kennebunk Police Department. Detective Fred Williams, a highly trained and experienced computer forensic expert was instrumental to that investigation leading to multiple convictions of persons involved.

Saco Detectives assisted the Maine State Police with two homicide investigations, one occurring in Saco and the second in Old Orchard Beach, both of which led to suspects being charged and awaiting prosecution.

Members of the Patrol Division and Criminal Investigations worked in tandem to investigate reports of indecent conduct alleged to be occurring at the Cascade Falls Park and Trails located on the Cascade Road. Over the spring and summer months, four individuals were arrested for criminal conduct at the park and also at the Department of Transportation commuter parking lot on the Industrial Park Road.



**CSI v. Reality Seminar** offered through the Saco and Old Orchard Beach Adult Education Program is an opportunity for CSI fans get a taste of what really goes on during a crime scene investigation. Saco Detectives cover topics such as responding to a crime scene, types of evidence, evidence collection, latent prints, gunshot patterns, crime scene photography and what really happens after the evidence is collected. Detectives provide case scenario's to help



students understand the complexities of a crime scene compared to television shows as well as provide for a practical exercise in analyzing a simulated crime scene.

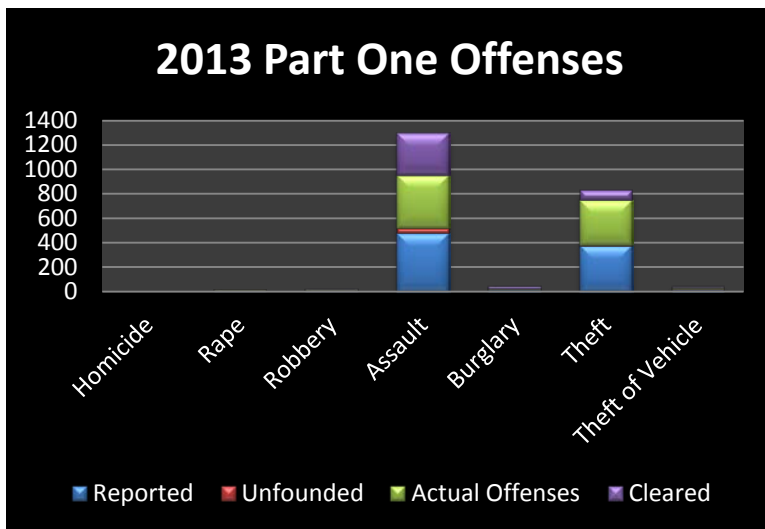
The students receive guidance in how to protect themselves and others from becoming a victim of fraud. The department is a founding member in the Maine Fraud Prevention Alliance. The alliance is comprised of local businesses, consumer agencies and law enforcement, whose goal is to educate the public about “fraud” scams directed at the elderly. For additional information check out the DASH OUT FRAUD website.

**Saco Police Explorer Post**

The department has for many years offered area juveniles the opportunity to join the Police Explorers’ Post. Those joining are given information on the police profession. School Resource Officer Jeffrey Cook supervises the program and reports that over the past several years participation has increased.

This year six (6) members attended a week long seminar sponsored by the Maine Criminal Justice Academy. Training topics included motor vehicle and criminal law and juvenile justice to mention just a few.

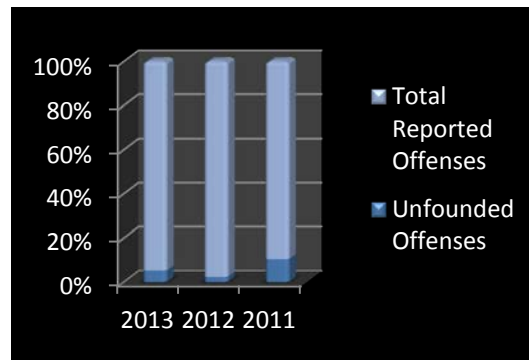
Explorers assisted with the Mary’s Walk fundraising road race. This event has been very successful in raising money to support cancer research.



**Crimes in Saco**

Uniform Crime Reporting is a collective effort on the part of city, county, state, tribal, and federal law enforcement agencies to present a nationwide view of crime. Agencies throughout the country participating in the Uniform Crime Reporting (UCR) Program provide summarized reports on nine Part 1 offenses known to law enforcement and reports on persons arrested. In this format simple assaults are also included. They also provide information about law enforcement officers killed and assaulted and on hate crime.

For the most part, agencies submit crime reports monthly to a centralized crime records facility within their state. The state UCR Program then forwards the data, using uniform offense definitions, to the FBI’s national UCR Program. Agencies in states that do not have a state program submit their statistics directly to the national program. The FBI provides report forms; tally sheets, tally books, and self-addressed envelopes to the direct contributors (local agencies that do not have the benefit of a state program). The FBI compiles, publishes and distributes the data to participating agencies, state UCR Programs and others interested in the Nation’s crime data.



**2013 Grants**

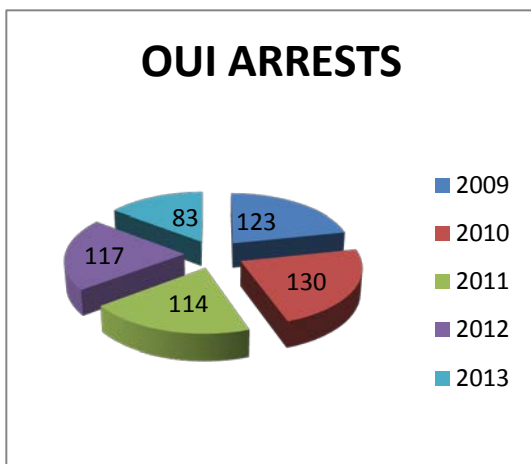
Each year the department explores multiple grant opportunities to provide funding for both equipment and enforcement. In 2013 the department was awarded \$37,900 in grant monies to help acquire needed equipment as well as to fund specialized enforcement.

Equipment purchases thru grants for 2013 included seven (7) portable radios, a LEICA TS 02 POWER, 7" R400-Total Station for Crash Reconstruction and five (5) Glock GEN4 Simunition guns for training. This grant provided \$13,900.00, completely funding these valuable pieces of equipment.

The department participates in **Selective Traffic Enforcement Program (STEP)** utilizing Bureau of Highway Safety grants that provide funds for additional traffic enforcement in the areas of Impaired Drivers, Seatbelt Enforcement and Speed Enforcement. The grants provide thousands of dollars for these extra details.

	DRIVERS CHARGED
Impaired Drivers	83
Speeding	242
Seatbelt Violations	72

The **Selective Underage Drinking Strategy (SUDS) Team** is made up of officers who have received training in the field of Liquor Enforcement. This involves surveillance of stores and other establishments that sell liquor and inspection of licensed establishments to ensure compliance of Liquor Laws. These officers can also be deployed to handle underage drinking parties and investigations. These details are funded by a Department of Health and Human Services Grant. The current grant is for \$4500.00 and runs through 2014.



**Upcoming Grants**

The 2014 **"Drive Sober, Maine!"** Impaired Driving Grant is for \$5,000.00. The 2014 Speed Enforcement Grant will provide \$10,000.00 for added patrols to enforce traffic laws. The DHHS

Underage Drinking Grant for 2014 is \$4,500.00. These details are filled using off duty officers hired to perform these specific duties. Saco officers are also a part of an Underage Drinking Task Force that



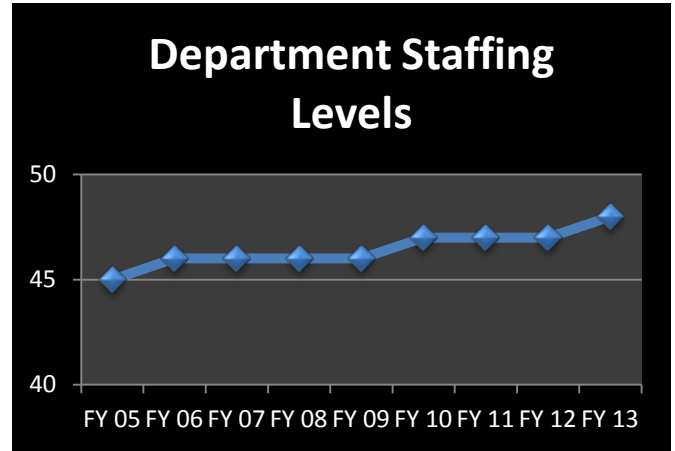
combines law enforcement agencies in York County and allows multijurisdictional enforcement opportunities. This program is also funded by a grant.

**STAFF:**

The department runs 3 shifts daily comprising of a minimum of 3 officers, 2 emergency dispatchers and a supervisor. 2013 patrol staff included 6 patrol supervisors, 18 patrol officers, 1 animal control officer, 2 school resource officers and 9 emergency dispatchers.

The detective division works Monday through Friday but remains on call 24/7. The detective division includes a supervisor and 3 detectives. Support staff includes a court officer and 2 data entry clerks who also are certified dispatchers and are able to work in the dispatch center as needed.

The administration staff includes the chief, 2 deputy chiefs, an administrative sergeant and an administrative assistant.



**Welcome to our New Hires**

Officer Matthew Roberts grew up in Saco and is a Thornton Academy graduate. After studying out of state, Matt returned to Maine to pursue a career in law enforcement. Matt graduated from the Maine Criminal Justice academy in 2013 and joins the late night shift.

Officer Autumn Clifford, a graduate of the Maine Criminal Justice Academy, was serving as a police officer in central Maine and relocated to the greater Saco area. Impressing the hiring staff with her high standards, genuine enthusiasm and self confidence, Autumn joined the department and has settled in on the second shift.

Officer Shawn LaBrecque, a Biddeford native, participated in the Police Explorer Program during high school. He served on both the Biddeford and Saco Fire call departments and with the Kennebunk Emergency Medical Service before becoming a Judicial Marshall in the Maine District Court system. His desire to become a Saco Police Officer since 2011 came to fruition and he began his Field Training in late 2013.

**How are we doing?**

**2012 CITIZENS SURVEY RESPONSE to "How satisfied are you with Enforcement of Local Traffic Laws: "**

	2005	2007	2009	2012	2013
Overall Mean Response (1-5) (5=very satisfied)	3.75	3.88	3.96	4.07	3.99

**2012 CITIZENS SURVEY RESPONSE to "How satisfied are you with the City's Overall Efforts to Prevent Crime:"**

	2005	2007	2009	2012	2013
Overall Mean Response (1-5) (5=very satisfied)	4.05	4.11	4.09	4.13	4.10



## EMERGING ISSUES

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- As is true with many municipalities, Saco will continue to explore ways to keep service levels at the high level expected by its citizens while being challenged by flat (and even shrinking) sources of funding. Public safety budgets are comprised to a large extent by the wages of its employees and we face this reality with our citizens as we move forward into the future.
  
- Keeping up with ever-changing technology will always be an issue for police departments in our efforts to combat crime, communicate with our citizens, and stay one step ahead.
  
- With roads that were designed in many cases more than 200 years ago, managing traffic is a partnership between the police department, the public works department, and the State and Federal government. The roads were simply not designed to carry the load they carry today, and the pressure is felt most strongly in the Route 1 corridor and the Route 112/Industrial Park Road corridor. Any traveler during commuting hours knows well to plan extra time into their trip and Saco will have to engage this issue with Biddeford in the future.

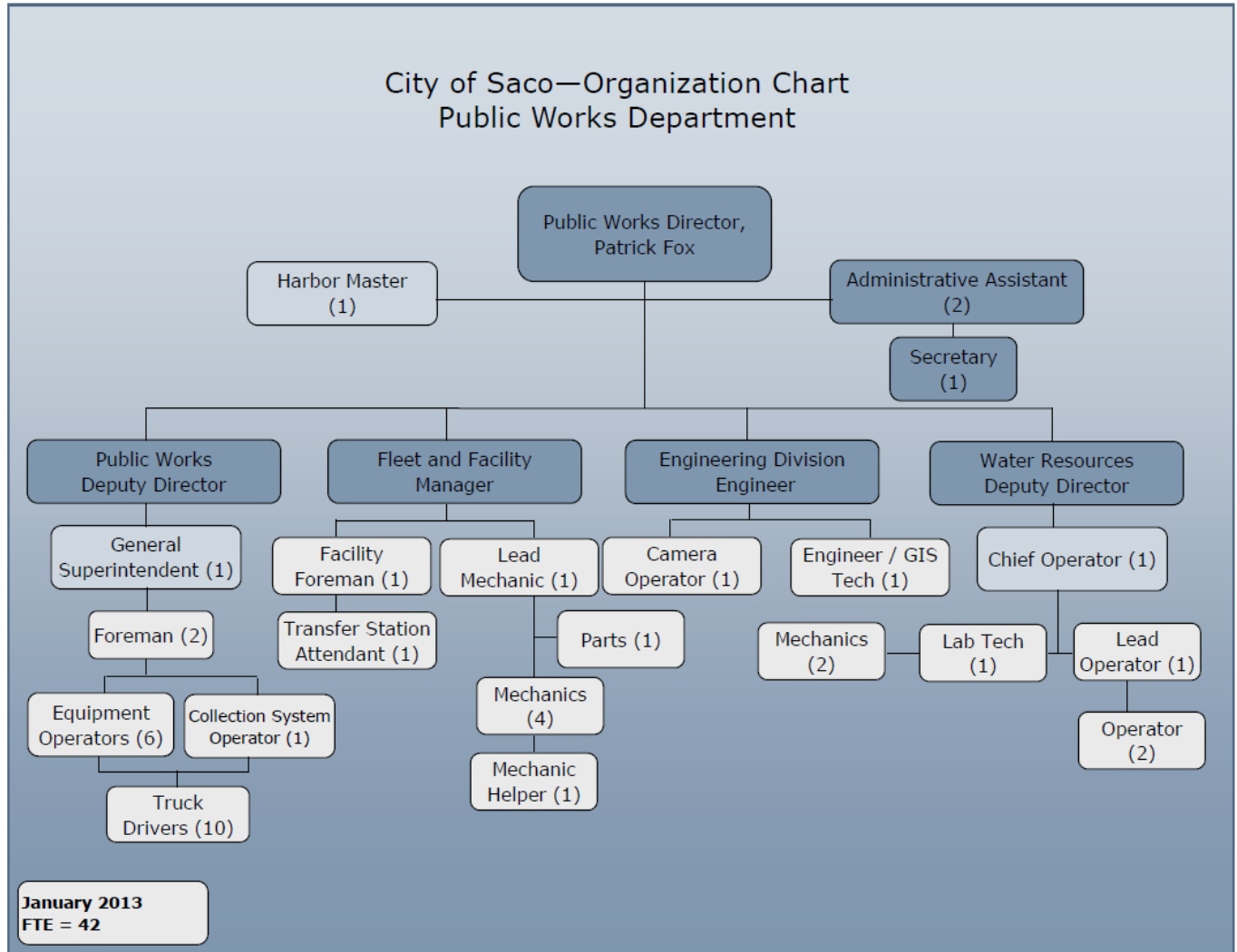
*FY2013 was a good year for the Saco Police department.*

*We are honored to serve you and proud to represent the Saco Police Department.*



# PUBLIC WORKS DEPARTMENT

**Mission Statement:** “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.”



**From the Director:**

Dear Citizens:

Fiscal year 2013 served as a pivotal transition year for the Public Works Department. Over the last few years we have seen over 50 years of experience depart the Public Works management team. While that is quite a void to fill, it also provides an excellent opportunity to reshape the future of the Department and revitalize the services that we provide you through innovative new approaches.



