

The University of Maine

DigitalCommons@UMaine

Maine Town Documents

Maine Government Documents

2016

City of Saco, Maine 2016 Annual Report

Saco, (Me.)

Follow this and additional works at: <https://digitalcommons.library.umaine.edu/towndocs>

Repository Citation

Saco, (Me.), "City of Saco, Maine 2016 Annual Report" (2016). *Maine Town Documents*. 8638.
<https://digitalcommons.library.umaine.edu/towndocs/8638>

This Report is brought to you for free and open access by DigitalCommons@UMaine. It has been accepted for inclusion in Maine Town Documents by an authorized administrator of DigitalCommons@UMaine. For more information, please contact um.library.technical.services@maine.edu.

City of Saco, Maine

2016 Annual Report



Table of Contents

Letter from the Administrator	3
Saco City Council	4
Saco Main Street	6
City of Saco Department Organization Chart	7
Assessing Department	8
City Clerk	12
Code Enforcement	17
Economic Development	20
Finance and Human Resources	25
Fire Department	29
Information Technology	34
Parks and Recreation	37
Planning	41
Police Department	46
Public Works	50
Water Resource Recovery	55
Letter from Representative Chellie Pingree	58
Letter from State Senator Justin Chenette	59
Letter from Senator Susan Collins	60
Letter from Senator Angus King	61
Letter from Governor Paul Lepage	63
Extracted Financial Statements	64
Outstanding Personal Property Taxes	79
Outstanding Real Estate Taxes	83



A tree on Main Street bursts into vibrant color in Fall.

Municipal Directory

Offices are located at Saco City Hall, 300 Main Street and are open Monday–Thursday 8:30 AM to 5:00 PM & Friday 7:30 AM to 4:00 PM unless otherwise noted below.

Administration:	(207)282-4191
Assessment:	(207)282-1611
Building Inspection:	(207)284-6983
City Clerk:	(207)284-4831
General Assistance:	(207)282-8206
Econ. Development:	(207)282-3487
Finance:	(207)282-1032
Fire (<i>Central Fire Station, 271 North Street</i>):	(207)282-3244
IT:	(207)710-5030
Parks and Recreation (<i>Community Center, 75 Franklin Street, Mon–Fri 7:30AM–4:00PM</i>):	(207)283-3139
Planning:	(207)282-3487
Police (<i>Police Station, 20 Storer Street</i>):	(207)282-8214
Public Works (<i>351 North Street, Mon–Fri 7:00AM–3:00PM</i>):	(207)284-6641
Registration of Vehicles, ATVs, Boats, and Snowmobiles:	(207)282-3303
Transfer Station (<i>Foss Rd, 8AM–4PM, closed Sun/Mon</i>):	(207)282-7230
Water Resource Recovery (<i>68 Front Street, Mon–Thurs 7:00AM–3:30PM, Fri 6:30AM–12PM</i>):	(207)282-3564
Saco Schools (<i>90 Beach Street, Mon–Fri 7:30AM–4:00PM</i>):	(207)284-4505

For more information on our departments, visit www.sacomaine.org.



CITY OF SACO, MAINE

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

Kevin L. Sutherland, City Administrator
Telephone: (207) 282-4191
Email: KSutherland@sacomaine.org
Facebook: [/sacomaine](https://www.facebook.com/sacomaine)
Twitter: [@sacomaine](https://twitter.com/sacomaine)

August 15, 2017

Greetings Saco community members,

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 annual report is for the 2016 calendar year featuring major accomplishments from each department and other informative data.

The Saco City Council established goals for 2016, and I would like to highlight some of those goals which we have accomplished. In the fall, we created a Comprehensive Plan Review team. This team has begun the process of reviewing the goals, strategies, and policies for each of the chapters being updated, which are primarily focused around our downtown at this time.

At the end of 2016, Police Chief Bradley Paul retired as Saco's Police Chief. As part of the search for a new Chief, we created a survey to gather feedback from the community on the desired characteristics for our next Police Chief and the vision for the Police Department moving forward. We received over 130 responses. From that data, we found that 65% of the community was satisfied or very satisfied with the relationship between the community the Police Department. The interview process for Police Chief required a two step process: an interview with both the Screening Committee and the Interview Team. While many candidates were qualified, it was clear that Raynald Demers, the Deputy Police Chief, was the ideal candidate for this position. Chief Demers was sworn in on January 1, 2017.

Since I joined the City of Saco, I have championed for a review of city operating policies to make sure they are consistent and compliant. In December, I approved a Standard Operating Procedure for the review of department specific and citywide policies. We have started to review three policies at a time, and intend to implement a standard review process to ensure compliance moving forward. 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

Saco City Council



Top Row (Left to Right): Nathan Johnston, Ward 7; David Precourt, Ward 1;
William P. Doyle, Ward 3; Alan R. Minthorn, Ward 5.

Bottom Row (Left to Right): Kevin Roche, Ward 4; Roger Gay, Ward 2; Mayor
Roland L. Michaud; Eric B. Cote, Ward 6.

Saco's City Council established nine goals for 2016:

- 1. Actively participate in re-energizing the Saco Main Street organization by having at least one councilor at each Saco Main Street community event.**
Saco's City Council has successfully achieved this goal. Highlights from Saco Main Street's major 2016 events are featured on page 6.
- 2. Charge an ad-hoc committee of elected officials and staff from the school district and the City to explore back office service consolidation, which includes a recommendation by November (before the 2018 budget cycle begins).**
Although a recommendation for office consolidation was not received before the 2018 budget process began, this topic has been explored by elected officials and staff.

- 3. Actively seek an AARP grant that would assist in the development of a plan to make Saco an Age-Friendly Community.**
Saco successfully became an AARP certified Age-Friendly Community in April of 2016. Council also established a Steering Committee that is leading efforts to maintain Saco's Age-Friendly programs and initiatives.
- 4. In cooperation with Biddeford and Maine DOT, review completed traffic studies and develop a traffic improvement work plan.**
Cooperation with Biddeford and Maine DOT on traffic concerns in the City is ongoing. To relieve traffic issues, the possibility for an additional turnpike exit has been discussed.
- 5. Review the comprehensive plan and zoning ordinance for discrepancies, assimilate the Bridge 2025 document, and make recommendations for changes to the document for the next calendar year.**
The comprehensive plan review process commenced in November 2016. This process will also include an examination of the zoning ordinance to ensure that it is compatible with the development and density goals identified in the comprehensive plan.
- 6. Charge the Energy Committee to develop a baseline of energy usage for City facilities in order to determine additional areas of improvement; explore/assess new green technology investment ideas for Council to approve in a bond issue.**
This goal was not achieved by Council in 2016 but is in process looking ahead to 2017.
- 7. Explore and approve two new sources of revenue for the City.**
In 2016, Council did explore two new sources of revenue for the City. The first was to offer beachware rentals, such as umbrellas and surfboards, at the beach to offset the cost of lifeguard staffing, and the second was to charge residents for transfer station usage. However, Council ultimately did not provide a positive recommendation for either of these new revenue sources.
- 8. Advocate a successful bond approval for the replacement of Young School by November.**
This goal has not yet been achieved by Council.
- 9. Adopt a zero dollar increase on the mill rate for the school and City portion of the tax bill.**
While the mill rate did see a slight increase of 1% from .1922 to .1942, it was raised only enough to offset the savings that would have been realized through the Homestead Exemption. The tax increase helped cover a rather large loss in state aid for schools and kept expenditures relatively flat for the City, ensuring a continuation of quality services being provided to residents of Saco.

Saco Main Street

The City of Saco is partnered with Saco Main Street to host events that benefit our community and our local businesses. Highlights from 2016 events and programs are shown below:



Shoppers peruse the work of one of over 100 local artists that participated in the 45th Saco Sidewalk Arts Festival.



The Second Annual River Jam Festival in September featured Maine bands, a 5K, and canoe and boat rides on the Saco River.



The 7th Annual Classic Car Show, held on July 30th, boasted 150+ cars from 1918 through the "muscle car" era and 1,500+ attendees



The 2016 Pumpkin Harvest Festival included Trick-or-Treating on Main Street and 250 pumpkins decorated by Saco students.

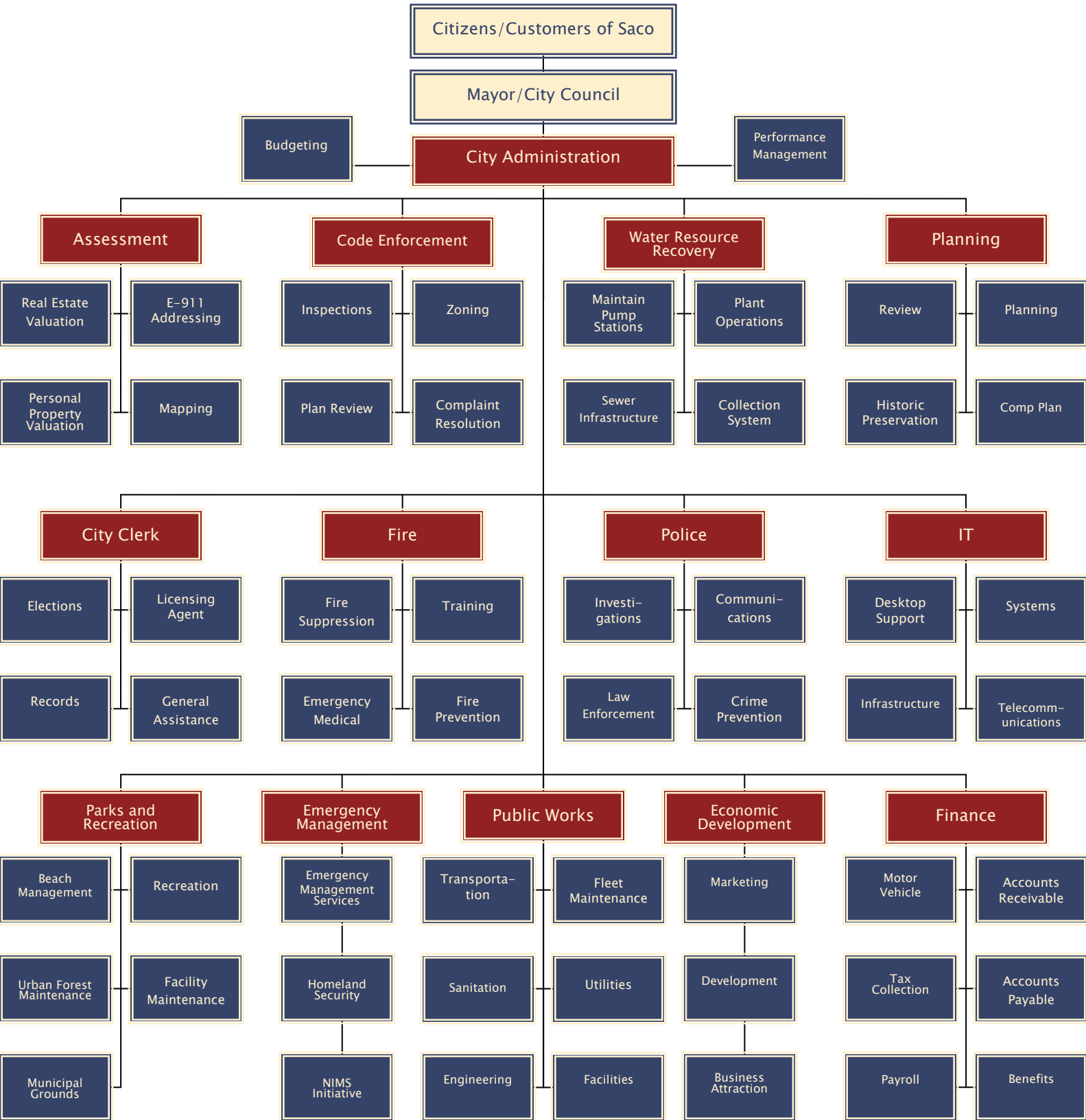


Adirondacks painted by local artists were displayed on Main Street for the summer.



The Holiday Festival, featuring a Cookie Walk and visit from Santa and Mrs. Claus, wrapped up with the Parade of Lights, which attracted 4,000 viewers.

City of Saco Department Organization Chart



Assessing Department

City Assessor: Frank Yattaw, CMA
Deputy Assessor: Kathleen Kern, CMA
Property Appraiser: Quang Minh Le
Administrative Assistant: Michelle Krigbaum

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.

Department Highlights

New & Efficient Structure

In June 2016, the Council voted to employ the City of Biddeford Assessor as a shared assessor for both communities. In addition, Saco also shares the Assessing Department's Personal Property/Field Appraiser position with Biddeford. The collaborative positions have created efficiencies, saved taxpayer money, and built a stronger sense of community good will between the two cities. The Assessment Department has reduced the number of staff and relocated to the first floor of City Hall with the Planning, Economic Development, and Code Enforcement Departments.

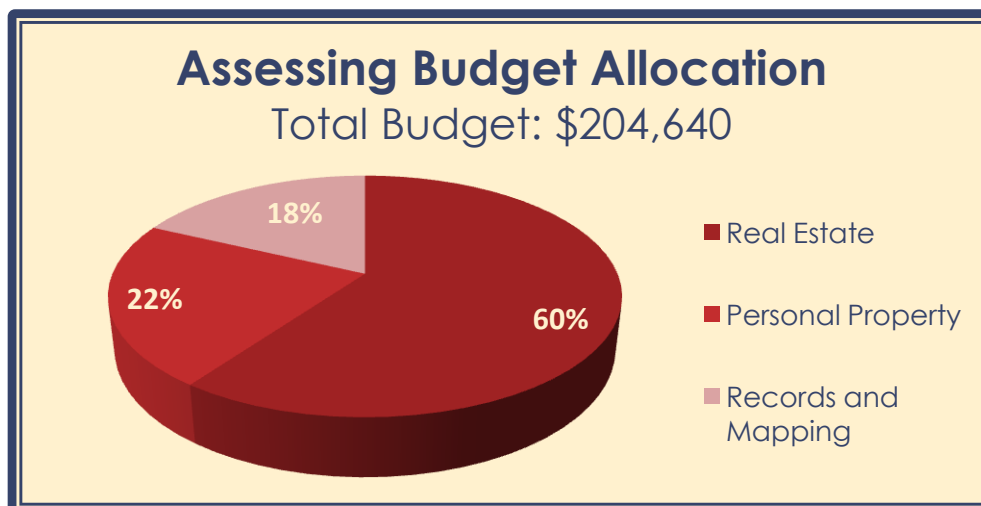
Kate Kern Achieves the Certified Maine Assessor Designation

Congratulations go out to Kate Kern, Deputy Assessor in the City of Saco Assessing Office, for achieving the professional designation of Certified Maine Assessor (CMA). The CMA designation is obtained by working in the field of assessment administration, completing course work, and successful performance on a comprehensive examination conducted by the Property Division of Maine Revenue Services in the State of Maine.

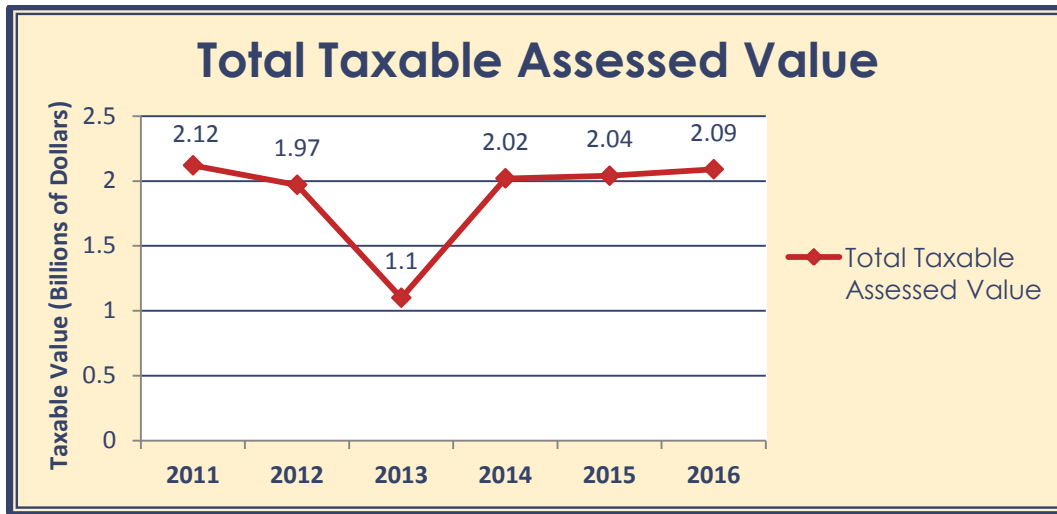


Looking Forward: the Assessing Department's Major Influences

- ❖ State of Maine property tax laws
- ❖ Tax commitments each July
- ❖ Workflow system for both real and personal property: Discovering; listing; and valuing



Assessing by the Numbers



Total Taxable Assessed Value seems to be increasing in recent years, and the 2016 value is close to the 6-year high in 2011. Additionally, the median private real estate value (\$213,000) has decreased by 9% since the 2015 median (\$234,100). However, the median commercial real estate value (\$401,400) also increased by 23.5% since 2015 (\$325,000).

Assessment Sales Ratio for 2016: 92%

*This ratio is determined by the assessed value of property to its selling price. The lower the ratio the less Saco is taxing a home owner. This is a 3% decrease from 2015 ratio, and a six-year low.

Quality Rating from the State: 10 (calculated by dividing the average deviation by the average ratio)

*The 2015 rating was 8

Number of Exemptions (Estate & Personal Property)

	2011	2012	2013	2014	2015	2016
Number of Homestead Users	3972	3975	3991	3963	3992	3953
Number of Veteran's Exemptions	506	508	540	501	439	465
Number of BETE accounts	29	30	38	45	53	54

Homestead Property Tax Exemption:

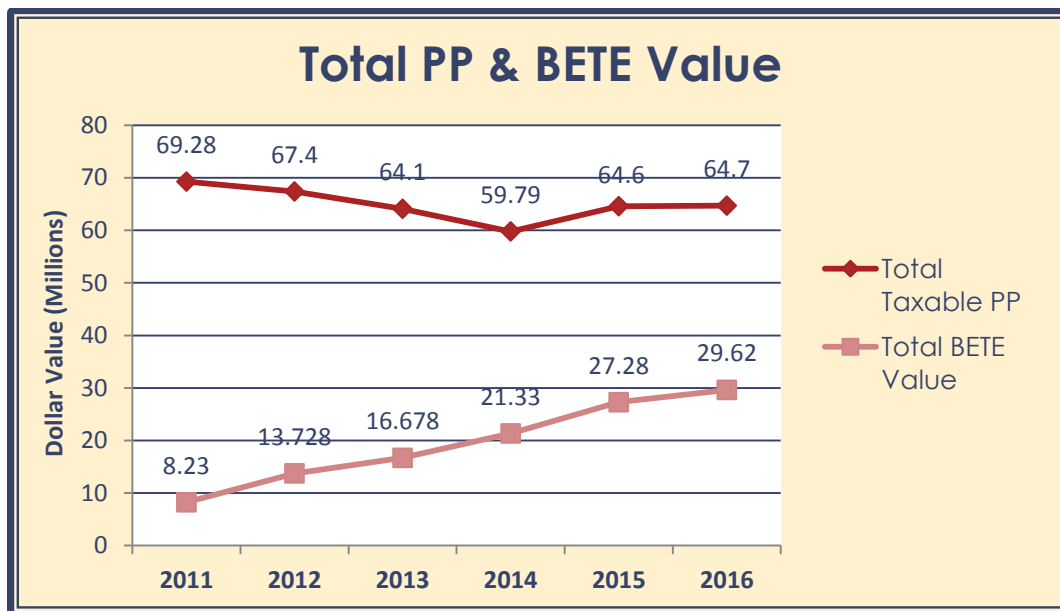
A “Homestead” means any residential property in this State assessed as real property owned by an applicant or held in a revocable living trust for the benefit of the applicant and occupied by the applicant as the applicant’s permanent residence for at least 12 months. The number of these exemptions has remained relatively consistent.

Veteran’s Exemption:

Maine residents and veterans who served in the U.S. Armed Forces (and meet other requirements) who have exemption from some property tax on real estate or personal property. The number of these exemptions is relatively consistent.

Business Equipment Tax Exemption (BETE) Program:

The State Legislature has enacted a program to exempt certain business equipment brought into service after April 1, 2007. This is limited to certain types of businesses and equipment. The number of these accounts has steadily increased throughout the past 6 years.



*The total Taxable Personal Property value seems to have remained relatively consistent in the past 6 years. However, the total value of Saco’s Business Equipment Tax Exemptions has steadily increased—**increasing by 8.5%** between 2015 and 2016. The total number of personal property accounts in 2016 is **706**; the total number of BETE accounts is **54**.*

City Clerk & Registrar: Michele L. Hughes
Deputy City Clerk: William T. Rankin
Deputy Voter Registrar: Judy Tripp
Assistant City Clerk: Ronald Rochefort

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.

Department Highlights

State Primary & Budget Validation Referendum Election Results for Saco

This election, held June 14th, 2016, was a primary election to select State Representatives as well as a referendum for the Saco Municipal School Administrative Unit budget for the 2016-2017 school year. This election saw a 15.42% voter turnout rate, with only 2,155 of 13,975 registered voters participating in the election. 315 of these ballots were submitted absentee.

The Democratic Party selected Chellie Pingree as their candidate for Representative to Congress, with Pingree receiving a decisive 86.5% of the vote. The Republican Party selected Mark I. Holbrook as their candidate for Representative for Congress in a much closer race, with Holbrook receiving just 8 votes more than Ande Allen Smith.

