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CITY OF SACO, MAINE 2015 ANNUAL REPORT



Photo: Kevin Sutherland, City Administrator

Kinney Shores at sunrise.

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CITY OF SACO, MAINE

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Twitter: [@sacomaine](https://twitter.com/sacomaine)

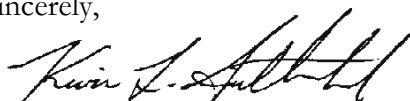
August 15, 2016

Greetings Saco community members,

Since the start of my tenure as the Saco City Administrator in September of 2015, I have worked to implement various changes at City Hall in an attempt to acclimatize the City of Saco to new leadership, fresh goals for City and community development, and the more advanced technological and social media age. As prescribed in the City Charter, I am required to produce an annual report each year that summarizes the performance and accomplishments of each City department and includes a fiscal audit summary. The following is the first annual report produced under my supervision as City Administrator, and consequently, the 2015 Annual Report displays an updated look from previous years.

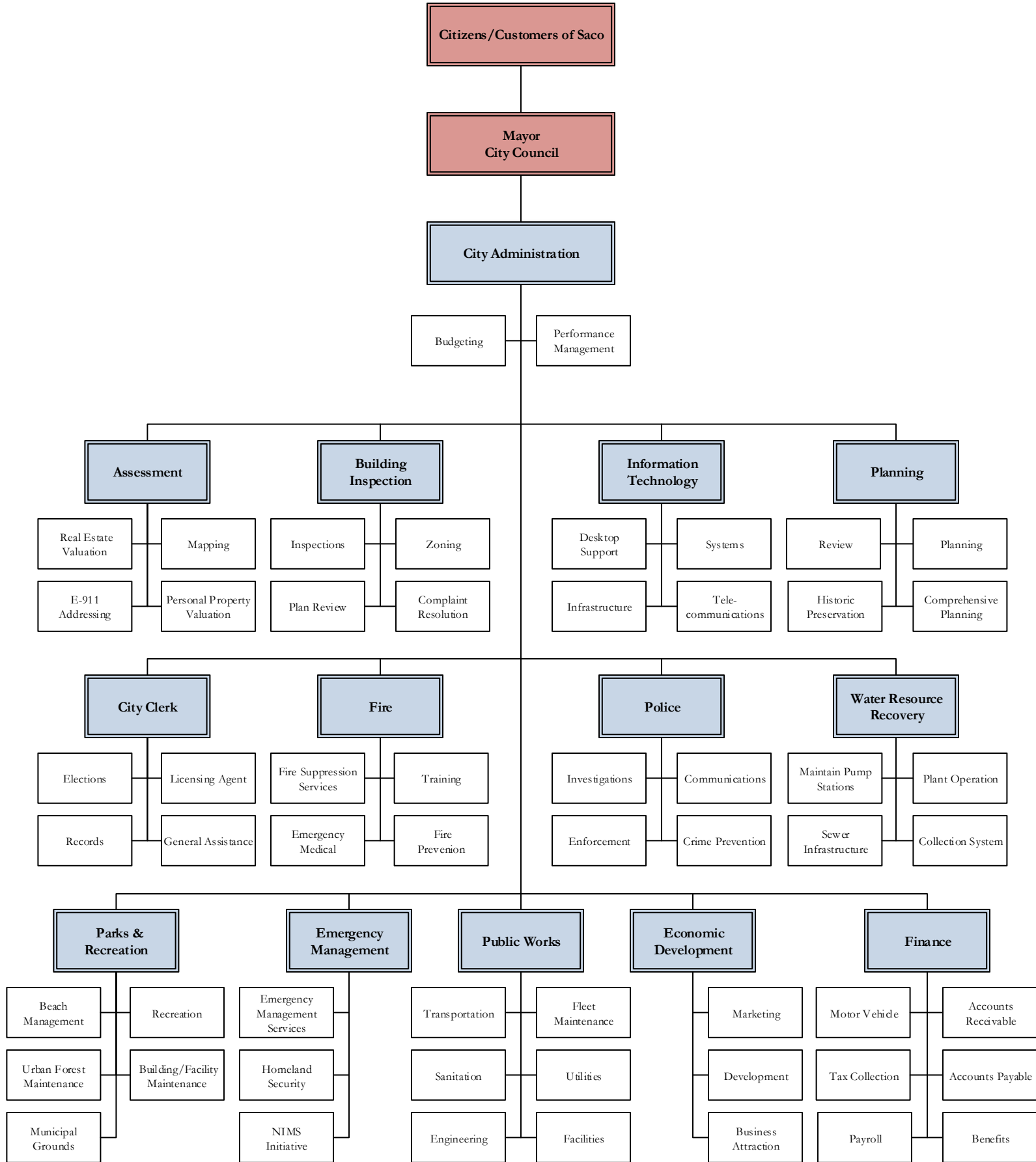
This year's annual report features a streamlined format with performance measure scorecards for two programs in each City department. The data shown in these scorecards represents each department's role within the City, and the success and efficiency of their performance in 2015 and in recent years, as a point of comparison. The 2015 Annual Report will serve as a template for future annual reports, in which performance measure scorecards for every program in each department will be added. My goal in introducing this updated annual report format is to present an equal and accurate representation of each City department for the purpose of both our own internal improvement as well as the opportunity for Saco citizens to readily access information about the City of Saco's yearly work and accomplishments. I hope that you find the following annual report to be a useful and informative tool with which to understand and review the City's work this past year.

Sincerely,


Kevin L. Sutherland, City Administrator

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City of Saco Organization Chart



Assessing Department

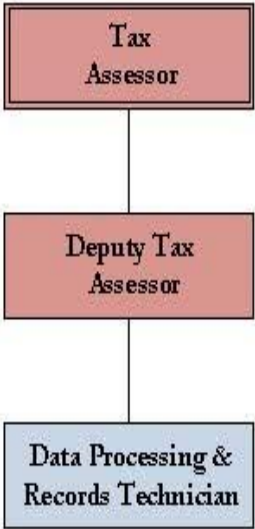
Department Head: Jim Thomas, CMA

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

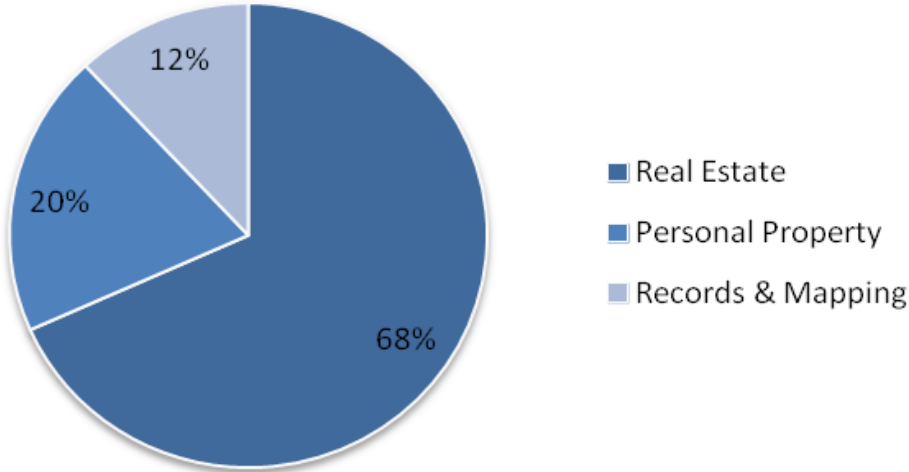
Programs and Services Provided:

- **Real Estate Property Valuation:** We 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:** We carry out 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.

Assessment
Organization Chart



Assessing Budget Allocation



Department: Assessing

Program: Real Estate Valuation

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	3	3	3	3	3
	Budget allocation	68.33%	68.64%	69.33%	69.90%	69.61%
Outputs	Median private real estate value	\$234,100	\$205,700	\$226,500	\$248,000	\$243,000
	Median commercial real estate value	\$325,000	\$865,000	\$353,356	\$525,000	\$2.657 Million
	Total taxable assessed value	\$2.04 Billion	\$2.02 Billion	\$1.10 Billion	\$1.97 Billion	\$2.12 Billion
Efficiencies	Assessment sales ratio %	95%	95%	96%	103%	103%
	Quality rating from the State	8	9	8	8	9
Outcomes	# of homestead users	3,992	3,963	3,991	3,975	3,971
	# of veteran's exemption users	439	501	540	508	506

Department: Assessing						
Program: Personal Property Valuation						
Measure Types		2015	2014	2013	2012	2011
Inputs	# of FT employees (1 FTE allocated to personal property)	3	3	3	3	3
	Budget allocation (of total budget)	19.71%	19.54%	19.35%	19.09%	19.14%
	# FTE dedicated to personal property program	1	1	1	1	1
	Specialized personal property software	trio	visoin	vision	vision	vision
Outputs	# Personal property accounts	737	779	774	711	714
	# BETE accounts	53	45	38	30	29
Efficiencies	Total BETE value	\$27.280 Million	\$21.332 Million	\$16.678 Million	\$13.728 Million	\$8.233 Million
	Taxable PP assessment	\$64.601 Million	\$59.787 Million	\$64.077 Million	\$67.397 Million	\$69.284 Million
Outcomes	Personal property revenue	\$1,254,552	\$1,110,842	\$1,172,609	\$971,878	\$957,509
	State reimbursement for BETE	\$246,900 (50%)	\$198,178 (50%)	\$183,127 (60%)	\$138,570 (70%)	\$9,1024 (80%)
	Total PP revenue	\$1,501,452	\$1,309,021	\$1,355,736	\$1,110,448	\$1,048,533

Building Inspections Department

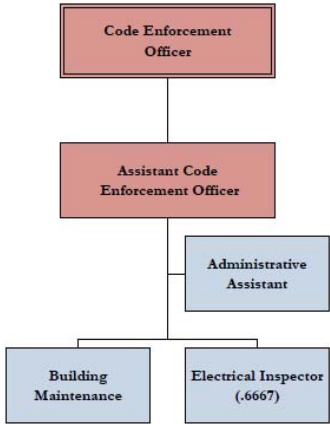
Department Head: Richard Lambert

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.”

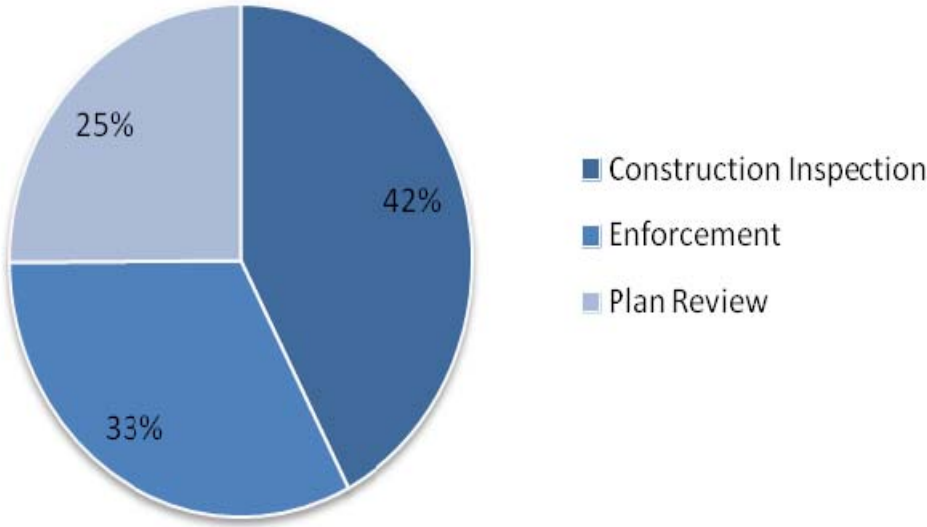
Programs and Services Provided:

- **Inspection:** We have adequate and trained staff available to perform accurate, complete, and timely inspections on all construction work permitted by the City. Cross-trained inspectors are available to perform inspections when others are busy, sick, or on vacation. A mutual aid agreement with the City of Biddeford covers staff if requests for inspections are overwhelming. The Building Inspection Office continues to improve its efficiency in this area by reducing the time from request to actual inspection to 4.7 hours in 2015.
- **Zoning:** The Building Inspection Office enforces the policies and zoning laws set forth by the Planning Board and enacted by City Council.
- **Complaint Resolution:** Employees are fully trained in all areas of a complaint investigation and follow up to address and resolve complaints received by the Code Enforcement Office in a quick and efficient manner. Good tracking & data collection software is able to glean all aspects of the complaint and subsequent follow up process.
- **Plan Review:** Code Enforcement Officers that are trained and certified in all areas of construction complete the review of building plans within 24 hours after a receipt of a complete application package.

**Building Inspection Department
Organization Chart**



Code Enforcement Budget Allocation



Department: Building Inspections

Program: Zoning

Measure Type		2015	2014	2013	2012	2011
Inputs	# FT employees (hrs/employee)	3.5	3.5	3.5	3.5	3.5
	Budget allocation	\$72,707	\$70,872	\$69,339	\$67,337	\$73,689
	Time spend training (hrs/employee)	90	90	90	90	90
Outputs	# of blighted buildings added to the program	4	3	4	9	10
	# of blighted builings resolved- removed from the program	4	5	4	9	4
	# of zoning board meetings	5	5	9	5	6
Efficiencies	Cost per complaints and zoning board meetings	\$1,913	\$2,084	-	-	-
Outcomes	# of zoning complaints	33	29	-	-	-

Department: Building Inspections

Program: Inspections

Measure Types		2015	2014	2013	2012	2011
Inputs	# of FT employees (hrs/employee)	3.5	3.5	3.5	3.5	3.5
	Budget allocation	\$94,679	\$92,916	\$91,141	\$89,476	\$116,536
	Time spend training (hrs/employee)	90	90	90	90	90
	Cost of equipment	\$0	\$0	\$68	\$241	\$506
Outputs	Time it takes to respond to inspection request (hours)	4.7	1.5	-	1.95	3.6
	# of residential permits	359	321	397	305	361
	# of commerical permits	124	75	45	56	57
Efficiencies	% of cases closed	70%	-	-	-	-
Outcomes	# of complaints	126	132	-	-	-

City Clerk and General Assistance

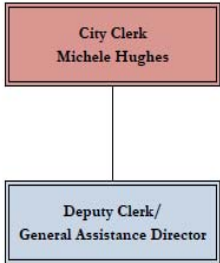
Department Head: Michele Hughes

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, continue to be stewards of Municipal records and provide reasonable access to said records, conduct elections enabling our residents to exercise their constitutional rights, and provide financial assistance to indigent in our community.”