Critical to our success was filling two management positions in the Department: that of Deputy Director and General Superintendent. These positions are critical to the day-to-day operational success of the Department, as well as to our ability to implement long-term capital improvement projects. After a very competitive search process, we found in Christopher Gallant (Deputy Director) and Thomas Duross (General Superintendent) an ideal combination of skills and experience to move this department forward for years to come. Both graduates of University of Maine engineering programs, Chris and Tom bring a combined 40 years of experience in the areas of project management, quality control, cost estimating, construction management, and engineering design. Their practical approach has led to process changes and a greater ability to accomplish tasks in-house, and have already realized cost savings for you.

A primary initiative was to reach out to you, the citizens, to develop a common understanding of the services that the Department provides, and how these services can be delivered or allocated more efficiently. We began with several meetings with the Saco Citizens for Sensible Taxes committee. These interactions helped educate members of the community that were new to our Department, but also helped our staff better understand the areas we could improve or reduce the cost of service delivery. Then, in June, the Department hosted our first Open House. The open house event was a huge success: over 300 people came through our doors for a fun and educational day of equipment demonstrations, trash can art painting by Saco families, food donated and prepared by our labor union, games, and facility tours. The feedback from the citizen group and open house attendees have helped shape our goals for coming years.

The Department staff and I have positioned ourselves and the services we coordinate to yield maximized dividends for you, the citizens of Saco. We hope that over the coming months, you experience satisfaction in the way we deliver services and interact with you – our customers. I invite you to pick up the phone or shoot me an email to share your feedback. I value your engagement. Here's to working hand-in-hand to achieve a level of service from Public Works that you are proud of, and feel a part of, as members of this community.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Fox".

Patrick Fox, Director of Public Works

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## PROGRAMS AND STAFFING

Public Works activities in Saco cover a wide variety of infrastructure and service areas. These seven program areas are used to deliver over 100 individual services administered through this department. Programs and the major tasks within them include:



**Transportation (10 staff)**

- Paving
- Road Construction
- Sidewalk Construction
- Snow Plowing
- Line Striping
- Rail Line Maintenance
- Traffic Signal Repair
- Street Sweeping
- Street Light Maintenance
- Litter/Debris Removal
- Sign Maintenance

**Sanitation (3 staff)**

- Curbside Trash Collection
- Beach Trash Pickup
- Overflow Recycling
- Transfer Station Operation
- Waste Oil Disposal
- Universal Waste Management
- Disposal Contra Management
- Bulk Item Disposal

**Utilities (7 staff)**

- Sewer Line Repair
- Sewer Flushing Program
- Sewer/Drain Monitoring
- Detention Pond Maintenance
- Drain System Improvements
- Contracted Services Coordination

**Facilities (3 staff)**

- Electrical Repairs
- Cleaning
- Building Maintenance
- Contract Management
- Train Station Operations
- Camp Ellis Pier Operations
- Painting
- Fence and Sign Repair

**Engineering (3 staff)**

- Infrastructure Design
- Construction Inspection
- Stormwater Management
- Transportation Planning
- Data Management
- Sewer Camera Inspection Program
- Facility/Site Design

**Fleet (7 Staff)**

- City Vehicle Maintenance
- Fuel Management
- Equipment Preventative Maintenance
- Parts/Supply Ordering
- Diagnostics
- Specifications & Bidding
- Surplus Sale/Reuse
- Contracted Repair Services

**Administration (3 Staff)**

- Budgeting
- Safety Program
- Performance Measurement
- Strategic Planning
- Public Relations
- Payroll
- Billing
- Document Management
- Workforce Development



## MANDATES

Some of the services Public Works provides have developed through citizen requests or needs specific to Saco's geography and demographics, but there are also **many state and federal mandates** we must meet each year. We are responsible for all or part of the following mandates.

1. Must maintain public roads. Must keep town ways maintained so as to be safe and convenient for motor vehicle travel. 23 M.R.S.A. § 3651
2. *Sidewalks.* Sidewalks existing within the right-of-way of a town way must be maintained against defects. *Wells v. Augusta*, 135 Me 314(1938)
3. *Road obstructions.* Must remove loose obstructions, shrubbery and bushes (not planted for ornamentation or profit) that pose any road safety problem. 23 M.R.S.A. § 2702
4. *Snow and ice.* Must remove snow and ice in the town way within a reasonable period; this includes removal from state-aid highways. 23 M.R.S.A. § 1003
5. *Drains, ditches and culverts.* Municipalities may install, but discretion may become obligation if installation is necessary to maintain road in safe and convenient status. Once established, they must be maintained. 23 M.R.S.A. § 3251; 30-A M.R.S.A. §§ 3401-3409
6. *Driveways and culverts.* Municipalities must at owner's expense install culverts where private driveways connect to a town way. Once installed, municipality must maintain. 23 M.R.S.A. § 705
7. *Highway defects.* Must correct defects in the road where there has been twenty-four hour notice. 14 M.R.S.A. § 8104-A
8. *Public works.* A registered professional engineer is required for design of any public works project exceeding a cost of \$100,000.00. 32 M.R.S.A. § 1254
9. *Roads in compact areas.* Urban compact municipalities must maintain roads within the compact area. 23 M.R.S.A. § 754
10. *Street excavation.* Municipalities must serve notice upon owners of property abutting a street or highway, and upon others, directing water and conduit connections prior to paving and repairing. 23 M.R.S.A. §§ 3351-3360-A
11. *Solid waste disposal.* Municipalities must close designated "open landfills" as determined by DEP. Closed municipal landfills require biannual groundwater testing and monitoring. 42 U.S.C. Chapter 82; 38 M.R.S.A. §§ 1310-C-1310-H-1
12. *Recycling.* Must meet recycling goals as set by State. 38 M.R.S.A. §§ 2132-2133
13. *Sewers and drains.* Where a public drain has been constructed, and a person has paid to connect to it, the municipality must maintain the drain. 30-A M.R.S.A. § 3403



14. *Waste management.* Municipalities must provide solid waste disposal services for domestic and commercial solid waste generated within the municipality. 38 M.R.S.A. § 1305.
  15. *Transfer stations.* For those municipalities having transfer stations, they are required to comply with DEP regulations for the operation of transfer stations and solid waste storage. 38 M.R.S.A. § 1305; Rules of DEP Chapter 402
  16. *Wastewater treatment facilities.* Municipalities with wastewater treatment facilities constructed in whole or in part with State funding must accept wastewater from watercraft sewage pump-out facilities. 38 M.R.S.A. § 414-B
  17. *Protection and improvement of waters.* Municipalities must comply with federal law concerning pollutant and effluent controls necessary to manage water pollution. 33 U.S.C. Chapter 26; 38 M.R.S.A., Chapter 3
  18. *Discharge of Stormwater.* Designated municipalities must comply with State and Federal law regarding Small Municipal Separated Storm Sewer System (MS 4) General Permit administered by MeDEP, 38 M.R.S.A. § 413.
-



## AREAS OF FOCUS

### FY13

**Street/Transportation**

- Sidewalk design/construction for Water St and Rt 1 @Goosefare Brook
- Life cycle cost analysis for alternative pavement treatments

**Sanitation**

- Recycling education and improvement tracking
- Transfer station software improvements

**Utilities**

- Bear Brook area collection system infiltration repairs
- Drainage culverts- flood prevention and erosion improvements

**Facilities**

- Interim DPW facility repairs
- Public Service Center cost analysis and phasing plan

**Engineering**

- Stormwater management and detention pond maintenance
- Camp Ellis erosion mitigation with Army Corps of Engineers

**Fleet**

- Establish in-house fleet diagnostic capabilities for most vehicles
- Preventative maintenance steps to extend vehicle life expectancy

**Administration**

- New safety training program and compliance documentation process
- Performance tracking and evaluations

### FY14

**Street/Transportation**

- Field training on standardizing process and safety procedures
- Implement crack sealing and pavement patching program

**Sanitation**

- Develop solid waste, recycling and reuse plan
- Transfer Station operator training

**Utilities**

- Quality control program for preventative maintenance tasks
- System wide condition analysis and predictive modeling
- Repair technology analysis

**Facilities**

- Preventative maintenance manuals
- Contracted Services consolidation
- Safety Inspection Compliance

**Engineering**

- Goosefare Watershed Management
- Sidewalk improvement guidelines
- Foss Road Project permitting and community outreach

**Fleet**

- Assess and update fleet wide manufacturer maintenance schedules
- Work order management
- Garage scheduling and efficiency measurement

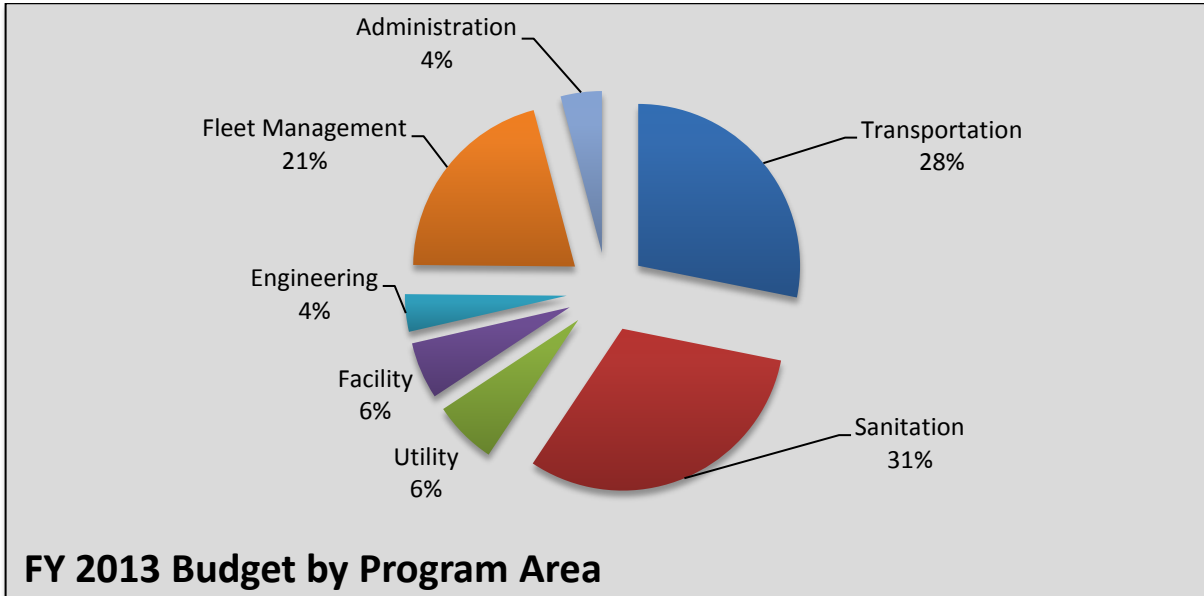
**Administration**

- Public outreach program
- Work order software implementation
- Asset management



**BUDGET SUMMARY**

The Public Works Department operated within its allotted budget for Fiscal Year 2013. Given that snowfall was approximately 30 inches above the average, effecting fuel consumption, overtime, and salt use, a balanced budget at the end of the year was a success for our community. The Department’s budget can be divided across 7 program areas as follows:



***So what does that mean?***

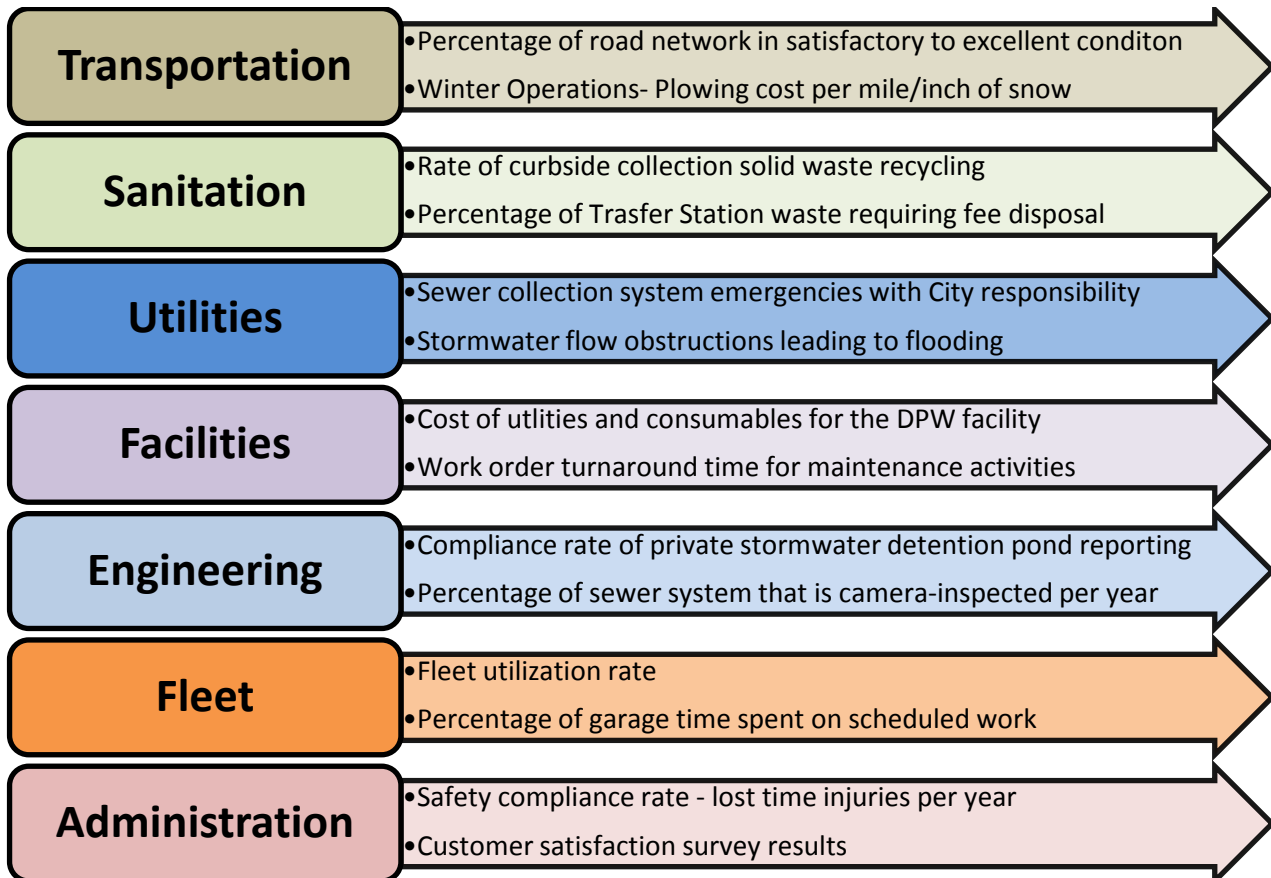
If your home is valued at **\$230,000** (Saco median value), you paid **\$4,209** in property taxes in 2013. Public Works received **\$508** of that property tax payment to provide services. For the median home owner, this translates to the following service payments for our major activities:

<p><b>\$60</b></p> <p>Snow plowing of all City streets, sidewalks and parking lots</p>	<p><b>\$150</b></p> <p>Curbside collection and disposal of all trash and recycling</p>	<p><b>\$100</b></p> <p>Garage maintenance of over 150 vehicles including all RSU busses, fire, police, and construction</p>
<p><b>\$30</b></p> <p>Operation of all City street lights and traffic signals</p>	<p><b>\$85</b></p> <p>Road maintenance including sweeping, repairs, line striping, signage</p>	<p><b>\$10</b></p> <p>Sidewalk maintenance, repair, and cleanup</p>



## SUSTAINABILITY

At Public Works, sustainability means providing efficient, cost-effective services that the City can afford. Measuring the effectiveness and trends of the services provided is essential to arriving at sustainable service levels. To do this, the Department has established two performance measures for each of seven program areas. While these won't be the only items that are measured, they will be tracked over time to advance the capabilities and service efficiencies of the Department.



### *Progressing toward sustainability*

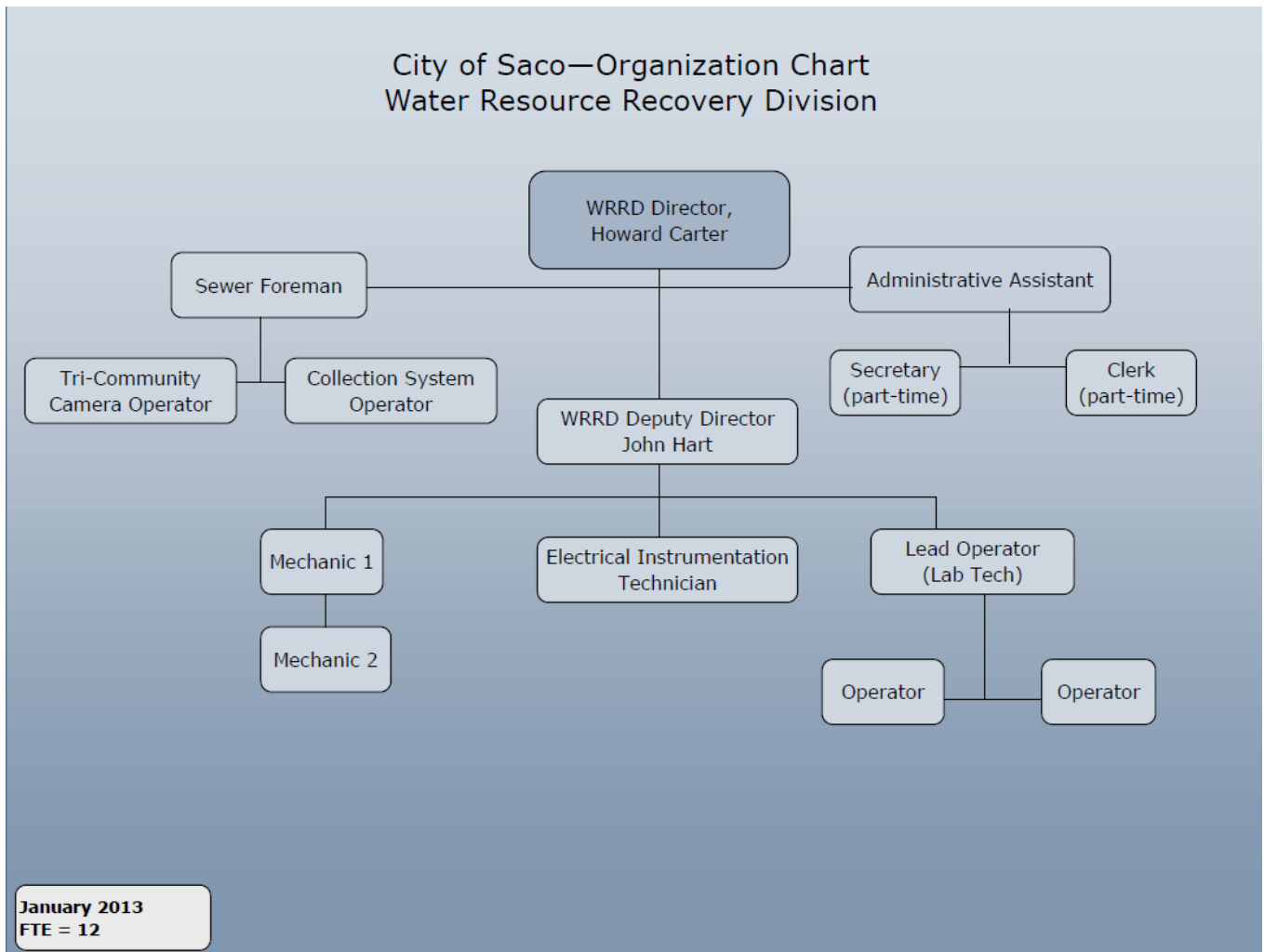
Sustainability is more about the journey than the destination. It requires commitment over a long period of time to produce meaningful, noteworthy results. Many of the measures being implemented are in their early stages of development and will need to be revisited and adapted over time. Here are some of the five- to ten-year objectives that staff will be incorporating to move towards more sustainable infrastructure:

- Adhere to the solid waste hierarchy of reduce, reuse, recycle.
- Measure and improve production rates for infrastructure improvements.
- Standardize the approach to maintenance, repair, and replacement procedures.
- Consolidate contracted maintenance across City departments or regionally.
- Build upon public/private partnerships for infrastructure upgrades.
- Extend asset life through specific preventative maintenance programs.
- Increase customer awareness and participation in service delivery.



# WATER RESOURCE RECOVERY DIVISION

**Mission Statement:** *“The City of Saco Water Resource Recovery Division 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.”*





### *From the Director:*

I am pleased to submit the Annual Report for the Water Resource Recovery Division (WRRD). The Division provides wastewater collection and treatment services to 15,474 residents. The sewer system connects to 4,746 residential households and another 240 are commercial or industrial accounts. We currently have approximately 71 miles of gravity and force main pipes, 2084 Catch Basins, and 31 Pump Stations.

At this time, Saco has 4 active Combined Sewer Overflows (CSO) down from the original 9 CSO locations at the beginning of the abatement program in 1995. The abatement program (20 year Master Plan) for abatement of combined sewer overflows. They are concentrated in the downtown area. Three (3) CSO's discharge into the Saco River and the Fourth (4) discharges into Bear Brook.

The daily average flow treated during this fiscal year was 2.2 MGD, or 53% of the 4.2 MGD treatment capacity. In total, we treated 792.55 MG of wastewater during this fiscal year. The amount of Biosolids (sludge) removed was 1677.54 tons.

Our staff is responsible for:

- Ensuring uninterrupted transporting of wastewater to the Recovery Department via 71 miles of piping;
- Operating and maintaining the plant and 31 pump stations;
- Treatment of wastewater prior to discharge to the Saco River;
- Planning, coordination, and implementing the CSO Program; and
- Billing of system users (while revenues are collected by the Finance Department).

*Howard Carter, Director*

### **Water Resource Recovery Division**

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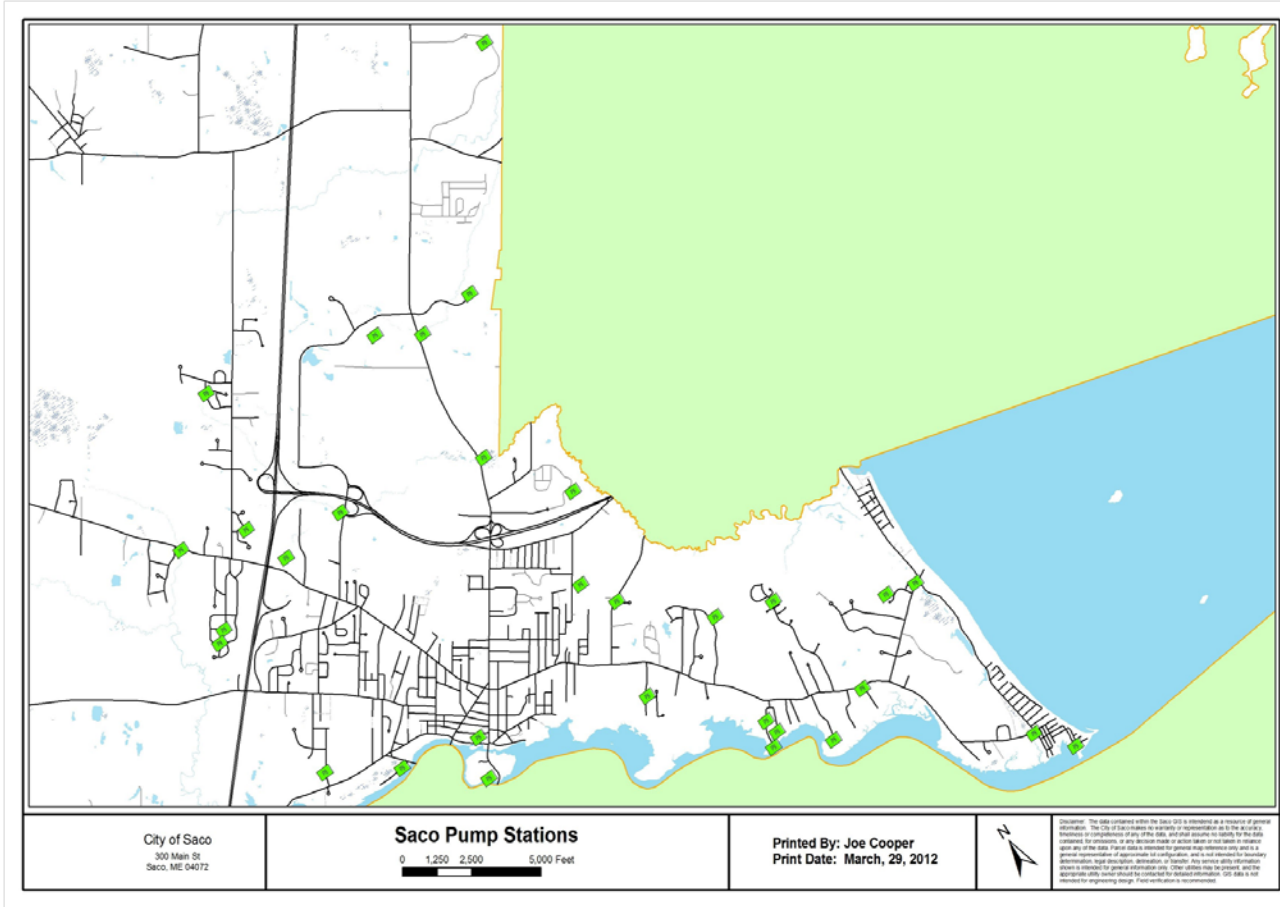
### **Wastewater Treatment and Pump Stations**

At 75% of the total budget, the Water Resource Recovery facility is at the heart of system. It is here that water is cleaned and reintroduced into the Saco River. With ever changing environmental regulations with more stringent requirements, staff continuously strives for enhanced performance utilizing newer technologies as they emerge, while maintaining a stable rate structure for the customers.