For State Senator, the Democratic Party selected Justin M. Chenette as their candidate, who received 59.1% of the vote. The Republican Party selected William J. Gombar as their candidate, who ran unopposed.

The Saco Municipal School Administrative Unit budget for the year was approved with 75.5% of the vote. Voters also selected to continue the budget validation referendum process for an additional three years, with this option receiving a 70.1% majority.

State General and Referendum Election/2016 Presidential Election Results for Saco

The Presidential Election, held on November 8th, saw extremely high voter turnout. There were 11,011 ballots cast from Saco residents in this election out of the 15,316 registered voters, giving a 71.9% voter turnout rate. 5,031 of these ballots were submitted absentee.

Saco residents voted in favor of Democratic Party candidate Hillary Clinton in the Presidential Election, with Clinton receiving 53.6% of the vote. Republican Party candidate Donald Trump received 36.9% of votes cast.

Chellie Pingree received the majority of votes for Representative to Congress at 57.7% of votes cast. Justin M. Chenette received the majority of votes for State Senator at 60.5% of votes cast.

The State Referendum also included five Citizen Initiative questions:

Question 1: Do you want to allow the possession and use of marijuana under state law by persons who are at least 21 years of age, and allow the cultivation, manufacture, distribution, testing, and sale of marijuana and marijuana products subject to state regulation, taxation and local ordinance?

Question 2: Do you want to add a 3% tax on individual Maine taxable income above \$200,000 to create a state fund that would provide direct support for student learning in kindergarten through 12th grade public education?

Question 3: Do you want to require background checks prior to the sale or transfer of firearms between individuals not licensed as firearms dealers, with failure to do so punishable by law, and with some exceptions for family members, hunting, self-defense, and shooting range activity?

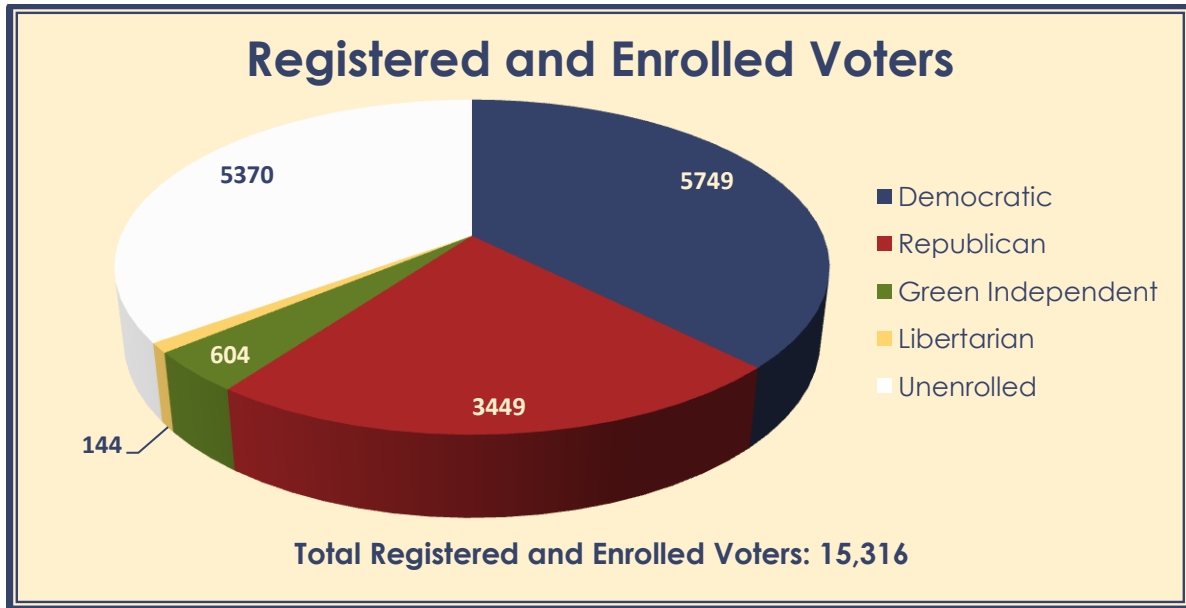
Question 4: Do you want to raise the minimum hourly wage of \$7.50 to \$9.00 in 2017, with annual \$1 increases up to \$12 in 2020, and annual cost-of-living increases thereafter; and do you want to raise the direct wage for service workers who receive tips from half the minimum wage to \$5 in 2017, with annual \$1 increases until it reaches the adjusted minimum wage?

Question 5: Do you want to allow voters to rank their choices of candidates in elections for U.S. Senate, Congress, Governor, State Senate, and State Representative, and to have ballots counted at the state level in multiple rounds in which last-place candidates are eliminated until a candidate wins by majority?

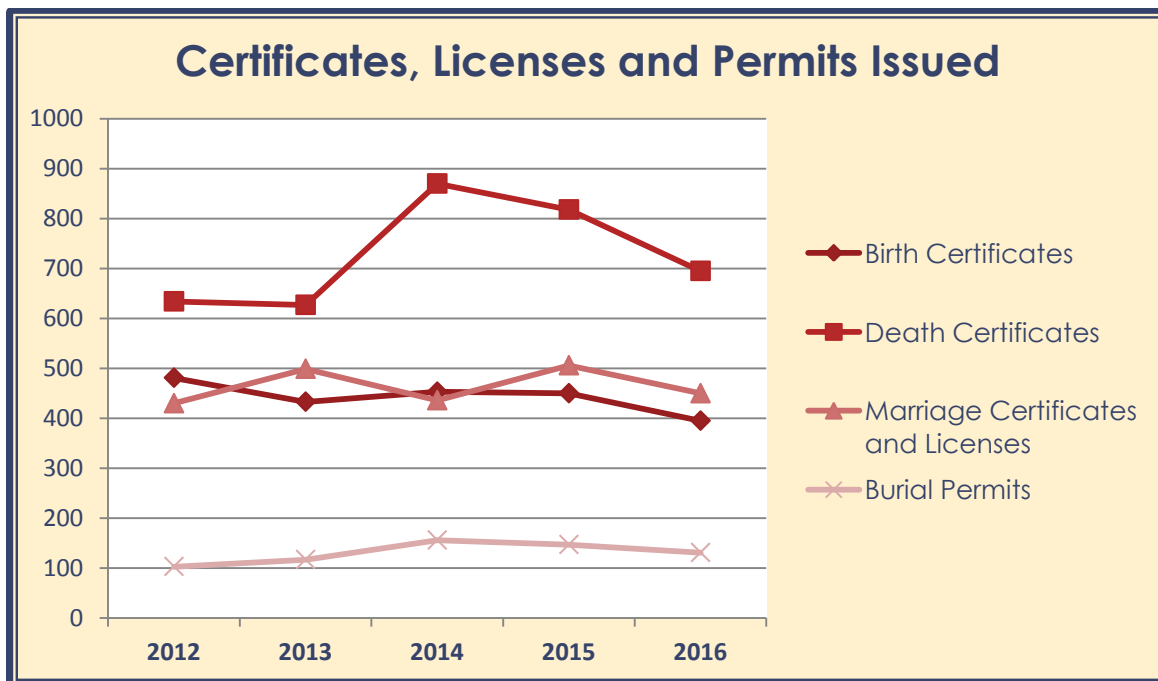
Saco residents voted in favor of all of these initiatives, as shown in the chart below.

	Question 1	Question 2	Question 3	Question 4	Question 5
Yes	5,996	5,875	6,815	6,514	6,085
No	4,936	5,006	4,097	4,371	4,613
Blanks	79	130	99	126	313

City Clerk by the Numbers



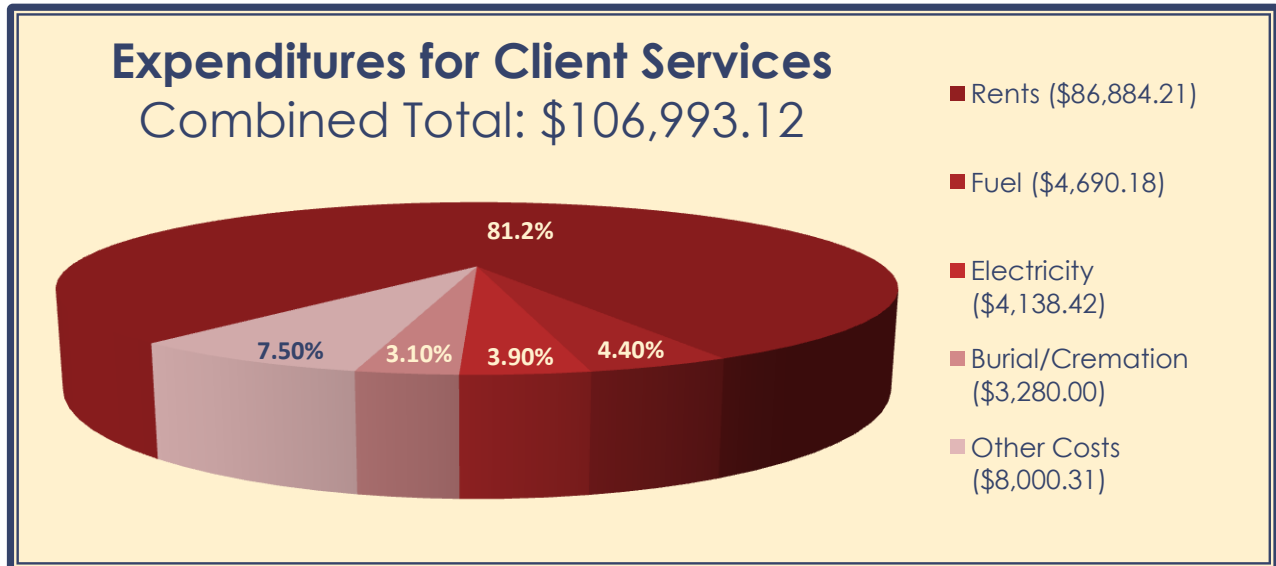
71.9% of Saco's population is registered to vote. Saco voters tend to sway towards the Democratic Party, and almost one third of voters do not have a registered party affiliation. At the end of 2016, there was a 10.5% increase in the number of registered voters compared to the end of 2015. This increase is likely due to the 2016 Presidential Election.



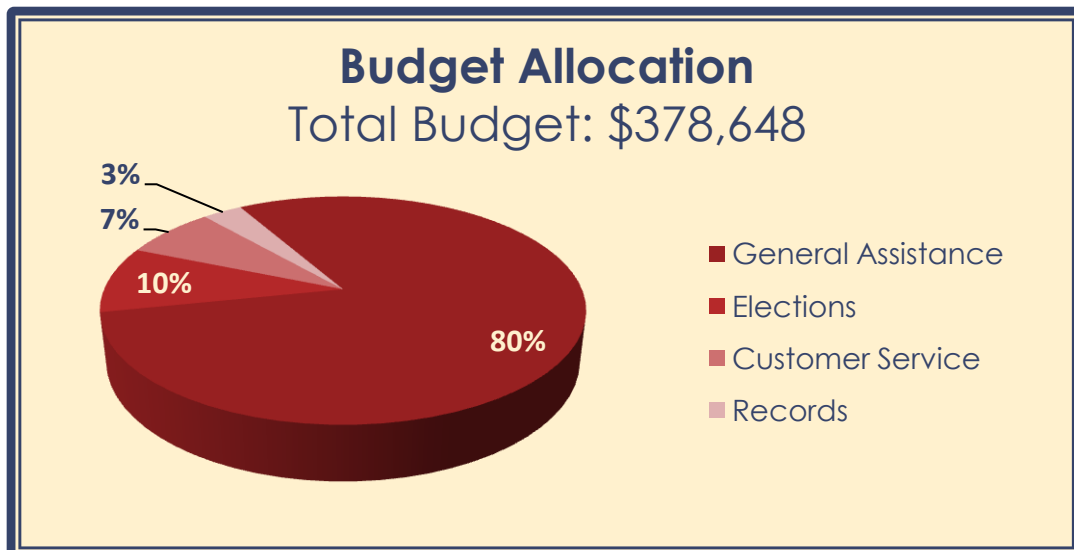
The City of Saco is issuing a significantly greater amount of Death Certificates per year than Birth Certificates. This is consistent with demographic trends in Maine, which has the highest median age in the country.

General Assistance

As the administrator of General Assistance, we are responsible for providing immediate aid to persons who are unable to provide the necessities essential to sustain themselves or their families. We provide a determination of services within 24 hours of application.



In 2016, the City of Saco provided over 80% of their General Assistance funding to assist with the payment of rents. The "Other Costs" category of this graph includes food, household/personal, medical, clothing, diapers/baby supplies, and water/sewer expenses. The reimbursement rate for the City of Saco is 70% from the State and the remainder of the General Assistance cost (\$32,097.94) is funded by local taxes.



Code Enforcement Department

Code Enforcement Officer: Richard Lambert
Assistant Code Enforcement Officers:
David Twomey, Tammy Munson, and Don Fiske
Electrical Inspector: Marcel Desrosiers
Administrative Assistant: Karen Audie

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.

Department Highlights

Saco Sees a Record Number of New Housing Units

The City experienced a significant increase in the number of multi-family dwelling projects, seeing **184 units permitted for the year**. A significant number of those (150) were within the Mill 4 project on Saco Island, across from the Transportation Center. The number of new single-family dwellings held steady at 55 units compared with the 10 year average of 53 units. There was a smattering

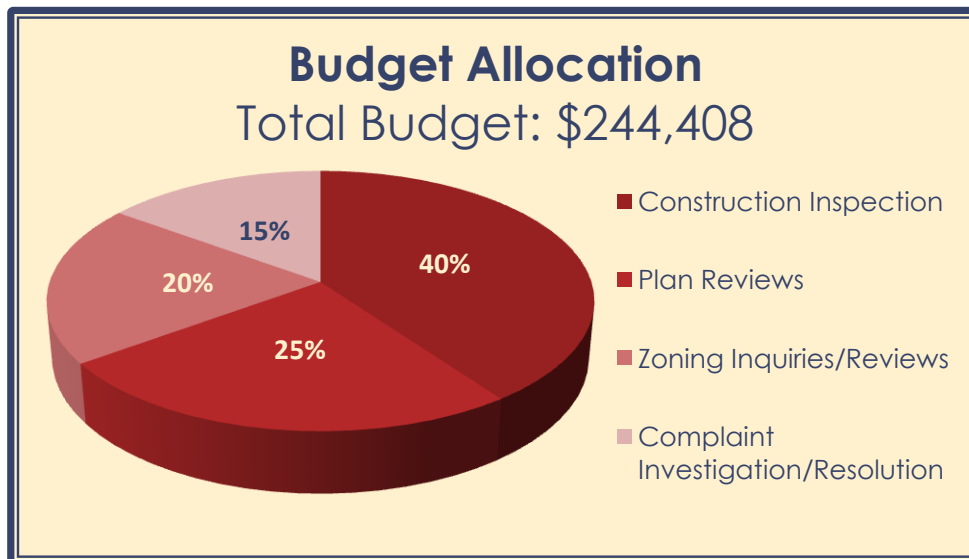


Mill Building #4

of other types of dwelling units permitted, including condominiums, two family residences and mobile homes as well as accessory apartments which brought the grand total of new housing units created in 2016 to 269, a new record for Saco. The previous high was in 2004 when the City permitted 159 dwelling units.

Changes to the Department

The Code Enforcement Department added one half-time employee to oversee the complaint division and to assist with inspections when needed. We were fortunate to be able to share this position with the Town of Old Orchard Beach who was also in need of additional Code Enforcement Personnel to assist with the increased workload there. **Tammy Munson**, formerly the chief inspector for the City of Portland, was hired to fill that position.



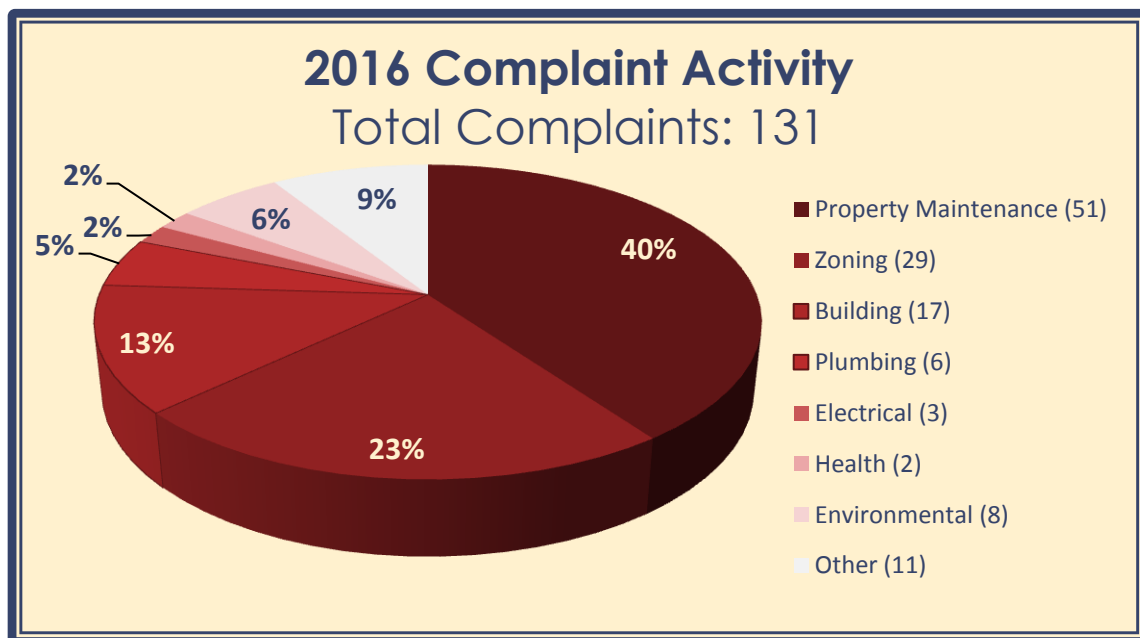
Code Enforcement Department by the Numbers

Permits

- ❖ In total, the Code Enforcement Department issued **511** building permits for a total estimated construction value of **\$45,332,469**.
- ❖ Building permit revenue for 2016 was **\$501,646**.
- ❖ In addition, the Department issued **331** Electrical permits, **183** plumbing permits, **146** Certificates of Occupancy and **163** Seasonal Rental permits.

Complaints

In addition to being responsible for the oversight of construction within the City, the Code Enforcement Department is responsible for investigating all type of complaints dealing with property conditions, zoning violations and violations of any land use regulations and construction standards.



*In 2016 the Codes Department investigated **131 complaints** and had a closure rate of **87%**.*

Buildings Blighted & Rehabilitated

The City continued its Blighted Buildings program and saw 3 buildings containing 7 units rehabilitated and 2 buildings containing 2 dwelling units and one commercial warehouse demolished.

Economic Development Department

*Economic Development Director: William J. Mann
Administrative Assistant: Margaret Edwards*

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.

Department Highlights

Economic Vitality

The City of Saco experienced a significantly enhanced level of economic activity in 2016 with the creation of new businesses, new jobs, and new opportunities. Here are a few highlights:

In early April, **Maine Molecular** (below) moved its corporate headquarters to Saco along with **21 high-quality biotech jobs**.



In May of 2016, we approved the assignment of the Development District at 34 Spring Hill Road (The so-called “Franklin Fueling” TIF) which resulted in **15 new manufacturing jobs** to our community with the relocation of Maine Textiles (d/b/a Saco River Dye House) while retaining Franklin Fueling’s engineering staff as tenants in the space, retaining **21** high quality jobs.

The Industrial Park saw a number of properties change hands, including the sale of the Canteen Services building at 89 Industrial Park Road which **sold twice in 2016**, and the building has now been repurposed for multi-tenant use.

Additionally, Saco’s commercial and industrial **vacancy rate stood at under 2%** throughout the year. There were virtually no industrial rental spaces available at the end of the year, prompting inquiries for new construction projects in our industrial parks.

2016 also saw a **significant increase** in the number of medical marijuana growth facilitated in designated zones I-1 & I-2. We have endeavored to respect the free market demand while balancing the needs of the community to insure that adequate electrical infrastructure planning keeps pace with the heightened level of development.

In the fall, Thornton Academy sought and obtained approval to amend the contract zone for the former Winterhaven Assisted Living Center at 95 King Street to convert that property into residential housing for boarding students at the school.

Several other significant developments of note are covered in the Planning Department's section of this report; we recommend your review that section for more highlights from 2016.

We recruited **Robb Biggs** to become the new Executive Director of Saco Maine Street Inc., our downtown organization. We also saw a rejuvenation and expansion of SMS's board. Community participation in SMS's events has **increased appreciably** over recent years, and a number of additional activities have been added to the annual calendar of events. We saw the largest holiday parade in Saco's history, the collaborative effort with Biddeford on the 3rd annual River Jam Festival, the new "Music in the Park"-ing Lot series, and more effective community outreach.



Rob Biggs at the "Music in the Park"-ing Lot series

Development District Highlights

In the fall, the Economic Development Committee and Council reviewed proposals for revised financial disclosure protocols for applicants seeking any sort of financial or in-kind incentives from the City. The City also revised its guidelines for the designation of Development Districts and the use of Tax Increment Financing.

In the 4th quarter, we undertook an education initiative to enhance both the City Council and broader community's knowledge of Development Districts (TIF's) and how these districts may benefit the community. Following these sessions, we have undertaken a comprehensive review of all existing development districts with an eye toward modifying these when and where appropriate. A determination was made to replace the soon-to-expire downtown TIF with a more comprehensive Downtown Development District.

Marketing Highlights:

The City continued to enhance its marketing outreach in 2016 with the initial development of uniform branding along with a new logo (see right).



We have continued to develop several additional marketing communications pieces as well as the creation of a tourism brochure highlighting activities and events within the community. Such brochures have been placed in various hospitality properties in the region, Saco's Transportation Center, and several of the state of Maine's Visitor Centers.