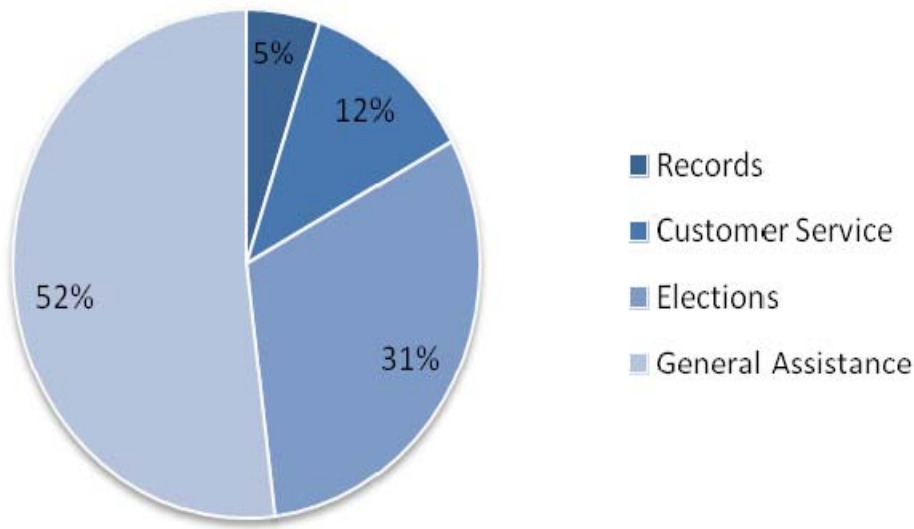
Programs and Services Provided:

- **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.
- **Licensing Agent:** Our office is responsible for maintaining and processing all types of licenses required by the municipality and State of Maine.
- **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.
- **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 twenty-four hours of application.

City Clerk & General Assistance Department
Organization Chart



City Clerk Budget Allocation



Department: City Clerks						
Program: Election Process						
Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	2	2	2	2	2
	# of PT employees	1	1	1	1	1
	# of elections per year	2	2	3	3	2
	Budget allocation	\$96,441	\$105,822	\$105,690	\$103,244	\$92,025
Outputs	# of registered voters	13,857	14,214	13,949	14,351	14,291
	# of Democrats	5,150	5,312	5,283	5,424	5,368
	# of Republicans	3,073	3,128	3,058	3,151	3,107
	# of unenrolled voters and green independent	5,634	5,774	5,608	5,776	5,816
Efficiencies	Cost per vote cast	\$23.40	\$11.12	\$17.52	\$6.85	\$14.27
Outcomes	% of population registered to vote	75.31%	77.17%	76.13%	77.82%	71.62%
	% of registered voters that voted	29.60%	66.74%	42.88%	104.72%	48.73%
	# of complaints	0	0	0	3	0

Department: City Clerks

Program: Records

Measure Types		2015	2014	2013	2012	2011
Inputs	# of FT employees	2	2	2	2	2
	Budget allocation	\$15,853	\$15,489	\$13,825	\$16,036	\$16,835
Outputs	Birth certificates	450	453	433	481	275
	Death certificates	818	870	627	634	506
	Marriage certificates and marriage licenses	506	436	499	430	221
	Burial permits	147	156	117	103	66
Efficiencies	Cost per transaction	\$8.25	\$8.09	\$8.25	\$9.73	\$15.73
Outcomes	No measurable outcomes at this time					

Economic Development Department

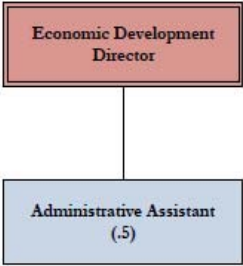
Department Head: William J. Mann

Mission Statement: The Economic Development Department (EDD) is committed to assuring high quality and sustainable development in Saco. The Department's focus is on the expansion and diversification of Saco's tax base and the support of quality employment opportunities for our residents, with a primary focus on the development of our commercial and industrial sectors.

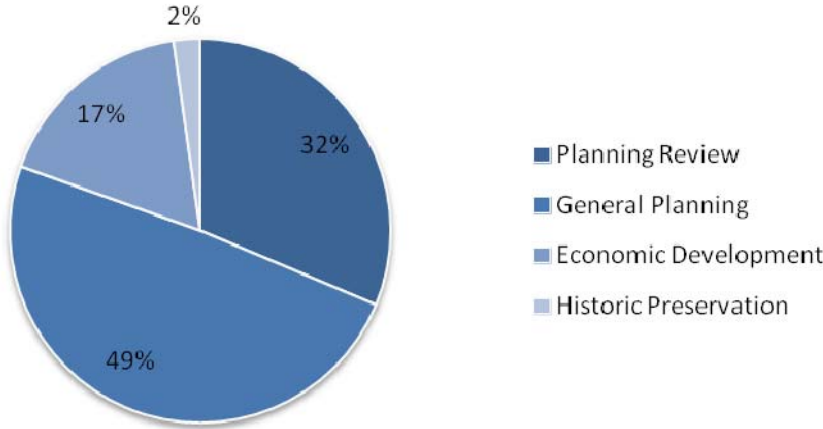
Programs and Services Provided:

- **Development:** We are "Business Friendly" in our actions. The City of Saco works to maintain an environment and processes that are responsive to the needs of the businesses and entrepreneurs of Saco or those looking to establish, expand, or relocate new businesses in Saco. We seek to ensure that they have access to ample resources and world class infrastructure to successfully operate in highly competitive and often global markets. We act as the "champion" for businesses and entrepreneurs looking to do business in Saco. We assist them in working through the development approval process within the City of Saco and to coordinate their contract with the various departments, approving boards, and commissions that may be involved in the development approval process. We do the same at the state and federal level and with our utility partners.
- **Business Attraction:** The Department develops and markets business and industrial parks, promotes the downtown and larger community in conjunction with Saco Main Street, Inc. and others, and works with property owners and developers to promote projects meeting the city's economic development goals.
- **Marketing:** We employ a variety of methods and communications platforms to tell the many positive Saco stories within our community, Maine, New England, and beyond. We often do this in collaboration with our downtown organization, Saco Main Street, Inc., our sister city, Biddeford, and other organizations that work to promote the Saco Bay region. Our marketing efforts are targeted at businesses, residents, and visitors.

Economic Development Department
Organization Chart



**Planning and Economic Development
Budget Allocation**



*As of 2015, the now separate Planning and Economic Development departments shared a joint budget.

Economic Development						
Program: Business Attraction						
Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	1.5	1.5	1.5	1.5	1.5
	Budget allocation	\$177,748	-	-	-	-
Outputs	# of commercial permits issued	77	124	-	-	-
	\$ value of commercial permits issued	\$10,622,150	\$8,360,984	-	-	-
	# of residential permits issued	353	320	-	-	-
	\$ value of residential permits issued	\$17,279,519	\$12,954,120	-	-	-
Efficiencies	Change in # of commercial Permits Issued vs. prior year	-47	-	-	-	-
	Change in \$ value of commercial permits issued vs. prior year	\$2,261,166	-	-	-	-
	Change in # of residential permits issued vs. prior year	33	-	-	-	-
	Change in \$ value of residential permits issued vs. prior year	\$4,325,399	-	-	-	-
Outcomes	No measureable outcomes at this time					

Economic Development

Program: Development

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	1.5	1.5	1.5	1.5	1.5
	Budget allocation	\$177,478	-	-	-	-
Outputs	Taxable Real Estate Valuation	\$1.983 Million	-	-	-	-
	Taxable Personal Property Valuation	\$59.023 Million	-	-	-	-
	Total Taxable Valuation	\$2.091 Billion	-	-	-	-
Efficiencies	% change in taxable real estate valuation	102.19%	-	-	-	-
	% change in taxable real estate valuation	109.72%	-	-	-	-
	\$ change in taxable real estate valuation	\$43,397,068	-	-	-	-
	\$ change in taxable real estate valuation	\$5,737,059	-	-	-	-
Outcomes	% of yearly growth	2.41%	-	-	-	-

Finance and Human Resource Department

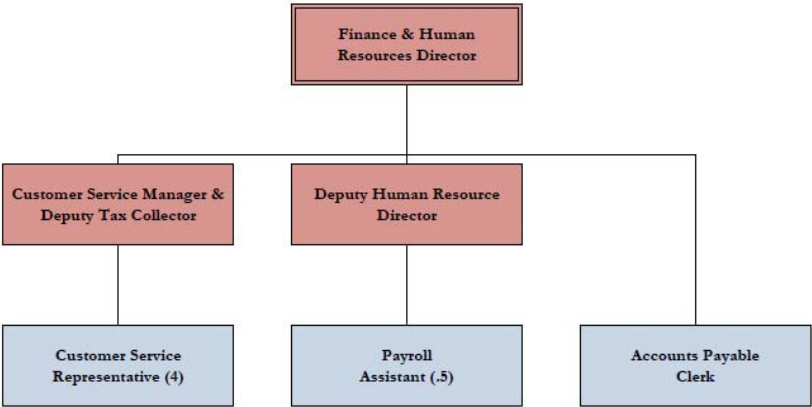
Department Head: Cheryl Fournier

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

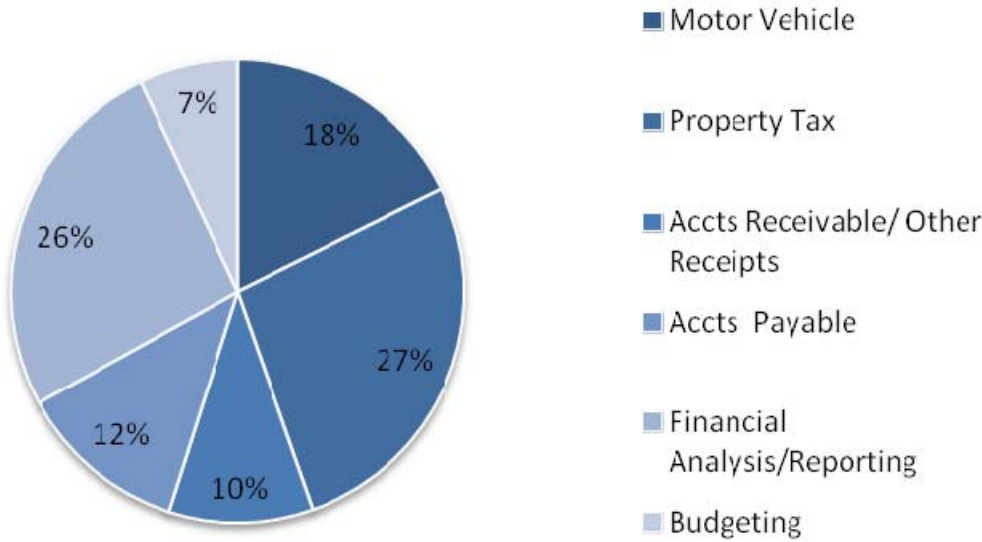
Programs and Services Provided:

- **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.
- **Tax Collection:** Property taxes based on tax liabilities determined annually by Assessing are collected by Finance in two installments each year, as allowed by state law and council policy.
- **Accounts Receivable:** Fees for most other chargeable services provided by the city also are collected by Finance (e.g., sewer user fees, permit fees, dog license fees, tipping fees, etc).
- **Accounts Payable:** Invoices for resources utilized by the city in order to deliver services are centrally processed through the Finance Accounts Payable area. The major customers of this activity are vendors and other city departments.
- **Payroll:** Employee confidence in the process and understanding of and satisfaction with the pay program.
- **Benefits:** The ability to attract and retain employees by offering a competitive benefit package through employment and retirement.