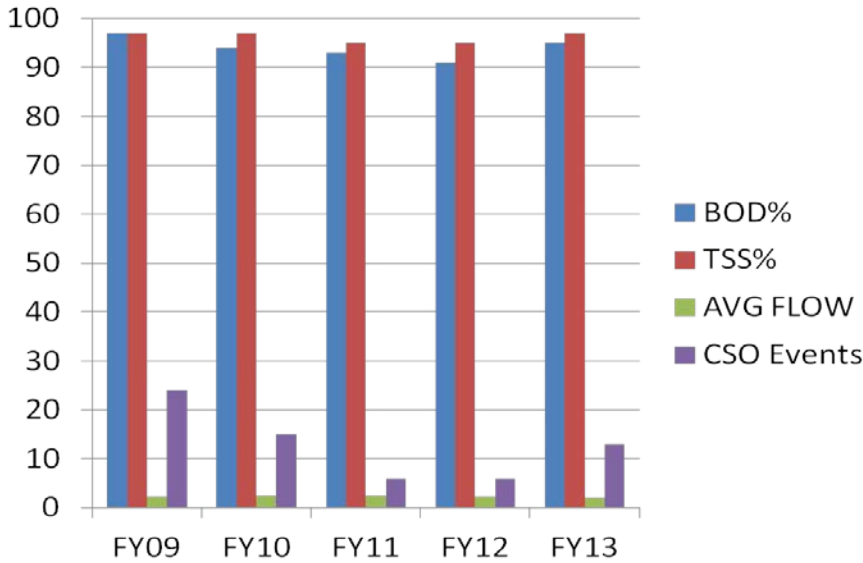
Pump Stations are key components of the treatment works. Without these, public sewer would not have been possible in many areas of the community. With a combined worth of over \$6 million, the 31 pump stations represent almost 15% of the annual department budget. These 31 pump stations are located throughout the City in the areas that have public sewer, as you can see in the map below.



SACO PUMP STATIONS



System Performance



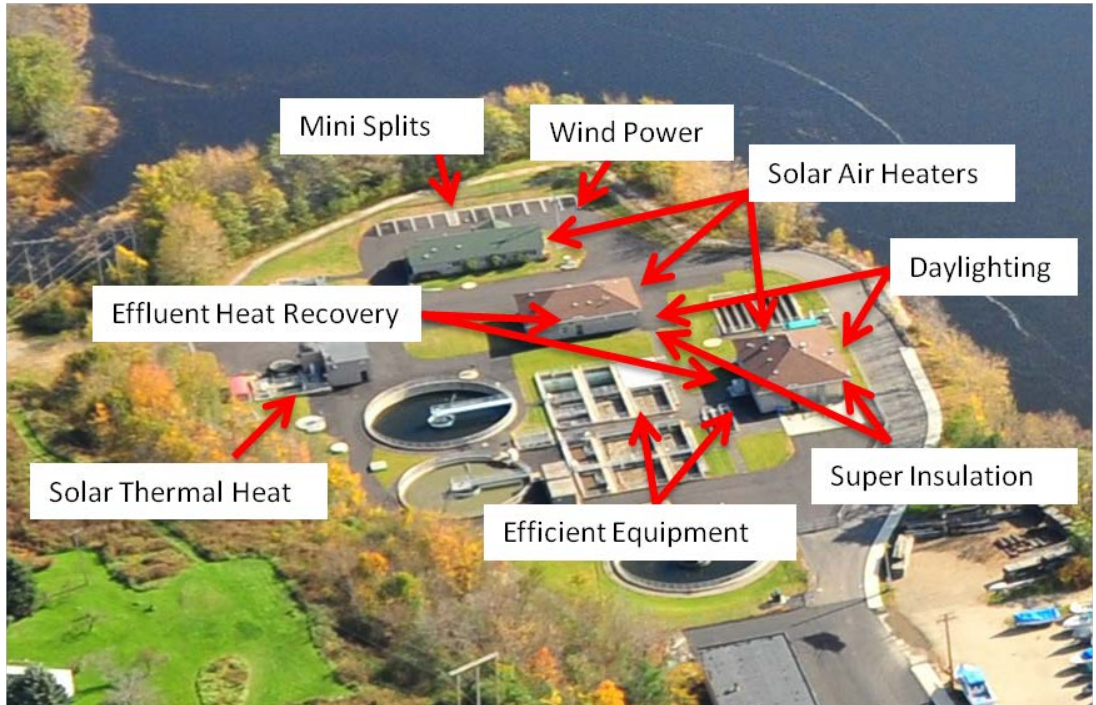
The Maine Pollutant Discharge Elimination System Permit requires the City of Saco facility to analyze its effluent discharge daily, 7 days a week (including holidays). On a monthly basis, the facility reports approximately 1200 tested parameters to the State, including: Chlorine residual, pH, Fecal, Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), and Temperature. The graph below shows the percentage of Biochemical Oxygen Demand (BOD) removed, the

percentage of Total Suspended Solids (TSS) removed, the Average Flow, and number of CSO Events for Fiscal Year 2009-2013.

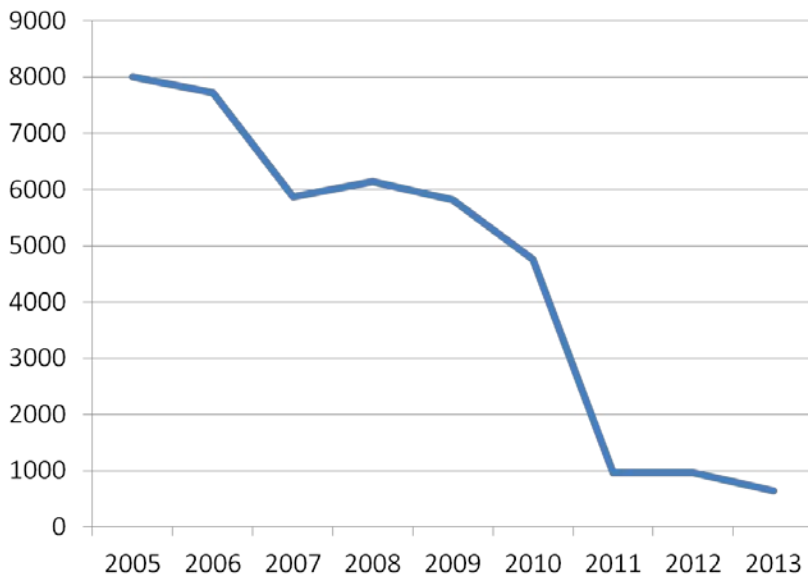


## Energy Efficiency

At the WRRD, we continue to seek out alternative energy opportunities in an effort to become energy self-sufficient. This fiscal year, we installed three mini split heat pumps in the administration building and lab to decrease our dependence on fuel oil. The aerial photo below shows the energy efficient and renewable energy upgrades that have been implemented over the last decade.



The WRRD has also reduced its dependency on oil. This graph shows the consumption of gallons of oil for 2005-2013 at the WRRD.



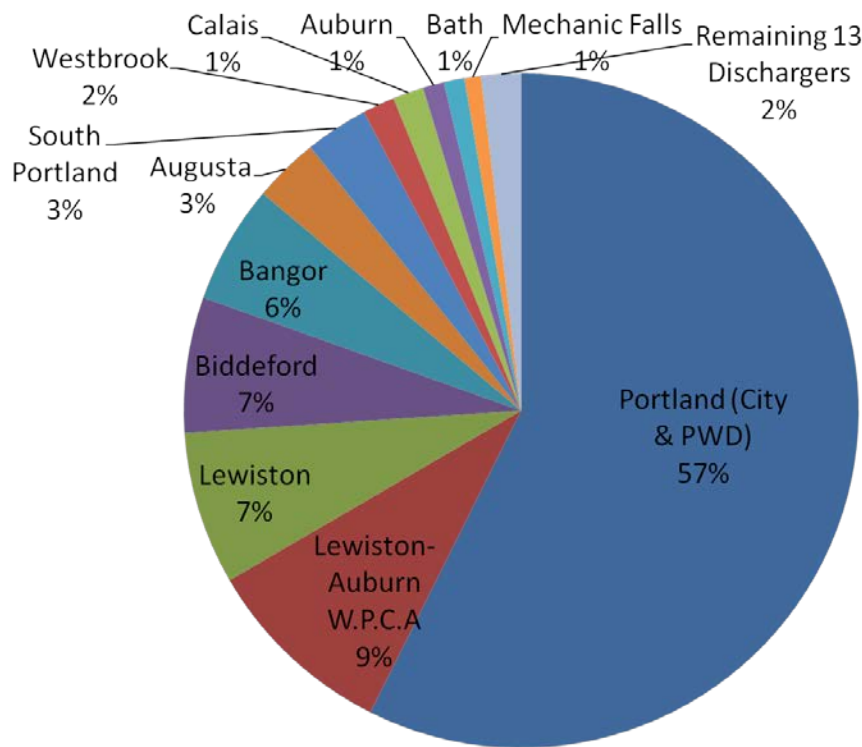


## Combined Sewer Overflow (CSO)

Combined sewer systems are sewers that are designed to collect rainwater runoff, domestic sewage, and industrial wastewater in the same pipe. Most of the time, combined sewer systems transport all of their wastewater to a sewage treatment plant (such as our facility) where it is treated and then discharged into the Saco River. During periods of heavy precipitation (rainfall or snowmelt) the wastewater volume in a combined sewer system exceeds the capacity of the treatment plant. For this reason, combined sewer systems are designed to overflow occasionally and discharge excess wastewater directly to nearby streams, rivers, or other water bodies.

At this time, Saco has 4 active CSO's down from the original 9 at the beginning of the abatement program that started in 1995. The abatement program is a 20 year master plan to eliminate combined sewer overflows. The four remaining CSO's in Saco are concentrated in the downtown area; three discharge into the Saco River while the fourth discharges into Bear Brook.

### 2013 CSO Flow Comparison for the 32 CSO Communities



Saco has such a small percentage that is included with the “Remaining 13 discharger’s” category accounting for less than 2% of the yearly CSO overflow volume for the State of Maine.



# EXCERPTS FROM THE COMPREHENSIVE ANNUAL FINANCIAL REPORT

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FOR

FISCAL YEAR ENDED JUNE 30, 2013





Certified Public Accountants and Business Consultants

## Independent Auditor's Report

To the City Council  
City of Saco, Maine

### **Report on the Financial Statements**

We have audited the accompanying 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, as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

### ***Auditor's Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards required that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.



City Council  
City of Saco, Maine

### ***Opinions***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine as of June 30, 2013, and respective changes in financial position and, where applicable, cash flows thereof and the budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America required that Management's Discussion and Analysis, modified approach for infrastructure assets, and schedule of funding progress for the retiree healthcare plan, as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about 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 do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### ***Other Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the City of Saco, Maine's basic financial statements. The introductory section, combining and individual fund financial statements, schedule, exhibits, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements, schedule and exhibits are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund financial statements, schedule, and exhibits are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical sections have 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 them.



City Council  
City of Saco, Maine

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 13, 2013 on our consideration of the City of Saco, Maine's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City of Saco, Maine's internal control over financial reporting and compliance.

A handwritten signature in cursive script that reads "Raymond Weston Ouellette".

December 13, 2013  
South Portland, Maine



## AUDIT FOR THE YEAR ENDING JUNE 30, 2013 EXTRACTED FINANCIAL STATEMENTS

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The following schedules have been extracted from the 2013 financial statements of the 'City of Saco, Maine, Comprehensive Annual Financial Report, for fiscal year ended June 30, 2013, a complete copy of which is available for inspection at City Hall Finance Department or on line at [www.sacomaine.org](http://www.sacomaine.org) Finance Department. The schedules included herein are:

Statement 1	Statement of Net Assets
Statement 2	Statement of Activities
Statement 3	Balance Sheet – Governmental Funds
Statement 4	Statement of Revenues, Expenditures, and Changes in Fund Balances
Statement 5	Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities
Statement 6	General Fund Statement of Revenues, Expenditures, and Changes in Fund Balances- Budget and Actual
Statement 7	Statement of Net Assets – Proprietary Fund
Statement 8	State of Revenues, Expenses, and Changes in Fund Net Assets, Proprietary Funds
Statement 9	Statement of Cash Flows, Proprietary Funds
Exhibit E-1	Combining Balance Sheet – All other Governmental Funds
Exhibit E-2	Combining Statement of Revenues, Expenditures and Changes in Fund Balances, all other Governmental Funds