We have created a number of videos highlighting local businesses and events in our downtown including our art show, car show, harvest festival, the availability of quality industrial development lots, and the location of our new industrial business park. Examples of these videos may be seen by going to our city's [YouTube page](#).

We also worked with the Biddeford-Saco Area Chamber of Commerce to promote the region through joint marketing and several state-wide tourism publications. Working with the City of Biddeford and our two downtown organizations, we also promoted several of our events in Portland marketplace in several Portland-centric publications, such as Portland Magazine.



A joint advertising effort with Biddeford

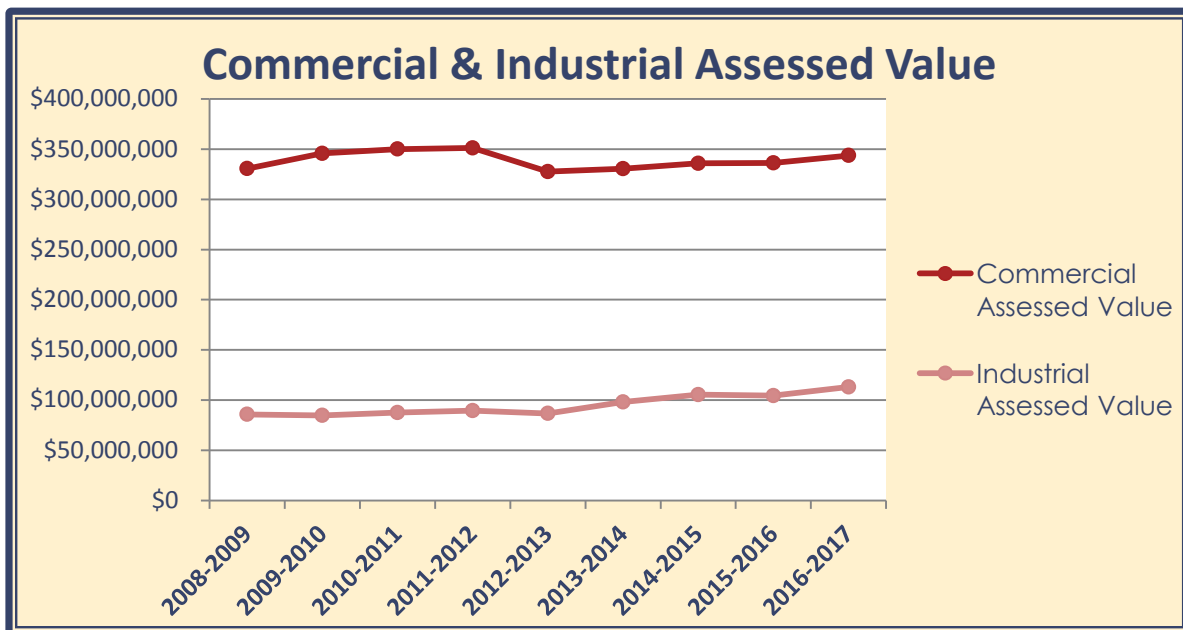
For the first time, we participated in a collaborative effort with local businesses to promote Saco as a destination through the Sunrise Guide. The collaboration effort with the City of Biddeford is beginning to show positive results. Inquiries for businesses looking to locate in our community are continuing to increase.

We look forward to the continued enhanced level of economic vitality moving into the end of 2017, and we are happy to report that several significant new developments are planned that will continue and further accelerate the expansion we have been experiencing. We have coordinated meetings for our business community in our downtown, in conjunction with Saco Main Street, and in our industrial park in an effort to enhance the communication and dialogue between the city and its business residents.

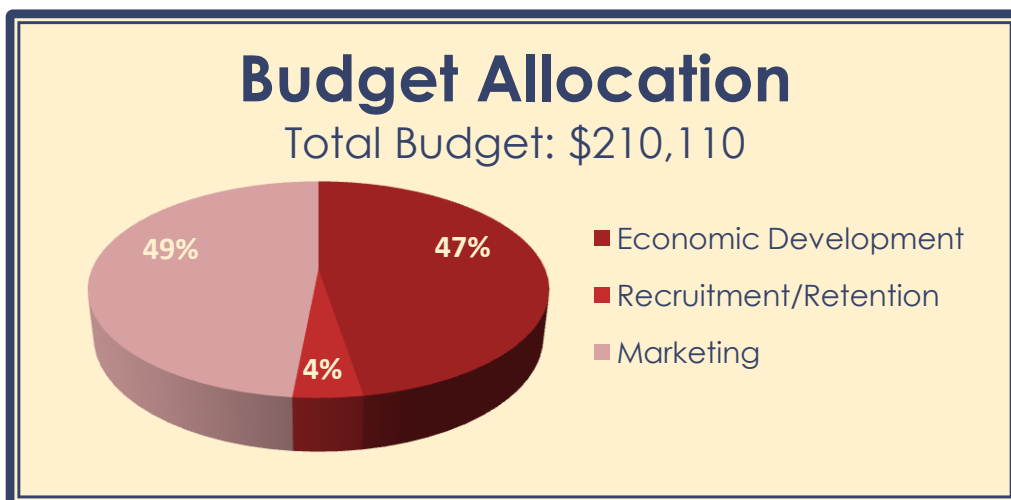
Economic Development by the Numbers

The City of Saco has seen tremendous growth in both commercial and industrial assessed value between Fiscal years 2015–2016 and 2016–2017.

- ❖ Saco’s commercial assessed value **grew by 2.23%, or \$7,506,742** between FY 2015–2016 (\$336,257,765) and 2016–2017 (\$242,764,507).
- ❖ Saco’s industrial assessed value **grew by 5.06% or \$8,652,126** between fiscal years 2015–2016 (\$104,345,339) and 2016–2017 (\$112,997,465).



As you can see from the above graph, both commercial and Industrial assessed values have been steadily increasing. In fact, in the 2016-2017 we see Saco’s **highest industrial assessed value ever**. In the last nine years, commercial and industrial assessed value has **increased by \$40,329,472**, and the “change in community value over the last 9 Years” is **56.29%**.



Finance and Human Resources Department

Finance Director/Treasurer: Cheryl Fournier

Tax Collector: Denise Pendleton

Human Resources Director: MaryLou Kadlik

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 Registration:** Each town/city is allowed by law to collect excise tax on vehicles registered in that town. Additionally, the State of Maine Bureau of Motor Vehicles (BMV) trains and authorizes city staff to transact many of the actual vehicle registrations on behalf of the BMV, for which the city collects a transaction fee based on the level of service provided.
- ❖ **Tax Collection:** Property taxes based on tax liabilities determined annually by Assessing are collected by Finance in two installments each year, as allowed by state law and council policy.
- ❖ **Accounts Receivable:** Fees for most other chargeable services provided by the city 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.

Department Highlights

New Efficiencies in 2016

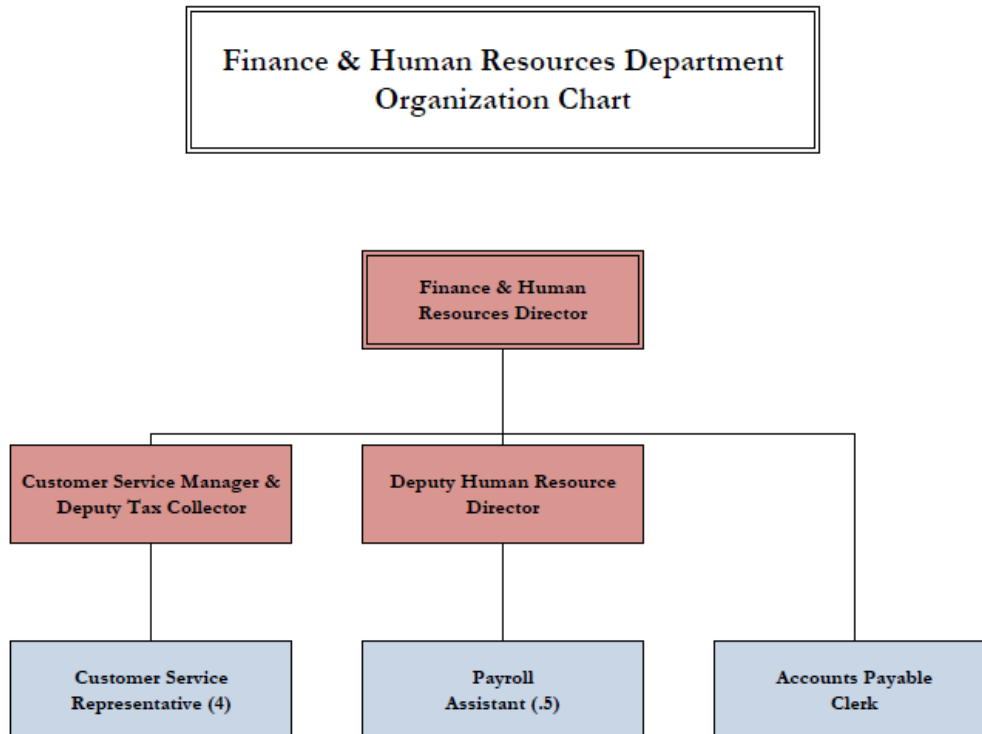
- We successfully introduced a new budget system.
- We implemented new monthly reports for both Council members and Department Heads.
- We had the lowest number of liens in years.

Quality Service

The five members of Saco's Finance Department are extremely well seasoned. A few have been employed by Saco for 15+ years, and the shortest amount of time is <1 years. When a resident of Saco approaches the Finance Department, they receive highly-seasoned assistance.

Payroll Decreases

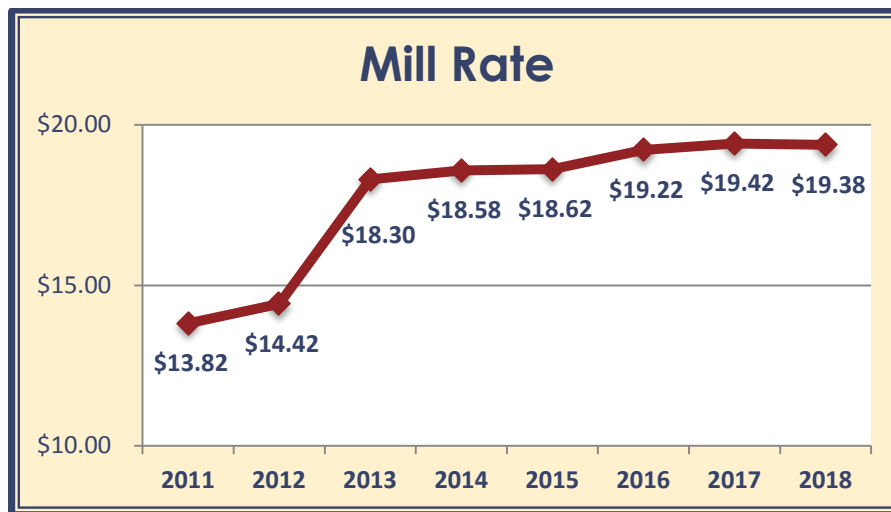
The City employed 159 individuals in 2017; the same as 2016, but there is still a number of job openings. Due to this, the cash to be paid out (not including vendor checks) was only \$10.5 million as opposed to the \$10.9 million in 2016.



Finance Department by the Numbers

Fiscal Year 2017 Budget Adoption

The Saco City Council adopted the Fiscal Year 2017 budget (July 1st to June 30th) on Monday May 9th 2016, a total appropriation of **\$49,826,014**. The total tax levy approved by Council (the part paid for with property taxes) was **\$40,242,016**, an increase of 2.72%. This tax increase helped cover a rather large loss in state aid for schools and kept expenditures relatively flat for the city. This will ensure a continuation of quality service being provided to the residents of Saco. The mill rate (the amount of tax payable per dollar of the assessed value of the property) increased by **1%**. The 2016 rate was \$19.22 per \$1000 of assessed value and for 2017 it will be 20 cents more at **\$19.42**.



Although the tax levy increased by 2.72%, the City has managed to only raise the mill rate by 1%, a much lower increase compared to recent years.

While the mill rate did see a slight increase, the median Saco home, valued at \$211,000, will actually see their tax bill decrease. This depends on if the homeowner is part of the Homestead Exemption (see the Assessment Department section for more information) and assumes the value stayed the same from one year to the next. The State increased the Homestead Exemption by \$5,000 for 2017. That means that in 2016, the homeowner with a median value home paid \$3,826 in taxes. In 2017, the homeowner with the same median value home will pay **\$3,806, a savings of \$20**.

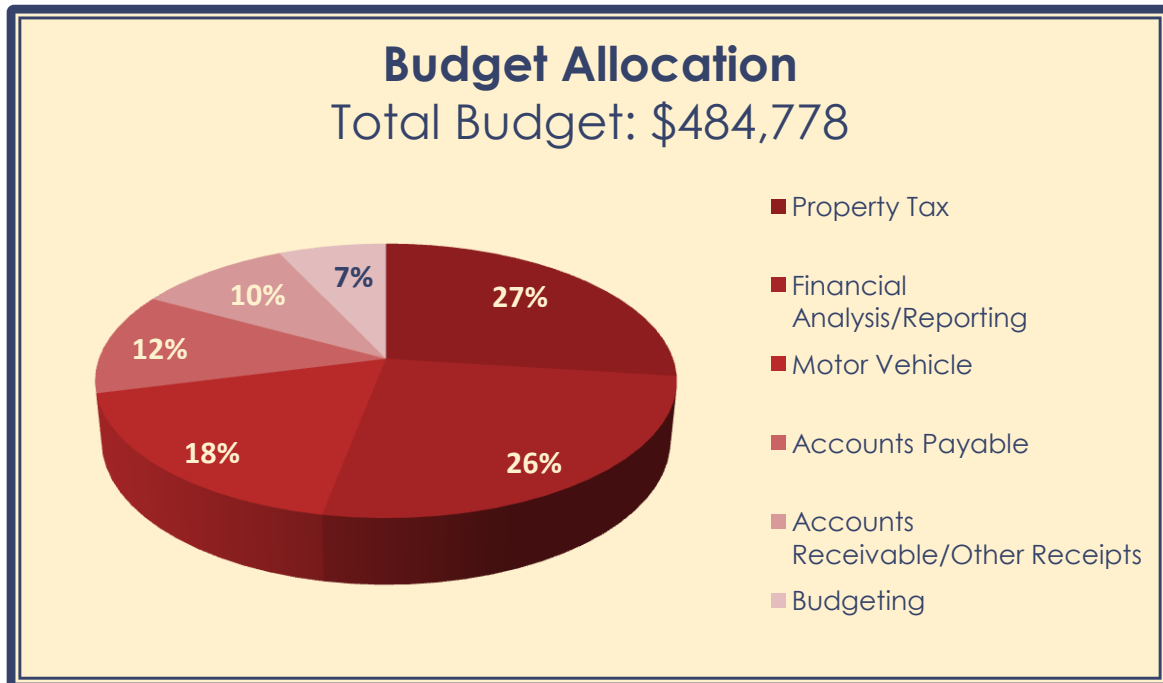
Even with these savings to the homeowner, the City was able to preserve important programs, maintain currently staffed positions, increase funding for the library and other local organizations, as well as provide enough support to provide yet another year of great service to Saco!

Tax Collection

The total Tax Levy for 2016 is **\$39,338,914**, which is a 4.3% increase from 2015. The total percentage of tax levy collected during the fiscal year was 97.66%; therefore, only 2.34% of taxes remain uncollected. This number has remained relatively consistent through the past five years.

	2012	2013	2014	2015	2016	2017
# of Real Estate Bills	8,085	8,064	8,099	8,129	8,221	8,294
# of Personal Property Bills	711	774	779	782	780	738

Above you will find the number of real estate and personal property bills over the past six years. There seems to be no clear trend in the number of personal property bills, but the number of real estate bills has **steadily increased**.



Fire Department

Fire Chief: John Duross

Deputy Chiefs:

Robert Martin and David Pendleton

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.

Department Highlights

Special Staff Recognitions and Salutes

Saco City Council honored Fire Chief John L Duross and Captain Marc Paquette



for each of their 35 years of individual service to the City of Saco. Chief Duross began his career as a Saco Firefighter in 1980, advancing through the ranks until appointed as Chief. Captain Paquette presently serves as Shift Commander of B Shift and is responsible for Fire/EMS services.

Captain William Madore (pictured at the far right next to Chief Duross) was honored by the City of Saco for his 25 years of dedicated service to the Fire Department and the City. Bill is Commander of D Shift Fire/EMS Services



Firefighter Steve Kerner was honored by the City of Saco for his 30 years of dedicated service to the Fire Department and the City. Steve is a member of D Shift. Steve serves as senior Firefighter and as the driver/operator for Engine 3. Steve is pictured in the center with Chief Duross at his City Hall ceremony.

Fire Department Open House

The Annual Fire Department Open House was held on Saturday, April 9th, 2016 and attracted over 600 attendees. The event offered guided tours of the Central Station Facility, inspections of Fire Engines, Ambulances, and station equipment, and demonstrations of car cutting extrications, live fire hose use, and ice rescue gear. Attendees could also experience the All 4 Season Life Safety Station and our Training Smoke House.

Career and Call Members Certification Levels

77% of our Career Division members and 69% of our Call Division members have achieved State of Maine Firefighter 1 Certification. 74% of our Career Division members and 69% of our Call Division members have achieved State of Maine Firefighter 2 Certification.

37% of our Career Firefighters are certified as Fire Instructors, as are 6% of our Call Division members. 31% of our Career Division members have achieved the Fire Officer Certification level, as have 6% of our Call Division members.

Additionally, 3 members of our Career Division are Certified Child Passenger Safety Technicians facilitated by the Maine Bureau of Highway Safety, NHTSA and the Safe Kids Worldwide© Program.

Citizen Fire Academy

Our third annual Citizen Fire Academy was held in Fall 2016. Over a period of six weeks, a group of Saco Citizens gathered at the Central Fire Station one night a week to learn what it is like to be a Paramedic/Firefighter for the City. They were

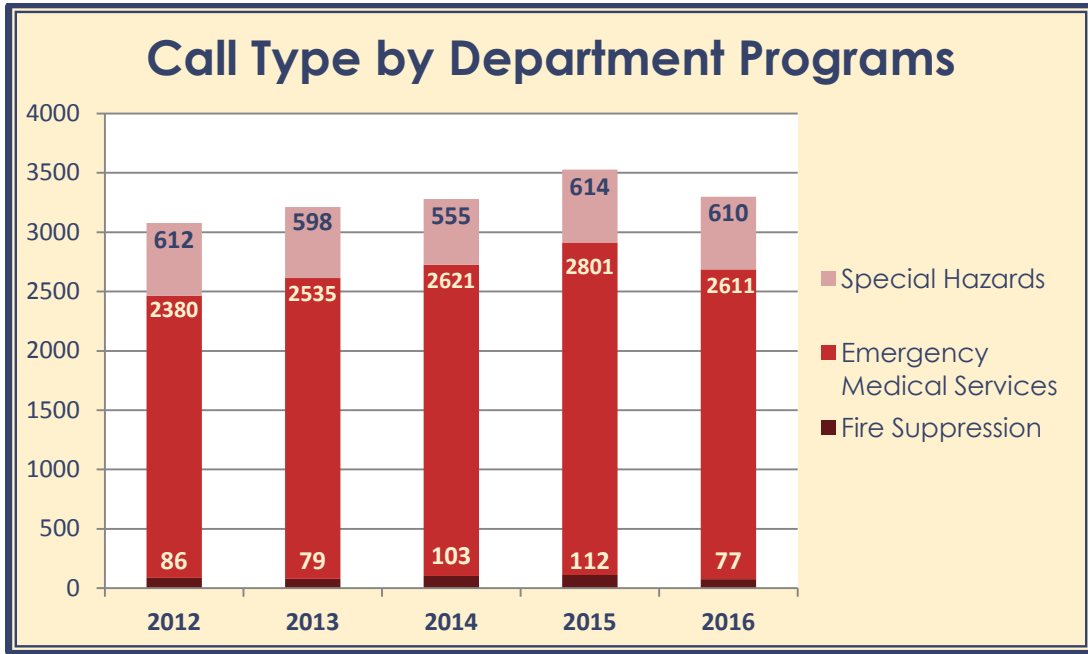


able to pump a fire truck, actually set the ladder truck and climb the ladder.