**Finance & Human Resources Department
Organization Chart**



Finance/ HR Budget Allocation



Department: Finance / Human Resources

Program: Payroll

Measure Type		2015	2014	2013	2012	2011
Inputs	Cash to be paid out	\$11.45M	\$10.87M	\$10.57M	\$9.98M	\$9.95M
	# of budget FT employees	169.1	167.1	165.1	164.1	164.1
Outputs	# of employees to pay	165	165	165	165	165
Efficiencies	# of TANs (Tax Anticipation Notes)	-	-	2	2	2
Outcomes	% of missed or late paychecks	< 1%	< 1%	< 1%	< 1%	< 1%
	Turnover Rates	9.10%	8.5%	7.9%	6.7%	7.9%

Department: Finance / Human Resources

Program: Tax Collection

Measure Types		2015	2014	2013	2012	2011
Inputs	Tax Levy	\$37.7M	\$37.1M	\$36.1M	\$30.5M	\$29.2M
Outputs	# of Real Estate Bills	8,129	8,099	8,064	8,085	8,021
	# of Personal Property Bills	782	779	774	711	714
	Tax rate	\$18.62	\$18.58	\$18.30	\$14.42	\$13.82
Efficiencies	% of tax levy collected during fiscal year	97.9%	97.5%	97.8%	97.3%	96.5%
Outcomes	% of uncollected taxes	2.1%	2.5%	2.2%	2.7%	3.5%

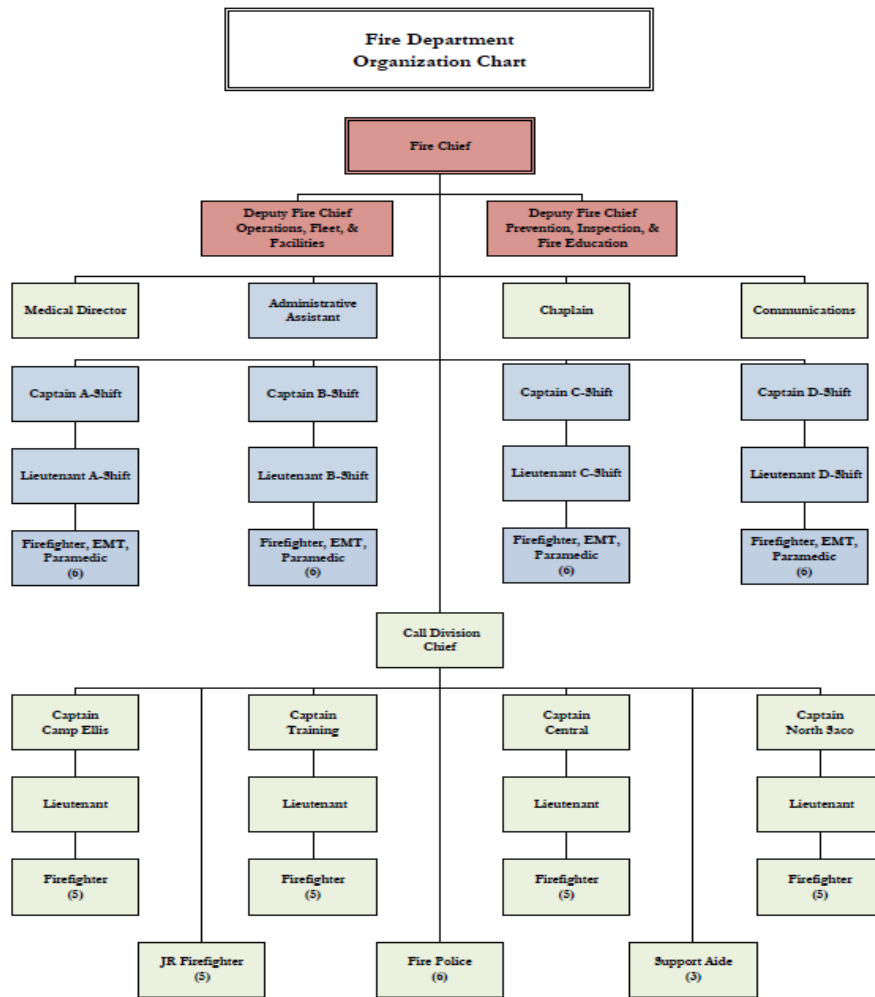
Fire Department

Department Head: John Duross, Fire Chief

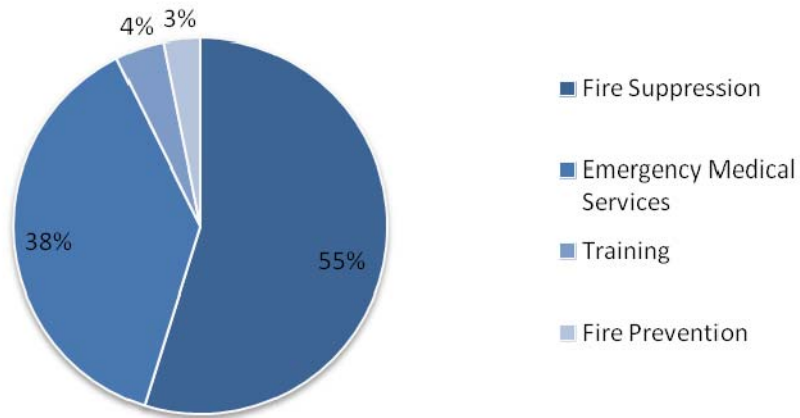
Mission Statement: “The Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the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

Programs and Services Provided:

- **Fire Suppression:** We are responsible for structural and wildland firefighting, incident command, communications, incident reporting and data collection.
- **Training:** We ensure that our staff members have the level of training their position requires, including fire suppression and special hazards training. In addition, we provide a ride-along program as part of paramedic training for citizens.
- **Emergency Medical:** The situations to which we respond often require our staff members to perform emergency operations on site or en route to advanced medical attention.
- **Fire Prevention:** Our fire prevention services include planning for community fire and emergency services, fire prevention and code enforcement, public safety education including school programs, and fire investigation.



Fire Budget Allocation



Department: Fire						
Program: Training						
Measure Type		2015	2014	2013	2012	2011
Inputs	Budget allocation	\$25,000	\$20,000	\$20,000	\$20,000	-
	# of full-time staff members	35	35	35	35	-
	# of fire stations in use	3	3	3	3	-
	# of part-time staff members	44	44	44	44	-
Outputs	% of career firefighters certified as fire instructors	34%	34%	26%	51%	-
	% of staff with State of Maine Firefighter 1 Certification	77%	77%	60%	71%	-
	% of staff with State of Maine Firefighter 2 Certification	74%	74%	51%	63%	-
	% of staff certified at the paramedic level	63%	63%	52%	52%	-
Efficiencies	# of general and specialized training sessions	9	-	-	-	-
Outcomes	% of emergency calls responded to in 5 mins or less	62.89%	58.91%	58.30%	52.41%	-
	% of 1-2 family residential structure fires confined to the object or room of origin	44%	44%	89%	56.40%	-
	% of patients with heart attack symptoms delivered to the hospital with a pulse	92%	88%	96.10%	95%	-

Department: Fire

Program: Fire Prevention- Loss Reduction and Public Safety Education

Measure Type		2015	2014	2013	2012	2011
Inputs	Budget allocation	\$1,500	\$1,500	\$1,500	\$1,500	-
	Fire prevention officer	Deputy Fire Chief	Deputy Fire Chief	Deputy Fire Chief	Deputy Fire Chief	-
	# of full and part-time staff members	80	80	80	80	-
Outputs	# of inspection types	9	-	-	-	-
	# of attendees at annual fire department open house	500	350	250 +/-	-	-
	# of Public Education and Citizen Participation Activities	288	-	-	-	-
	# of Fire Prevention and Fire Codes Enforcement Activities	1,079	1,026	411	310	-
Efficiencies	# of participants in student EMS ride along learning sessions	60	-	-	-	-
Outcomes	# of Fairfield/Young School students at fire safety presentations	800	700+	700+/-	1300	-
	% of city citizens receiving fire prevention education	4%	-	-	-	-

Information Technology Department

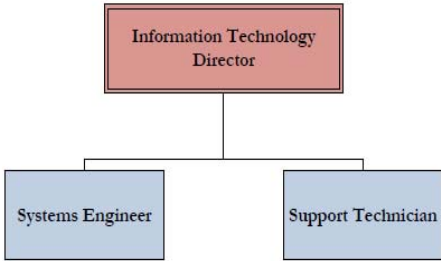
Department Head: Ryan Pinheiro

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

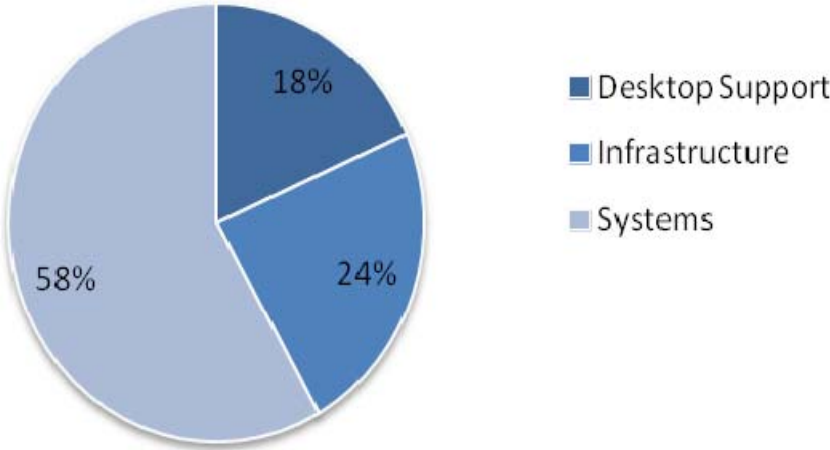
Programs and Services Provided:

- **Desktop Support:** We respond to helpdesk tickets and other technological issues. 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.
- **Systems:** We support twenty-five software systems and ensure that network disturbances are kept to a minimum and email and phone uptime is maintained.
- **Infrastructure:** We oversee both physical and virtual servers as well as desktops, laptops, and work stations for city employees.
- **Telecommunication:** The IT department supports the desktops, servers, and mobile devices used by city employees. On an annual basis we prepare and execute a computer refresh, which replaces or upgrades the computers in use at the particular site that year.

Information Technology Department
Organization Chart



Information Technology Budget Allocation



Department: Information Technology

Program: Infrastructure

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	6	3	3	3	2
	Budget allocation	\$136,439	\$96,379	\$97,241	\$87,715	\$86,215
Outputs	# of computers and laptops	133	133	130	130	-
	# of physical servers	8	10	12	12	-
	# of aerial fiber strands	24	-	-	-	-
	# of virtual servers	33	30	30	30	-
Efficiencies	Frequency of hardware rotation	5	5	5	5	5
	Server capacity throughout the city (Teribytes)	30	30	30	30	30
	# of City of Saco user accounts	194	194	194	194	
Outcomes	# of work stations supported by IT	133	133	133	133	-

Department: Information Technology

Program: Systems

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	6	3	3	3	2
	Budget allocation	\$338,861	\$256,382	\$262,347	\$239,253	\$128,417
Outputs	Unplanned network disturbances	0	2	3	-	-
	# of helpdesk tickets submitted	1,014	852	686	866	865
	# of different software programs	25	22	22	22	22
Efficiencies	Average time to fulfill a helpdesk ticket (hours)	82	90	178	207	236
Outcomes	Downtime because of network outages	0 minutes	-	-	-	-
	Downtime on Munis software due to outage	0 minutes	-	-	-	-
	% of email downtime	0%	-	-	-	-
	% of phone system downtime	0.05%	-	-	-	-

Parks and Recreation Department

Department Head: Joe Hirsch

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.”

Programs and Services Provided:

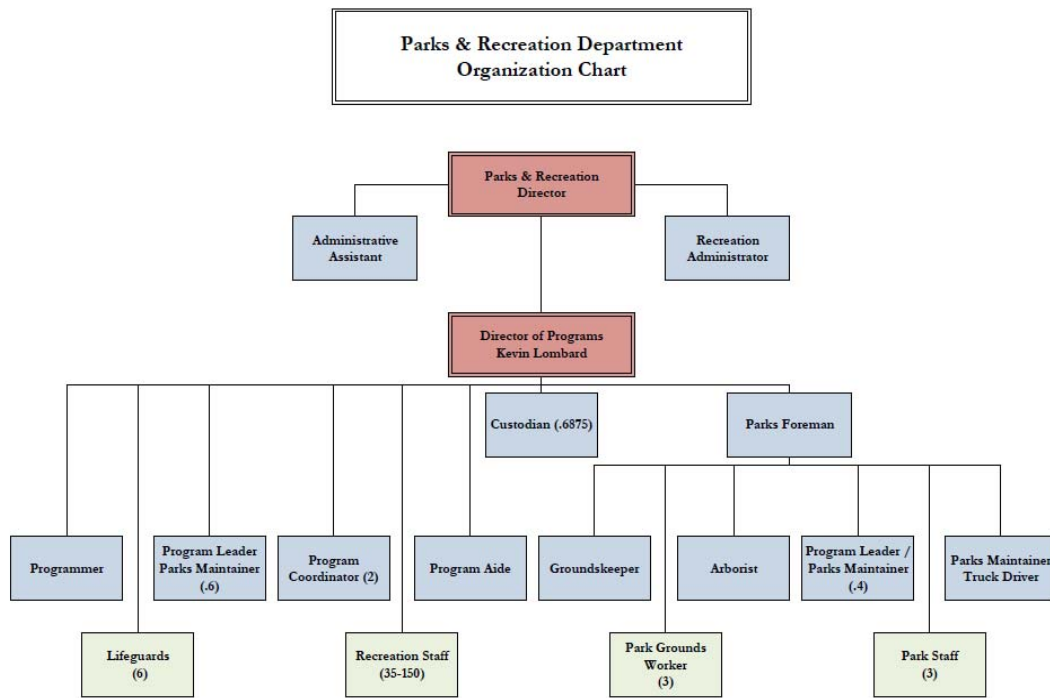
- **Division of Recreation:** We are responsible for the planning and implementing of recreation programs so that they are suitable to the needs and interests of the City of Saco.

- **Division of Municipal Grounds:** We are responsible for the maintenance of the City's park system, schools, trails and recreation facilities.

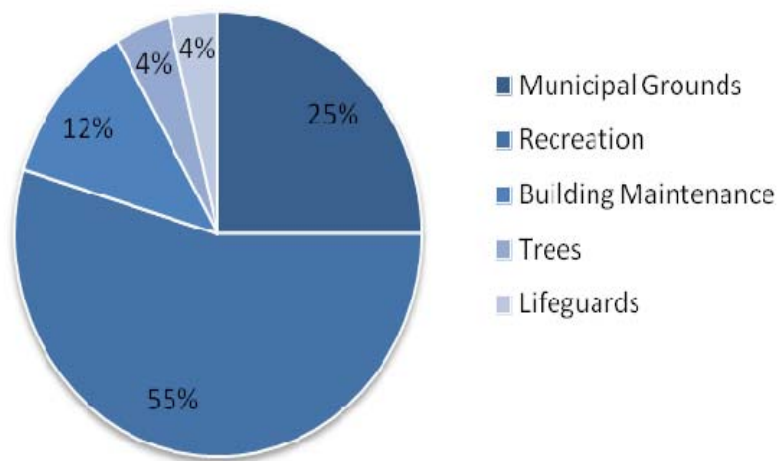
- **Division of Facilities Maintenance:** We maintain all buildings and facilities as part of the Parks and Recreation Department.

- **Division of Urban Forest:** 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.

- **Division of Beach Management:** 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 the bathrooms at Bayview Extension.