Statement 1

**CITY OF SACO, MAINE**  
**Statement of Net Position**  
**June 30, 2013**

	Governmental Activities	Business-type Activities	2013 Total
<b>ASSETS</b>			
Cash and cash equivalents	\$ 1,406,796	\$ -	\$ 1,406,796
Investments	3,122,555	-	3,122,555
Receivables:			
Accounts (net of allowance of \$131,038)	1,804,385	560,708	2,365,093
Taxes - current	801,616	-	801,616
Taxes - prior years	107,733	-	107,733
Tax liens	330,945	-	330,945
Notes (net of allowance of \$7,143)	7,144	-	7,144
Prepaid expenses	130,152	-	130,152
Other	41,234	-	41,234
Tax acquired property	93,953	-	93,953
Depreciable capital assets, net	13,157,893	6,440,400	19,598,293
Non-depreciable capital assets	41,750,678	14,918,272	56,668,950
Total assets	62,755,084	21,919,380	84,674,464
<b>LIABILITIES</b>			
Accounts payable and other current liabilities	1,080,486	72,101	1,152,587
Accrued liabilities	257,447	13,276	270,723
Taxes collected in advance	86,803	-	86,803
Internal balance	(3,210,865)	3,210,865	-
Noncurrent liabilities:			
Due within one year	1,753,231	220,000	1,973,231
Due in more than one year	15,725,772	577,106	16,302,878
Total liabilities	15,692,874	4,093,348	19,786,222
<b>NET POSITION</b>			
Net investment in capital assets	39,359,000	20,628,672	59,987,672
Restricted for:			
Finance and administration	874,734	-	874,734
Community services	1,366,541	-	1,366,541
Public safety	16,789	-	16,789
Other purposes	7,144	-	7,144
Community Services:			
Nonexpendable	181,383	-	181,383
Expendable	416,204	-	416,204
Unrestricted	4,840,415	(2,802,640)	2,037,775
<b>Total net position</b>	<b>\$ 47,062,210</b>	<b>\$ 17,826,032</b>	<b>\$ 64,888,242</b>



CITY OF SACO, MAINE  
Statement of Activities  
For the Year Ended June 30, 2013

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Position		
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government		
					Governmental Activities	Business-type Activities	2013 Total
Primary government:							
Governmental activities:							
General government	\$ 7,822,497	\$ 529,630	\$ 417,838	\$ -	\$ (6,875,029)	\$ -	\$ (6,875,029)
Public safety	6,405,554	888,808	30,629	-	(5,486,117)	-	(5,486,117)
Public works	6,328,134	398,802	9,884	255,465	(5,663,983)	-	(5,663,983)
Housing programs	238,267	-	236,369	-	(1,898)	-	(1,898)
Culture and recreation	1,438,149	869,642	220	67	(568,220)	-	(568,220)
Education	19,410,765	-	-	-	(19,410,765)	-	(19,410,765)
Interest on debt	607,643	-	-	-	(607,643)	-	(607,643)
Total governmental activities	42,251,009	2,686,882	694,940	255,532	(38,613,655)	-	(38,613,655)
Business-type activities:							
Waste Water Treatment Plant	2,096,699	2,483,795	-	-	-	387,096	387,096
Total business-type activities	2,096,699	2,483,795	-	-	-	387,096	387,096
<b>Total primary government</b>	<b>\$ 44,347,708</b>	<b>\$ 5,170,677</b>	<b>\$ 694,940</b>	<b>\$ 255,532</b>	<b>\$ (38,613,655)</b>	<b>\$ 387,096</b>	<b>\$ (38,226,559)</b>
General revenues:							
Property taxes, levied for general purposes					\$ 36,229,823	\$ -	\$ 36,229,823
Motor vehicle excise taxes					3,103,930	-	3,103,930
Franchise tax					278,071	-	278,071
Grants and contributions not restricted to specific programs:							
Homestead exemption					363,713	-	363,713
Other State aid					304,538	-	304,538
State Revenue Sharing					1,302,721	-	1,302,721
Unrestricted investment earnings					40,006	24,383	64,389
Miscellaneous revenues					214,765	94,197	308,962
Total general revenues and transfer					41,837,567	118,580	41,956,147
Change in net position					3,223,912	505,676	3,729,588
Net position - beginning					43,838,298	17,320,356	61,158,654
<b>Net position - ending</b>					<b>\$ 47,062,210</b>	<b>\$ 17,826,032</b>	<b>\$ 64,888,242</b>



CITY OF SACO, MAINE  
 Balance Sheet  
 Governmental Funds  
 June 30, 2013

	General Fund	Fire Barn North Street Bond	Saco Island TIF District	Other Governmental Funds	2013 Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 1,006,012	\$ -	\$ -	\$ 400,784	\$ 1,406,796
Investments	1,364,078	-	-	1,758,477	3,122,555
Receivables, net of allowance of \$131,038	656,341	-	-	1,148,044	1,804,385
Interfund receivables	5,427,883	-	-	846,245	6,274,128
Notes receivable, net of allowance \$7,143	-	-	-	7,144	7,144
Taxes and liens receivable	1,240,294	-	-	-	1,240,294
Tax acquired property	93,953	-	-	-	93,953
Prepaid items	130,152	-	-	-	130,152
Other	-	2,923	-	38,311	41,234
<b>Total assets</b>	<b>\$ 9,918,713</b>	<b>\$ 2,923</b>	<b>\$ -</b>	<b>\$ 4,199,005</b>	<b>\$ 14,120,641</b>
<b>LIABILITIES</b>					
Accounts payable	987,027	-	-	93,459	1,080,486
Accrued liabilities	256,436	-	-	1,011	257,447
Taxes collected in advance	86,803	-	-	-	86,803
Interfund payables	1,239,976	-	892,762	930,525	3,063,263
Total liabilities	2,570,242	-	892,762	1,024,995	4,487,999
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Unavailable revenue - property taxes	960,572	-	-	-	960,572
Total deferred inflows of resources	960,572	-	-	-	960,572
<b>FUND BALANCES (DEFICITS)</b>					
Nonspendable	130,152	-	-	188,527	318,679
Restricted	-	2,923	-	2,671,345	2,674,268
Committed	83,569	-	-	429,669	513,238
Assigned	1,622,102	-	-	744,807	2,366,909
Unassigned	4,552,076	-	(892,762)	(860,338)	2,798,976
Total fund balances (deficits)	6,387,899	2,923	(892,762)	3,174,010	8,672,070
<b>Total liabilities, deferred inflows of resources and fund balances (deficits)</b>	<b>\$ 9,918,713</b>	<b>\$ 2,923</b>	<b>\$ -</b>	<b>\$ 4,199,005</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 \$ 54,908,571

Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds. (17,479,003)

Noncurrent liabilities as reported on Statement 1 (16,258,304)

Accrued liabilities (compensated absences) as reported on Statement 1 (1,220,699)  
 (17,479,003)

Unavailable revenues- more specifically, property taxes not reported on Statement 1 960,572

**Net position of governmental activities \$ 47,062,210**



**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**Governmental Funds**  
**For the Year Ended June 30, 2013**

	General Fund	Fire Barn North Street Bond	Saco Island TIF District	Other Governmental Funds	2013 Total Governmental Funds
<b>REVENUES</b>					
Taxes	\$ 39,438,857	\$ -	\$ -	\$ -	\$ 39,438,857
Licenses and permits	708,985	-	-	-	708,985
Intergovernmental	2,392,046	-	-	276,879	2,668,925
Charges for services	1,309,595	-	-	851,951	2,161,546
Other revenues	461,646	-	-	140,066	601,712
Total revenues	44,311,129	-	-	1,268,896	45,580,025
<b>EXPENDITURES</b>					
Current:					
General government	2,412,050	-	-	-	2,412,050
Public safety	6,102,425	-	-	-	6,102,425
Public works	4,718,475	-	-	-	4,718,475
Housing programs	-	-	-	238,267	238,267
Culture and recreation	1,464,173	-	-	-	1,464,173
Education	19,410,765	-	-	-	19,410,765
Unclassified	3,808,456	5,561	-	336,798	4,150,815
Intergovernmental:					
County tax	1,100,295	-	-	-	1,100,295
Debt service:					
Principal	1,771,250	-	-	-	1,771,250
Interest and other charges	329,230	278,413	-	-	607,643
Capital improvements	1,285,161	-	303	326,891	1,612,355
Total expenditures	42,402,280	283,974	303	901,956	43,588,513
Excess (deficiency) of revenues over (under) expenditures	1,908,849	(283,974)	(303)	366,940	1,991,512
<b>OTHER FINANCING SOURCES (USES)</b>					
Capital lease issuance of debt	554,331	-	-	-	554,331
Transfers in	426,000	-	502,580	1,058,571	1,987,151
Transfers out	(1,028,660)	-	(25,000)	(933,491)	(1,987,151)
Total other financing sources (uses)	(48,329)	-	477,580	125,080	554,331
Net change in fund balances	1,860,520	(283,974)	477,277	492,020	2,545,843
Fund balances (deficits)-beginning	4,527,379	286,897	(1,370,039)	2,681,990	6,126,227
<b>Fund balances (deficits)-ending</b>	<b>\$ 6,387,899</b>	<b>\$ 2,923</b>	<b>\$ (892,762)</b>	<b>\$ 3,174,010</b>	<b>\$ 8,672,070</b>



**CITY OF SACO, MAINE**  
**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, 2013**

Net change in fund balances- total governmental funds (from Statement 4) \$ 2,545,843

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 and loss on disposals in the current period. (361,200)

Capital outlays	\$	629,915	
Less: loss on disposal		3,631	
Less: net depreciation		987,484	
To reconciliation	\$	(361,200)	

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. (105,099)

Bond 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. 1,272,556

Capital lease proceeds	\$	(554,331)	
Capital lease repayments		507,220	
Bond principal repayments		1,319,667	
Net debt service	\$	1,272,556	

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

Change in long term accrued compensated absences	\$	3,317	
Change in long term other post employment benefits		(131,505)	
			(128,188)

**Change in net position of governmental activities (see Statement 2) \$ 3,223,912**



**CITY OF SACO, MAINE**  
**General Fund**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual - Budgetary Basis**  
**For the year ended June 30, 2013**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (Negative)
	Original	Final		
<b>REVENUES</b>				
Taxes	\$ 39,097,539	\$ 39,097,539	\$ 39,438,857	\$ 341,318
Licenses and permits	664,800	664,800	708,985	44,185
Intergovernmental	2,037,131	2,037,131	2,392,046	354,915
Charges for services	1,058,300	1,058,300	1,309,595	251,295
Interest earnings	8,000	8,000	9,708	1,708
Other revenues	401,000	401,000	451,938	50,938
Total revenues	43,266,770	43,266,770	44,311,129	1,044,359
<b>EXPENDITURES</b>				
Current:				
General government	2,427,988	2,484,362	2,412,050	72,312
Public safety	6,110,046	6,134,124	6,102,425	31,699
Public works	4,672,673	4,889,976	4,718,475	171,501
Culture and recreation	1,244,218	1,245,782	1,464,173	(218,391)
Education	19,645,381	19,645,381	19,410,765	234,616
County tax	1,100,295	1,100,295	1,100,295	-
Unclassified	4,741,654	4,741,654	3,808,456	933,198
Debt service	2,232,515	2,232,515	2,100,480	132,035
Capital projects	1,500,000	1,796,867	730,830	1,066,037
Total expenditures	43,674,770	44,270,956	41,847,949	2,423,007
Excess (deficiency) of revenues over (under) expenditures	(408,000)	(1,004,186)	2,463,180	3,467,366
<b>OTHER FINANCING SOURCES (USES)</b>				
Budgeted utilization of surplus	785,000	785,000	-	(785,000)
Carryover of Assigned Fund Balance	-	596,186	-	(596,186)
Transfers in	426,000	426,000	426,000	-
Transfers out	(803,000)	(803,000)	(1,028,660)	(225,660)
Total other financing sources and uses	408,000	1,004,186	(602,660)	(1,606,846)
Net change in fund balance	-	-	1,860,520	1,860,520
Fund balance - beginning			4,527,379	
<b>Fund balance - ending</b>			<b>\$ 6,387,899</b>	



## Statement 7

**CITY OF SACO, MAINE**  
**Statement of Net Position**  
**Proprietary Fund**  
**June 30, 2013**

		Business-type activities Enterprise Funds Waste Water Treatment Plant
<b>ASSETS</b>		
Current assets:		
Receivables	\$	560,708
Total current assets		560,708
Noncurrent assets:		
Depreciable capital assets		
Vehicles		140,127
Buildings and improvements		9,245,821
Equipment		1,630,593
Less accumulated depreciation		(4,576,141)
Non-depreciable capital assets		14,918,272
Total noncurrent assets		21,358,672
Total assets		21,919,380
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable		72,101
Accrued liabilities		13,276
Interfund payables		3,210,865
Bonds payable due within one year		220,000
Total current liabilities		3,516,242
Noncurrent liabilities:		
Accrued compensated absences		67,106
Bonds payable due in more than one year		510,000
Total noncurrent liabilities		577,106
Total liabilities		4,093,348
<b>NET POSITION</b>		
Net investment in capital assets		20,628,672
Unrestricted		(2,802,640)
Total net position		\$ 17,826,032



**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenses, and Changes in Net Position**  
**Proprietary Fund**  
**For the year ended June 30, 2013**

		Business-type activities Enterprise Funds Waste Water Treatment Plant
Operating revenues:		
Charges for services	\$	2,483,795
Miscellaneous revenues		94,197
Total operating revenues		2,577,992
Operating expenses:		
Personnel services		896,562
Contractual services		163,766
Utilities		158,219
Repairs and maintenance		10,177
Other supplies and expenses		519,629
Depreciation		319,443
Total operating expenses		2,067,796
Operating income		510,196
Nonoperating revenues (expenses):		
Interest revenues		24,383
Interest expense		(28,903)
Total nonoperating revenues (expenses)		(4,520)
Change in net position		505,676
Total net position - beginning		17,320,356
<b>Total net position - ending</b>	<b>\$</b>	<b>17,826,032</b>