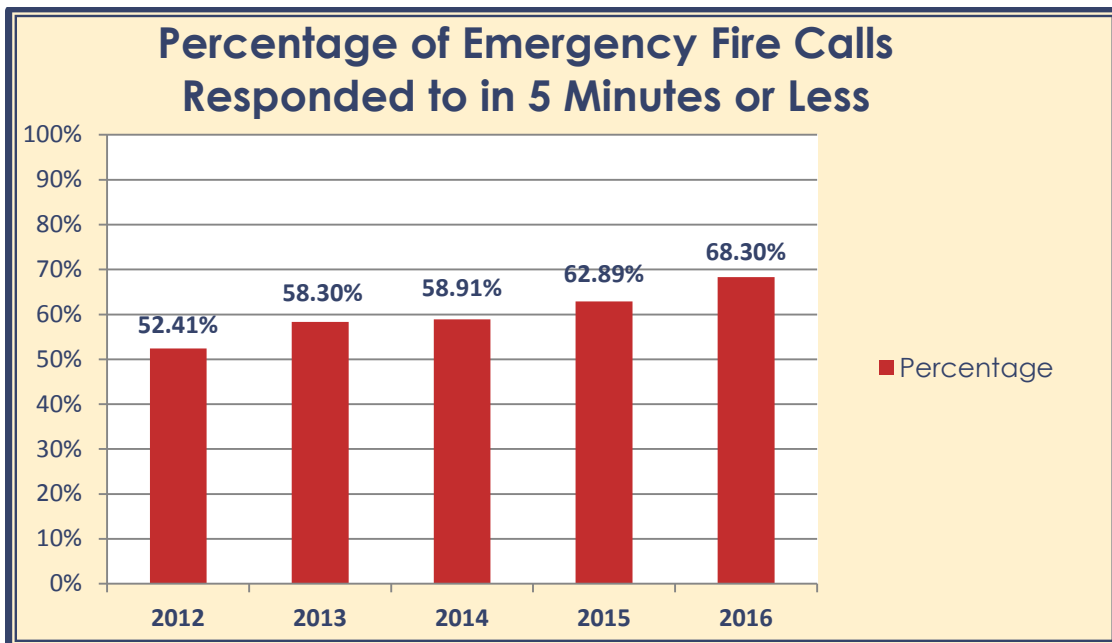
The class experienced what it is like to be at the end of a heavy fire hose and how hard it is to move and direct the hose. Cutting a car up with the Jaws-of-Life was a big hit with our group. The folks removed the doors, popped off the hood and cut away the roof, turning the

hardtop into a convertible. The group witnessed what happens in the back of an ambulance during a call and learned how things have changed over the years from simply transporting a patient to the hospital, to attending to serious medical and trauma patients before the patient is delivered to a hospital. The class was able to learn and ask questions about all that occurs at a building fire incident, such as where the fire apparatus should be parked and how to handle available water sources if no fire hydrants.

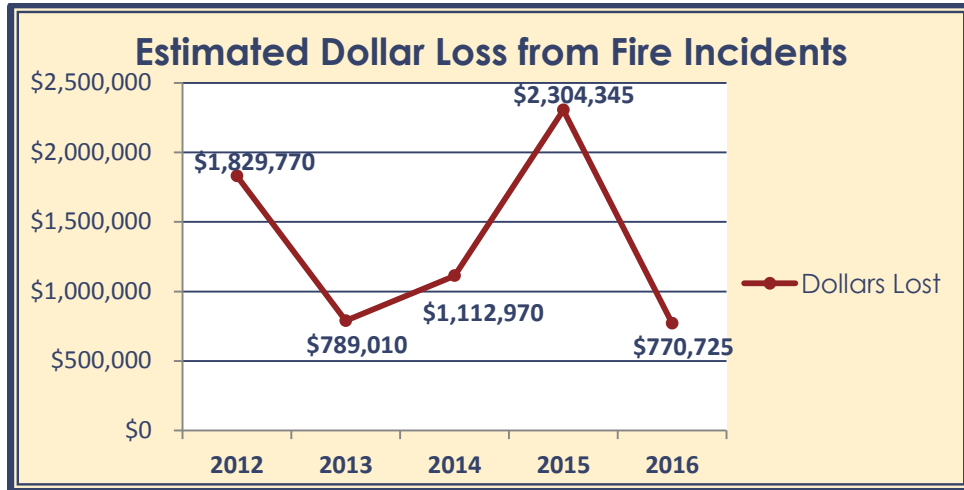
Fire Department by the Numbers



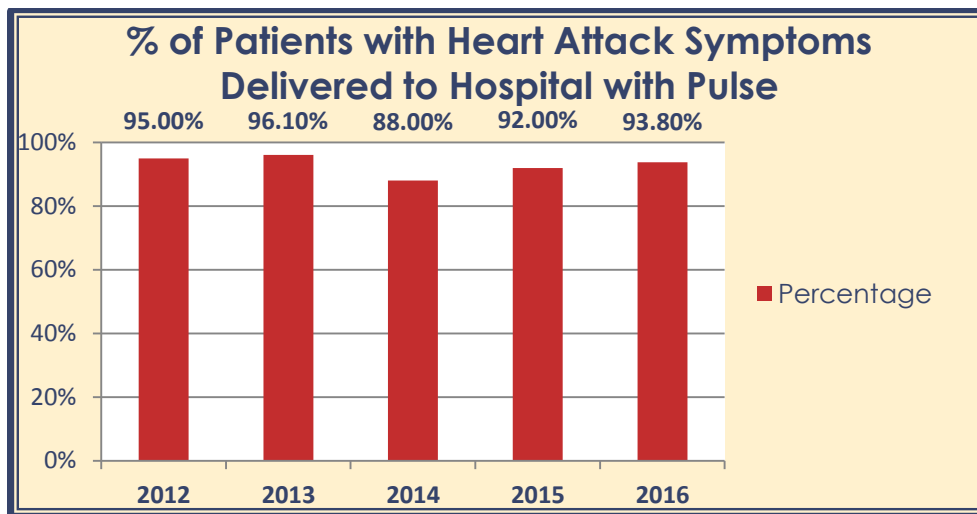
Saco receives the most calls each year for Emergency Medical Services. The total number of calls for all programs received in 2016 decreased from 2015.



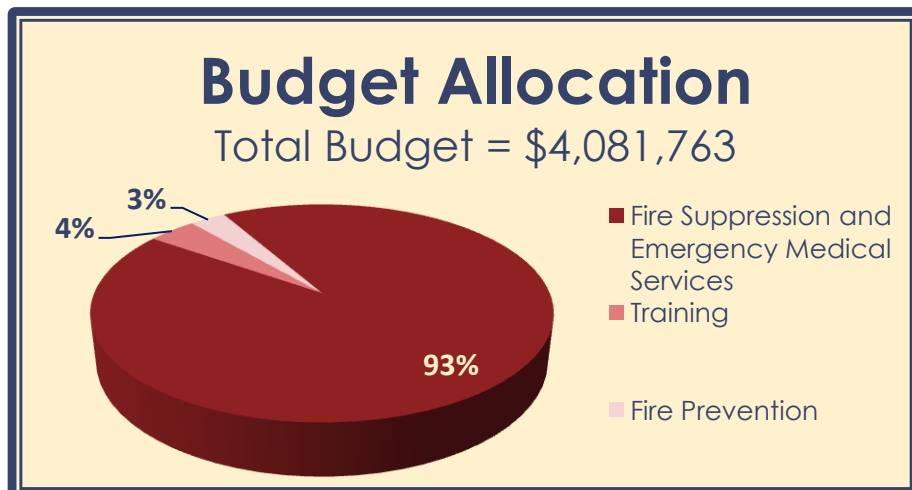
The percentage of emergency fire calls responded to in five minutes or less has been increasing each year since 2012. In 2016, this number peaked at 68.30%.



Saco saw a significant decrease in dollars lost from fire incidents in 2016.



The percentage of patients who show heart attack symptoms that are delivered to the hospital with a pulse has always been high, but in 2016 this percentage was the highest it has been since 2013. These successful delivery rates may be attributed to the fact that EMS personnel were able to arrive on the scene within five minutes of dispatch in 67.55% of all calls in 2016.



Information Technology Department

IT Director: 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:** The department utilizes a software-based helpdesk system to allow users (City staff as customers) to submit requests for service across numerous categories, including primarily projects, high and low level maintenance, and training. We respond to these 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.

Department Highlights

Cyber Security Training

In 2016, the IT department introduced a cyber security training program that is required for all City employees. This program is intended to help users identify email phishing scams. Upon introduction of the training, user vulnerability across the system decreased from 40% to less than 2%.

Policy and Procedure Updates

As part of an effort to increase cyber security, all IT policies were updated in 2016. This included a stricter password protection policy that requires passwords to be changed frequently and meet specific strength requirements. In addition, the Standard Operating Procedure for Acceptable Use of City-Issued Devices sets the ground rules for what kinds of activities and uses are acceptable on City computers and prohibits all non-work related uses, and the Standard Operating Procedure for Social Media covers the acceptable use of City social media accounts and personal accounts. The IT department is also in the process of developing a new disaster recovery plan, which outlines a procedure to recover and protect infrastructure in the case of a catastrophe.

Infrastructure and Software Updates

The Police Department's 16-year-old phone system, which was experiencing issues in its operation, was replaced in 2016 with a more reliable system. In addition, the City's backup server and software was replaced with a new system. The AV system in the Council Chamber was also fully replaced.

The City adopted multiple new software programs in 2016, including new infrastructure monitoring software as well as an off-premises Dossier vehicle maintenance system.

Looking Forward

The IT Department's goals for 2017 are to decrease the mean time to repair service tickets by 10%, increase security training for City employees, replace the City's Office 2007 software with Office 2016, and develop informational documents on all the software that is currently used by the City. In addition, we will explore hyper-convergence and I-availability to determine how these technologies will best work for Saco.

Information Technology by the Numbers

Helpdesk Tickets

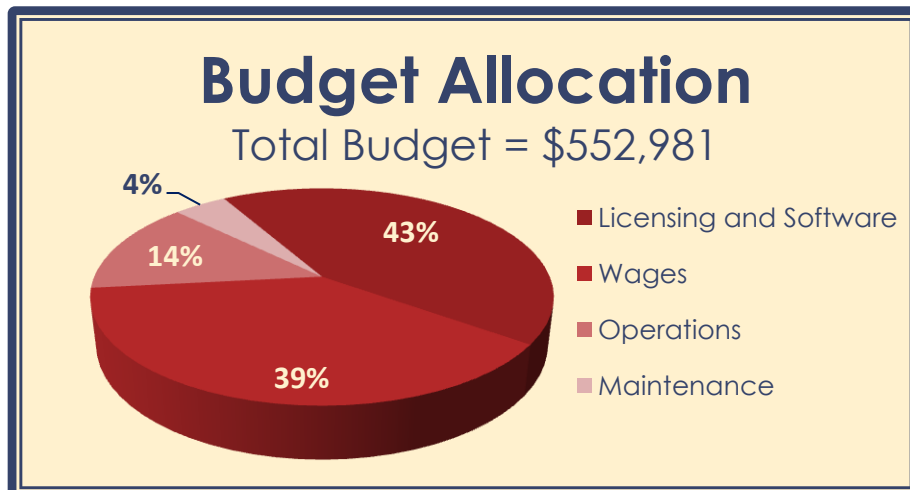
Year	2012	2013	2014	2015	2016
Helpdesk Tickets	866	686	852	1,014	922
Average time to fulfill a helpdesk ticket (hours)	207	178	90	82	15.4

The average amount of time to fulfill a helpdesk ticket has decreased by 81% since 2015 and by 93% since 2012.

Network Outages

The City experienced two unexpected network outages in 2016. One outage was related to firewall problems, and all departments were affected for 6 hours. However, because this outage occurred over a weekend, only the Police Department, Fire Department, and Water Resource Recovery Department were operating at this time. This outage also did not affect phone service. The second outage affected City Hall for two hours, and all services were down during this time.

Year	2013	2014	2015	2016
Unplanned Network Outages	3	2	0	2



Parks and Recreation Department

Parks and Recreation Director: Joseph Hirsch
Director of Recreation Programs: Kevin Lombard
Recreation Administrator: Erika Dube
Administrative Assistant: Amanda Morong
Park Foreman: Barry Brewster
Parks Maintainer/ Truck Driver: Ron Lavoie
Arborist: Corey Tanguay
Recreation Programmer: Steve Brown, Amelia Meier,
and Corey Morong
Recreation Program Coordinator: Alyssa Clark

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

- ❖ **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.
- ❖ **Municipal Grounds:** We are responsible for the maintenance of the City's park system, schools, trails and recreation facilities.
- ❖ **Facilities Maintenance:** We maintain all buildings and facilities as part of the Parks and Recreation Department.
- ❖ **Urban Forestry:** 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.
- ❖ **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.

Department Highlights

Saco Parks and Recreation continues to expand our programs every year. At this time, we have a range of programs, activities, and care services offered year-round for a variety of ages starting with babies through seniors. In 2016, we focused on further expansion of our SENIORity program offerings while also growing our theater academies, developing teen activities and adopting changes to our School's Out program to accommodate the new schedule for Saco schools.

Parks and Rec Summer Camp

In Summer 2016, 566 children aged Pre-K to 9th Grade and 119 seasonal staff members participated in our Summer Camp programs. Participants and staff attended field trips to Funtown, Aquaboggan, Sea Dogs games, bowling, Maine Wildlife Park, campgrounds, and more! Special featured trips in 2016 included an overnight trip to Lake Compounce, whale watching, and trips to Boston to visit the Boston Museum of Science, Boston Aquarium, and Fenway Park.



Parks and Rec Summer Camp participants spend a day at the beach.

SENIORity Program

The Parks and Rec SENIORity program is designed for adults aged 50 and above. Offered at different times throughout the year, we have a Spring Indoor Barbecue, a Fall Welcome Breakfast and a Thanksgiving Lunch, all of which now have over 100 attendees per event. Our 2016 Thanksgiving lunch in November was our biggest to date, with over 130 seniors able to enjoy a Thanksgiving meal at the Saco Community Center, prepared and served by SPR and City of Saco staff. These events are open to members and non-members; for members the registration is included in their annual membership fee.

Spotlight Program: Haunted Night Out

Saco Parks and Rec introduced Haunted Night Out at the Saco Community Center in 2016. This new family-friendly program was offered the same evening as our Annual Haunted Breakfast the weekend just before Halloween, and well exceeded our expectations for participation with about 1,000 people in attendance between both Halloween events that day at the Saco Community Center. The event featured indoor trick-or-treating, games, face painting, bounce houses, and an indoor Haunted Maze. We look forward to offering this again in the future and expanding the evening event!



The Saco Community Center gym set up for Haunted Night Out.

SPR Theater and Performing Arts Academies

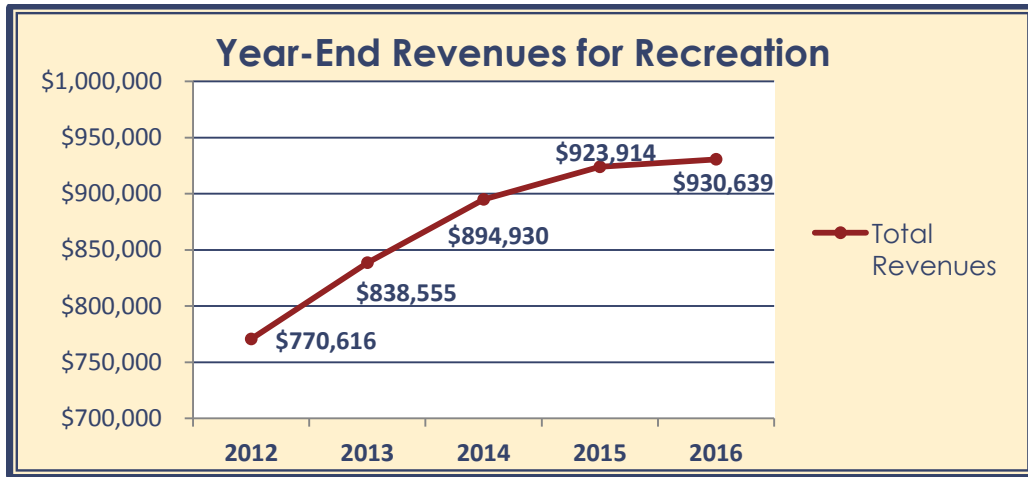
The SPR Theater and Performing Art Academies returned for its second year in 2016, with academies offered during both summer and school vacations, and demonstrating a significant increase in program offerings and participation. Participants included both residents and non-residents from nearby communities, as well as from states such as Connecticut, Colorado, Massachusetts, and Texas. Actors who participated in the program were immersed in the production process from auditions to performing, working on dramatic expression, volume, movement and theatrical techniques to create their very own performance for family and friends. Our mission for the SPR Theater and Performing Arts Academies is to create extraordinary theater experiences that inspire, enrich and transform the lives of young people. We



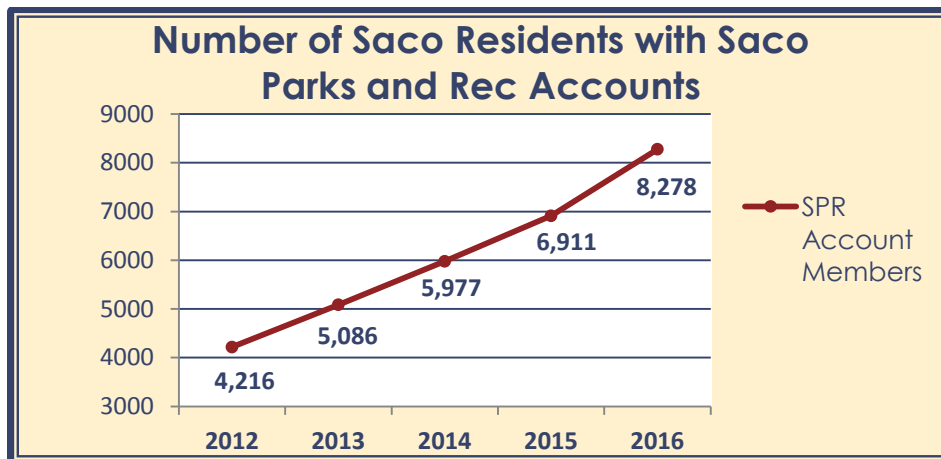
Highlights from 2016's Theater Academies

We believe in the importance of arts education. We respect and embrace the uniqueness of all of our campers. We provide a supportive, nurturing, safe environment for all who pass through our doors. Above all our values are imagination, excellence, respect and inclusion. We strive to build a community of actors, a company of players that make magic happen together!

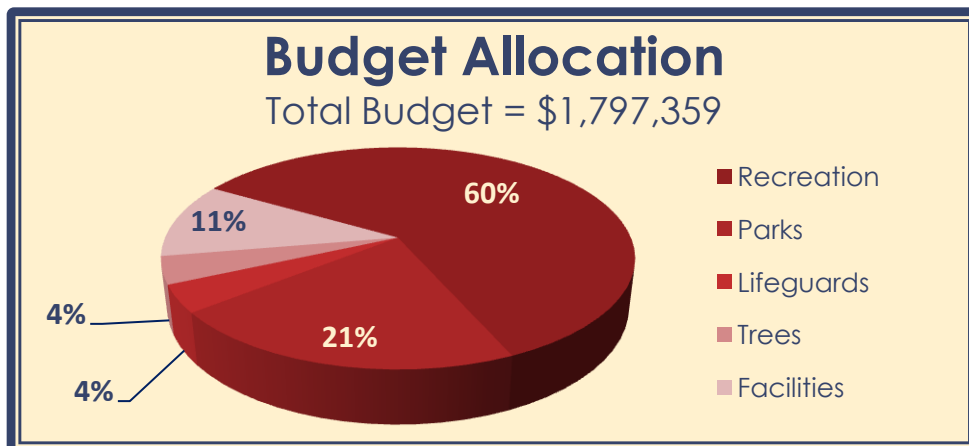
Parks and Recreation by the Numbers



Revenues from Recreation programs have seen a significant increase over the past five years, peaking at \$930,639 for the 2016 calendar year.



Since 2012, the number of Saco residents registered with accounts at sacorec.com has increased by 96%. Currently, 43% of Saco residents are signed up for the service, indicating that nearly half of all Saco citizens have engaged directly with the Parks and Rec website.



City Planner: Bob Hamblen

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, awareness of environmental regulations, and striving for a sustainable approach to growth.
- ❖ **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 land use ordinances 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.

Department Highlights

Cutts Ave Project Contract Zone

One of the Planning Department's major projects for the year involved the review of a contract zone for the former Notre Dame de Lourdes Church property on Cutts Avenue. The contract zone designation will allow the developer, Hardypond Development Company, to reduce the minimum lot area per dwelling, reduce the minimum side and rear yard setbacks, and reduce the minimum required number of parking spaces to make this unique redevelopment project a reality. This approved proposal will greatly increase density, a goal consistent with the City's comprehensive plan update process, and make possible up to 80 units of multi-family housing in three phases on 27,504 square feet of area in the heart of Saco's downtown.

The Cutts Ave Project Contract Zone process also highlighted the desirability of community meetings, as well as the need for more user-friendly zoning. In the future, Saco hopes to move towards a form-based code that will be conducive to development projects such as these that have received public input and are consistent with the surrounding area and the City's long-term goals.



Saco Mill #4 Redevelopment

Chinburg Builders spent 2016 redeveloping the formerly abandoned Saco Mill #4 into a mixed-use facility with 150 residential units and 30,000 square feet of commercial space. This project preserved the integrity of the historic mill building while also providing much-desired living space within walking distance of Saco's growing downtown.

As a part of this effort, Chinburg also completed the Saco Island Loop portion of the existing RiverWalk with a 200-foot extension to the trail system. Thanks to their efforts, this new portion of the trail has opened up spectacular views of the Saco River and the historic Biddeford waterfront to the public.



Left: A segment of the Saco Island Loop Trail. Right: A look inside Mill Building #4.

Comprehensive Plan Update

In October 2016, the City identified the need to update Saco's Comprehensive Plan, and Council established a Comprehensive Planning Committee that held its first meeting in November 2016. Updates will focus on increasing support for greater density in our downtown, reducing residential sprawl, and managing traffic more effectively. A chapter addressing the potential effects of Sea Level Rise on Saco's coastline will also be added to the Plan. The Comprehensive Plan Update process is expected to last through 2017.

U-Haul Contract Zone

In November 2016, U-Haul Moving and Storage of Saco sought Planning Board approval for a contract zone to add a 28,000 square foot climate-controlled self-storage unit and a 2,550 square foot U-Box storage building to their existing facility. Fencing and a natural vegetated buffer will remain around the perimeter of the expansion site, a 15-foot wide landscaped buffer will be provided at the front of the site, and the company will use pervious paver parking lot to control stormwater flow. The existing U-Haul building will remain as is and will continue to house the retail and rental portion of the business.