Parks and Recreation Budget Allocation



Department: Parks and Recreation						
Program: Recreation						
Measure Type		2015	2014	2013	2012	2011
Inputs	Budget allocation	\$849,158	\$825,074	\$670,694	\$610,674	\$523,290
	# of FT staff members (includes 5 rec employees, 2 office, 4 parks, and 2 admin)	13	11	11	11	11
	Participants in Saco Parks and Rec summer camp	590	527	516	507	483
	# of summer staff members	131	131	125	-	-
Outputs	# of major recreation programs offered (includes 800 sub-activities)	64	46	46	47	-
	Total registration of Saco residents	24,568	24,385	22,103	21,743	19,702
	Total registration of non-Saco residents	3,321	3,356	2,160	2,325	1,784
	Total number of Saco residents who are members in our system	6,911	5,977	5,086	4,216	3,289
Efficiencies	Average cost per week for rec summer camp	\$140	\$140	\$120	\$120	\$96
	Average cost per week for grades 1-2 rec soccer	\$38	\$38	\$38	\$38	\$35
Outcomes	% of Saco population participating in SPR Programs	37.00%	-	27.52%	-	-
	Year end revenues for recreation	\$909,236	\$894,930	\$838,555	\$770,616	\$658,375

Department: Parks and Recreation

Program: Municipal Grounds Management

Measure Type		2015	2014	2013	2012	2011
Inputs	Budget allocation	\$320,642	\$317,400	\$320,760	\$302,432	\$278,448
	# of acres overseen	669.81	669.81	669.81	669.81	662.81
	# of acres maintained on a weekly basis	143	143	143	143	141
Outputs	# of lifeguards on staff in the summer season	7	7	7	7	7
	Beaches maintained and staffed with lifeguards	2: Bayview Beach and Kinney Shores	2: Bayview Beach and Kinney Shores	2: Bayview Beach and Kinney Shores	2: Bayview Beach and Kinney Shores	2: Bayview Beach and Kinney Shores
	Amount of linear beach guarded by beach lifeguards	100 linear yards/ beach	100 linear yards/ beach	100 linear yards/ beach	100 linear yards/ beach	100 linear yards/ beach
Efficiencies	Average number of trees planted for Tree City USA	12	12	12	12	12
	Cost to maintain per acres	\$2,242.25	\$2,219.58	\$2,243.08	\$2,114.91	\$1,974.81
Outcomes	No measurable outcomes at this time					

Planning Department

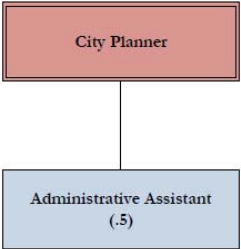
Department Head: Bob Hamblin

Mission Statement: The Planning Department partners with those who choose to live and work in Saco through the delivery of excellent and timely service, and plans for the future while preserving and enhancing a superior quality of life.

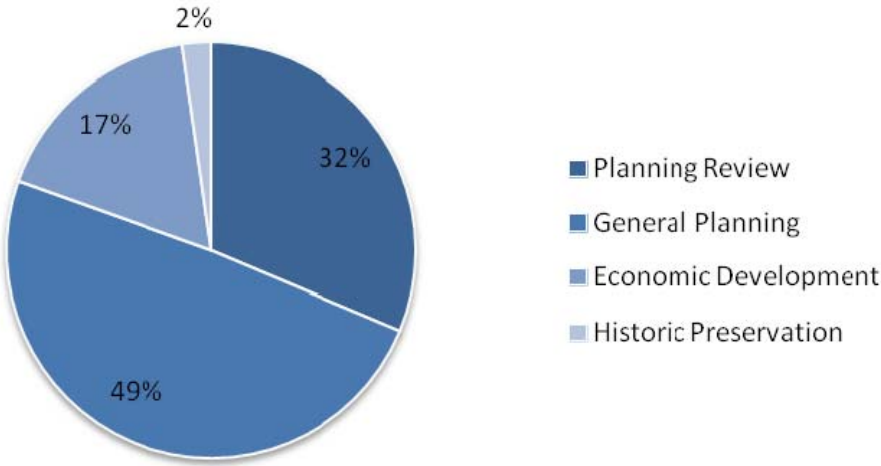
Programs and Services Provided:

- **Planning:** We are responsible for developing ordinances for Council consideration and occasionally capital improvements identified in the plans, such as business parks and the Amtrak Station.
- **Historic Preservation:** We review exterior renovations on properties in the downtown historic preservation district, maintain the city's Certified Local Government status, administer grants, and promote heritage tourism.
- **Comprehensive 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.
- **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.

**Planning Department
Organization Chart**



**Planning and Economic Development
Budget Allocation**



*As of 2015, the now separate Planning and Economic Development departments shared a joint budget.

Department: Planning

Program: Historic Preservation

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	0	0	0	0	0
	Budget allocation	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500
	Additional funding grants	\$7,990	\$8,000	\$0	\$3,000	\$2,400
	Total acreage in the downtown historical district	103	103	103	103	103
Outputs	# of land parcels/homes recognized as historic sites	8	8	8	8	8
	# of Certificate of Appropriateness (COA) permits submitted for approval	19	23	13	14	18
Efficiencies						
	Average time taken to respond to a COA permit submission	10 days	10 days	10 days	10 days	10 days
Outcomes	% of COA permits approved	100%	91%	100%	98%	100%

Program: Planning						
Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	1.5	1.5	1.5	1.5	1.5
	Budget allocation	\$159,590	-	-	-	-
	Acreage of land available for new development	18,500+/-	18,550+/-	18,580+/-	18,600+/-	18,620+/-
Outputs	# of new building projects overseen by the City	14	16	11	15	14
	# of development proposals received	49	24	51	34	31
Efficiencies	% of development proposals approved	57%	41.60%	45.10%	41.10%	61.30%
	Average time taken to approve or deny a development proposal	3-6 weeks	3-6 weeks	3-6 weeks	3-6 weeks	3-6 weeks
	Development proposals approved	28	10	23	14	19
Outcomes	Impact fees collected from the developer for open space, recreation, and fire	\$76, 736	\$84, 448	\$63, 435	\$65, 670	\$40, 385

Police Department

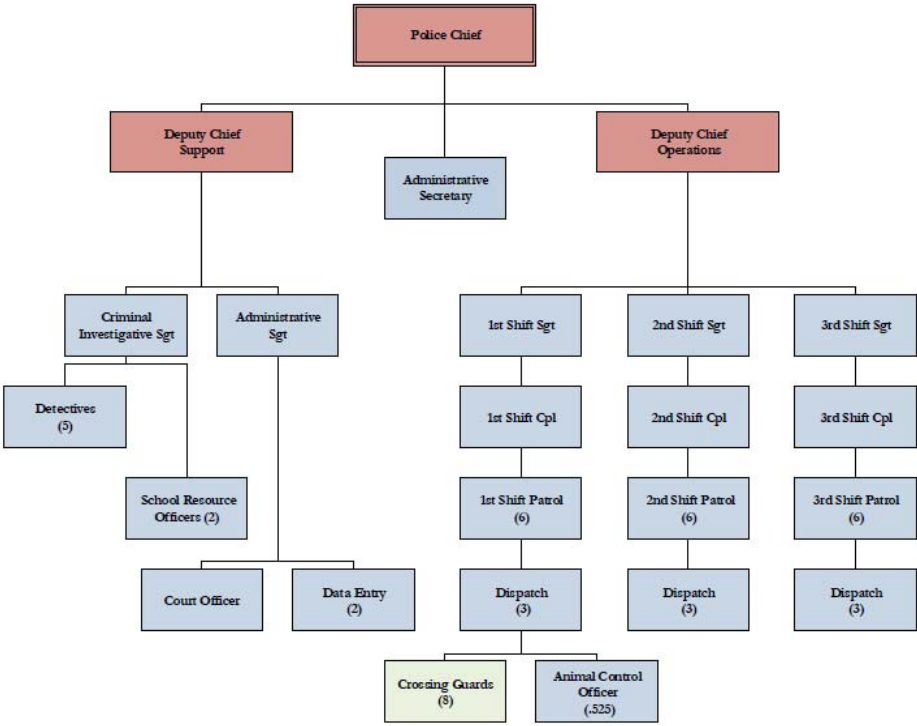
Department Head: Brad Paul, Police Chief

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

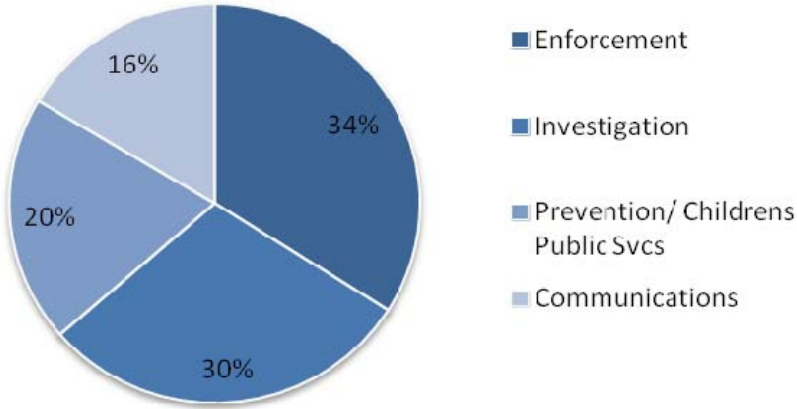
Programs and Services Provided:

- **Police Patrol** is the most visible aspect of what the public sees when it thinks of the police department. Police officers are a ubiquitous symbol of governmental authority, and when the public thinks about “public safety” it is a uniformed officer they envision. Patrol embodies what much of the public thinks of when you ask about the police department.
- **The Communications Center** serves a vital role as the ambassador for the city, the point of first contact for people with emergencies, and a critical resource for fire department staff and police officers on the street. All dispatchers are trained to provide Emergency Medical Dispatching to citizens who call with medical emergencies and the presence and quick thinking of dispatchers have saved lives, provided comfort and direction to people who call in distress, and directed resources with minimal delay to accident, crime and medical emergency scenes.
- **Police Investigations** comprise a large part of our mission to address serious crime issues that occur within the city. Detectives process crime scenes, using highly specialized equipment to recover and preserve microscopic bits of evidence; they conduct investigations that frequently involve other agencies and may extend beyond the borders of the city; they interview victims of sex crimes and children, spending the time it takes to establish victim and witness rapport in a plain-clothes and non-threatening environment. They also participate in regional collaborative efforts, given the knowledge that crime doesn’t respect city boundaries.

Police Department
Organization Chart



Police Department Budget Allocation



Department: Police Department						
Program: Police Investigations						
Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	5	5	5	5	5
	# of vehicles	4	4	4	4	4
	Personnel budget for Criminal Investigative Division, fiscal year basis	\$296,310	\$269,005	\$260,516	\$282,906	\$273,885
Outputs	# of calls for service w police response	24,301	23,058	22,068	23,167	25,686
	# of non-traffic related arrests & Summonses	698	781	788	769	798
	# of felony and misdemeanor offenses	1,104	1,103	1,073	992	1,085
	# of civil and ordinance violations	326	349	299	373	311
Efficiencies	Cost per call for service	\$116.75	\$111.10	\$118.52	\$108.63	\$107.28
	Training/education cost, not including salary & wages	\$22,000	\$20,000	\$20,000	\$20,000	\$20,000
Outcomes	Clearance rate, per UCR	22.8	29.4	20.6	25.3	35.7
	# of complaints cleared	471	522	575	648	1,060
	UCR crime rate (per 100,000 people)	22.46%	22.08%	28.38%	26.78%	34.36%

Department: Police Department

Program: Police Patrol

Measure Types		2015	2014	2013	2012	2011
Inputs	# of FT employees	26	26	26	26	26
	# of PT employees	9	9	9	9	9
	Personnel budget, w/o overtime costs, fiscal year basis	\$1,064,637	\$1,030,389	\$1,000,223	\$982,446	\$960,227
Outputs	# of traffic stops, total	7038	6,491	6,039	9,145	9,675
	# of traffic-related arrests	121	127	99	151	159
	# of traffic citations	923	975	969	1,826	1,643
Efficiencies	Average time elapsed from call receipt to arrival on scene, in minutes	5 to 7	5 to 7	4 to 6	4 to 6	4 to 6
	Annual # of calls per officer, average	934.65	886.85	848.77	891.04	994.92
	# of positive community contacts	2673	2,899	2,064	2,118	2,016
Outcomes	Total of part 1 crimes	807	872	997	960	1,298
	Part 1 actual offense	758	812	941	936	1,147
	Part 1 crimes unfounded offenses	49	60	56	24	151