**CITY OF SACO, MAINE**  
**Statement of Cash Flows**  
**Proprietary Fund**  
**For the year ended June 30, 2013**

		Business-type activities Enterprise Funds Waste Water Treatment Plant
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	\$	2,488,043
Other receipts (payments)		94,197
Payments to suppliers		(889,184)
Payments to employees		(895,047)
Net cash provided by operating activities		798,009
<b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>		
Increase (decrease) in interfund loans		(570,989)
Net cash used in non-capital financing activities		(570,989)
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
Principal paid on debt		(222,500)
Interest paid on debt		(28,903)
Net cash used in capital and related financing activities		(251,403)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Interest on investments		24,383
Net cash provided by investing activities		24,383
Net increase (decrease) in cash and cash equivalents		-
Balances- beginning of the year	\$	-
<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		510,196
Adjustments to reconcile operating income to net cash provided by operating activities:		
Depreciation expense		319,443
Change in assets and liabilities:		
Receivables		4,248
Accounts payables		(37,393)
Accrued liabilities		1,515
<b>Net cash provided by operating activities</b>	<b>\$</b>	<b>798,009</b>



## Exhibit E-1

**CITY OF SACO, MAINE**  
**Balance Sheet - Non-major Permanent Fund**  
**June 30, 2013**

	<b>City of Saco Permanent Fund</b>
<b>ASSETS</b>	
Cash and Cash Equivalents	\$ 12,672
Investments	584,215
Accounts Receivable	700
<b>Total assets</b>	<b>597,587</b>
<b>LIABILITIES AND FUND BALANCES</b>	
Fund Balance:	
Nonspendable	181,383
Restricted	416,204
Total fund balances	597,587
<b>Total liabilities and fund balances</b>	<b>\$ 597,587</b>



Exhibit E-2

**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Non-major Permanent Fund**  
**For The Year Ended June 30, 2013**

	<b>City of Saco Permanent Fund</b>
<b>REVENUES</b>	
Interest and dividends	\$ 25,098
Net increase (decrease) in fair value of investments	27,653
Total revenues	52,751
<b>EXPENDITURES</b>	
Administrative expenditures	10,750
Total expenditures	10,750
Net change in fund balances	42,001
Fund balances - beginning of year	555,586
<b>Fund balances - end of year</b>	<b>\$ 597,587</b>


**OUTSTANDING REAL PROPERTY TAXES – 2008-2012 (As of February 1, 2014)**

Customer Name	Property ID	Bill Year	Unpaid Balance
PHILLIPS ROBERT J	061-013-001-043	2008	\$238.81
PHILLIPS ROBERT J	061-013-001-043	2009	\$568.69
BLOW ROBERT W	061-013-001-243	2010	\$103.10
GROVER JOHN	036-005-010-000	2010	\$20.24
LABBE SANDRA A	061-013-001-215	2010	\$100.47
NELSON STEFFIE F (HEIRS OF)	001-042-000-000	2010	\$35.27
ROBEY JEANNE M	026-086-000-000	2010	\$1,073.43
ANGE GLENYS	039-199-000-000	2011	\$1,884.14
BOUFFARD NORMAN R	100-006-000-000	2011	\$2,097.18
BROOKS GORDON JR	109-003-000-000	2011	\$612.14
DYMENT WILLIAM JR	064-009-001-021	2011	\$423.80
GROVER JOHN	036-005-010-000	2011	\$129.88
HERZBERG DORIS E TRUSTEE	011-005-001-000	2011	\$1,861.37
LABBE SANDRA A	061-013-001-215	2011	\$285.22
LANDER JOAN	061-013-001-040	2011	\$124.24
NELSON STEFFIE F (HEIRS OF)	001-042-000-000	2011	\$73.65
NORTHROP ROBERT S	013-038-014-000	2011	\$1,421.94
SCOTT RICHARD G	061-013-001-251	2011	\$196.16
SHENIAN JONATHAN S	001-004-000-000	2011	\$418.64
YORK COUNTY SHELTER PROGRAMS INC	038-086-000-000	2011	\$1.42
ANGE GLENYS	039-199-000-000	2012	\$2,378.01
BOUFFARD NORMAN R	100-006-000-000	2012	\$2,163.45
BROOKS GORDON JR	109-003-000-000	2012	\$1,422.20
CHAPPELL LUZ MARIE TORRES	002-048-000-000	2012	\$5,803.41
COMPSON K C	033-111-001-000	2012	\$2,140.94
DONAHUE LORY L	064-009-001-017	2012	\$250.32
DONNESON ERIKA	038-183-000-000	2012	\$1,270.77
DOYON CLEMENT J	067-008-000-000	2012	\$3,434.57
DYMENT WILLIAM JR	064-009-001-021	2012	\$433.38
GOOSEFARE ACRES LTD INC	024-005-000-000	2012	\$718.47
GOOSEFARE ACRES LTD INC	014-037-001-000	2012	\$148.28
GOOSEFARE ACRES LTD INC	023-006-010-002	2012	\$734.98
GOOSEFARE ACRES LTD INC	023-006-011-000	2012	\$955.55
GROVER JOHN	036-005-010-000	2012	\$133.27
HERZBERG DORIS E TRUSTEE	011-005-001-000	2012	\$3,125.25
HUBERT ROGER R	033-120-001-000	2012	\$742.47
HUFF KRISTINA	061-013-001-212	2012	\$356.86
JIPSON SCOTT	064-009-001-006	2012	\$276.12
LABBE SANDRA A	061-013-001-215	2012	\$283.32
LANDER JOAN	061-013-001-040	2012	\$230.72
LEE CAROL A	036-008-000-000	2012	\$6.00
LESSARD WILLIAM P	061-009-000-000	2012	\$1,583.89



## OUTSTANDING REAL PROPERTY TAXES - 2012 (As of February 1, 2014)

Customer Name	Property I.D.	Bill Year	Amount Due
MACMILLAN STUART A	011-091-001-000	2012	\$5,407.49
MANSUR ROBERT C TRUSTEES	038-182-000-000	2012	\$1,299.49
MCCALLUM MARK B	014-037-003-000	2012	\$74.76
MCCALLUM MARK B	024-006-000-000	2012	\$434.87
MIGNER MARIE D	031-125-001-000	2012	\$549.35
MOSLEY MICHELLE	061-013-001-251	2012	\$421.36
MOUNTAIN HEIR FINANCIAL CORP	015-003-000-000	2012	\$154.29
NELSON STEFFIE F (HEIRS OF)	001-042-000-000	2012	\$74.76
NORTHROP ROBERT S	013-038-014-000	2012	\$4,598.73
PATOINE RICHARD J	046-003-003-000	2012	\$41.11
SCONTRAS MARGARET B	088-005-016-000	2012	\$3,455.36
SHENIAN JONATHAN S	001-004-000-000	2012	\$3,522.89
TABOR CHRISTOPHER G	052-045-002-000	2012	\$4,987.36
WALLACE RUSSELL S	110-012-000-000	2012	\$828.28
WESTON CHRISTOPHER L	019-005-000-000	2012	\$2,474.52



## OUTSTANDING REAL PROPERTY TAXES 2013 – (As of February 1, 2014)

Customer Name	Property ID	Bill Year	Unpaid Balance
2047 ASSOCIATES LLC	023-006-010-002	2013	\$835.44
2047 ASSOCIATES LLC	024-006-000-000	2013	\$493.01
29 COMMON STREET LLC	031-205-000-000	2013	\$1,623.49
ANGE GLENYS	039-199-000-000	2013	\$2,761.83
ANGIS CHRISTOPHER P	039-143-000-000	2013	\$3,113.83
ARMSTRONG BONITA S	054-115-000-000	2013	\$2,708.27
BAGLEY LAURA	032-092-000-000	2013	\$3,264.96
BANKS WAYNE T	038-168-001-000	2013	\$4,176.13
BEAUDOIN KENNETH A	125-017-000-000	2013	\$5,292.73
BEEDLE RICHARD W	061-013-001-112	2013	\$570.42
BERGERON KATHY	034-093-001-000	2013	\$2,013.30
BINETTE BROOKE	061-013-001-141	2013	\$227.11
BIZANTAKOS IRENE	038-111-000-000	2013	\$568.32
BOUFFARD NORMAN R	100-006-000-000	2013	\$2,532.27
BROOKS GORDON JR	109-003-000-000	2013	\$1,581.51
CAMPBELL RUTH E	037-001-001-127	2013	\$2,379.65
CHAPMAN SALLY	025-003-001-000	2013	\$4,282.67
CHAPPELL LUZ MARIE TORRES	002-048-000-000	2013	\$6,838.44
CHELATE ADAM G	052-114-000-000	2013	\$2,400.28
CLARK MELISSA	061-013-001-117	2013	\$148.04
CLARK RICHARD B	038-255-000-000	2013	\$3,421.82
COASTAL HOSPITALITY INC	038-294-000-000	2013	\$5,120.57
COMPSON K C	033-111-001-000	2013	\$2,425.15
COUNTRYMAN CHRISTINA	090-016-003-000	2013	\$1,019.18
CREPEAU ROGER L	034-061-001-000	2013	\$2,893.83
CROSBY GREGORY S	040-044-000-000	2013	\$2,666.18
CSB PROPERTIES INC	059-018-000-000	2013	\$2,001.97
CYR DAVID M	033-111-000-000	2013	\$3,511.73
DONAHUE LORY L	064-009-001-017	2013	\$286.41
DONNESON ERIKA	038-183-000-000	2013	\$2,446.19
DOYON CLEMENT J	067-008-000-000	2013	\$4,091.37
DUBE LISA P	067-002-003-000	2013	\$3,435.21
DYMENT WILLIAM JR	064-009-001-021	2013	\$328.49
EDCL LLC	037-001-001-131	2013	\$2,193.67
EDCL LLC	037-001-001-309	2013	\$2,239.58
FALTON CHRISTOPHER D	027-022-000-000	2013	\$2,987.40
FRISTOE TERRI C	032-205-000-000	2013	\$3,279.53
FULLER KENNETH D	110-002-001-000	2013	\$2,318.01
FULLER KENNETH DONALD	110-002-000-000	2013	\$4,745.61
GAGNON DANIEL R	088-030-000-000	2013	\$3,176.95
GAGNON MARGUERITE	031-203-000-000	2013	\$604.03
GAGNON RICK	093-004-007-000	2013	\$4,829.78
GIGLIA STEPHAN TR OF UNICA TRUST	052-050-012-000	2013	\$6,429.05
GIKAS STEVE T	061-013-001-150	2013	\$161.93



## OUTSTANDING REAL PROPERTY TAXES 2013 (As of February 1, 2014)

Owner	Tax I.D.	Year	Amount
GLAUDE MICHAEL F JR	091-006-003-000	2013	\$3,634.23
GOLDEN ROOSTER INC	038-054-000-000	2013	\$5,669.59
GOOSEFARE ACRES LTD INC	024-005-000-000	2013	\$816.31
GOOSEFARE ACRES LTD INC	014-037-001-000	2013	\$175.46
GOULET JERICE A	039-091-000-000	2013	\$1,732.60
GREATON TIMOTHY E	089-002-000-000	2013	\$450.71
GREENE MELISSA	061-013-001-088	2013	\$487.27
GROVER JOHN	036-005-010-000	2013	\$144.85
GUAY LAURETTE E	001-019-000-000	2013	\$3,605.47
HALEY JOHN C SR	107-016-000-000	2013	\$1,674.80
HARRINGTON BESS M HEIRS OF	101-074-000-000	2013	\$226.01
HEIKKINEN MARK	064-009-001-012	2013	\$437.47
HERZBERG DORIS E TRUSTEE	011-005-001-000	2013	\$3,134.87
HILL KRISTEL M	029-003-000-000	2013	\$6,536.19
HOLMAN CRAIG	052-135-000-000	2013	\$569.54
HUBERT ROGER R	033-120-001-000	2013	\$787.62
HUFF KRISTINA	061-013-001-212	2013	\$424.15
HULT JASON M	061-013-001-214	2013	\$608.58
JANSON CHARLOTTE	061-013-001-109	2013	\$76.88
JOHNSON CHRISTOPHER R	086-004-000-000	2013	\$444.02
JOHNSON SHARON A	086-005-004-000	2013	\$946.40
JONES MAXWELL	031-007-000-000	2013	\$3,232.56
KERN EDWARD A	101-031-003-000	2013	\$1,633.23
KNOX STANLEY	110-001-002-000	2013	\$3,301.49
LABRECK CHAD	061-013-001-121	2013	\$116.80
LANDER JOAN	061-013-001-040	2013	\$113.46
LANE JOHN W	101-037-008-000	2013	\$755.09
LANE JOHN W	101-037-008-001	2013	\$148.67
LAROSE RENALD	061-013-001-185	2013	\$471.97
LEARY KATHLEEN	090-010-000-000	2013	\$73.53
LEBLANC KENNETH ETALS	027-076-000-000	2013	\$5,728.90
LEEDBERG MELVIN	101-019-000-000	2013	\$2,452.51
LEO MICHELE	104-013-001-002	2013	\$4,581.79
LES CHENEAUX LLC	038-194-000-000	2013	\$6.00
LESSARD WILLIAM P	061-009-000-000	2013	\$2,383.06
LETOURNEAU DOROTHY	032-036-000-000	2013	\$2,292.03
LINSCOTT ALAN C	101-015-000-000	2013	\$1,788.11
LITTLE HARVARD INC	060-011-000-000	2013	\$6,622.27