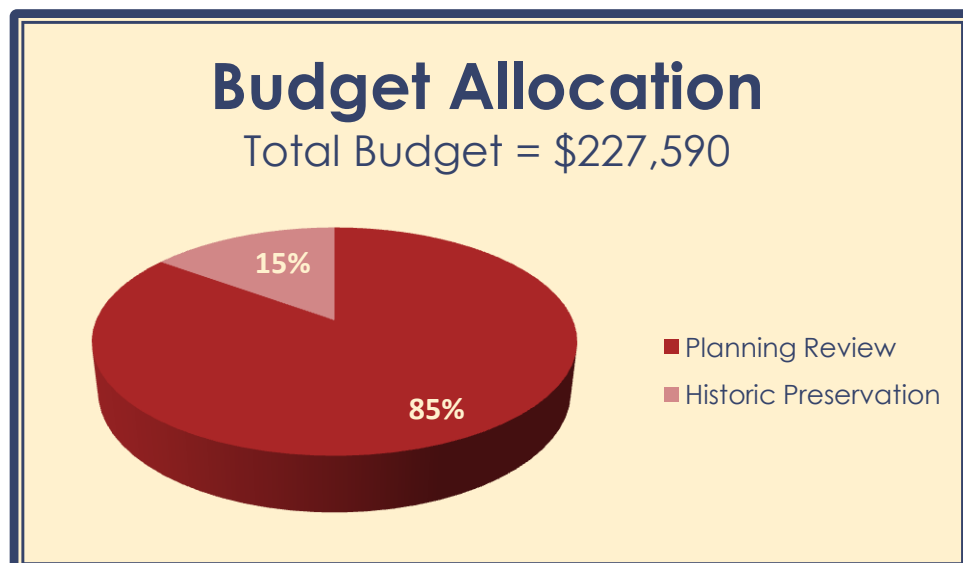
Historic Preservation

In December 2016, Saco's Historic Preservation Commission submitted an application to the Maine Historic Preservation Commission to hold a historic lecture series featuring experts on Saco's history. This request has since been funded, with Saco receiving \$3,248 to hold the Saco-Biddeford Public Education Lecture Series in late 2017 through early 2018. Lectures will be free and open to the public and will be held in selected historic local buildings.

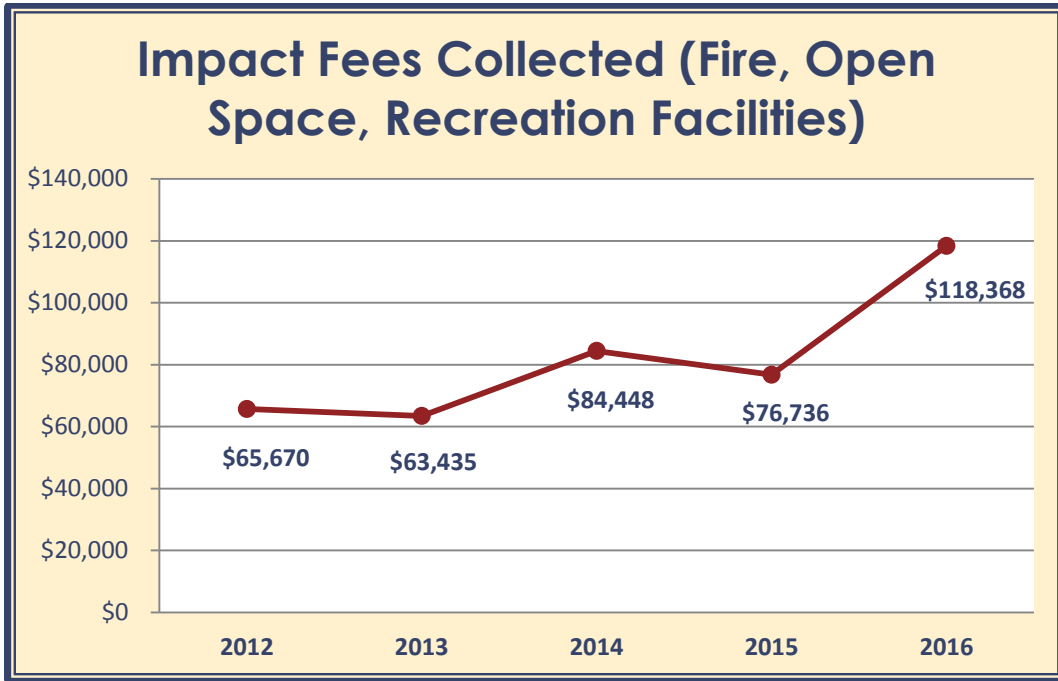
Shoreland Zoning Updates

In 1973 the State of Maine adopted mandatory shoreland zoning, a significant step toward safeguarding the precious resources that are our streams, rivers, lakes and the ocean. All municipalities in Maine are required to adopt shoreland zoning, and those that do not invite the Department of Environmental Protection to adopt shoreland standards for them. Saco adopted shoreland zoning in the 1970s. Since that time, the DEP has periodically updated the "state model ordinance," then asked that communities also update their shoreland provisions in order to stay current with the latest changes.

The DEP wrapped up a package of amendments in 2015 and asked that towns and cities review the changes and adopt the applicable revisions in local ordinances. Saco started this process in summer of 2016 and amended Section 7.1 of the Zoning Ordinance based on the State's model. These amendments addressed issues such as nonconforming structures, shoreline stabilization, and timber harvesting.

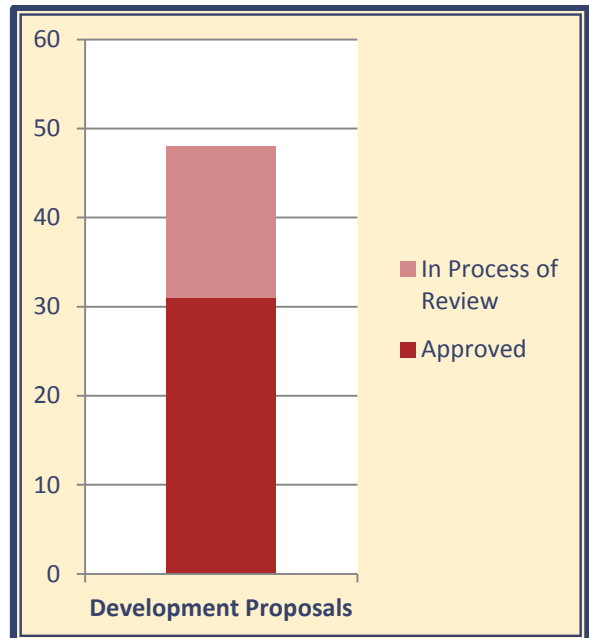
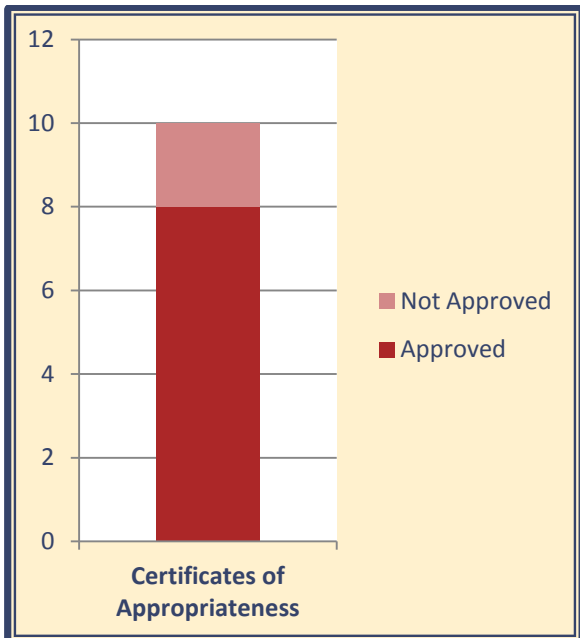


Planning Department by the Numbers



2016 saw a significant increase in the total Impact Fees collected from previous years. This is due to the large Recreation Facility Impact Fee collected from the redevelopment of Mill Building #4.

Planning Review



Police Department

Police Chief: Bradley Paul
Deputy Police Chief, Operations Bureau: Raynald Demers
Deputy Police Chief, Support Services: Corey Huntress
Administrative Sergeant: Bruce Cote
Court Officer: Tammy-Jo Girard
Administrative Secretary: Lori Angis

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 ubiquitous symbol of governmental authority. When the public thinks about “public safety,” it is a uniformed officer they envision.
- ❖ **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. 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, conduct investigations, interview victims, and participate in regional collaborative efforts if crime does not respect city boundaries.

Department Highlights

2016 was one of the busiest the department has seen in several years. With staffing levels short 5 or more staff members at time, officers and support staff worked diligently to provide the citizens of Saco with the high level of service and protection residents have come to expect from members of Saco Police Department.

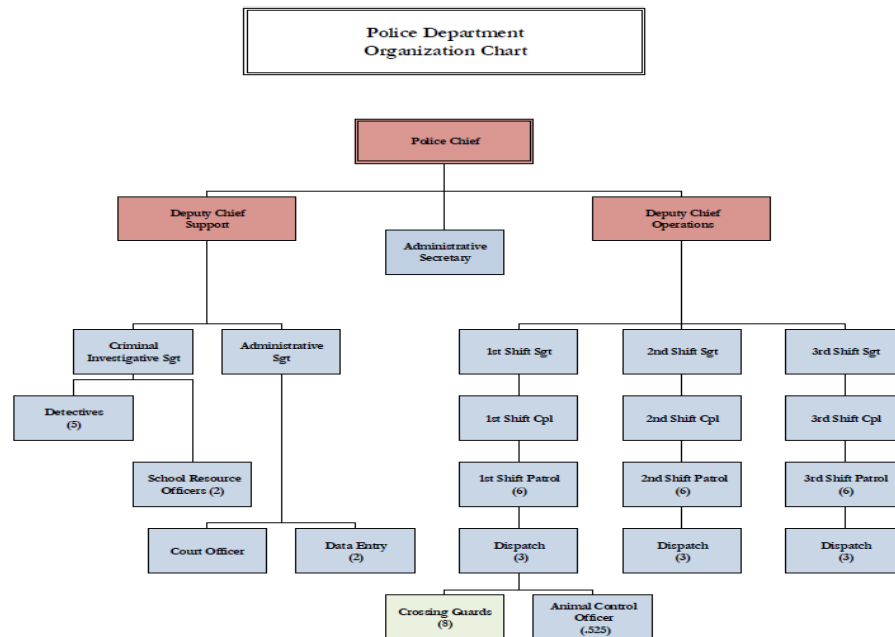
Chief Bradley Paul Retires

On December 31, 2016, Chief Bradley Paul retired from the Saco Police Department after 40 years of service and the last 14.5 years serving as Chief. The Chief's career was celebrated with an escort home at the end of his last shift, on December 20th, where he signed off for the final time surrounded by officers and support staff.



Saco Welcomes New Police Chief

On Monday December 5th, members of the Saco City Council Unanimously voted to confirm Deputy Chief Raynald Demers as the new Chief of Police, effective January 1st, 2017. On Friday December 30th, Raynald Demers was sworn in as the next Saco Chief of Police.



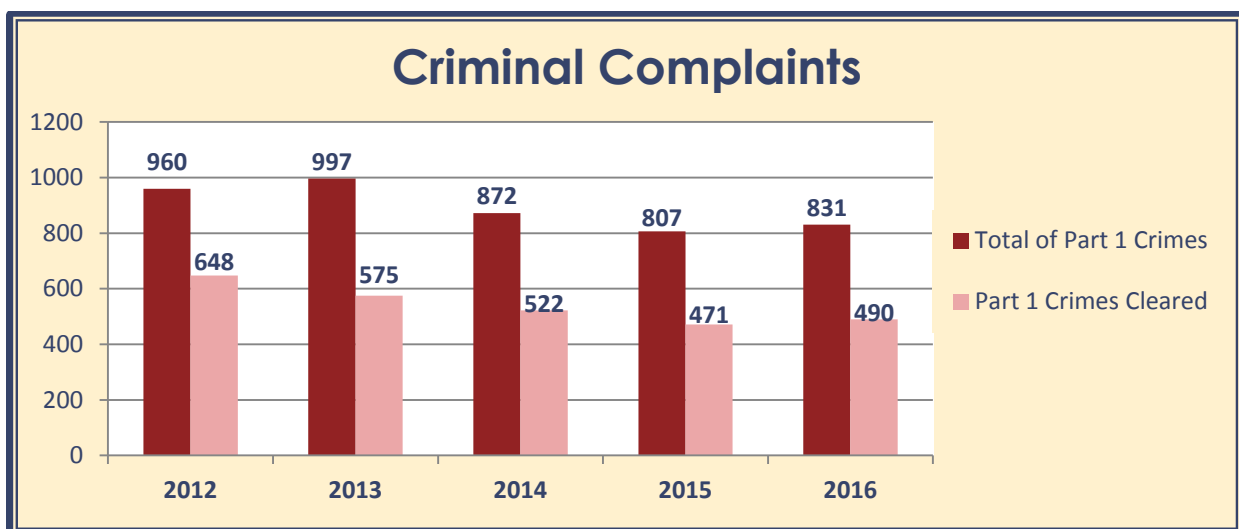
Police Department by the Numbers

Over the past few years, Saco Police Department has experienced a number of staff shortages related to retirements, relocations and officers who are going into other lines of work. This issue is not solely a problem within this agency but a trend both on a state and national level. With fewer people entering the field of law enforcement, filling those vacancies is very challenging.

As a result of these shortages, staff members have had to handle more Calls for Service per officer and the increased investigations and work load that goes along with that. Calls for Service are both calls received from the public and staff which require a response or action from police, fire and/or rescue as well as documentation of important information. Demands on an officer's time to handle more calls for service per officer results in fewer opportunities for self-initiated activities such as traffic enforcement, which is then reflected in the department's annual Call for Service totals.

Year	2012	2013	2014	2015	2016
Total Calls for Service	30422	28165	30003	30825	27593
Police Responses	23167	22068	23058	24301	21642
Average Calls for Service per officer	891.04	848.77	886.85	934.65	1352.65

As the chart above shows, the average Calls for Service per officer have increased by 44.7% since 2015.

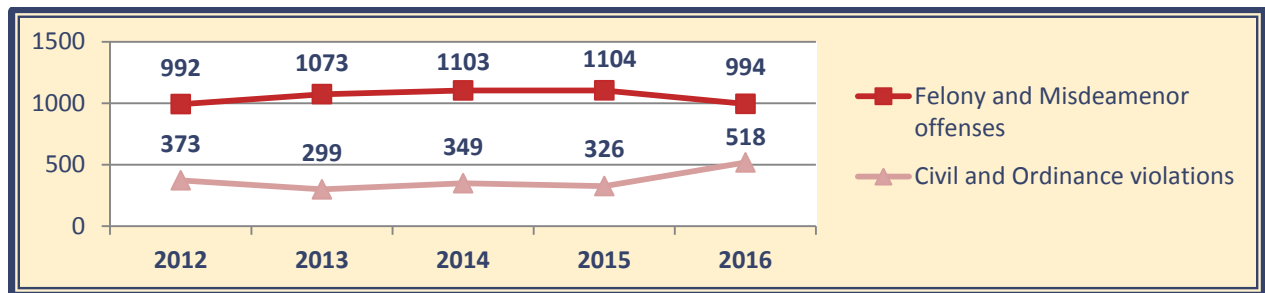


Over the past 5 years, the Saco Police Department has seen a trend of fewer Part 1 crimes. Part 1 crimes are homicides, sexual assaults, robberies, assaults, burglaries and thefts.

Arrests and Summonses

In 2016, officers arrested or summonsed 696 individuals for various non-traffic related criminal and civil offenses. Some individuals were charged with multiple offenses resulting in over 1500 charges for the year, the highest rate of offenses charges in over 5 years.

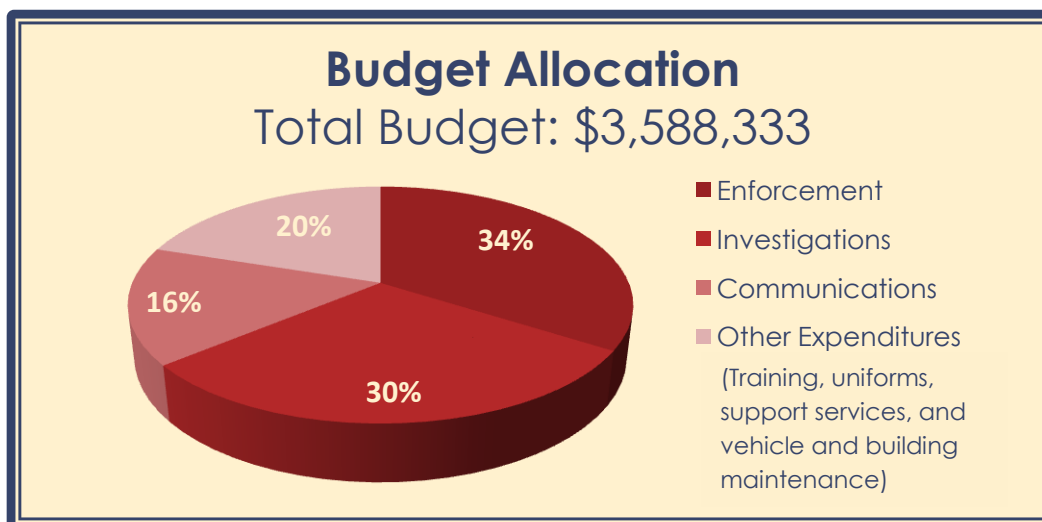
Year	2012	2013	2014	2015	2016
Total Criminal & Civil Arrests and Summonses	769	788	781	698	696



Traffic Enforcement

Year	2012	2013	2014	2015	2016
Total Traffic Stops	9145	6039	6491	7038	6382
Traffic Related Criminal Arrests & Summonses	151	99	127	121	107
Traffic Related Citations	1826	969	975	923	895

Saco Police continues to try and maintain an active and vigilant traffic enforcement program through routine traffic enforcement as well as through various grants geared towards impaired driving, speed and seatbelt enforcement. The decreases in traffic stops and related arrests, summons and citations is in part due to staffing shortages. We have all confidence that once a full staff is in place, enforcement actions will increase.



Public Works

Director: Patrick Fox
Deputy Director: Chris Gallant
City Engineer: Joseph Laverriere

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 buses, fire/police vehicles, construction equipment, and other light- to heavy-duty City vehicles.

Department Highlights

Transportation

Saco was awarded a design build contract and began rehabilitating the Stackpole Creek Bridge on Simpson Road. This rehabilitation will be completed in the spring of 2017. The City was also awarded the MDOTIRAP Grant for upgrades to the Industrial Park Rail Line.

In addition, improvements have been made to the citizen request process. These requests are now integrated on the Public Works website with a work order system for tracking infrastructure repairs.

Sanitation

The construction and relocation of the City's Solid Waste Transfer Station was completed in December of 2016.



Saco's Transfer Station Relocation

Facilities

The newly installed heat pumps at the Train Station are significantly improving heating and cooling efficiencies.

Engineering

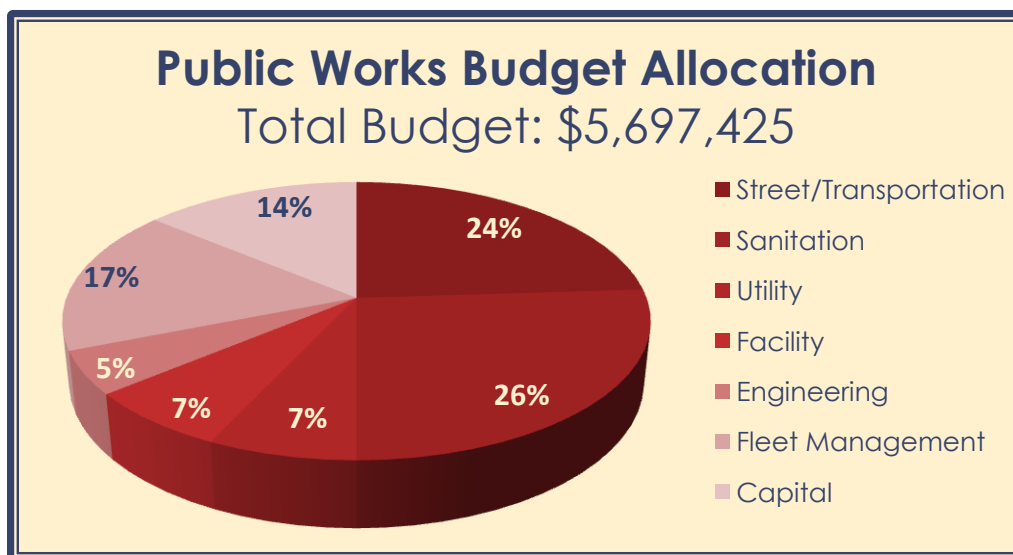
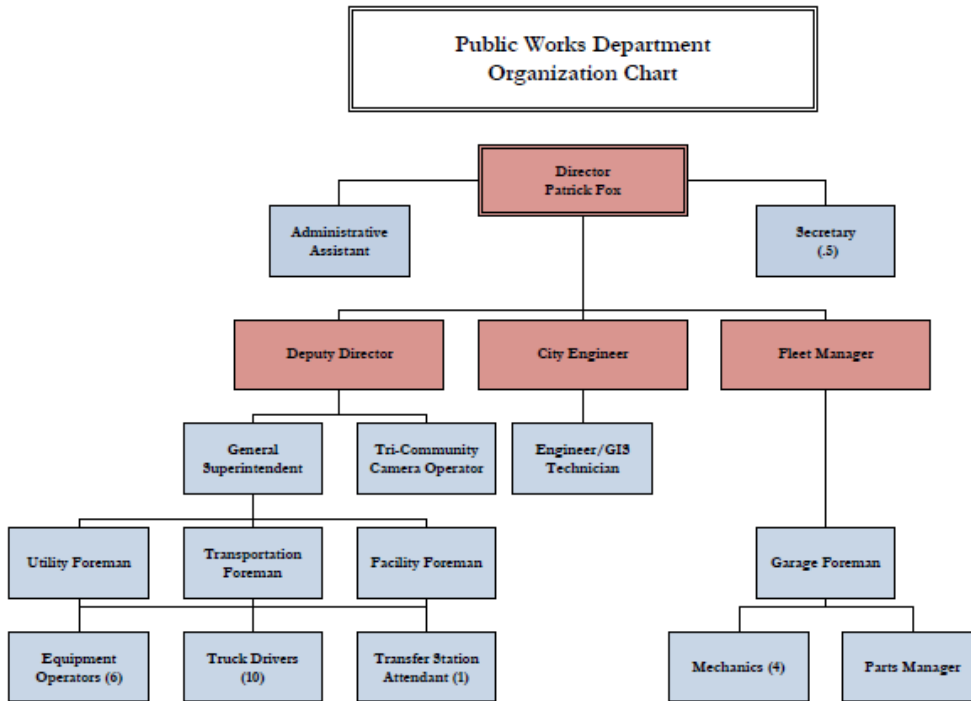
The City of Saco adopted and completed the Goosefare Brook Watershed Management plan. Additionally, we received a grant from MDEP for implementation of Phase 1 of the Goosefare Brook Restoration Work.