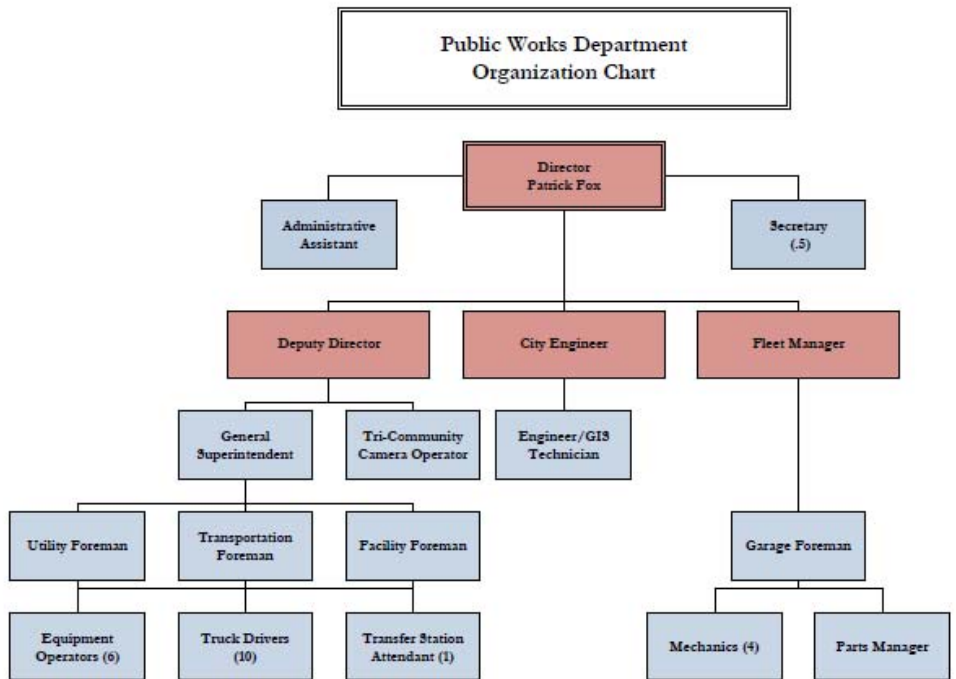
Public Works Department

Department Head: Patrick Fox

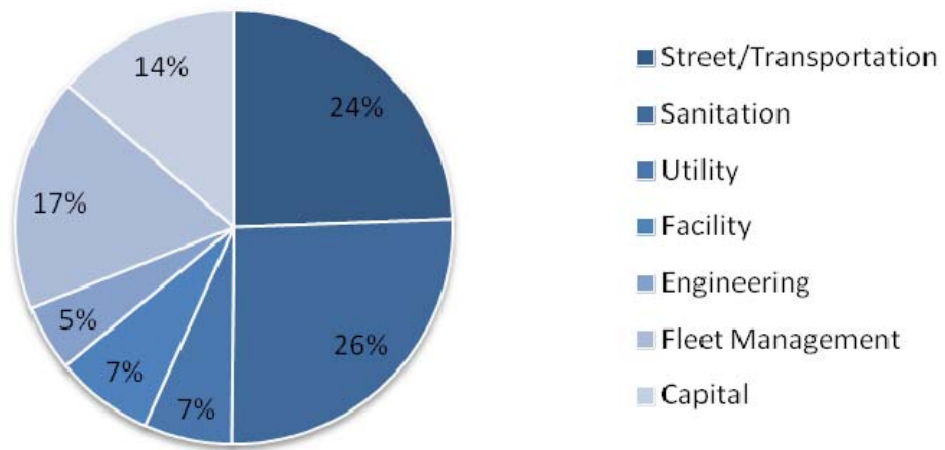
Mission Statement: “Public Works provides planning, maintenance, and operation of public infrastructure needed and desired by the citizens of Saco in a prompt, courteous, safe, efficient, and cost effective manner.”

Programs and Services Provided:

- **Transportation:** The construction and maintenance of streets, bridges, sidewalks, traffic control devices, right of way maintenance, and paving.
- **Sanitation:** Collection and disposal of solid waste including curbside trash and recycling collection, litter and bulk item disposal, and transfer station operations.
- **Utilities:** The maintenance, repair, and replacement of the wastewater collection system and stormwater infrastructure.
- **Facilities:** Includes the maintenance and management of the Public Works facility, transfer station, Camp Ellis Pier and Saco Transportation Center. The department supports all City owned grounds, including schools, through construction, engineering, and maintenance support activities.
- **Engineering:** All civil and environmental engineering functions such as new facilities design, technical studies, construction inspection and surveying. The department also provides citywide GIS mapping and data management.
- **Fleet Management:** The procurement and maintenance of city owned equipment and vehicles. Public Works performs maintenance duties on the full City fleet of vehicles including school busses, fire/police vehicles, construction equipment, and other light to heavy duty City vehicles.



Public Works Budget Allocation



Department: Public Works						
Program: Solid Waste & Recycling						
Measure Type		2015	2014	2013	2012	2011
Inputs	Household waste collection/disposal	\$1.081 Million	\$1.047 Million	\$1.001 Million	\$1.026 Million	\$979,200
	Transfer station hauling/disposal	\$162,762	\$165,507	\$157,834	\$182,863	\$170,678
	# of FT employees	3.5	3.5	3.5	3.5	4.5
Outputs	% of household waste that is recycled	28.0%	31.0%	32.4%	33.8%	34.5%
	Tons of bulky waste at transfer station	1,099	978	1,131	949	859
	Tons of household solid waste	5,164	5,113	4,909	4,565	5,017
	Tons of household recycling	1,445	1,584	1,592	1,545	1,729
Efficiencies	Cost per household for waste pickup/disposal	\$144.52	\$140.52	\$134.94	\$138.80	\$132.97
	% of waste diverted from landfill	39.3%	45.6%	-	-	-
Outcomes	Trash per household per year (in tons)	0.69	0.69	0.66	0.62	0.68
	Recycling per household per year (tons)	0.19	0.21	0.21	0.21	0.23
	# of work orders	273	218	-	-	-

Department: Public Works

Program: Road Maintenance

Measure Types		2015	2014	2013	2012	2011
Inputs	# of FT employees	11	11	11	11	11
	Inches of snow	100	86	98	44	79
	Road pavement funding (City/MDOT)	\$994,089	\$485,684	\$542,983	\$1.005 Million	\$1.497 Million
	Winter sand and salt cost	\$203,668	\$165,840	\$141,565	\$124,988	\$168,813
Outputs	Tons of asphalt for road paving	9,973	8,563	8,000	10,645	12,000
	Tons of winter materials (salt and sand)	6,067	6,436	6,203	3,861	6,323
Efficiencies	Miles of roadway improved	3.5	3.7	5.8	3.6	5.6
	Snow plowing cost per inch of snow	\$5,536	\$5,099	-	-	-
Outcomes	Roads in satisfactory condition	80%	76%	73%	72%	67%
	# of work orders	499	340	-	-	-

Water Resource Recovery Department

Department Head: Howard Carter

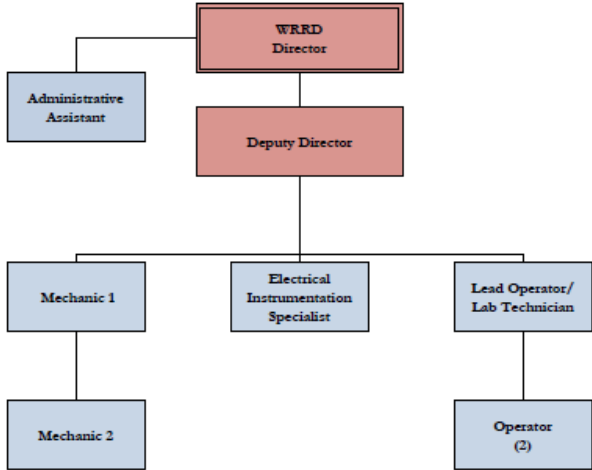
Mission Statement: “The City of Saco Water Resource Recovery Department will provide our customers with the highest level of quality services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We pledge to do this with a productive and talented workforce,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

Programs and Services Provided:

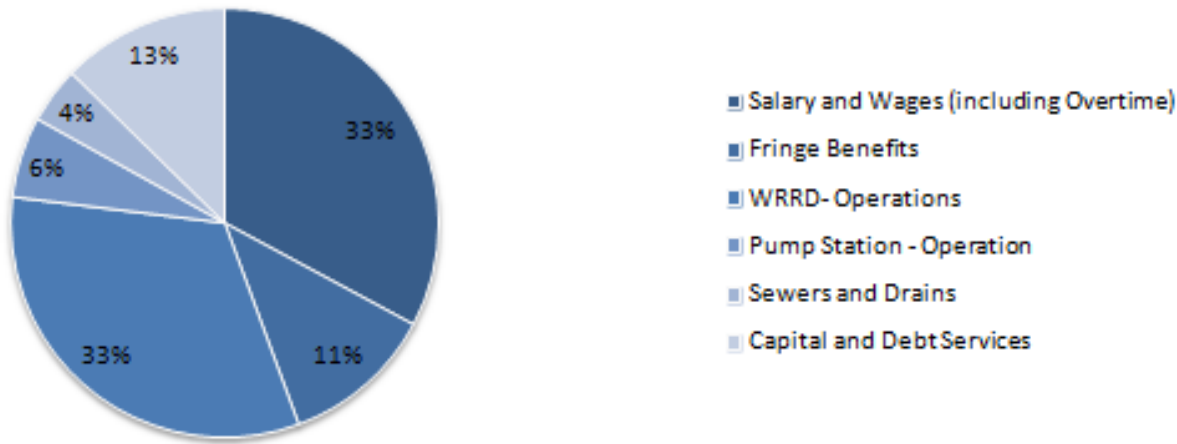
- **Water Resource Recovery Facility and Pumping Stations:** The Water Resource Recovery facility is at the heart of the system. It is here that water is cleaned and reintroduced into the Saco River. With ever changing environmental regulations and progressively stringent requirements, staff members continuously strive for enhanced performance, utilizing newer technologies as they emerge while maintaining a stable rate structure for the customers. Pump Stations are also key components of the department. Without these, public sewers would not have been possible in many areas of the community.

- **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. A majority of the time, combined sewer systems transport all of the wastewater to the Water Resource Recovery Facility where it is treated and then discharged into the Saco River. During periods of exceptionally heavy precipitation the wastewater volume in a combined sewer system exceeds the capacity of the Water Resource Recovery Facility. For this reason, combined sewer systems are designed to overflow occasionally and discharge excess wastewater directly to nearby streams, rivers, or other bodies of water. 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 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.

**Water Resource Recovery Department
Organization Chart**



Water Resource Recovery Budget Allocation



Department: Water Resource Recovery

Program: Combined Sewer Outflow

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	3	3	3	3	3
Outputs	# of catch basins removed from combined sewer system	5	2	0	2	0
	# of catch basins tied to the combined sewer system	95	100	102	102	104
	Miles of piping	72.4	72.4	72.4	71.8	71.5
Efficiencies	# of CSO's	4	4	4	4	4
	% Reduction from original number of CSO's	56	56	56	56	56
	Gallons discharged from CSO'S (MGD)	1.06	1.74	1.10	2.96	1.37
	Total Rainfall for Year (in.)	34.94	48.96	40.43	46.64	49.26
Outcomes	No measurable outcomes at this time					

Department: Water Resource Recovery

Program: Facility & Pump Stations

Measure Type		2015	2014	2013	2012	2011
Inputs	# of FT employees	9	9	10	10	10
	Budget allocation	\$2.643 Mil	\$2.348 Mil	\$2.096 Mil	\$2.569 Mil	\$2.577 Mil
Outputs	# of pump stations	29	29	29	29	29
Efficiencies	Gallons treated per year (MGD)	672.74	837.33	766.66	741.01	827.6
	Average Gallons Treated per day (MGD)	1.84	2.29	2.10	2.02	2.26
Outcomes	Tons of biosolids to composting per year.	1,686.44	1,716.47	1,692.69	1,585.91	1,641.16
	% BOD Removal	95.1	91.9	95.3	94.1	92.3
	% TSS Removal	97.2	95.5	97.2	96.8	95.8
	Sewer Rate (/100 cu.ft. of water)	\$4.63	\$4.63	\$4.56	\$4.50	\$4.20

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STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

Paul R. LePage
GOVERNOR

March 30, 2015

City of Saco
300 Main St
Saco, ME 04072-1583

Dear Citizens of Saco,

Maine has a long tradition of civil participation in both state and local government, and I thank you for being informed and involved citizens.

My vision for Maine is prosperity, not poverty. For this reason, one of my top priorities is the reduction and eventual elimination of the income tax. Not only does an income tax cut put more money back in your pockets, but it will attract businesses that can offer good paying careers to keep our young people here in Maine. Further, this tax cut maximizes one of our existing resources — tourism — and ensures the millions of visitors who come to Vacationland each year contribute their small part to our economy.

Simply put, this proposal results in an immediate pay raise for all of you hard-working Mainers. It creates stronger and even more vibrant communities as we show people that we are serious about wanting people and businesses to come — and stay — in Maine.

If we are to make Maine prosperous, we must also work hard to reduce our heating and energy costs. I am committed to lowering the cost of energy, not only to attract job creators, but also to allow Maine people to affordably and effectively heat and power their homes.

And finally, it is of utmost importance that we begin to address the growing drug problem in our state. Maine's people are its most precious commodity, and our safety is being threatened by the drugs that are entering our state each and every day. My goal is to face the problem head on by employing more drug agents, prosecutors and judges before the epidemic destroys our communities.

It is a pleasure serving as your Governor. If ever I can be of assistance to you or if you have any questions or suggestions, I encourage you to contact my office by calling 287-3531 or by visiting our website at www.maine.gov/governor.

Sincerely,

Paul R. LePage
Governor



PRINTED ON RECYCLED PAPER



CHELLIE PINGREE
CONGRESS OF THE UNITED STATES
1ST DISTRICT, MAINE

Dear Friends,

I hope this letter finds you and your family well. It's an honor to represent you in Congress. Thank you for the chance to update you on my work there and in Maine.

Like many here at home, I find the current partisan environment in Washington and Congress to be very frustrating. Attempts to take away people's health care, weaken environmental protections, and stoke controversy have been put ahead of more meaningful work to create jobs, help people through tough times, and give our children a better future.

Still, I have tried to find opportunities to work on issues where my colleagues across the aisle and I can find agreement. As a member of the minority party, I'm very proud that these efforts have earned several legislative victories that benefit the people of our state.

One of the most significant was passage of a Farm Bill containing many reforms I introduced to help the kind of small, diversified, family farms that we have here in Maine. These included more funding to help these farms meet the growing demand for healthy local food, as well as better insurance to fit their needs and helping SNAP recipients use benefits at farmers markets.

Another bill I introduced was signed into law, initiating a study of the York River to see if it is a good candidate for the federal Wild and Scenic Rivers program. The classification would help protect this important natural resource while potentially bringing more visitors to the area and an increased amount of federal investment for its conservation. As a member of the House Appropriations Committee, I've worked to secure other investments for the state as well, including \$20 million to replace a crumbling, unhealthy and outdated tribal school in Washington County.

But not all the work I do is from Washington. My offices in Portland and Waterville assist hundreds of constituents every year who have issues with federal agencies and programs—veterans benefits, Social Security, and passports among them. If you have a problem where I might be of assistance, I encourage you to call (207) 774-5019. My staff and I welcome the opportunity to serve you.