## OUTSTANDING REAL PROPERTY TAXES 2013 (As of February 1, 2014)

Owner	Tax I.D.	Year	Amount
MACMILLAN STUART A	011-091-001-000	2013	\$6,318.11
MALEK M IKRAM	062-003-000-000	2013	\$24,499.27
MANSUR ROBERT C TRUSTEES	038-182-000-000	2013	\$4,043.55
MARTIN DAVID	061-013-001-107	2013	\$457.28
MCCALLUM KATHLEEN	031-208-000-000	2013	\$6,561.06
MCCALLUM MARK B	014-037-003-000	2013	\$79.80
MCCALLUM MARK B TRUSTEE	031-194-000-000	2013	\$2,124.80
MCGONAGLE DIANE	066-031-001-000	2013	\$1,019.86
MCLASKEY MACK G TR	098-045-001-000	2013	\$844.44
MCLASKEY MACK G TR	098-045-010-000	2013	\$2,677.39
MCLASKEY MACK GERALD	098-045-011-000	2013	\$741.71
MCMANUS STEVEN A	032-191-000-000	2013	\$4,250.15
MIGNER MARIE D	031-125-001-000	2013	\$636.49
MILLER POLLY	061-013-001-188	2013	\$877.53
MILLIKEN LINDA	061-013-001-221	2013	\$487.27
MITCHELL ROBIN	090-036-000-000	2013	\$6.00
MOSLEY MICHELLE	061-013-001-251	2013	\$494.93
MOUNTAIN HEIR FINANCIAL CORP	015-003-000-000	2013	\$169.72
MULLIN PHILIP E SR	061-013-001-167	2013	\$537.01
NELSON STEFFIE F (HEIRS OF)	001-042-000-000	2013	\$79.80
NORTH STREET DEVELOPMENT LLC	053-138-001-001	2013	\$169.72
NORTH STREET DEVELOPMENT LLC	053-138-001-005	2013	\$900.48
NORTH STREET DEVELOPMENT LLC	053-138-001-006	2013	\$900.48
NORTH STREET DEVELOPMENT LLC	053-138-001-007	2013	\$900.48
NORTH STREET DEVELOPMENT LLC	053-138-001-008	2013	\$900.48
NORTHROP ROBERT S	013-038-014-000	2013	\$5,491.69
ONEILL EDWARD & JACQUELINE	101-013-002-000	2013	\$1,418.90
OUELLETTE LISE D TRUSTEE	038-264-001-000	2013	\$4,393.62
OWLS LEDGE PARTNERS LLC	023-006-011-000	2013	\$1,087.96
PALUMBO JOSEPH M	091-002-004-000	2013	\$894.74
PAQUET IRENE R	038-260-000-000	2013	\$1,347.06
PARSONS DONALD T	053-119-001-001	2013	\$62.61
PATOINE RICHARD J	046-003-003-000	2013	\$123.80
PHILLIPS CHESTER	041-025-001-000	2013	\$1,336.65
PHILLIPS ROBERT J	061-013-001-043	2013	\$705.35
PIERSON SCOTT H	066-020-001-000	2013	\$1,609.38
POIRIER MICHAEL	017-040-000-000	2013	\$2,841.41
PORRA DARLENE	061-013-001-010	2013	\$317.37
PORTIER JESSICA E	034-132-000-000	2013	\$800.26
POULIN LAWRENCE R	089-020-000-000	2013	\$2,947.92
PROLMAN GARY M	043-012-002-000	2013	\$3,700.88
PULLEN HEAVY INDUSTRIES LLC	087-007-001-000	2013	\$8,368.84
PULLEN HEAVY INDUSTRIES LLC	087-008-000-000	2013	\$10,863.40
PULLEN SCOTT E	087-007-002-000	2013	\$6,270.28



## OUTSTANDING REAL PROPERTY TAXES 2013 (As of February 1, 2014)

Owner	Tax I.D.	Year	Amount
PYLE SCOTT	061-013-001-223	2013	\$1.77
RAND PETER	027-044-000-000	2013	\$1,041.87
RIOUX MELISSA	039-147-000-000	2013	\$2,846.01
RIOUX ROLAND A	098-009-000-000	2013	\$381.94
RIZEAKOS CHRISTOS M	106-020-001-000	2013	\$1,975.59
ROUSSELLE HELENE	052-018-000-000	2013	\$541.89
RUSSELL WILLIAM P	034-044-001-000	2013	\$3,069.83
SACO ISLAND EAST LLC	037-006-000-000	2013	\$7,301.38
SAKS BEVERLY M	002-056-000-000	2013	\$6,371.67
SALAMACHA GARY H	046-003-000-000	2013	\$75.05
SCONTRAS CHARLES N	088-005-016-000	2013	\$3,993.81
SHENIAN JONATHAN S	001-004-000-000	2013	\$4,091.37
SIMARD DAVID M	083-003-001-019	2013	\$3,873.29
SIMONEAU LAURETTE	054-024-000-000	2013	\$3,132.95
SKEA NANCY C	093-004-003-000	2013	\$10,718.00
SMITH DAWN C	018-013-000-000	2013	\$2,567.68
STETSON LLOYD	093-004-009-000	2013	\$3,130.28
STEWART LORRAINE J HEIRS OF	038-150-000-000	2013	\$820.24
SZEKELY SEAN TR SACO RIVER GARDEN TR	051-044-014-001	2013	\$1,120.48
SZEKELY SEAN TR SACO RIVER GARDEN TR	051-044-016-002	2013	\$911.96
SZEKELY SEAN TR SACO RIVER GARDENS TR	051-044-016-001	2013	\$911.96
SZEKELY TR SACO RIVER GARDEN TR	051-044-014-002	2013	\$1,120.48
TABOR CHRISTOPHER G	052-045-002-000	2013	\$5,937.41
TARDIFF ROBERT R	022-034-000-000	2013	\$5,296.56
TELOS CAPITAL LLC	101-044-000-000	2013	\$1,606.38
THEBARGE CHAD	053-126-001-000	2013	\$1,433.65
THIBAUT NORMAN G	098-060-000-000	2013	\$1,705.86
THOMPSON ERIC A	054-123-000-000	2013	\$3,043.04
THREE HUNDRED ONE MAIN STREET INC	031-005-000-000	2013	\$6,504.42
THREE HUNDRED SEVEN	031-004-000-000	2013	\$5,168.39
TITO DAVID P TEFTA A TRUSTEES OF	052-046-001-000	2013	\$1,898.58
TROY DIANNA B	054-074-001-000	2013	\$2,949.31
TWEEDIE MARTHA	125-019-000-000	2013	\$817.26
TWEEDIE ROGER EUGENE	125-020-000-000	2013	\$766.99



## OUTSTANDING REAL PROPERTY TAXES 2013 (As of February 1, 2014)

Owner	Tax I.D.	Year	Amount
ULTIMATE VALUE PROPERTIES LLC	038-208-000-000	2013	\$1,785.81
UNIT 91 LLC	037-001-001-091	2013	\$11,718.51
VALADE CARL J	064-009-001-006	2013	\$382.06
VAN DE GRAFF COLLEEN	037-001-001-121	2013	\$953.58
WALKER CARL	011-039-000-000	2013	\$5,812.61
WALLACE RUSSELL S	110-012-000-000	2013	\$2,252.97
WARD DANIELLE T	034-038-000-000	2013	\$3,459.06
WESTON CHRISTOPHER L	019-005-000-000	2013	\$3,571.03
WILDES THOMAS J	064-009-001-016	2013	\$464.32
WILLETTE JOHN R	061-013-001-233	2013	\$53.25
WORMWOOD COLIN T SR	001-012-000-000	2013	\$131.40
WORMWOOD COLIN T SR	001-043-000-000	2013	\$77.90
WORMWOOD COLIN T SR	001-045-000-000	2013	\$79.80
WORMWOOD COLIN T SR	001-046-000-000	2013	\$77.90
WORMWOOD COLIN T SR	001-048-000-000	2013	\$20,818.65
WORMWOOD COLIN T SR	001-049-001-000	2013	\$3,592.08
YORK COUNTY SHELTER PROGRAMS INC	038-086-000-000	2013	\$97.91

**TOTAL OUTSTANDING 2008, 2009, 2010, 2011, 2012, 2013 = \$519,012.59**



## TOTAL PERSONAL PROPERTY TAXES OUTSTANDING 1999 THROUGH 2013 (As of February 1, 2014).

Customer Name	Property ID	Bill Year	Unpaid Balance
E.W.S. OF MAINE	230	1999	\$6,854.56
SACO SHOE HOSPITAL	586	1999	\$163.56
E.W.S. OF MAINE	230	2000	\$6,152.55
SACO SHOE HOSPITAL	586	2000	\$277.44
E.W.S. OF MAINE	230	2001	\$8,878.80
SACO SHOE HOSPITAL	586	2001	\$300.30
AMES MERCHANDISING CORP	26	2002	\$12,994.40
E.W.S. OF MAINE	230	2002	\$6,209.90
SACO SHOE HOSPITAL	586	2002	\$331.45
AMES MERCHANDISING CORP	26	2003	\$6,025.71
COASTAL CONSTRUCTION &	165	2003	\$963.55
E.W.S. OF MAINE	230	2003	\$635.60
SACO SHOE HOSPITAL	586	2003	\$358.66
COASTAL CONSTRUCTION &	165	2004	\$1,461.77
E.W.S. OF MAINE	230	2004	\$523.60
SACO SHOE HOSPITAL	586	2004	\$310.42
COASTAL CONSTRUCTION &	165	2005	\$1,286.31
SACO SHOE HOSPITAL	586	2005	\$276.66
COASTAL CONSTRUCTION &	165	2006	\$1,101.60
QUICKPRINT COLOR CENTER THE	533	2006	\$312.72
SACO SHOE HOSPITAL	586	2006	\$235.87
COASTAL CONSTRUCTION &	165	2007	\$1,135.52
QUICKPRINT COLOR CENTER THE	533	2007	\$833.82
SACO SHOE HOSPITAL	586	2007	\$136.21
COASTAL CONSTRUCTION &	165	2008	\$1,248.08
QUICKPRINT COLOR CENTER THE	533	2008	\$916.42
SACO SHOE HOSPITAL	586	2008	\$149.18
VITA TORTILLAS	856	2008	\$10,602.24
ASIANA SALON & DAY SPA	1047	2009	\$218.75
QUICKPRINT COLOR CENTER (THE)	533	2009	\$923.30
SANDWICH SHACK (THE)	597	2009	\$177.14
SHEAR HEAVEN	613	2009	\$34.22
VITA TORTILLAS	856	2009	\$7,358.19
WAGNER'S MARKET	628	2009	\$146.28
ALPHIE'S	833	2010	\$30.64
ASIANA SALON & DAY SPA	1047	2010	\$227.45
CENTURY 21 - SAMIA REALTY	124	2010	\$88.27
GAGNON ARMAND	943	2010	\$51.05
MAINE ROADS & DRIVEWAYS	418	2010	\$67.42
POIRIER ELECTRIC & AUTOMATION	853	2010	\$107.60
QUICKPRINT COLOR CENTER (THE)	533	2010	\$937.06



Owner	Property Code	Year	Amount Due
SAUCIER NORM	941	2011	\$222.50
SHAW ROBERT & FRANCES	953	2011	\$193.48
THE CANDY GARDEN OF MAINE INC	1024	2011	\$88.45
WAGNER'S MARKET	628	2011	\$147.87
ASSIMAKOPOULOS, JIM	1213	2012	\$108.15
CARPET TOWN	111	2012	\$177.37
EASTVIEW MOTEL	231	2012	\$183.86
FRODO'S VARIETY	958	2012	\$125.46
GAGNON ARMAND	943	2012	\$108.15
GRONDIN REGINALD & DEBRA	917	2012	\$68.91
GROVER JOHN	1179	2012	\$43.26
HOWARD CLAYTON	1172	2012	\$1,339.62
JOHNSONS AUTO REPAIR	1204	2012	\$92.29
MAINE ROADS & DRIVEWAYS	418	2012	\$30.28
MAINELY STOVES & FUEL YARD INC	1182	2012	\$11.54
POIRIER ELECTRIC & AUTOMATION	853	2012	\$113.92
QUICKPRINT COLOR CENTER (THE)	533	2012	\$496.05
REMAX ABSOLUTE REALTY	309	2012	\$54.71
SAUCIER NORM	941	2012	\$116.08
SHAW ROBERT & FRANCES	953	2012	\$100.94
WAGNER'S MARKET	628	2012	\$77.15



## TOTAL PERSONAL PROPERTY TAXES OUTSTANDING 2013 (As of March 1, 2013).

Customer Name	Property ID	Bill Year	Unpaid Balance
CLIFFS TOO	1238	2013	\$6.41
CWG MERCHANDISING LLC	1239	2013	\$53.99
DUSTIN BARBARA	948	2013	\$115.02
EAGLE ATM LLC	1191	2013	\$15.56
EASTVIEW MOTEL	231	2013	\$233.33
FRODO'S VARIETY	958	2013	\$159.21
GAGNON ARMAND	943	2013	\$137.25
GILL & WILLIAMS	1290	2013	\$76.86
GOLDEN ROOSTER INC	297	2013	\$71.37
GRONDIN REGINALD & DEBRA	917	2013	\$128.10
INTEGRITY AUTO SERVICE	1181	2013	\$0.04
JOHNSONS AUTO REPAIR	1204	2013	\$120.78
LEAF FINANCIAL CORPORATION	867	2013	\$382.47
LIFESKILLS LLC	814	2013	\$28.37
LOISELLE RICHARD	916	2013	\$218.69
MAINE ROADS & DRIVEWAYS	418	2013	\$38.43
MATEA JADE PHOTOGRAPHY	1249	2013	\$26.54
MOLINARI JIM & ANDREA	1291	2013	\$115.29
PATTERSON DOUG & MILLIE	1308	2013	\$395.28
POIRIER ELECTRIC & AUTOMATION	853	2013	\$144.57
PULLEN HEAVY INDUSTRIES LLC	531	2013	\$1,978.23
PULLEN HEAVY INDUSTRIES, LLC	530	2013	\$543.51
RECUPERO JOE & CAROL	1307	2013	\$96.08
REMAX ABSOLUTE REALTY	309	2013	\$136.34
SACO SMOKE SHOP	1254	2013	\$16.47
SALON SMITH	1153	2013	\$112.55
SAUCIER NORM	941	2013	\$89.67
SCOTT BARBARA & WILLIAM	1316	2013	\$20.13
SHAW ROBERT & FRANCES	953	2013	\$128.10
TONI'S TOUCH	1259	2013	\$36.60
TRAVELWISE NETWORK, INC	683	2013	\$23.79
WAGNER'S MARKET	628	2013	\$97.91