Fleet Management

Public Works established and implemented the City wide fleet condition assessment rating system.

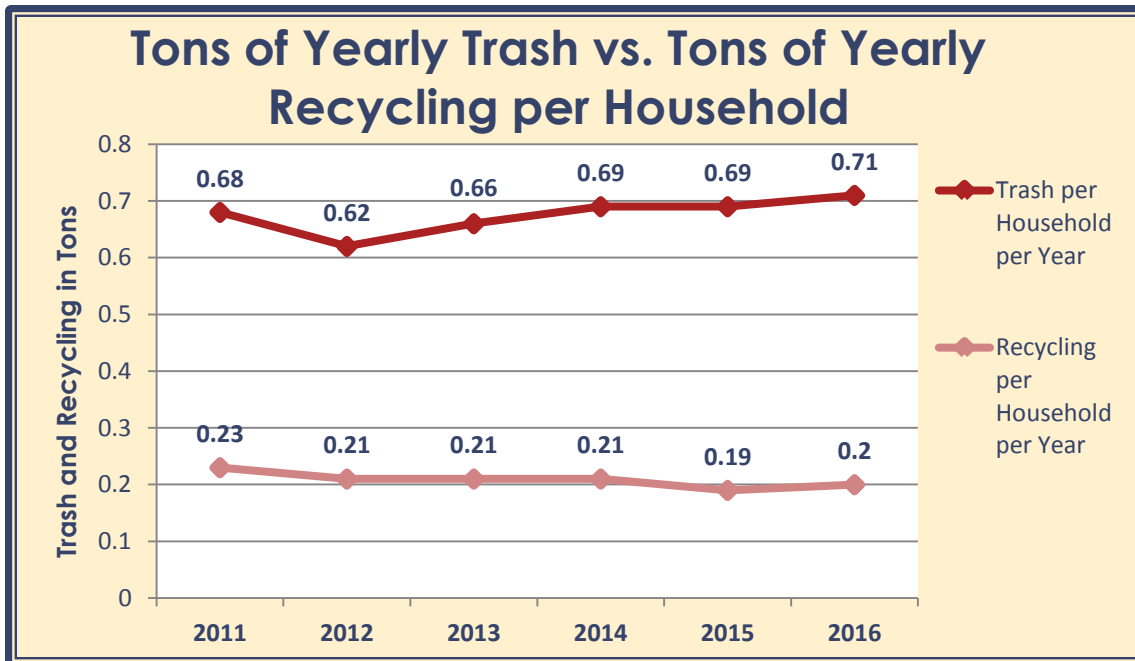
Utilities

Public Works participated coordinating the expansion of natural gas to downtown and the industrial park.



Public Works by the Numbers

Solid Waste & Recycling



Trash

The average citizen in Saco produced **40 pounds more** trash in 2016 than in 2015. Saco as a whole has accumulated a total of **131 tons more** trash between 2015 and 2016. Additionally, the average citizen now produces **14.5% more trash** per year than they did in 2012. However, there has actually been 150 tons less, or a **13.65% decrease**, in bulky waste at transfer stations between 2015 and 2016. We should all do what we can to limit this waste.

Recycling

Even though the average citizen in 2016 has produced **20 pounds more** recycling than in 2015, the percent of household waste that is recycled has **steadily declined** since 2011. In 2011, Saco recycled 34.5% trash as opposed to the 28% of trash that was recycled in 2016. With that said, today **Saco recycles 18.8% less** trash than in 2011. We all must make more of an effort to return to those original numbers.

* Saco's percentage of waste diverted from landfills actually increased from 39.3% in 2015 to 42% in 2016. However, Saco diverted 45.6% of waste from landfills in 2014. This trend is not as linear.

City Totals:
Total Bulky Waste at Transfer Station:
 2015: 1099 tons
2016: 949 tons
Total Household solid Waste:
 2015: 5,164 tons
2016: 5,295 tons
Total household recycling:
 2015: 1,445 tons
2016: 1,482 tons

Total Household Waste Collection & Disposal

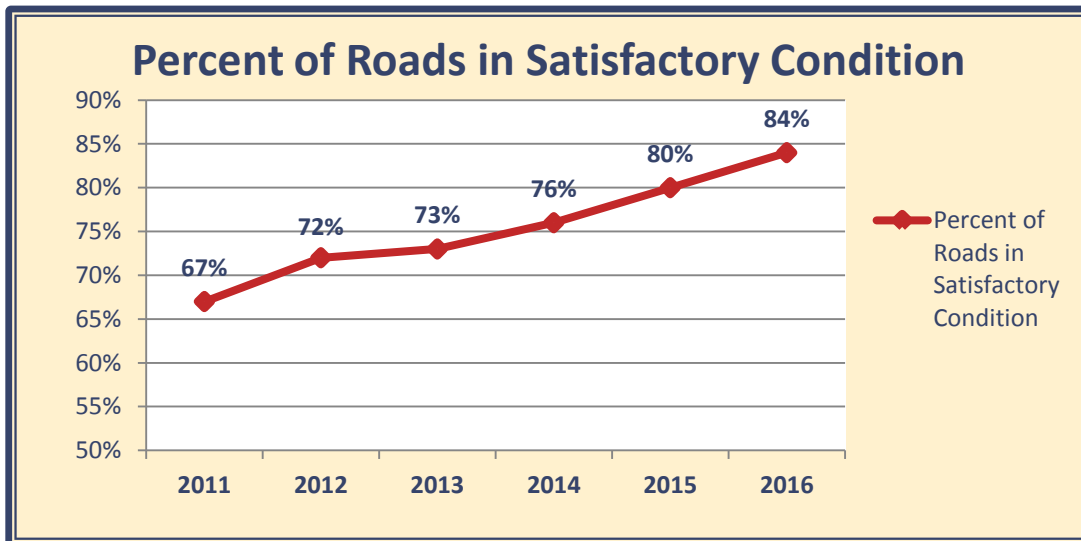
	2011	2012	2013	2014	2015	2016
Cost	\$979,200	\$1.026 Million	\$1.001 Million	\$1.047 Million	\$1.081	\$1.087

This increase in solid waste per year increases cost; the city of Saco paid \$6,000 more in 2016 than in 2015 on household waste collection & disposal. However, the cost per household for waste disposal has only slightly increased by \$.43 between 2015 and 2016. Although the average citizen produced 180 pounds more trash in 2016 as opposed to 2012, they only paid \$6.13 more in 2016.

Snowfall

In 2016, Saco saw *half* the snowfall of 2015 with only **50 total inches** of snow this season. Consequentially, the City spent **\$44,128 less** on winter sand and salt. However, the cost *per inch* of snow for all plowing operations was \$1,493 greater per inch in 2016 (**\$7,029 per inch**) as opposed to 2015 (\$5,536 per inch). This is due to a series of icy storms that didn't produce much snowfall, but are just as costly to keep the roads safe for travel.

Road Maintenance



In 2016, 84% of Saco's roads are considered to be in "Satisfactory Condition." This brings our road network well above the goal of 10 years ago to reach 75% in this category. 6.4 miles of roadway were improved in 2016, almost 3 more miles than the 3.5 total miles improved in 2015. Additionally, Saco used 9,445 tons of asphalt for road paving in 2016, 528 tons less than in 2015. The road pavement funding in 2016 (\$710,000) was also \$284,089 less than in 2015 (\$994,089). The healthy condition of our road network is now allowing us to perform less costly pavements treatments, while still continuing to improve our overall road conditions. This is the sign of a very effective pavement management process.

Water Resource Recovery Department

Water Resource Recovery Director:
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 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.

Department Highlights

Improvements and Updates

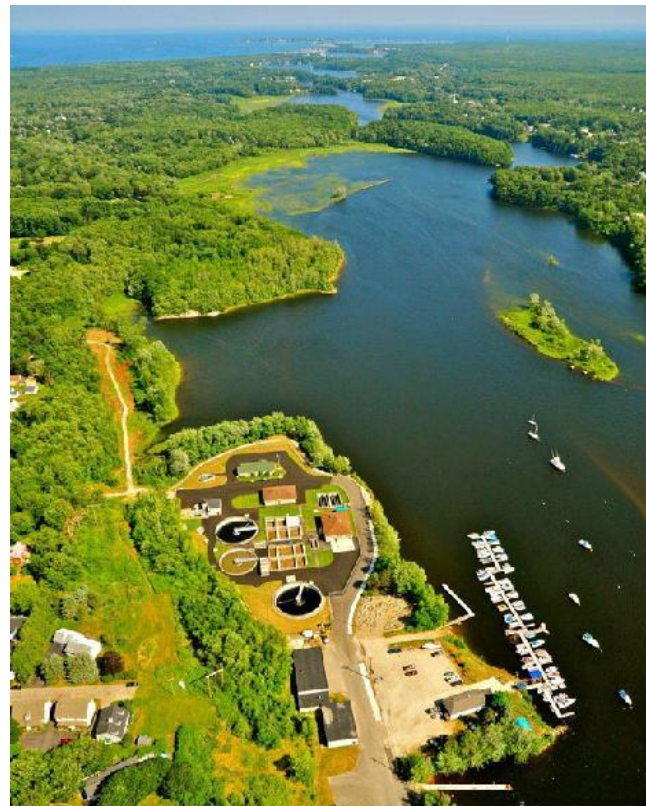
The City of Saco Water Resource Recovery Department (WRRD) was quite busy with improvements to the facility and pump stations throughout 2016.

The WRRD Strawberry Fields pump station was outfitted with a new stationary emergency standby generator that will significantly enhance the system operation and reliability during unexpected power outages.

All pump stations are being updated to wireless technology for communication, which is replacing the old radio telemetry. This has been an ongoing collaboration with staff, Woodard & Curran, and Verizon wireless. We look to have all stations completed within the next several months.

The last “can” pump station that the City of Saco WRRD has is currently going through an upgrade. Windy Point will see a new building, pump skid, controls, heating system and transfer switch. Expected completion is late fall 2017.

With maintenance being an important part of operating a facility, the Saco WRRD began using a new piece of software for maintenance scheduling in Mid-2015. The past year has seen a great improvement in keeping all assets on track for maintenance and keeping track of any necessary corrective maintenance. All staff members are utilizing the system and have taken full advantage of what it has to offer.



A view of the Water Resource Recovery Facility

New Staff Members

The City of Saco WRRD is pleased to announce the hiring of two new staff members. Jackie McDonough was hired in late 2015 to replace the retiring Administrative Assistant. Matthew Szuter has been hired as a new operator, replacing Riley Cobb who was moved into the laboratory technician position. Welcome both to the City of Saco!

Combined Sewer Overflow (CSOs)

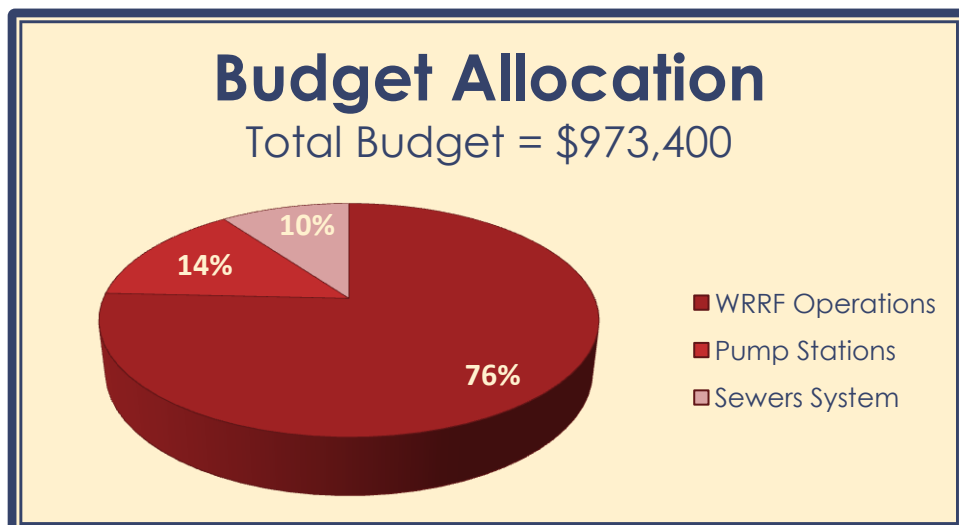
Saco is taking an active role in reducing the amount of wastewater that is discharged from CSOs. In 2016, Saco was responsible for only 0.6% of Maine's total CSO discharge and reduced the total gallons discharged to 0.599 MGD. In addition, Saco has been removing catch basins from the combined sewer system. After removing 11 catch basins in 2016, only 84 still remain.

Year	2012	2013	2014	2015	2016
Discharge (MGD)	2.96	1.10	1.74	1.06	0.599
Remaining Catch Basins	102	102	100	95	84

Water Resource Recovery by the Numbers

Year	2012	2013	2014	2015	2016
Total gallons treated per year (MGD)	741.01	766.66	837.33	672.74	693.21
Total Rainfall per year (in)	46.64	40.43	48.98	34.94	39.59

In 2016, the Water Resource Recovery facility treated 693.21 million gallons of wastewater per day. In total, there were 39.59 inches of precipitation in Saco in 2016.





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

Dear Friend,

I hope this letter finds you well. It's a privilege to share an update on my work to represent you and your family in Washington and in Maine.

As always, the interests of my constituents are what guide my work. There are many things I could talk about in that regard. But I want to focus here on one issue of particular importance—economic development. Having good-paying jobs allows future generations to make this wonderful state their home. With that goal in mind, I'm working to address Maine's economic challenges and capitalize on its opportunities.

One such opportunity is agriculture, where Maine is bucking national trends. The average age of our farmers is actually going down while acreage in cultivation is going up. Consumer demand for local food is driving that growth. I've been successful in reforming federal policies to help farmers and processors meet that demand. My work will continue this year as Congress reauthorizes the Farm Bill.

I'm also working to support jobs in our coastal communities. Last year, I helped block Sweden's proposed ban on the export of Maine lobsters to the European Union. I also introduced legislation to lift unnecessary regulations on seafood exporters and invest in working waterfront infrastructure.

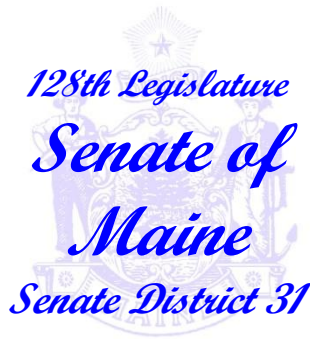
On the House Appropriations Committee, I'm defending federal programs that support jobs throughout Maine. These programs invest in worthy projects that are beyond the reach of private, municipal, or state resources. In our state, they provide loans to small businesses, clean polluted sites for redevelopment, find new marketable uses for Maine's natural resources, build broadband infrastructure, and much more.

Aside from economic development, advocating for Maine veterans is one of my highest priorities. With Congress' current agenda, I'm also fighting to defend Medicare and Social Security, protect clean air and water, and ensure that our communities have the resources to address hunger, homelessness and lack of health care access.

Just as important as my policy work in Washington is what my office does to help individuals in Maine. Every year, my staff helps hundreds of constituents who have issues with federal agencies or programs. Please call my Portland office at (207) 774-5019 for assistance. It's an honor to serve you.

Take care,

Chellie Pingree
Member of Congress



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

Dear Saco neighbors,

It is an honor and privilege to serve as your Senator in the Maine State Legislature. We must restore a sense of trust and credibility into the institution of government itself and my focus will be to do just that over the course of the next two years.

My colleagues and I, including Rep. Bailey and Rep. O'Neil, will be working on hundreds of pieces of legislation. This year I will be submitting several bills focused on growing and supporting our small businesses, providing much needed property tax relief to seniors on fixed incomes, expanding drug treatment for addicts while strengthening enforcement to go after the drug traffickers, all while making sure government is accountable to the people by reducing the influence of special interest groups and lobbyists.

As the ranking senator on the Taxation committee this session, I will be providing a leadership role in crafting responsible tax policy working with my colleagues on both sides of the aisle. The committee does important work regarding taxes, tax credits, property valuation and assessment, plus municipal revenue sharing — the mechanism by which state funds get sent back down to Saco to help pay for the bare essential town services.

We face substantive challenges with divided government, but as I've learned over the years, divided government presents a unique opportunity to get people at the table to do the people's business. No one party can achieve anything without the other. I think that has the potential to yield positive results for all Mainers when all views are listened to and compromise is the rule we live by. It shouldn't matter where the good idea comes from, as long as it makes life better for the entire state and the residents who live here.

My role is to be your voice. This is your seat. I work for you.

Contact me anytime day or night with questions, comments, concerns or help navigating a state government agency. You can reach me through email at justin.chenette@legislature.maine.gov, at my office at 287-1515, or message me at [facebook.com/JustinChenette](https://www.facebook.com/JustinChenette). To sign up for weekly email newsletters and for additional information on the state budget and other important documents, you can visit my legislative website at www.JustinChenette.com.

Best,

Justin Chenette
Senate District 31

*Fax: (207) 287-1585 * TTY (207) 287-1583 * Message Service 1-800-423-6900 * Web Site: legislature.maine.gov/senate*

SUSAN M. COLLINS
MAINE

113 BRIGHT STREET, OFFICE BUILDING
WASHINGTON, DC 20510-1801
202-224-3600
202-224-2943 (TAM)

United States Senate

WASHINGTON, DC 20510-1800

Dear Friends:

It is an honor to represent Maine in the United States Senate. I am grateful for the trust the people of our State have placed in me and welcome this opportunity to share some key accomplishments from 2015.

Growing the economy by encouraging job creation was and remains my top priority. The tax-relief bill signed into law at the close of last year contains three key provisions I authored to help foster job creation and provide small businesses with the certainty they need to invest, grow, and, most important, hire new workers. Another provision I authored that became law last year gives a boost to both Maine's economy and traffic safety. This provision permanently changed the federal law that previously had forced the heaviest trucks onto our country roads and downtown streets, rather than allowing them to use Maine's federal Interstates. In addition, I was glad to help secure another significant award for the University of Maine's deepwater offshore wind initiative, which has the potential to advance an emerging industry and create thousands of good jobs in our state.

Maine's historic contributions to our nation's defense must continue. In 2015, I secured funding toward a much-needed additional Navy destroyer, likely to be built at Bath Iron Works. Modernization projects at the Portsmouth Naval Shipyard that I have long advocated for were also completed, as were projects for the Maine National Guard.

I was also deeply involved in crafting the new education reform law to better empower states and communities in setting educational policy for their students. The law also extends a program I co-authored that provides additional assistance to rural schools, which has greatly benefitted our state. A \$250 tax deduction I authored in 2002 for teachers who spend their own money on classroom supplies was also made permanent last year.

As a result of a scientific evaluation of the nutritional value of potatoes required by a law that I wrote, the wholesome fresh potato finally was included in the federal WIC nutrition program. I also worked on other issues important to Maine's farmers and growers, including research on wild blueberries and pollinating bees.

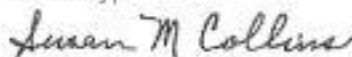
As Chairman of the Housing Appropriations Subcommittee, I have made combating veterans' homelessness a priority. This year's housing funding law includes \$60 million for 8,000 new supportive housing vouchers for homeless veterans. Since this program began in 2008, the number of homeless veterans nationwide has dropped by one third. Maine has received nearly 200 vouchers to support homeless veterans.

Last year, I became Chairman of the Senate Aging Committee. My top three priorities for the committee are retirement security, investing more in biomedical research, and fighting fraud and financial abuses targeting our nation's seniors. I advocated for the \$2 billion increase in funding for the National Institutes of Health to advance research on such diseases as diabetes and Alzheimer's. The Senate also unanimously passed my bill to support family caregivers. The Aging Committee's toll-free hotline (1-855-303-9470) makes it easier for senior citizens to report suspected fraud and receive assistance and has already received more than 1,000 calls.

A Maine value that always guides me is our unsurpassed work ethic. As 2015 ended, I cast my 6,072nd consecutive vote, continuing my record of never missing a roll-call vote since my Senate service began in 1997.

I appreciate the opportunity to serve Saco and Maine in the United States Senate. If ever I can be of assistance to you, please contact my York County Office at (207) 283-1101, or visit my website at www.collins.senate.gov. May 2016 be a good year for you, your family, your community, and our state.