Again, it's a pleasure to represent you in Congress. Please keep in touch.

Best wishes,

Chellie Pingree
Member of Congress

Washington
2162 Rayburn HOB
Washington, D.C. 20515
(202) 225-6116

Portland
2 Portland Fish Pier
Portland, ME 04101
(207) 774-5019

Waterville
1 Silver Street
Waterville, ME 04901
(207) 873-5713



Senator Linda M. Valentino
3 State House Station
Augusta, ME 04333-0003
(207) 287-1515

Dear Residents of Saco,

Thank you for the opportunity to serve Saco and District 31 in the Maine State Senate. I appreciate your support and pledge to work hard for this wonderful community of ours.

This year, legislative chambers are divided for the first time in two decades, with Republicans in control of the Senate and Democrats in the House. In light of the many real challenges that our state faces, my colleagues and I in the State House must work closely together over the next two years to ensure the prosperity of our state. While we may not see eye-to-eye on every issue, we have a unique opportunity to learn from one another and compromise for the good of Maine people.

This year I am honored to serve on the Appropriations and Financial Affairs Committee, where we will have the monumental task of keeping our fiscal house in order and negotiating a new state budget. Key to our success will be our ability to work across the aisle so we can address the pressing needs around our state.

As always I welcome your opinion and feedback as your Maine Legislature does its work. I am deeply proud to represent the people of Saco, and your ideas, concerns, and questions are critical to me and my work. You can reach me by telephone locally at 205-0077, in Augusta at 287-1515, and by email at senatorvalentino@gmail.com. I always welcome constituents to stop in my office in Saco at 199 Main Street whenever the flag is out. It is also part of my job to keep you updated on what is happening in Augusta, and I encourage you to sign up for my legislative updates, which you can do by contacting me.

I look forward to working with you!

Sincerely,

A handwritten signature in cursive script that reads "Linda".

Linda Valentino
Senator – District 31

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, 2015, and the related notes to the financial statements, which collectively comprise the City of Saco, Maine'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 from 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 require 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 risk 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.

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, 2015, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparisons for the General Fund and School Operations 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 require that management's discussion and analysis, the information provided under the modified approach for infrastructure assets, schedule of funding progress for the retiree healthcare plan, the schedule of the City's proportionate share of the net pension liability and schedule of City contributions, 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 opinions 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, schedules 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.

City Council
City of Saco, Maine

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.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 22, 2015 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.



December 22, 2015
South Portland, Maine

Audit for the Year Ending June 30, 2015 Extracted Financial Statements

The following schedules have been extracted from the 2015 financial statements of the City of Saco, Maine, Comprehensive Annual Financial Report, for fiscal year ended June 30, 2015, a complete copy of which is available for inspection at City Hall Finance Department or online at sacomaine.org Finance Department. The schedules included herein are:

Independent Auditor's Report

Statement 1: Statement of Net Position

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 Government Funds to the Statement of Activities

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

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

Statement 7: Statement of Net Position – Proprietary Fund

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

Statement 9: Statement of Cash Flows Proprietary Fund

Statement 10: Statement of Fiduciary Net Position Fiduciary Funds

CITY OF SACO, MAINE
Statement of Net Position
June 30, 2015

	Governmental Activities	Business-type Activities	2015 Total
ASSETS			
Cash and cash equivalents	\$ 4,724,877	\$ -	\$ 4,724,877
Investments	2,430,432	-	2,430,432
Receivables:			
Accounts (net of allowance of \$478,396)	2,849,310	507,391	3,356,701
Taxes - current	782,241	-	782,241
Taxes - prior years	111,035	-	111,035
Tax liens	362,746	-	362,746
Notes (net of allowance of \$7,143)	7,144	-	7,144
Prepaid expenses	175,047	-	175,047
Other	41,417	-	41,417
Tax acquired property	119,452	-	119,452
Depreciable capital assets, net	17,129,709	5,852,840	22,982,549
Non-depreciable capital assets	41,974,441	14,918,272	56,892,713
Total assets	70,707,851	21,278,503	91,986,354
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows of resources related to pensions	455,619	-	455,619
Total deferred outflows of resources	455,619	-	455,619
LIABILITIES			
Accounts payable and other current liabilities	1,399,095	45,058	1,444,153
Accrued liabilities	2,513,199	37,133	2,550,332
Taxes collected in advance	122,564	-	122,564
Internal balance	(2,608,113)	2,608,113	-
Noncurrent liabilities:			
Due within one year	2,477,465	159,791	2,637,256
Due in more than one year	17,061,289	194,427	17,255,716
Total liabilities	20,965,499	3,044,522	24,010,021
DEFERRED INFLOWS OF RESOURCES			
Deferred inflows of resources related to pensions	1,046,570	-	1,046,570
Total deferred inflows of resources	1,046,570	-	1,046,570
NET POSITION			
Net investment in capital assets	43,392,550	20,481,112	63,873,662
Restricted for:			
Finance and administration	1,209,535	-	1,209,535
Community services	1,164,544	-	1,164,544
Public safety	14,303	-	14,303
Other purposes	272,027	-	272,027
Community Services:			
Nonexpendable	181,383	-	181,383
Expendable	468,620	-	468,620
Unrestricted	2,448,439	(2,247,131)	201,308
Total net position	\$ 49,151,401	\$ 18,233,981	\$ 67,385,382

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Activities
For the Year Ended June 30, 2015

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		2015 Total
					Governmental Activities	Business-type Activities	
Primary government:							
Governmental activities:							
General government	\$ 9,828,320	\$ 643,217	\$ 2,382,674	\$ -	\$ (6,802,429)	\$ -	\$ (6,802,429)
Public safety	6,945,027	914,345	7,315	-	(6,023,367)	-	(6,023,367)
Public works	8,314,846	90,490	-	219,344	(8,005,012)	-	(8,005,012)
Culture and recreation	1,565,775	997,250	-	-	(568,525)	-	(568,525)
Education	34,398,667	-	13,791,288	-	(20,607,379)	-	(20,607,379)
Interest on debt	590,962	-	-	-	(590,962)	-	(590,962)
Total governmental activities	61,643,597	2,645,302	16,181,277	219,344	(42,597,674)	-	(42,597,674)
Business-type activities:							
Waste Water Treatment Plant	2,643,474	2,591,094	-	-	-	(52,380)	(52,380)
Total business-type activities	2,643,474	2,591,094	-	-	-	(52,380)	(52,380)
Total primary government	\$ 64,287,071	\$ 5,236,396	\$ 16,181,277	\$ 219,344	\$ (42,597,674)	\$ (52,380)	\$ (42,650,054)
General revenues:							
Property taxes, levied for general purposes					\$ 37,824,974	\$ -	\$ 37,824,974
Motor vehicle excise taxes					3,561,343	-	3,561,343
Franchise tax					269,818	-	269,818
Grants and contributions not restricted to specific programs:							
Homestead exemption					368,955	-	368,955
Other State aid					832,016	-	832,016
State Revenue Sharing					1,058,579	-	1,058,579
Unrestricted investment earnings					46,815	-	46,815
Miscellaneous revenues					238,770	209,442	448,212
Total general revenues					44,201,270	209,442	44,410,712
Change in net position					1,603,596	157,062	1,760,658
Special item:							
Transfer of assets, liabilities and equity from Regional School Unit #23					849,746	-	849,746
Change in net position					2,453,342	157,062	2,610,404
Net position - beginning (as restated)					46,698,059	18,076,919	64,774,978
Net position - ending					\$ 49,151,401	\$ 18,233,981	\$ 67,385,382

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Balance Sheet
Governmental Funds
June 30, 2015

	General Fund	School Operations Fund	Other Governmental Funds	2015 Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 4,399,343	\$ 13,189	\$ 312,345	\$ 4,724,877
Investments	126,052	-	2,304,380	2,430,432
Receivables, net of allowance of \$478,396	326,954	306,932	2,215,424	2,849,310
Interfund receivables	4,146,519	891,379	833,729	5,871,627
Notes receivable, net of allowance \$7,143	-	-	7,144	7,144
Taxes and liens receivable	1,256,022	-	-	1,256,022
Tax acquired property	119,452	-	-	119,452
Prepaid items	144,234	30,813	-	175,047
Inventory	-	-	3,106	3,106
Other	-	-	38,311	38,311
Total assets	\$ 10,518,576	\$ 1,242,313	\$ 5,714,439	\$ 17,475,328
LIABILITIES				
Accounts payable	1,017,496	137,722	243,877	1,399,095
Accrued liabilities	353,938	2,017,092	1,764	2,372,794
Taxes collected in advance	122,564	-	-	122,564
Interfund payables	1,244,770	-	2,018,744	3,263,514
Total liabilities	2,738,768	2,154,814	2,264,385	7,157,967
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - property taxes	1,010,632	-	-	1,010,632
Unavailable revenue - rent	2,508	-	-	2,508
Total deferred inflows of resources	1,013,140	-	-	1,013,140
FUND BALANCES				
Nonspendable	144,234	30,813	1,070,552	1,245,599
Restricted	-	-	2,239,860	2,239,860
Committed	90,300	-	613,893	704,193
Assigned	1,752,647	-	529,007	2,281,654
Unassigned	4,779,487	(943,314)	(1,003,258)	2,832,915
Total fund balances (deficit)	6,766,668	(912,501)	3,450,054	9,304,221
Total liabilities, deferred inflows of resources and fund balances	\$ 10,518,576	\$ 1,242,313	\$ 5,714,439	
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				\$ 59,104,150
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.				(18,341,451)
Noncurrent liabilities as reported on Statement 1	(16,966,652)			
Accrued liabilities (compensated absences) as reported on Statement 1	(1,374,799)			
	(18,341,451)			
Accrued Interest on Statement 1				(140,405)
Net pension liability, including related deferred inflows and outflows				(1,788,254)
Unavailable revenues- more specifically, property taxes not reported on Statement 1				1,013,140
Net position of governmental activities				\$ 49,151,401

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2015

	General Fund	School Operations Fund	Other Governmental Funds	2015 Total Governmental Funds
REVENUES				
Taxes	\$ 41,505,716	\$ -	\$ -	\$ 41,505,716
Licenses and permits	724,518	-	-	724,518
Intergovernmental	2,062,683	13,192,549	2,273,224	17,528,456
Charges for services	1,156,353	576,561	1,062,136	2,795,050
Other revenues	548,119	22,178	240,047	810,344
Total revenues	45,997,389	13,791,288	3,575,407	63,364,084
EXPENDITURES				
Current:				
General government	2,487,017	-	-	2,487,017
Public safety	6,632,398	-	-	6,632,398
Public works	5,053,368	-	-	5,053,368
Culture and recreation	1,555,900	-	-	1,555,900
Education	-	34,276,604	-	34,276,604
Unclassified	4,511,932	-	2,574,817	7,086,749
Intergovernmental:				
County tax	1,231,018	-	-	1,231,018
Debt service:				
Principal	1,876,675	320,075	-	2,196,750
Interest and other charges	531,014	25,075	-	556,089
Capital improvements	1,986,298	326,058	1,242,892	3,555,248
Total expenditures	25,865,620	34,947,812	3,817,709	64,631,141
Excess (deficiency) of revenues over (under) expenditures	20,131,769	(21,156,524)	(242,302)	(1,267,057)
OTHER FINANCING SOURCES (USES)				
Capital lease issuance of debt	887,350	326,058	-	1,213,408
Transfers in	831,000	20,607,734	1,174,324	22,613,058
Transfers out	(21,782,058)	(125,000)	(706,000)	(22,613,058)
Total other financing sources (uses)	(20,063,708)	20,808,792	468,324	1,213,408
SPECIAL ITEM				
City of Saco withdrawal from Regional School Unit #23	-	(564,769)	67,806	(496,963)
Net change in fund balances	68,061	(912,501)	293,828	(550,612)
Fund balances - beginning	6,698,607	-	3,156,226	9,854,833
Fund balances (deficit) - ending	\$ 6,766,668	\$ (912,501)	\$ 3,450,054	\$ 9,304,221

See accompanying notes to basic financial statements.

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, 2015

Net change in fund balances- total governmental funds (from Statement 4)		\$ (550,612)
<p>Amounts reported for governmental activities in the statement of activities (Statement 2) are different because:</p>		
<p>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 depreciation exceeded capital outlays in the current period.</p>		
Capital outlays	\$ 2,029,983	487,524
Less: loss on disposal	33,393	
Less: net depreciation	1,509,066	
	\$ 487,524	
<p>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.</p>		
		(116,891)
<p>The City added capital assets and long-term debt from Regional School Unit #23 which is not reflected in the fund financial statements.</p>		
Capital assets, net	\$ 3,896,953	1,346,709
Less: building obligations payable	(2,360,000)	
Less: capital leases payable	(190,244)	
	\$ 1,346,709	
<p>Bond, note, and capital lease proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net position. Repayment of bond and capital lease principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position. More specifically, this represents the net amount of principal increases (decreases) in debt service made during the year.</p>		
Capital lease proceeds	\$ (1,213,407)	1,167,790
Capital lease repayments	672,867	
Capital lease interest accrual	(13,432)	
Note payable repayments	112,062	
Bond principal repayments	1,607,167	
Bond interest accrual	2,533	
	\$ 1,167,790	
<p>Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents:</p>		
Change in long term accrued compensated absences	\$ (154,978)	118,822
Change in net pension liability, with related deferred inflows and outflows	375,524	
Change in long-term other post employment benefits	(101,724)	
	\$ 118,822	
Change in net position of governmental activities (see Statement 2)		\$ 2,453,342

See accompanying notes to basic financial statements.