**TOTAL AMOUNT DUE 1999- 2013**

**\$106,361.35**



## COUNTY, STATE AND FEDERAL REPRESENTATIVES

<b>York County</b>	
<b>York County Commissioner - District 3</b> Dan Cabral 4 Ryan Road Saco, ME 04072 Telephone: 284-8646 E-mail: <a href="mailto:dcabral@hobbinslaw.com">dcabral@hobbinslaw.com</a>	
<b>State Representatives</b>	
<b>District No. 133</b> <b>Barry Hobbins, Esq.</b> Glenhaven Circle Saco, Maine 04072 (207) 282 - 7101 Residence (207) 283 - 8495 Work 287-1400 Legislative (800) 423-2900 (toll free)	<b>District No. 134</b> <b>Justin Mark Chenette</b> 19 Buckthorn Circle Saco, Maine 04072 (207) 590-3266 287-1400 Legislative (800) 423-2900 (toll free) <a href="http://www.justinchenette.com">www.justinchenette.com</a>
<b>State Capitol Address</b> House of Representatives 2 State House Station Augusta, ME 04333-0002 <a href="#">Legislative Web Site</a>	
<b>State Senator</b>	
<b>District No. 5</b> <b>Linda M. Valentino</b> Boom Road Saco, Maine 04072 (207) 282-5227 residence 1-800-423-6900	
<b>State Capitol Address</b> Senate Chamber	



<p>3 State House Station                  Augusta, ME 04333                  (207) 287-1540                  (800) 423-6900  <a href="#">Legislative Web Site</a></p>	
<p><b>United States Representative</b></p>	
<p><b>First Congressional District</b>  <b>Chellie Pingree</b> (Democrat)                  Washington, DC Office                  1037 Longworth House Office Building                  Washington, D.C. 20515                  Phone: (202) 225-6116                  Fax: (202) 225-5590  <a href="#">Website</a></p>	
<p>District Office                  57 Exchange Street, Suite 302                  Portland, ME 04101                  Phone: (207) 774-5019                  Fax: (207) 871-0720</p>	
<p><b>United States Senators</b></p>	
<p><b>Angus King</b> (Independent)                  Washington D.C. office                  188 Russell Senate Office Building                  Washington, D.C. 20510                  Phone: (202) 224-5344                  Fax: (202) 224-1946  <a href="#">Website</a></p>	<p><b>Susan M. Collins</b> (Republican)                  Washington D.C. Office:                  172 Russell Senate Office Building                  Washington D.C. 20510                  Telephone (202) 224-2523                  Fax: (202) 224-2693  <a href="#">Website</a></p>
<p>District Office:                  227 Main Street                  Biddeford, Maine 04005                  (207) 282-4144</p>	<p>District Office:                  160 Main Street                  Biddeford, ME 04005                  207-283-1102</p>



**Senator Linda M. Valentino**  
Chair, Judiciary Committee  
Transportation Committee  
P.O. Box 1049  
Saco, ME 04072  
(207) 205-0077

April 10, 2014

Dear Friends and Residents of Saco,

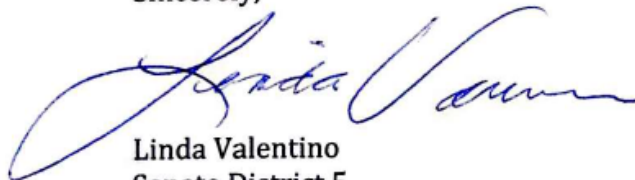
I am deeply honored to serve as your State Senator during the 126th Maine State Legislature. I appreciate the faith you have placed in me, and I promise to continue working hard to represent you in Augusta.

As part of my effort to bring matters happening in Augusta back home to our district, I am pleased to offer an electronic newsletter to share information about legislative issues and useful resources. Please go to [www.mainesenate.org](http://www.mainesenate.org) to join the mailing list.

It is my job to ensure that your voice is heard in the State Senate, and I am here to serve as your liaison to state government agencies. Whether I am at the State House in Augusta, or at home in Saco, I always welcome your opinion and feedback on matters of importance to you. It is an honor to be your State Senator.

I am honored and grateful for the opportunity to serve you!

Sincerely,



Linda Valentino  
Senate District 5



**United States Representative  
Chellie Pingree**



I hope this letter finds you and your family well. It is an honor to represent you in Congress and a pleasure to update you on the work I am doing in Maine and Washington.

You are probably aware that Washington is a very challenging place to get anything done these days. The partisan climate has kept many important issues from being addressed and even led to a shutdown of the federal government. Worst of all, it has created uncertainty for Maine families and the economy. It's the last thing we need. Over the next year, I will continue pressing Congressional leaders to bring the focus back to helping people rather than advancing ideologies.

As difficult as it's been, though, there are areas where I have been able to make progress on needed policy reforms. One has been support for local food producers. For decades now, federal agriculture policy has only benefited huge farms and commodity crops, not the kind of the diverse family farms we have in Maine. It's time for that to change. With small federal changes, we can capitalize on the huge economic potential of the local food movement. I've introduced the Local Farms, Food, and Jobs Act to make some of those changes, and have been pleased to see many of these reforms gain bipartisan support.

Another issue is helping veterans who were sexually assaulted during their service. I've introduced the Ruth Moore Act – named after a Maine veteran who struggled for 23 years to get disability benefits from the Department of Veterans Affairs after she was sexually assaulted while in the military. The bill would help veterans like Ruth get the assistance they need to recover from the debilitating trauma they suffered while serving the country. The bill passed the House and now awaits consideration in the Senate.

While policy in Washington is important, so is the work my staff and I do here in Maine. My office keeps close connections to Maine communities and their leaders to make sure we're doing all we can to help them succeed. This work might include providing letters of support for federal grant applications, getting answers from federal agencies, or bringing national officials to our state to raise awareness about the good things being done here.

We also work with hundreds of constituents who have issues with federal agencies and programs. Not everyone knows that you can call your Member of Congress for this kind of thing, but it's an essential part of my responsibilities and my commitment to the people I serve. Members of my staff are experts on issues ranging from veterans benefits and IRS questions to Social Security problems and passport inquiries. They can help you navigate the process, communicate with federal agencies, and, in certain circumstances, facilitate the expediting of claims. If there is an area where you need assistance, I encourage you to call my Portland office at (207) 774-5019 or go to my website, [www.pingree.house.gov](http://www.pingree.house.gov).

Again, it's a privilege to serve you in Congress. Please stay in touch.

*Chellie Pingree  
Member of Congress*



ANGUS S. KING, JR.  
MAINE

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

United States Senate  
WASHINGTON, DC 20510

COMMITTEES:  
ARMED SERVICES  
BUDGET  
INTELLIGENCE  
RULES AND ADMINISTRATION

December 17, 2013

Town of Saco Maine  
300 Main St  
Saco, Maine 04072

Dear Friends,

Since arriving to the U.S. Senate last January, I have been looking for ways to provide Mainers with improved access to federal services through the use of digital technology and on the ground outreach initiatives. Maine is a rural state and I know that traveling to our offices can present both logistical and financial challenges.

To help overcome those obstacles, I launched our signature **Your Government Your Neighborhood** outreach program in June 2013. Every other week members of my staff in Maine travel to different towns – ensuring that all 16 counties are served each month - to hold constituent office hours for local residents.

Over the past eleven months my work in Washington has been largely shaped by the four committees that I serve on: Armed Services, Intelligence, Budget, and Rules. These appointments allow me to engage on issues important to Maine and help craft legislation before it comes to the Senate floor. On the Armed Services Committee I work with my colleagues to honor our obligations to members of our armed forces both past and present, as well as ensure the continued strength, efficiency, and sustainability of our military. On the Intelligence Committee I work to effectively mitigate security threats facing our country while also establishing measures to guarantee that the privacy rights of U.S. citizens are protected. On the Budget Committee, I am working to ensure that necessary spending is tempered with fiscal responsibility, and my position on the Rules Committee allows me to push for procedural reforms that remove institutional inefficiencies and help move the country forward.

I am tremendously grateful for the opportunity to serve you and determined to keep you informed of my activities in Maine and Washington. As always, I welcome any thoughts, questions, or concerns that you may have. You can visit my website at <http://www.king.senate.gov> and provide your input there, or call our toll free in state line at 1-800-432-1599. In addition, our local numbers are as follows: Augusta (207) 622-8292, Presque Isle (207) 764-5124, and Scarborough (207) 883-1588, and Washington D.C. (202) 224-5344.

Sincerely,

ANGUS S. KING, JR  
UNITED STATES SENATOR

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

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

In Maine call toll-free 1-800-432-1599  
Printed on Recycled Paper



## York County

45 Kennebunk Road  
Alfred, Maine 04002  
(207) 459-2312

[dccabral@co.york.me.us](mailto:dccabral@co.york.me.us)



May, 2014

Greetings:

York County has come a long way over the past few years. In 2008, the Commissioners decided that a change was needed and hired a professional Manager along with professional staff members to manage the County. The task was huge. York County was in the red in excess of two million dollars, largely due to poor oversight of the jail being constructed and lavish union contracts. The County lacked a clear road to recovery. The items below highlight the many accomplishments of York County since 2008.

- **Strong Financial Controls and Budgetary Oversight**

Through implementation of a series of financial controls ultimately resulting in changing to a July-June fiscal year, the County has consistently ratcheted down the costs of financing operations saving hundreds of thousands of dollars.

- **Bond Rating Upgrade to AA**

Over the past several years the bond rating for the County has incrementally increased. Our recent upgrade to AA is a reflection of our strong financial commitment in properly managing the County.

- **Financing of TANS as funds are needed over the year**

In 2010, the County initiated a new system of borrowing its tax anticipation notes. The County collects its taxes in October thus requiring it to fund the first ten months of the year on borrowed money. By restricting operational financing, the Commissioners saved the County about \$300,000. In 2011, all of the bonds and capital leases were refinanced, saving an additional \$200,000.

- **Building a fund balance**

The current, undesignated fund balance stands at a little more than three million dollars.

- **Added Key Staff**

York County recently hired our first-ever Human Resource Director. Not only will this enhance our organizational capacity in dealing with employee issues, but it will also bring some much needed oversight to the various leave and benefit programs offered by the County.

- **No Tax Increase**

We are very proud to report that these accomplishments have been completed with not tax increases. In fact, York County has maintained a level tax assessment for four years running.

These are just some of the things we have accomplished in the last few years. If you are interested in seeing more of what York County Commissioners and staff have done, please check out other additional items on the County Website at [www.yorkcountyme.gov](http://www.yorkcountyme.gov)

Respectfully submitted,

Daniel C. Cabral  
York County Commissioner - District 3



DIRECTORY OF INFORMATION AND SERVICES – WEBSITE ADDRESS: [WWW.SACOMAINE.ORG](http://WWW.SACOMAINE.ORG)

**CITY HALL OFFICE HOURS**  
**MONDAY -THURSDAY 8:30 TO 5:00 PM & FRIDAY 7:30 TO 4:00 PM**

<b>ASSESSING OFFICE:</b> Jim Thomas, Assessor.....	282-1611
<b>BUILDING AND INSPECTIONS DEPARTMENT:</b> Richard Lambert, Code Enforcement .....	284-6983
Building, Plumbing, Electrical Permits & Zoning Code	
<b>CITY CLERK OFFICE:</b> Michele Hughes, City Clerk .....	284-4831
Certificates – Birth, Death & Marriage	
Licenses – Dog, Victualers, Liquor, Hunting, Fishing, Mooring, Business Registration	
<b>GENERAL ASSISTANCE OFFICE:</b> Will Rankin, Director .....	282-8206
Tuesday & Thursday 8:30 am to 5:00 pm by Appointment	
<b>FINANCE DEPARTMENT:</b> Cheryl Fournier, Finance Director and Tax Collector...282-3303 or	282-1032
Registration of Vehicles, ATV, Snowmobiles, and Boats, Property Tax Payments	
<b>PLANNING &amp; DEVELOPMENT:</b> Peter Morelli, Director - Bob Hamblen, City Planner.....	282-3487
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<b>POLICE DEPARTMENT:</b> Chief Bradley Paul.....	282-8214
Dispatch.....	284-4535
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<b>FIRE DEPARTMENT:</b> Chief John Duross.....	282-3244
Burning Permits	
<hr/>	
<b>PUBLIC WORKS DEPARTMENT:</b> Patrick Fox, Director.....	284-6641
Sewer Department; Snow Removal; Storm Drainage; Road Maintenance	
<b>WATER RESOURCES RECOVERY DIVISION:</b> Howard Carter, Director .....	282-3564
<b>RECYCLING CENTER</b> – 351 North Street- Monday through Friday 7:00 am to 3:00 pm.....	282-4646
<b>TRANSFER STATION:</b> Fall 8:00 am to 4:00 pm – Spring 9:00 am to 5:00 pm – closed on	
Thursdays and Sundays.....	282-7230
<hr/>	
<b>SOLID WASTE COLLECTION</b> – Casella.....	934-3880
<hr/>	
<b>PARKS AND RECREATION DEPARTMENT:</b> Joe Hirsch, Director.....	283-3139
<b>SACO MUNICIPAL SCHOOL ADMINISTRATION UNIT,</b> Mike Pulsifer, Interim Superintendent.....	284-4505
<b>DYER LIBRARY/SACO MUSEUM:</b> 371 Main Street.....	283-3861
Library Director, Leslie Rounds-----Museum Director, Tara Raiselis	