Sincerely,



Susan M. Collins
United States Senator

United States Senate

WASHINGTON, DC 20510

Dear Friends of Saco:

It has been a privilege to serve the State of Maine since being sworn into the U.S. Senate.

Much of my time in Washington this past year has been devoted to the Senate Armed Services Committee and the Select Committee on Intelligence. Protecting our homeland and the people of Maine from terrorism and violence remains one of my top priorities. Through my work on the Armed Services Committee, I was able to secure several provisions in the 2016 National Defense Authorization Act that benefit Maine. The legislation authorizes the construction of an additional DDG-51 Arleigh Burke Class Destroyer that could be built at Bath Iron Works and expands the HUBZone program to stimulate economic growth at former military installations like the former Brunswick Naval Air Station.

Returning control to teachers, school districts, and states has also been a primary concern of mine. I am encouraged that the Every Student Succeeds Act has become law. It eliminates the burdensome requirements of the No Child Left Behind Act and ensures access to a quality education for all students. A provision I helped author in the bill will give states the opportunity to pilot the use of their own proficiency-based assessments in lieu of federally-mandated standardized tests. Also included in the bill are several measures I secured to promote local input, fund education technology initiatives, and explore new strategies to increase student access to the internet outside of school.

Communities across Maine have taken bold action to improve their broadband connectivity, and I have been proud to foster federal support for these types of projects. My amendments to the Every Student Succeeds Act will promote the type of work already occurring in Washington County, where students who lack broadband access are able to check out mobile hotspots from their local libraries. Additionally, a bill I cosponsored, the Community Broadband Act, helped pave the way for the FCC to enact rules protecting the ability of municipalities to invest in better broadband. I am excited by Maine's leadership on this important economic development issue and will continue to support local efforts in this area.

After extensive negotiations, the Senate passed a five-year transportation bill that will increase highway and transit funding in Maine and provide stability to improve our transportation infrastructure. The legislation contains provisions I cosponsored to cut red tape and improve predictability and timeliness by streamlining the federal permitting process for large infrastructure projects. Also incorporated in this bill are my provisions to relieve financial regulations on Maine's community banks and credit unions and to reauthorize the Export-Import Bank, a critical tool that supports communities and small business across the state.

Following my inquiries in the Energy and Natural Resources Committee, the National Park Service has announced they will begin exploring strategies to allow park visitors to purchase electronic passes online and will pilot the program at Acadia National Park. These passes would improve access to our nation's most treasured landscapes and would generate resources for years to come. I remain deeply engaged in preserving Maine's natural beauty and strengthening our outdoor recreation economy.

It is with solemn responsibility that I have focused my energy addressing the opioid epidemic in Maine. This work includes convening roundtables with a wide-range of health care and law enforcement professionals to combat addiction; introducing a proposal to safely dispose of excess prescription drugs; cosponsoring a

Senate-passed bill that addresses mothers struggling with addiction and the alarming effect it has on newborns; cosponsoring the TREAT Act, which expands the ability of medical specialists to provide life-saving medication-assisted therapies for patients battling heroin and prescription drug addiction; and calling on the Commander of U.S. Southern Command to increase efforts to stop the flow of heroin at our southern border.

I like to think of Maine as a big small town – and in a small town, the leaders are accessible and eager to listen. In that spirit, I’ve made it a priority to stay connected with people from all over Maine who e-mail, write, and call with suggestions or questions. If I can ever assist in your interaction with a federal agency, or you have thoughts, concerns, or personal input on a matter that is currently before Congress I hope you will contact me, let me know where you stand, and engage in this critical part of democracy. Please call my toll-free line at **1-800-432-1599** or one of my offices: Augusta (207) 622-8292, Presque Isle (207) 764-5124, Scarborough (207) 883-1588, or Washington, D.C. (202) 224-5344. You can also write me on our website at www.king.senate.gov/contact.

As always, I am honored to represent the people of Maine and look forward to working with you for the betterment of our great state.

Sincerely,

A handwritten signature in black ink that reads "Angus S. King, Jr." The signature is written in a cursive, flowing style.

Angus S. King, Jr.
United States Senator



Paul R. LePage
GOVERNOR

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

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. Some are pushing to raise the minimum wage, but I want Mainers to earn a maximum wage. Reducing the income tax is the biggest and most immediate pay raise for all hard-working Mainers.

Not only does an income tax cut put more money back in your pockets, but it will also attract businesses that can offer good-paying careers to keep our young people here in Maine. It shows the nation that we are serious about wanting people and businesses to come—and stay—in Maine.

Another of my priorities is to lower the cost of student debt in Maine. If young people are struggling with too much student debt, they are unable to afford homes or vehicles. We are now offering programs to help them lower their debt, stay in Maine, begin their careers and start families.

To provide good-paying jobs for our young people, we must also work hard to reduce our energy costs. High energy costs are a major factor in driving out manufacturers, mills and other businesses that need low-cost electricity. I am committed to lowering the cost of energy, not only to attract job creators, but also to allow Maine people to heat and power their homes affordably and effectively.

And finally, we are making progress to address the drug pandemic in our state. It is my most important duty to keep the Maine people safe. While education, treatment and prevention efforts are important, we must get the dealers off the streets. I am pleased the Legislature has finally agreed to fund my proposal for more drug agents to stem the supply of deadly opiates flowing into our communities, but our law enforcement agencies are still understaffed. We must do more.

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

TTY USERS CALL 711
www.maine.gov

PHONE: (207) 287-3531 (Voice)

FAX: (207) 287-1034

Audit for the year ending June 30th, 2016: Extracted Financial Statements

The following schedules have been extracted from the 2016 financial statements of the City of Saco, Maine, Comprehensive Annual Financial Report, for fiscal year ended June 30, 2016, 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

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, 2016, 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, 2016, 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, schedules, 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 23, 2016 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 23, 2016
South Portland, Maine

CITY OF SACO, MAINE
Statement of Net Position
June 30, 2016

	Governmental Activities	Business-type Activities	2016 Total
ASSETS			
Cash and cash equivalents	\$ 9,186,631	\$ 1,851,972	\$ 11,038,603
Investments	2,320,857	-	2,320,857
Cash held in escrow	495,000	-	495,000
Receivables:			
Accounts (net of allowance of \$765,237)	2,358,983	391,278	2,750,261
Taxes - current	921,779	-	921,779
Taxes - prior years	119,539	-	119,539
Tax liens	329,492	-	329,492
Prepaid expenses	174,999	27,560	202,559
Other	40,056	-	40,056
Tax acquired property	93,089	-	93,089
Depreciable capital assets, net	20,188,849	5,583,201	25,772,050
Non-depreciable capital assets	41,952,822	14,918,272	56,871,094
Total assets	78,182,096	22,772,283	100,954,379
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows of resources related to pensions	1,535,072	-	1,535,072
Total deferred outflows of resources	1,535,072	-	1,535,072
LIABILITIES			
Accounts payable and other current liabilities	1,833,814	135,775	1,969,589
Accrued liabilities	2,517,797	27,005	2,544,802
Taxes collected in advance	135,664	-	135,664
Internal balance	(3,280,822)	3,280,822	-
Noncurrent liabilities:			
Due within one year	2,622,347	148,934	2,771,281
Due in more than one year	19,454,186	54,183	19,508,369
Total liabilities	23,282,986	3,646,719	26,929,705
DEFERRED INFLOWS OF RESOURCES			
Deferred inflows of resources related to pensions	471,341	-	471,341
Total deferred inflows of resources	471,341	-	471,341
NET POSITION			
Net investment in capital assets	47,580,462	20,356,473	67,936,935
Restricted for:			
Finance and administration	1,833,489	-	1,833,489
Community services	957,756	-	957,756
Public safety	26,549	-	26,549
Other purposes	383,056	-	383,056
Nonexpendable	181,383	-	181,383
Expendable	497,608	-	497,608
Unrestricted	4,502,538	(1,230,909)	3,271,629
Total net position	\$ 55,962,841	\$ 19,125,564	\$ 75,088,405

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Activities
For the year ended June 30, 2016

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		2016 Total
					Governmental Activities	Business-type Activities	
Primary government:							
Governmental activities:							
General government	\$ 7,673,018	\$ 1,863,889	\$ 1,998,867	\$ -	\$ (3,810,262)	\$ -	\$ (3,810,262)
Public safety	6,762,816	170,671	-	77,793	(6,514,352)	-	(6,514,352)
Public works	7,473,386	83,762	-	221,684	(7,167,940)	-	(7,167,940)
Culture and recreation	1,611,285	1,072,005	-	-	(539,280)	-	(539,280)
Education	38,270,033	781,316	14,344,940	-	(23,143,777)	-	(23,143,777)
Interest on debt	588,475	-	-	-	(588,475)	-	(588,475)
Total governmental activities	62,379,013	3,971,643	16,343,807	299,477	(41,764,086)	-	(41,764,086)
Business-type activities:							
Waste Water Treatment Plant	2,560,603	3,428,291	-	-	-	867,688	867,688
Total business-type activities	2,560,603	3,428,291	-	-	-	867,688	867,688
Total primary government	\$ 64,939,616	\$ 7,399,934	\$ 16,343,807	\$ 299,477	\$ (41,764,086)	\$ 867,688	\$ (40,896,398)
General revenues:							
Property taxes, levied for general purposes					\$ 39,551,705	\$ -	\$ 39,551,705
Motor vehicle excise taxes					3,805,133	-	3,805,133
Franchise tax					271,040	-	271,040
Grants and contributions not restricted to specific programs:							
Homestead exemption					383,631	-	383,631
Other State aid					344,881	-	344,881
State Revenue Sharing					1,086,466	-	1,086,466
Unrestricted investment earnings					88,688	-	88,688
Miscellaneous revenues					43,982	23,895	67,877
Total general revenues					45,575,526	23,895	45,599,421
Change in net position					3,811,440	891,583	4,703,023
Net position - beginning (restated)					52,151,401	18,233,981	70,385,382
Net position - ending					\$ 55,962,841	\$ 19,125,564	\$ 75,088,405

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Balance Sheet
Governmental Funds
June 30, 2016

	General Fund	School Operations Fund	Other Governmental Funds	2016 Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 8,908,094	\$ -	\$ 278,537	\$ 9,186,631
Investments	126,563	-	2,194,294	2,320,857
Receivables, net of allowance of \$765,237	328,276	159,218	1,871,489	2,358,983
Interfund receivables	3,745,301	1,766,353	2,267,544	7,779,198
Taxes and liens receivable	1,370,810	-	-	1,370,810
Tax acquired property	93,089	-	-	93,089
Prepaid items	144,165	30,834	-	174,999
Inventory	-	-	1,745	1,745
Other	-	-	38,311	38,311
Total assets	\$ 14,716,298	\$ 1,956,405	\$ 6,651,920	\$ 23,324,623
LIABILITIES				
Accounts payable	1,513,489	235,542	84,783	1,833,814
Accrued liabilities	453,533	1,920,585	1,920	2,376,038
Taxes collected in advance	135,664	-	-	135,664
Interfund payables	3,370,856	-	1,127,520	4,498,376
Total liabilities	5,473,542	2,156,127	1,214,223	8,843,892
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - property taxes	1,042,708	-	-	1,042,708
Unavailable revenue - rent	2,100	-	-	2,100
Total deferred inflows of resources	1,044,808	-	-	1,044,808
FUND BALANCES (DEFICIT)				
Nonspendable	144,165	-	1,062,047	1,206,212
Restricted	-	-	3,762,794	3,762,794
Committed	89,733	-	551,981	641,714
Assigned	2,208,198	-	444,192	2,652,390
Unassigned	5,755,852	(199,722)	(383,317)	5,172,813
Total fund balances (deficit)	8,197,948	(199,722)	5,437,697	13,435,923
Total liabilities, deferred inflows of resources and fund balances	\$ 14,716,298	\$ 1,956,405	\$ 6,651,920	
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				\$ 62,141,671
Cash held in escrow				495,000
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.				
Noncurrent liabilities as reported on Statement 1	(17,571,944)			(18,882,159)
Accrued liabilities (compensated absences) as reported on Statement 1	(1,310,215)			(18,882,159)
Accrued interest on Statement 1				(141,759)
Net pension liability, including related deferred inflows and outflows				(2,130,643)
Unavailable revenues- more specifically, property taxes not reported on Statement 1				1,044,808
Net position of governmental activities				\$ 55,962,841

CITY OF SACO, MAINE
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the year ended June 30, 2016

	General Fund	School Operations Fund	Other Governmental Funds	2016 Total Governmental Funds
REVENUES				
Taxes	\$ 43,325,170	\$ -	\$ -	\$ 43,325,170
Licenses and permits	1,034,945	-	-	1,034,945
Intergovernmental	2,206,787	13,890,392	1,978,182	18,075,361
Charges for services	1,165,276	430,058	927,450	2,522,784
Other revenues	501,533	64,208	634,784	1,200,525
Total revenues	48,233,711	14,384,658	3,540,416	66,158,785
EXPENDITURES				
Current:				
General government	2,410,443	-	-	2,410,443
Public safety	6,588,569	-	108,852	6,697,421
Public works	5,096,513	-	-	5,096,513
Culture and recreation	1,611,285	-	-	1,611,285
Education	-	34,979,627	2,147,155	37,126,782
Unclassified	4,674,278	-	214,298	4,888,576
County tax	1,243,927	-	-	1,243,927
Debt service:				
Principal	1,919,959	295,000	-	2,214,959
Interest and other charges	524,052	44,250	18,666	586,968
Capital improvements	1,889,392	175,584	436,432	2,501,408
Total expenditures	25,958,418	35,494,461	2,925,403	64,378,282
Excess (deficiency) of revenues over (under) expenditures	22,275,293	(21,109,803)	615,013	1,780,503
OTHER FINANCING SOURCES (USES)				
Capital lease issuance of debt	1,147,576	175,584	-	1,323,160
Refunding/bonds issued	3,280,000	-	895,000	4,175,000
Premium on refunding/bonds issued	319,673	-	68,666	388,339
Payment to refunded bond escrow agent	(3,535,300)	-	-	(3,535,300)
Transfers in	937,343	21,649,968	1,429,800	24,017,111
Transfers out	(22,993,305)	(2,970)	(1,020,836)	(24,017,111)
Total other financing sources (uses)	(20,844,013)	21,822,582	1,372,630	2,351,199
Net change in fund balances	1,431,280	712,779	1,987,643	4,131,702
Fund balances (deficit) - beginning	6,766,668	(912,501)	3,450,054	9,304,221
Fund balances (deficit) - ending	\$ 8,197,948	\$ (199,722)	\$ 5,437,697	\$ 13,435,923

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, 2016

Net change in fund balances- total governmental funds (from Statement 4)	\$	4,131,702
<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 capital outlays exceeded depreciation expense in the current period.</p>		
Capital outlays	\$ 1,805,429	37,521
Less: loss on disposal	208,800	
Less: depreciation expense	1,559,108	
	\$ 37,521	
<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>		
		31,668
<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	\$ (1,323,160)	(16,578)
Capital lease repayments	877,485	
Capital lease interest accrual	(4,173)	
Note payable repayments	112,061	
Premium on bonds issued	(388,339)	
Amortization of premium on refunding bonds	5,663	
Bond proceeds	(4,175,000)	
Bond principal repayments	4,876,066	
Bond interest accrual	2,819	
	\$ (16,578)	
<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	\$ 64,584	(372,873)
Change in net pension liability, with related deferred inflows and outflows	(342,389)	
Change in long-term other post employment benefits	(95,068)	
	\$ (372,873)	
Change in net position of governmental activities (see Statement 2)		\$ 3,811,440

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, 2016

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (Negative)
	Original	Final		
REVENUES				
Taxes	\$ 42,488,302	\$ 42,488,302	\$ 43,325,170	\$ 836,868
Licenses and permits	748,754	748,754	1,034,945	286,191
Intergovernmental	2,037,512	2,074,176	2,206,787	132,611
Charges for services	1,106,000	1,106,000	1,165,276	59,276
Interest earnings	15,000	15,000	39,982	24,982
Other revenues	521,000	521,000	461,551	(59,449)
Total revenues	46,916,568	46,953,232	48,233,711	1,280,479
EXPENDITURES				
Current:				
General government	2,440,448	2,480,677	2,410,443	70,234
Public safety	6,679,502	6,711,121	6,588,569	122,552
Public works	5,384,227	5,663,534	5,096,513	567,021
Culture and recreation	1,508,951	1,510,211	1,611,285	(101,074)
County tax	1,243,927	1,243,927	1,243,927	-
Unclassified	4,525,699	4,535,613	4,674,278	(138,665)
Debt service	2,386,941	2,386,941	2,379,638	7,303
Capital projects	1,053,000	1,119,000	741,816	377,184
Total expenditures	25,222,695	25,651,024	24,746,469	904,555
Excess (deficiency) of revenues over (under) expenditures	21,693,873	21,302,208	23,487,242	2,185,034
OTHER FINANCING SOURCES (USES)				
Budgeted utilization of surplus	300,000	357,000	-	(357,000)
Carryover of assigned fund balance	-	334,665	-	(334,665)
Transfers in	870,898	870,898	937,343	66,445
Transfers out	(22,864,771)	(22,864,771)	(22,993,305)	(128,534)
Total other financing sources (uses)	(21,693,873)	(21,302,208)	(22,055,962)	(753,754)
Net change in fund balance	-	-	1,431,280	1,431,280
Fund balance - beginning			6,766,668	
Fund balance - ending			\$ 8,197,948	

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, 2016

	Budget amounts		Actual	Variance with final budget positive (negative)
	Original	Final		
Revenues:				
Intergovernmental:				
State subsidy - operating costs	\$ 11,698,301	11,698,301	12,153,193	454,892
State agency clients	125,000	125,000	150,698	25,698
Medical reimbursements	40,000	40,000	71,185	31,185
Charges for services:				
Tuition fees	336,844	336,844	341,203	4,359
Rentals	-	-	1,570	1,570
Transportation	75,000	75,000	87,285	12,285
Other revenues:				
Miscellaneous	10,000	10,000	64,208	54,208
Total revenues	12,285,145	12,285,145	12,869,342	584,197
Expenditures:				
Current:				
Regular instruction	20,270,202	20,270,202	20,536,607	(266,405)
Special education instruction	5,951,782	5,951,782	5,752,975	198,807
Other instruction	189,811	189,811	163,239	26,572
Student and staff support	1,908,735	1,908,735	1,869,424	39,311
System administration	654,500	654,500	669,695	(15,195)
School administration	1,013,078	1,013,078	993,322	19,756
Transportation	1,374,087	1,374,087	1,348,980	25,107
Facilities maintenance	2,233,668	2,233,668	2,100,749	132,919
Debt service	339,250	339,250	339,250	-
Total expenditures	33,935,113	33,935,113	33,774,241	160,872
Other financing sources (uses):				
Transfer from the City General Fund	21,649,968	21,649,968	21,649,968	-
Transfer to the Special Revenue Fund	-	-	(2,970)	(2,970)
Total other financing sources	21,649,968	21,649,968	21,646,998	(2,970)
Net change in fund balance budgetary basis	-	-	742,099	742,099
Reconciliation to GAAP basis:				
Change in accrued summer benefits			(29,320)	
Net change in fund balances GAAP basis			712,779	
Fund deficit, beginning			(912,501)	
Fund deficit, ending	\$		(199,722)	

CITY OF SACO, MAINE
Statement of Net Position
Proprietary Fund
June 30, 2016

	Business-type activities Enterprise Funds Waste Water Treatment Plant
ASSETS	
Current assets:	
Cash and cash equivalents	\$ 1,851,972
Receivables	391,278
Prepaid	27,560
Total current assets	2,270,810
Noncurrent assets:	
Depreciable capital assets	
Vehicles	140,127
Buildings and improvements	9,245,821
Equipment	1,630,593
Less accumulated depreciation	(5,433,340)
Non-depreciable capital assets	14,918,272
Total noncurrent assets	20,501,473
Total assets	22,772,283
LIABILITIES	
Current liabilities:	
Accounts payable	135,775
Accrued liabilities	27,005
Interfund payables	3,280,822
Accrued compensated absences due within one year	3,934
Bonds payable due within one year	145,000
Total current liabilities	3,592,536
Noncurrent liabilities:	
Accrued compensated absences	54,183
Total noncurrent liabilities	54,183
Total liabilities	3,646,719
NET POSITION	
Net investment in capital assets	20,356,473
Unrestricted	(1,230,909)
Total net position	\$ 19,125,564

CITY OF SACO, MAINE
Statement of Revenues, Expenses, and Changes in Net Position
Proprietary Fund
For the year ended June 30, 2016

	Business-type activities
	Enterprise Funds
	Waste Water Treatment Plant
Operating revenues:	
Charges for services	\$ 3,428,291
Miscellaneous revenues	23,895
Total operating revenues	3,452,186
Operating expenses:	
Personnel services	990,005
Contractual services	236,763
Utilities	191,127
Repairs and maintenance	434,206
Other supplies and expenses	430,452
Depreciation	269,639
Total operating expenses	2,552,192
Operating income	899,994
Nonoperating expenses:	
Interest expense	(8,411)
Total nonoperating expenses	(8,411)
Change in net position	891,583
Total net position - beginning	18,233,981
Total net position - ending	\$ 19,125,564

CITY OF SACO, MAINE
Statement of Cash Flows
Proprietary Fund
For the year ended June 30, 2016