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, 2015

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (Negative)
	Original	Final		
REVENUES				
Taxes	\$ 40,997,851	\$ 41,112,654	\$ 41,505,716	\$ 393,062
Licenses and permits	706,520	706,520	724,518	17,998
Intergovernmental	1,763,637	1,763,637	2,062,683	299,046
Charges for services	1,348,600	1,035,400	1,156,353	120,953
Interest earnings	10,000	10,000	16,853	6,853
Other revenues	582,407	582,407	531,266	(51,141)
Total revenues	45,409,015	45,210,618	45,997,389	786,771
EXPENDITURES				
Current:				
General government	2,660,437	2,561,648	2,487,017	74,631
Public safety	6,611,781	6,617,799	6,632,398	(14,599)
Public works	5,566,018	5,501,545	5,053,368	448,177
Culture and recreation	1,449,654	1,458,278	1,555,900	(97,622)
County tax	1,231,828	1,231,828	1,231,018	810
Unclassified	4,819,316	4,827,886	4,511,932	315,954
Debt service	2,404,486	2,404,486	2,407,689	(3,203)
Capital projects	887,260	1,002,114	1,098,948	(96,834)
Total expenditures	25,630,780	25,605,584	24,978,270	627,314
Excess (deficiency) of revenues over (under) expenditures	19,778,235	19,605,034	21,019,119	1,414,085
OTHER FINANCING SOURCES (USES)				
Budgeted utilization of surplus	550,000	836,550	-	(836,550)
Carryover of assigned fund balance	-	181,688	-	(181,688)
Transfers in	1,029,499	849,265	831,000	(18,265)
Transfers out	(21,357,734)	(21,472,537)	(21,782,058)	(309,521)
Total other financing sources (uses)	(19,778,235)	(19,605,034)	(20,951,058)	(1,346,024)
Net change in fund balance	-	-	68,061	68,061
Fund balance - beginning			6,698,607	
Fund balance - ending			\$ 6,766,668	

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
School Operations Fund
Statement of Revenues, Expenditures and Changes in Fund
Balance - Budget and Actual - Budgetary Basis
For the year ended June 30, 2015

	Budget amounts		Actual	Variance with final budget positive (negative)
	Original	Final		
Revenues:				
Intergovernmental:				
State subsidy - operating costs	\$ 11,232,005	11,429,460	11,429,460	-
State agency clients	180,000	180,000	142,318	(37,682)
Medical reimbursements	20,000	20,000	58,236	38,236
Other revenues:				
Tuition fees	755,678	755,678	477,585	(278,093)
Rentals	-	-	5,733	5,733
Transportation	75,000	75,000	93,243	18,243
Miscellaneous	10,000	10,000	22,178	12,178
Total revenues	12,272,683	12,470,138	12,228,753	(241,385)
Expenditures:				
Current:				
Regular instruction	19,716,646	19,749,093	20,006,705	(257,612)
Special education instruction	5,917,513	5,917,513	5,566,175	351,338
Other instruction	168,422	169,681	163,044	6,637
Student and staff support	1,710,364	1,710,364	1,687,408	22,956
System administration	629,134	629,134	651,961	(22,827)
School administration	994,974	994,974	991,742	3,232
Transportation	1,310,548	1,330,548	1,407,388	(76,840)
Facilities maintenance	2,086,406	2,106,406	1,914,606	191,800
Debt service	345,150	345,150	345,150	-
Total expenditures	32,879,157	32,952,863	32,734,179	218,684
Other financing sources:				
Transfer from the City General Fund	20,731,474	20,607,725	20,607,734	9
Transfer to the City General Fund	(125,000)	(125,000)	(125,000)	-
Total other financing sources	20,606,474	20,482,725	20,482,734	9
Special item:				
City of Saco withdrawal from Regional School Unit #23	-	-	(564,769)	(564,769)
Net change in fund balance budgetary basis	-	-	(587,461)	(587,461)
Reconciliation to GAAP basis:				
Accrued summer benefits			(325,040)	
Net change in fund balances GAAP basis			(912,501)	
Fund deficit, beginning			-	
Fund deficit, ending	\$		(912,501)	

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Net Position
Proprietary Fund
June 30, 2015

	Business-type activities Enterprise Funds
	Waste Water Treatment Plant
ASSETS	
Current assets:	
Receivables	\$ 507,391
Total current assets	507,391
Noncurrent assets:	
Depreciable capital assets	
Vehicles	140,127
Buildings and improvements	9,245,821
Equipment	1,630,593
Less accumulated depreciation	(5,163,701)
Non-depreciable capital assets	14,918,272
Total noncurrent assets	20,771,112
Total assets	21,278,503
LIABILITIES	
Current liabilities:	
Accounts payable	45,058
Accrued liabilities	37,133
Interfund payables	2,608,113
Accrued compensated absences due within one year	14,791
Bonds payable due within one year	145,000
Total current liabilities	2,850,095
Noncurrent liabilities:	
Accrued compensated absences	49,427
Bonds payable due in more than one year	145,000
Total noncurrent liabilities	194,427
Total liabilities	3,044,522
NET POSITION	
Net investment in capital assets	20,481,112
Unrestricted	(2,247,131)
Total net position	\$ 18,233,981

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Revenues, Expenses, and Changes in Net Position
Proprietary Fund
For the year ended June 30, 2015

	Business-type activities Enterprise Funds
	Waste Water Treatment Plant
Operating revenues:	
Charges for services	\$ 2,591,094
Miscellaneous revenues	209,442
Total operating revenues	2,800,536
Operating expenses:	
Personnel services	987,344
Contractual services	221,692
Utilities	193,035
Repairs and maintenance	464,322
Other supplies and expenses	478,988
Depreciation	286,153
Total operating expenses	2,631,534
Operating income	169,002
Nonoperating expenses:	
Interest expense	(11,940)
Total nonoperating expenses	(11,940)
Change in net position	157,062
Total net position - beginning	18,076,919
Total net position - ending	\$ 18,233,981

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Cash Flows
Proprietary Fund
For the year ended June 30, 2015

	Business-type activities	
	Enterprise Funds	
	Waste Water Treatment Plant	
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	\$	2,569,275
Other receipts (payments)		209,442
Payments to suppliers		(1,366,354)
Payments to employees		(979,659)
Net cash provided by operating activities		432,704
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Increase (decrease) in interfund loans		(200,764)
Net cash used in non-capital financing activities		(200,764)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Principal paid on debt		(220,000)
Interest paid on debt		(11,940)
Net cash used in capital and related financing activities		(231,940)
Net increase (decrease) in cash and cash equivalents		-
Balances- beginning of the year		-
Balances- end of the year	\$	-
Reconciliation of operating income to net cash provided		
(used) by operating activities:		
Operating income	\$	169,002
Adjustments to reconcile operating income to net cash provided by		
operating activities:		
Depreciation expense		286,153
Change in assets and liabilities:		
Receivables		(21,819)
Accounts payables		(8,317)
Accrued liabilities		7,685
Net cash provided by operating activities	\$	432,704

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Fiduciary Net Position
Fiduciary Funds
June 30, 2015

		<u>Agency Funds</u>
		<u>Student</u>
		<u>Activity Funds</u>
ASSETS		
Cash and cash equivalents	\$	178,267
Total assets		178,267
LIABILITIES		
Due to student groups		178,267
Total liabilities	\$	178,267

See accompanying notes to basic financial statements.

REAL PROPERTY TAXES- 2010-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
BLOW ROBERT W	061-013-001-243	2010	\$103.10
HUFF KRISTINA	061-013-001-212	2012	\$356.86
JIPSON SCOTT	064-009-001-006	2012	\$276.12
BROOKS GORDON JR	109-003-000-000	2013	\$367.10
CLARK MELISSA	061-013-001-117	2013	\$157.53
GIKAS STEVE T	061-013-001-150	2013	\$171.42
HERZBERG DORIS E TRUSTEE	011-005-001-000	2013	\$1,387.62
HUFF KRISTINA	061-013-001-212	2013	\$433.64
JANSON CHARLOTTE	061-013-001-109	2013	\$86.37
RIZEAKOS CHRISTOS M	106-020-001-000	2013	\$129.68
TITO DAVID P TEFTA A TRUSTEES OF	052-046-001-000	2013	\$3.62
VALADE CARL J	064-009-001-006	2013	\$391.55
WILLIAMS SUSANNE R	032-007-000-000	2013	\$2.92
BROOKS GORDON JR	109-003-000-000	2014	\$1,621.38
CHAPMAN SALLY	025-003-001-000	2014	\$291.26
CLARK MELISSA	061-013-001-117	2014	\$267.36
COMPSON K C	033-111-001-000	2014	\$683.91
DONNESON ERIKA	038-183-000-000	2014	\$1,028.10
DOYON CLEMENT J	067-008-000-000	2014	\$1,500.26
GIARRATANO TINA M	061-013-001-141	2014	\$137.74
HARVEY ANGELA	038-168-000-000	2014	\$1,037.02
HERZBERG DORIS E TRUSTEE	011-005-001-000	2014	\$3,198.80
HUFF KRISTINA	061-013-001-212	2014	\$446.09
LAROSE RENALD	061-013-001-185	2014	\$494.66
LESSARD WILLIAM P	061-009-000-000	2014	\$382.45
MACK TERRANCE G	024-002-000-000	2014	\$117.86
MILLIKEN LINDA	061-013-001-221	2014	\$393.96
MOSLEY MICHELLE	061-013-001-251	2014	\$315.39
MULLIN PHILIP E SR	061-013-001-167	2014	\$560.70
OROURKE JOHN	061-013-001-010	2014	\$617.04
PERREAULT DEBORAH J	053-042-000-000	2014	\$785.90
RIZEAKOS CHRISTOS M	106-020-001-000	2014	\$2,021.57
TITO DAVID P TEFTA A TRUSTEES OF	052-046-001-000	2014	\$3,880.65
UNIT 91 LLC	037-001-001-091	2014	\$6,597.18
VALADE CARL J	064-009-001-006	2014	\$403.35
YORK COUNTY SHELTER PROGRAMS INC	038-086-000-000	2014	\$33.36
YOUTH ALTERNATIVES INC	108-006-000-000	2014	\$1.83
2047 ASSOCIATES LLC	023-006-010-002	2015	\$1,062.88
ANDERSON CLAYTON J	101-006-000-000	2015	\$477.35
ANGIS CHRISTOPHER P	039-143-000-000	2015	\$1,698.16
ARMSTRONG BONITA S	054-115-000-000	2015	\$2,768.59
BANKS WAYNE T	038-168-001-000	2015	\$2,928.33
BELANGER LIONEL	086-010-001-000	2015	\$1,312.39
BELANGER LIONEL P	086-009-000-000	2015	\$943.02

REAL PROPERTY TAXES- 2010-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
BENAMI MOSHE	034-029-001-000	2015	\$829.22
BERGERON KATHY	034-093-001-000	2015	\$1,199.49
BIZANTAKOS IRENE	038-111-000-000	2015	\$3,969.19
BLAKE DEBORAH G	052-020-001-002	2015	\$3,175.56
BROOKS GORDON JR	109-003-000-000	2015	\$1,621.72
CAMPBELL RUTH E	037-001-001-127	2015	\$148.42
CHAPPELL LUZ MARIE TORRES	002-048-000-000	2015	\$6,997.84
CHELATE ADAM G	052-114-000-000	2015	\$2,455.10
CHOCKA DENIS P	053-153-000-000	2015	\$2,941.90
CLIFTON LUDMILA BUSSIKI SILVA	010-051-001-000	2015	\$61.08
COASTAL HOSPITALITY INC	038-294-000-000	2015	\$1,022.51
COITO WALTER	051-007-000-000	2015	\$2,139.66
COMPSON K C	033-111-001-000	2015	\$2,480.42
CONNELLAN JONNA S	067-010-032-000	2015	\$4,437.32
DAVIS JANET L	061-013-001-250	2015	\$302.79
DESJARDINS REBECCA L	061-013-001-122	2015	\$318.96
DONAHUE LORY L	064-009-001-017	2015	\$55.96
DONNESON ERIKA	038-183-000-000	2015	\$2,250.65
DOYON CLEMENT J	067-008-000-000	2015	\$4,176.39
DUBE KEVIN W	119-005-047-000	2015	\$5,206.44
DUCLOS SUSAN	061-013-001-095	2015	\$490.41
DYMENT WILLIAM JR	064-009-001-021	2015	\$346.32
EDCL LLC	037-001-001-131	2015	\$1,738.54
ESTATES AT BAY VIEW LLC	010-053-001-000	2015	\$4,871.54
ESTATES AT BAY VIEW LLC	010-053-005-000	2015	\$3,199.55
ESTATES AT BAY VIEW LLC	010-053-006-000	2015	\$2,790.03
ESTATES AT BAY VIEW LLC	010-053-008-000	2015	\$2,790.99
ESTATES AT BAY VIEW LLC	010-053-010-000	2015	\$1,848.49
ESTATES AT BAY VIEW LLC	010-053-013-000	2015	\$2,792.90
ESTATES AT BAY VIEW LLC	010-053-014-000	2015	\$3,497.14
FALTON CHRISTOPHER D	027-022-000-000	2015	\$3,224.24
FOSTER LEON	058-001-001-000	2015	\$1,804.15
GAGNON DANIEL R	088-030-000-000	2015	\$2,053.50
GIARRATANO TINA M	061-013-001-141	2015	\$437.84
GOLDEN ROOSTER INC	038-054-000-000	2015	\$5,782.80
GOOSEFARE ACRES LTD INC	024-005-002-000	2015	\$1,335.49
GOULET JERICE A	039-091-000-000	2015	\$609.65
GRENIER KRISTINE E	064-009-001-003	2015	\$452.27
GUAY LAURETTE E	001-019-000-000	2015	\$2,600.15
HALLER RUSSELL W	123-009-000-000	2015	\$2,511.57
HARVEY ANGELA	038-168-000-000	2015	\$2,042.30
HEIKKINEN MARK	064-009-001-012	2015	\$558.26
HERZBERG DORIS E TRUSTEE	011-005-001-000	2015	\$3,230.08
HOLMAN CRAIG	052-135-000-000	2015	\$591.66

REAL PROPERTY TAXES- 2010-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
JOHNSON CHRISTOPHER R	086-004-000-000	2015	\$1,380.26
JOHNSON SHARON A	086-005-004-000	2015	\$286.23
JONES MAXWELL	031-007-000-000	2015	\$2,540.85
KALAGHER KEVIN D	010-017-000-000	2015	\$11,402.33
KERN EDWARD A	101-031-003-000	2015	\$4,089.15
KITTY DOC HOLDINGS INC	060-002-000-000	2015	\$15,506.96
KOZLOFF LEAH M	109-019-000-000	2015	\$4,558.05
L & M PROPERTIES INC	042-009-001-000	2015	\$5.46
LABRECK CHAD	061-013-001-121	2015	\$435.89
LAROSE RENALD	061-013-001-185	2015	\$492.36
LEARY KATHLEEN	090-010-000-000	2015	\$103.20
LEARY KATHLEEN	091-003-000-000	2015	\$5,778.91
LEARY KATHLEEN L	091-003-003-000	2015	\$1,343.10
LESSARD WILLIAM P	061-009-000-000	2015	\$2,437.58
LETOURNEAU DOROTHY	032-036-000-000	2015	\$857.49
LIBBY ALMA H	038-199-000-000	2015	\$595.56
LITTLE HARVARD INC	060-011-000-000	2015	\$5.94
MACK TERRANCE G	024-002-000-000	2015	\$167.18
MANSUR ROBERT C TRUSTEES	038-182-000-000	2015	\$622.20
MAPS	092-010-002-000	2015	\$288.00
MARTIN DAVID	061-013-001-107	2015	\$590.19
MCGONAGLE DIANE	066-031-001-000	2015	\$2,692.66
MCLASKEY MACK G TR	098-045-001-000	2015	\$482.81
MCLASKEY MACK G TR	098-045-010-000	2015	\$2,069.97
MCLASKEY MACK GERALD	098-045-011-000	2015	\$14.27
MCMANUS STEVEN A	032-191-000-000	2015	\$4,338.02
MESERVE DANIEL	091-001-000-001	2015	\$139.73
MIGNER MARIE D	031-125-001-000	2015	\$465.00
MILLIKEN LINDA	061-013-001-221	2015	\$507.94
MITCHELL ROBIN	090-036-000-000	2015	\$3,970.00
MONMANEY LINDA A	116-001-000-000	2015	\$5,180.76
MOSLEY MICHELLE	061-013-001-251	2015	\$515.71
MULLIN PHILIP E SR	061-013-001-167	2015	\$558.56
NASSIFF SAMANTHA	061-013-001-079	2015	\$633.03
NORTH STREET DEVELOPMENT LLC	053-138-001-001	2015	\$72.10
NORTHROP ROBERT S	013-038-014-000	2015	\$5,601.72
OROURKE JOHN	061-013-001-010	2015	\$615.04
OUELLETTE LISE D TRUSTEE	038-264-001-000	2015	\$4,484.05
OWL'S LEDGE PARTNERS LLC	023-006-011-000	2015	\$1,282.90
PECK JAMES D	031-153-000-000	2015	\$3,031.39
PERREAU DEBORAH J	053-042-000-000	2015	\$2,653.72
PHILLIPS CHESTER	041-025-001-000	2015	\$1,073.20
PHILLIPS ROBERT J	061-013-001-043	2015	\$273.83
POULIN LAWRENCE R	089-020-000-000	2015	\$3,085.98

REAL PROPERTY TAXES- 2010-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
POULIN LAWRENCE R	089-028-000-000	2015	\$92.68
PULLEN HEAVY INDUSTRIES LLC	087-007-001-000	2015	\$8,530.27
PULLEN HEAVY INDUSTRIES LLC	087-008-000-000	2015	\$11,069.37
PULLEN SCOTT E	087-007-002-000	2015	\$6,394.22
RIOUX ROLAND A	098-009-000-000	2015	\$1,240.27
RIZEAKOS CHRISTOS M	106-020-001-000	2015	\$2,022.82
ROUSSELLE HELENE	052-018-000-000	2015	\$274.30
SAKS BEVERLY M	002-056-000-000	2015	\$6,520.79
STEVENSON GARY C	062-021-000-000	2015	\$7,929.10
STEVENSON GARY C	089-006-000-000	2015	\$2,196.49
STEVENSON GARY C	090-014-000-000	2015	\$1,136.45
STEVENSON ROBERT	063-011-000-000	2015	\$6,196.50
TABOR CHRISTOPHER G	052-045-002-000	2015	\$6,055.41
TEMM RALPH E	109-027-000-000	2015	\$369.68
THOMPSON RICHARD G JR	034-083-000-000	2015	\$1,382.96
TITO DAVID P TEFTA A TRUSTEES OF	052-046-001-000	2015	\$3,886.27
TROY DIANNA B	054-074-001-000	2015	\$3,013.94
TWEEDIE ROGER EUGENE	125-020-000-000	2015	\$639.97
UNIT 91 LLC	037-001-001-091	2015	\$11,306.92
VALADE CARL J	064-009-001-006	2015	\$132.13
VOANNE SENIOR HOUSING INC	033-024-001-000	2015	\$1,619.60
WALLACE RUSSELL S	110-012-000-000	2015	\$2,305.16
WARD DANIELLE T	034-038-000-000	2015	\$3,562.49
WATERHOUSE JOSHUA C	018-007-000-000	2015	\$6,585.05
WILDES THOMAS J	064-009-001-016	2015	\$484.56
YORK COUNTY SHELTER PROGRAMS INC	038-086-000-000	2015	\$196.00

TOTAL OUTSTANDING TAXES- \$331,639.24

PERSONAL PROPERTY TAXES- 1999-2015

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
E.W.S. OF MAINE	230	2002	\$6,209.90
SACO SHOE HOSPITAL	586	2002	\$331.45
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
SANDWICH SHACK (THE)	597	2010	\$179.78
SAUCIER NORM	941	2010	\$234.82
SHAW ROBERT & FRANCES	953	2010	\$190.68
STACEY G INC.	958	2010	\$118.57
THE CANDY GARDEN OF MAINE INC	1024	2010	\$47.79

PERSONAL PROPERTY TAXES- 1999-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
WAGNER'S MARKET	628	2010	\$145.73
WOOD STRUCTURES INC	723	2010	\$10,061.09
EASTVIEW MOTEL	231	2011	\$343.86
FRODO'S VARIETY	958	2011	\$240.47
GAGNON ARMAND	943	2011	\$207.30
GROVER JOHN	1179	2011	\$82.92
HOWARD CLAYTON	1172	2011	\$2,567.76
MAINE ROADS & DRIVEWAYS	418	2011	\$58.04
MAINLY STOVES & FUEL YARD INC	1182	2011	\$22.11
POIRIER ELECTRIC & AUTOMATION	853	2011	\$218.36
QUICKPRINT COLOR CENTER (THE)	533	2011	\$950.82
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	\$216.30
CARPET TOWN	111	2012	\$354.73
EASTVIEW MOTEL	231	2012	\$367.71
FRODO'S VARIETY	958	2012	\$250.91
GAGNON ARMAND	943	2012	\$216.30
GROVER JOHN	1179	2012	\$86.52
HOWARD CLAYTON	1172	2012	\$2,679.24
JOHNSONS AUTO REPAIR	1204	2012	\$184.58
MAINE ROADS & DRIVEWAYS	418	2012	\$60.56
MAINLY STOVES & FUEL YARD INC	1182	2012	\$23.07
POIRIER ELECTRIC & AUTOMATION	853	2012	\$227.84
PULLEN HEAVY INDUSTRIES LLC	531	2012	\$1,558.80
QUICKPRINT COLOR CENTER (THE)	533	2012	\$992.10
REMAX ABSOLUTE REALTY	309	2012	\$162.14
SAUCIER NORM	941	2012	\$232.16
SHAW ROBERT & FRANCES	953	2012	\$201.88
WAGNER'S MARKET	628	2012	\$154.29
BELLEROSE, MATT	1202	2013	\$6.40
CLIFFS TOO	1238	2013	\$12.81
CLIPPER MART	791	2013	\$1,487.79
COASTAL CAKE LLC	1237	2013	\$2.14
CWG MERCHANDISING LLC	1239	2013	\$107.97
DUSTIN BARBARA	948	2013	\$230.31
EASTVIEW MOTEL	231	2013	\$466.65
FRODO'S VARIETY	958	2013	\$318.42
GAGNON ARMAND	943	2013	\$274.50
GILL & WILLIAMS	1290	2013	\$153.72
GORHAM MICRO	300	2013	\$1.72
INTEGRITY AUTO SERVICE	1181	2013	\$28.40

PERSONAL PROPERTY TAXES- 1999-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
JOHNSONS AUTO REPAIR	1204	2013	\$241.56
LIFESKILLS LLC	814	2013	\$56.73
MAINE ROADS & DRIVEWAYS	418	2013	\$76.86
MATEA JADE PHOTOGRAPHY	1249	2013	\$53.07
PATTERSON DOUG & MILLIE	1308	2013	\$790.56
POIRIER ELECTRIC & AUTOMATION	853	2013	\$289.14
PULLEN HEAVY INDUSTRIES LLC	531	2013	\$3,956.46
REMAX ABSOLUTE REALTY	309	2013	\$272.67
SACO SMOKE SHOP	1254	2013	\$32.94
SAUCIER NORM	941	2013	\$179.34
SEACOAST AUTOMOTIVE INC	1154	2013	\$161.95
SHAW ROBERT & FRANCES	953	2013	\$256.20
THE PHOTO DOCTOR INC	1207	2013	\$27.58
TONI'S TOUCH	1259	2013	\$73.20
TRAVELWISE NETWORK, INC	683	2013	\$47.58
WAGNER'S MARKET	628	2013	\$195.81
ALPHA CARBIDE LLC	233	2014	\$886.27
BELLEROSE, MATT	1202	2014	\$13.01
BREDA, STEPHEN	1214	2014	\$278.70
CASHMAN, RAYMOND	982	2014	\$78.96
CWG MERCHANDISING LLC	1239	2014	\$109.62
DREAMING TREE VINTAGE CLOTHING	1344	2014	\$18.58
DUSTIN BARBARA	948	2014	\$117.05
EASTVIEW MOTEL	231	2014	\$473.79
GILL & WILLIAMS	1290	2014	\$89.18
GORHAM MICRO	300	2014	\$107.76
INTEGRITY AUTO SERVICE	1181	2014	\$57.60
LIFESKILLS LLC	814	2014	\$57.60
MATEA JADE PHOTOGRAPHY	1249	2014	\$48.31
MUZAK LLC	450	2014	\$79.67
OLD SCHOOL PAWN & LOAN	1349	2014	\$29.73
PATTERSON DOUG & MILLIE	1308	2014	\$423.62
PULLEN HEAVY INDUSTRIES LLC	531	2014	\$4,017.00
PULLEN HEAVY INDUSTRIES, LLC	530	2014	\$1,103.65
REMAX ABSOLUTE REALTY	309	2014	\$276.84
SACO SMOKE SHOP	1254	2014	\$33.44
SALON SMITH	1153	2014	\$186.51
SAMS PLACE	596	2014	\$76.18
SAUCIER NORM	941	2014	\$104.05
SEACOAST AUTOMOTIVE INC	1154	2014	\$328.87
SHAW ROBERT & FRANCES	953	2014	\$130.06
TERRANOVA CORP	741	2014	\$2.81
THE PHOTO DOCTOR INC	1207	2014	\$59.46
VINCENZAS ITALIAN BAKERY	1353	2014	\$94.76

PERSONAL PROPERTY TAXES- 1999-2015

Customer Name	Property ID	Bill Year	Unpaid Balance
WAGNER'S MARKET	628	2014	\$198.81
WAUGH, BRUCE	987	2014	\$60.03
WORMWOOD'S RESTAURANT	725	2014	\$1,012.46
YOUR REAL ESTATE CO	732	2014	\$81.75

OUTSTANDING PROPERTY TAXES- \$106,754.30

City Directory of Departments

Saco City Hall, 300 Main Street, Hours: Monday-Thursday 8:30 AM to 5:00 PM & Friday 7:30 AM to 4:00 PM

Administration: Saco City Hall, Second Floor	(207)282-4191
Assessment: Saco City Hall, First Floor..... Real Estate and Property Valuations, Tax Exemptions	(207)282-1611
Building Inspection: City Hall, First Floor	(207)284-6983
Building, Plumbing, Electrical Permits & Zoning Code	
City Clerk: City Hall, First Floor	(207)284-4831
Certificates – Birth, Death & Marriage Licenses – Dog, Victualer, Liquor, Hunting, Fishing, Mooring, Business Registration	
General Assistance: City Hall, First Floor	(207)282-8206
By Appointment Only - Tuesday & Thursday 8:30 am to 5:00 pm	
Economic Development: City Hall, First Floor.....	(207)282-3487
Finance: City Hall, First Floor.....	(207)282-1032
Registration of Vehicles, ATV, Snowmobiles, and Boats	(207)282-3303
Property Tax Payments Human Resources, Payroll and Employee Benefits	
Fire: Central Fire Station, 271 North Street	(207)282-3244
Information Technology: City Hall	(207)710-5030
Parks and Recreation: Community Center, 75 Franklin Street	(207)283-3139
Hours: Monday-Friday 7:30 AM to 4:00 PM	
Planning: City Hall, First Floor	(207)282-3487
Police: Police Station, 20 Storer Street.....	(207)282-8214
Public Works: Public Works, 351 North Street.....	(207)284-6641
Snow Removal; Storm Drainage; Road Maintenance; Sewer Issues Hours: Monday-Friday 7:00-3:30 PM	
Transfer Station (Foss Road)	(207)282-7230
Hours: 8:00 AM to 4:00 PM Closed Sundays and Mondays	
Water Resources Recovery: 68 Front Street	(207)282-3564
Hours: Monday-Thursday 7:00-3:30 PM and Friday 6:30-12:00 PM	
Saco Schools: 90 Beach Street.....	(207)284-4505

For more information about the different City Departments in Saco, please visit www.sacomaine.org