	Business-type activities	
	Enterprise Funds	
	Waste Water	
	Treatment Plant	
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	\$	3,544,404
Other receipts		23,895
Payments to suppliers		(1,239,519)
Payments to employees		(996,106)
Net cash provided by operating activities		1,332,674
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Increase (decrease) in interfund loans		672,709
Net provided by non-capital financing activities		672,709
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Principal paid on debt		(145,000)
Interest paid on debt		(8,411)
Net cash used in capital and related financing activities		(153,411)
Net increase (decrease) in cash and cash equivalents		1,851,972
Balances- beginning of the year		-
Balances- end of the year	\$	1,851,972
Reconciliation of operating income to net cash provided		
(used) by operating activities:		
Operating income	\$	899,994
Adjustments to reconcile operating income to net cash provided by		
operating activities:		
Depreciation expense		269,639
Change in assets and liabilities:		
Receivables		116,113
Prepays		(27,560)
Accounts payables		90,717
Accrued liabilities		(16,229)
Net cash provided by operating activities	\$	1,332,674

CITY OF SACO, MAINE
Statement of Fiduciary Net Position
Fiduciary Funds
June 30, 2016

		<u>Agency Funds</u> Student Activity Funds
ASSETS		
Cash and cash equivalents	\$	179,572
Total assets		179,572
LIABILITIES		
Due to student groups		179,572
Total liabilities	\$	179,572

Outstanding Personal Property Taxes as of June 30th, 2017

Customer Name	Prop 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	\$6,189.90
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	\$1,441.77
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

Customer Name	Prop ID	Bill Year	Unpaid Balance
ASIANA SALON & DAY SPA	1047	2009	\$109.38
QUICKPRINT COLOR CENTER (THE)	533	2009	\$461.65
SANDWICH SHACK (THE)	597	2009	\$88.57
WAGNER'S MARKET	628	2009	\$73.14
VITA TORTILLAS	856	2009	\$3,679.10
THE CANDY GARDEN OF MAINE INC	1024	2010	\$47.79
ASIANA SALON & DAY SPA	1047	2010	\$227.45
CENTURY 21 - SAMIA REALTY	124	2010	\$88.27
MAINE ROADS & DRIVEWAYS	418	2010	\$67.42
QUICKPRINT COLOR CENTER (THE)	533	2010	\$937.06
SANDWICH SHACK (THE)	597	2010	\$179.78
WAGNER'S MARKET	628	2010	\$145.73
WOOD STRUCTURES INC	723	2010	\$10,061.09
ALPHIE'S	833	2010	\$30.64
POIRIER ELECTRIC & AUTOMATION	853	2010	\$107.60
SAUCIER NORM	941	2010	\$207.63
GAGNON ARMAND	943	2010	\$51.05
SHAW ROBERT & FRANCES	953	2010	\$190.68
STACEY G INC.	958	2010	\$118.57
THE CANDY GARDEN OF MAINE INC	1024	2011	\$88.45
HOWARD CLAYTON	1172	2011	\$2,567.76
GROVER JOHN	1179	2011	\$82.92
MAINLY STOVES & FUEL YARD INC	1182	2011	\$22.11
EASTVIEW MOTEL	231	2011	\$343.86
MAINE ROADS & DRIVEWAYS	418	2011	\$58.04
QUICKPRINT COLOR CENTER (THE)	533	2011	\$950.82
WAGNER'S MARKET	628	2011	\$147.87
GAGNON ARMAND	943	2011	\$207.30

Customer Name	Prop ID	Bill Year	Unpaid Balance
POIRIER ELECTRIC & AUTOMATION	853	2011	\$218.36
SAUCIER NORM	941	2011	\$222.50
SHAW ROBERT & FRANCES	953	2011	\$193.48
FRODO'S VARIETY	958	2011	\$240.47
CARPET TOWN	111	2012	\$177.37
HOWARD CLAYTON	1172	2012	\$1,339.62
GROVER JOHN	1179	2012	\$43.26
MAINELY STOVES & FUEL YARD INC	1182	2012	\$11.54
JOHNSONS AUTO REPAIR	1204	2012	\$92.29
ASSIMAKOPOULOS, JIM	1213	2012	\$108.15
EASTVIEW MOTEL	231	2012	\$183.86
REMAX ABSOLUTE REALTY	309	2012	\$54.71
MAINE ROADS & DRIVEWAYS	418	2012	\$30.28
QUICKPRINT COLOR CENTER (THE)	533	2012	\$496.05
WAGNER'S MARKET	628	2012	\$77.15
POIRIER ELECTRIC & AUTOMATION	853	2012	\$113.92
SAUCIER NORM	941	2012	\$116.08
GAGNON ARMAND	943	2012	\$108.15
SHAW ROBERT & FRANCES	953	2012	\$100.94
FRODO'S VARIETY	958	2012	\$125.46
SEACOAST AUTOMOTIVE INC	1154	2013	\$161.95
INTEGRITY AUTO SERVICE	1181	2013	\$28.40
BELLEROSE, MATT	1202	2013	\$6.40
JOHNSONS AUTO REPAIR	1204	2013	\$241.56
THE PHOTO DOCTOR INC	1207	2013	\$27.58
CLIFFS TOO	1238	2013	\$12.81
CWG MERCHANDISING LLC	1239	2013	\$107.97
MATEA JADE PHOTOGRAPHY	1249	2013	\$53.07
SACO SMOKE SHOP	1254	2013	\$32.94

Customer Name	Prop ID	Bill Year	Unpaid Balance
TONI'S TOUCH	1259	2013	\$73.20
GILL & WILLIAMS	1290	2013	\$153.72
PATTERSON DOUG & MILLIE	1308	2013	\$790.56
EASTVIEW MOTEL	231	2013	\$466.65
REMAX ABSOLUTE REALTY	309	2013	\$272.67
MAINE ROADS & DRIVEWAYS	418	2013	\$76.86
WAGNER'S MARKET	628	2013	\$195.81
TRAVELWISE NETWORK, INC	683	2013	\$47.58
CLIPPER MART	791	2013	\$1,487.79
LIFESKILLS LLC	814	2013	\$56.73
POIRIER ELECTRIC & AUTOMATION	853	2013	\$289.14
SAUCIER NORM	941	2013	\$179.34
GAGNON ARMAND	943	2013	\$274.50
DUSTIN BARBARA	948	2013	\$230.31
SHAW ROBERT & FRANCES	953	2013	\$256.20
FRODO'S VARIETY	958	2013	\$318.42
SALON SMITH	1153	2014	\$97.15
SEACOAST AUTOMOTIVE INC	1154	2014	\$328.87
INTEGRITY AUTO SERVICE	1181	2014	\$57.60
BELLEROSE, MATT	1202	2014	\$13.01
THE PHOTO DOCTOR INC	1207	2014	\$59.46
CWG MERCHANDISING LLC	1239	2014	\$109.62
MATEA JADE PHOTOGRAPHY	1249	2014	\$48.31
SACO SMOKE SHOP	1254	2014	\$33.44
GILL & WILLIAMS	1290	2014	\$89.18
PATTERSON DOUG & MILLIE	1308	2014	\$423.62
DREAMING TREE VINTAGE CLOTHING	1344	2014	\$18.58
OLD SCHOOL PAWN & LOAN	1349	2014	\$29.73
VINCENZAS ITALIAN BAKERY	1353	2014	\$94.76
EASTVIEW MOTEL	231	2014	\$473.79

Customer Name	Prop ID	Bill Year	Unpaid Balance
ALPHA CARBIDE LLC	233	2014	\$886.27
GORHAM MICRO	300	2014	\$107.76
REMAX ABSOLUTE REALTY	309	2014	\$276.84
SAMS PLACE	596	2014	\$76.18
WAGNER'S MARKET	628	2014	\$198.81
WORMWOOD'S RESTAURANT	725	2014	\$1,012.46
YOUR REAL ESTATE CO	732	2014	\$81.75
LIFESKILLS LLC	814	2014	\$57.60
SAUCIER NORM	941	2014	\$104.05
DUSTIN BARBARA	948	2014	\$117.05
SHAW ROBERT & FRANCES	953	2014	\$130.06
CASHMAN, RAYMOND	982	2014	\$78.96
HIGHLAND HOME GALLERY	1006	2015	\$16.20
SALON SMITH	1153	2015	\$114.52
SEACOAST AUTOMOTIVE INC	1154	2015	\$164.79
THE BASKETBALL HOUSE INC	1201	2015	\$314.68
BELLEROSE, MATT	1202	2015	\$6.52
THE PHOTO DOCTOR INC	1207	2015	\$29.79
ROY, JANET	1222	2015	\$29.79
CWG MERCHANDISING LLC	1239	2015	\$54.93
MATEA JADE PHOTOGRAPHY	1249	2015	\$24.21
SACO SMOKE SHOP	1254	2015	\$16.76
COASTAL BILLING ASSOC OF ME	128	2015	\$30.73
GILL & WILLIAMS	1290	2015	\$46.55
FORGUES & WADOWIAK	1299	2015	\$18.62
PATTERSON DOUG & MILLIE	1308	2015	\$222.51
CHAPTER 11	1342	2015	\$9.81
DREAMING TREE VINTAGE CLOTHING	1344	2015	\$10.24
NORTHERN BREWER	1348	2015	\$13.97
MAINE TACTICAL	1356	2015	\$248.58

Customer Name	Prop ID	Bill Year	Unpaid Balance
VINCENZAS ITALIAN BAKERY	1353	2015	\$50.28
SHAMO DOLLAR STORE	1409	2015	\$67.03
EASTVIEW MOTEL	231	2015	\$237.41
M AND K AUTOMOTIVE	267	2015	\$96.83
GREEN VALLEY OIL	285	2015	\$298.37
GORHAM MICRO	300	2015	\$54.00
REMAX ABSOLUTE REALTY	309	2015	\$138.72
WORMWOOD'S RESTAURANT	725	2015	\$416.16
TERRANOVA CORP	741	2015	\$159.20
MIKE PAUL FOUNDATIONS INC	754	2015	\$9.16
LIFESKILLS LLC	814	2015	\$28.86
SAUCIER NORM	941	2015	\$54.93
DUSTIN BARBARA	948	2015	\$58.66
SHAW ROBERT & FRANCES	953	2015	\$67.97
CASHMAN, RAYMOND	982	2015	\$82.86
HIGHLAND HOME GALLERY	1006	2016	\$10.57
YUMMY THAI CUISINE LLC	1017	2016	\$170.10
BROWN ROBERT & LUCIELLE	1082	2016	\$9.11
WALSH LARRY	1101	2016	\$6.06
MAJOR RICK & GARCIA NADERE	1111	2016	\$17.08
CASCADE MINIATURE GOLF	114	2016	\$102.35
KOBERSKI, DON & DUSKU, CAROLYN	1145	2016	\$10.65
SALON SMITH	1153	2016	\$35.24
SEACOAST AUTOMOTIVE INC	1154	2016	\$102.28
BEAR ESSENTIALS FITNESS INC	1175	2016	\$228.72
DELLOLIO, MICHAEL J & ASSOC	1186	2016	\$78.74
THE BASKETBALL HOUSE INC	1201	2016	\$382.48
BELLEROSE, MATT	1202	2016	\$6.73
ROY, JANET	1222	2016	\$32.20

Customer Name	Prop ID	Bill Year	Unpaid Balance
CWG MERCHANDISING LLC	1239	2016	\$56.84
SACO SMOKE SHOP	1254	2016	\$38.44
UNIFIED TAE KWON DO	1260	2016	\$30.25
COASTAL BILLING ASSOC OF ME	128	2016	\$31.07
SUSAN GILL & DAVID WILLIAMS	1290	2016	\$50.36
MOLINARI JIM & ANDREA	1291	2016	\$72.65
LARRY FORGUES & JILL WDOVIK	1299	2016	\$19.22
CHAPTER 11 DREAMING TREE VINTAGE CLOTHING	1344	2016	\$10.22
VINCENZAS ITALIAN BAKERY	1353	2016	\$54.37
WEAPONCRAFT, LLC	1356	2016	\$257.29
SOUTHERN MAINE HYPNOSIS	1371	2016	\$53.63
PAINCHAUD, GERALD	1372	2016	\$5.10

Customer Name	Prop ID	Bill Year	Unpaid Balance
CHRIS AUTOMOTIVE	1388	2016	\$101.18
DAYOWL COUNSELING	205	2016	\$6.66
EASTVIEW MOTEL	231	2016	\$244.77
M & K AUTOMOTIVE	267	2016	\$67.07
RALPH LEO JR	285	2016	\$727.48
REMAX ABSOLUTE REALTY	309	2016	\$143.29
NORTHWESTERN MUTUAL INS CO	475	2016	\$14.42
PRUDENTIAL PRIME PROPERTIES	525	2016	\$48.05
TERRANOVA CORP	741	2016	\$164.33
MIKE PAUL FOUNDATIONS INC	754	2016	\$152.85
LIFESKILLS LLC	814	2016	\$46.32
SAUCIER NORM & JOANNE	941	2016	\$59.39
DUSTIN BARBARA	948	2016	\$60.55
SHAW ROBERT & FRANCES	953	2016	\$73.52
CASHMAN, RAYMOND	982	2016	\$89.62

Outstanding Real Estate Taxes as of June 30th, 2017

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	\$350.86
JIPSON SCOTT	064-009-001-006	2012	\$270.12
JANSON CHARLOTTE	061-013-001-109	2013	\$70.88
CLARK MELISSA	061-013-001-117	2013	\$142.04
GIKAS STEVE T	061-013-001-150	2013	\$155.93
HUFF KRISTINA	061-013-001-212	2013	\$418.15
VALADE CARL J	064-009-001-006	2013	\$376.06
MACK TERRANCE G	024-002-000-000	2014	\$108.07
CHAPMAN SALLY	025-003-001-000	2014	\$281.47
UNIT 91 LLC	037-001-001-091	2014	\$6,587.39
HARVEY ANGELA	038-168-000-000	2014	\$1,027.23
OROURKE JOHN	061-013-001-010	2014	\$607.25
CLARK MELISSA	061-013-001-117	2014	\$257.57
MULLIN PHILIP E SR	061-013-001-167	2014	\$550.91
LAROSE RENALD	061-013-001-185	2014	\$484.87
HUFF KRISTINA	061-013-001-212	2014	\$436.30
MILLIKEN LINDA	061-013-001-221	2014	\$384.17
VALADE CARL J	064-009-001-006	2014	\$393.56
RIZEAKOS CHRISTOS M	106-020-001-000	2014	\$2,011.78
MACK TERRANCE G	024-002-000-000	2015	\$112.69
COMPSON K C	033-111-001-000	2015	\$692.42
UNIT 91 LLC	037-001-001-091	2015	\$11,252.43
HARVEY ANGELA	038-168-000-000	2015	\$1,987.81
DONNISON ERIKA	038-183-000-000	2015	\$839.81
PERREAULT DEBORAH J	053-042-000-000	2015	\$1,401.67
OROURKE JOHN	061-013-001-010	2015	\$560.55
MARTIN DAVID	061-013-001-107	2015	\$590.19
DESJARDINS REBECCA L	061-013-001-122	2015	\$264.47
MILLIKEN LINDA	061-013-001-221	2015	\$453.45

Customer Name	Property ID	Bill Year	Unpaid Balance
MULLIN PHILIP E SR	061-013-001-167	2015	\$504.07
LAROSE RENALD	061-013-001-185	2015	\$437.87
MOSLEY MICHELLE	061-013-001-251	2015	\$340.21
VALADE CARL J	064-009-001-006	2015	\$77.64
DYMENT WILLIAM JR	064-009-001-021	2015	\$142.14
RIOUX ROLAND A	098-009-000-000	2015	\$1,240.27
RIZEAKOS CHRISTOS M	106-020-001-000	2015	\$1,968.33
HALLER RUSSELL W	123-009-000-000	2015	\$2,457.08
2047 ASSOCIATES LLC	023-006-010-002	2016	\$1,089.03
2047 ASSOCIATES LLC	024-006-000-000	2016	\$521.97
ANGIS CHRISTOPHER P	039-143-000-000	2016	\$3,276.81
ARMSTRONG BONITA S	054-115-000-000	2016	\$1,930.68
BAGLEY LAURA	032-092-000-000	2016	\$1,608.17
BANKS WAYNE T	038-168-001-000	2016	\$3,214.37
BELANGER LIONEL	086-010-001-000	2016	\$1,602.85
BELANGER LIONEL P	086-009-000-000	2016	\$3,958.89
BENAMI MOSHE	034-029-001-000	2016	\$847.73
BERGERON KATHY	034-093-001-000	2016	\$2,168.85
BIZANTAKOS IRENE	038-111-000-000	2016	\$3,767.36
CAMIRE LAWRENCE	061-013-001-051	2016	\$349.04
CAMPBELL RUTH E	037-001-001-127	2016	\$184.99
CHAPPELL LUZ MARIE TORRES	002-048-000-000	2016	\$7,316.58
CHOCKA DENIS P	053-153-000-000	2016	\$3,029.49
CLARK MAUREEN M	004-008-001-000	2016	\$7,203.53
COMPSON K C	033-111-001-000	2016	\$2,552.91

Customer Name	Property ID	Bill Year	Unpaid Balance
COASTAL HOSPITALITY INC	038-294-000-000	2016	\$5,043.17
DAVIS JANET L	061-013-001-250	2016	\$196.86
DESJARDINS REBECCA L	061-013-001-122	2016	\$441.54
DONAHUE LORY L	064-009-001-017	2016	\$304.81
DONNESON ERIKA	038-183-000-000	2016	\$2,315.64
DOYON CLEMENT J	067-008-000-000	2016	\$1,832.40
DUBE KEVIN W	119-005-047-000	2016	\$5,339.92
DUCLOS SUSAN	061-013-001-095	2016	\$278.26
DYMENT WILLIAM JR	064-009-001-021	2016	\$349.04
EDCL LLC	037-001-001-131	2016	\$1,786.78
FITCH ERIC	061-013-001-141	2016	\$178.57
FOURNIER PETER	089-036-019-000	2016	\$1,315.52
FULLER KENNETH D	110-002-001-000	2016	\$2,440.31
GAGNON DANIEL R	088-030-000-000	2016	\$2,058.36
GOLDEN ROOSTER INC	038-054-000-000	2016	\$5,963.28
GOOSEFARE ACRES LTD INC	014-037-001-000	2016	\$162.03
GOULET JERICE A	039-091-000-000	2016	\$503.78
GREENE MELISSA	061-013-001-088	2016	\$55.03
HALLER RUSSELL W	123-009-000-000	2016	\$2,585.08
HARVEY ANGELA	038-168-000-000	2016	\$2,100.48
HERZBERG DORIS E TRUSTEE	011-005-001-000	2016	\$3,421.60
HOLMAN CRAIG	052-135-000-000	2016	\$602.40
HUFF A KENNETH	089-012-003-000	2016	\$1,292.22
IACONO JAMES L	037-001-001-110	2016	\$1,164.84
JASSET THERESA B	032-158-001-000	2016	\$1,955.56
JOHNSON CHRISTOPHER R	086-004-000-000	2016	\$1,416.79

Customer Name	Property ID	Bill Year	Unpaid Balance
JOHNSTON MARK D	038-040-000-000	2016	\$2,812.06
JONES MAXWELL	031-007-000-000	2016	\$928.62
JW GROUP	032-111-000-000	2016	\$3,286.87
KERN EDWARD A	101-031-003-000	2016	\$3,902.33
KERRY JOHN M	040-058-000-000	2016	\$4,099.25
KOZLOFF LEAH M	109-019-000-000	2016	\$4,044.96
LAROSE RENALD	061-013-001-185	2016	\$499.85
LESSARD WILLIAM P	061-009-000-000	2016	\$2,508.68
LETOURNEAU DOROTHY	032-036-000-000	2016	\$354.31
MACK TERRANCE G	024-002-000-000	2016	\$164.05
MALEK M IKRAM	062-003-000-000	2016	\$197.44
MARTIN DAVID	061-013-001-107	2016	\$337.20
MCCALLUM MARK B	014-037-003-000	2016	\$87.63
MCGONAGLE DIANE	066-031-001-000	2016	\$1,968.23
MCLASKEY MACK G TR	098-045-010-000	2016	\$726.11
MCMANUS STEVEN A	032-191-000-000	2016	\$4,471.25
MESERVE DANIEL	091-001-000-001	2016	\$210.29
MESERVE DANIEL K	092-018-003-000	2016	\$4,278.21
MIGNER MARIE D	031-125-001-000	2016	\$88.53
MILLIKEN LINDA	061-013-001-221	2016	\$202.25
MITCHELL ROBIN	090-036-000-000	2016	\$3,389.65
MIZZONI DAVID S	008-056-000-000	2016	\$4,244.02
MONMANEY LINDA A	116-001-000-000	2016	\$5,756.18
MOSLEY MICHELLE	061-013-001-251	2016	\$523.98
MOURMOURAS PETER C	063-007-001-000	2016	\$1,537.56
MULLIN PHILIP E SR	061-013-001-167	2016	\$107.74

Customer Name	Property ID	Bill Year	Unpaid Balance
MOUNTAIN HEIR FINANCIAL CORP	015-003-000-000	2016	\$182.13
NICHOLS CATHERINE J	101-037-011-000	2016	\$307.21
NORTHROP ROBERT S	013-038-014-000	2016	\$5,776.28
OROURKE JOHN	061-013-001-010	2016	\$503.87
OWL'S LEDGE PARTNERS LLC	023-006-011-000	2016	\$1,316.25
PECK JAMES D	031-153-000-000	2016	\$3,182.31
PERREAULT DEBORAH J	053-042-000-000	2016	\$2,731.88
PHILLIPS CHESTER	041-025-001-000	2016	\$1,210.04
POULIN LAWRENCE R	089-020-000-000	2016	\$1,992.98
POULIN LAWRENCE R	089-028-000-000	2016	\$117.80
PULLEN SCOTT E	087-007-002-000	2016	\$6,594.68
RENY MICHAEL P	038-092-000-000	2016	\$3,496.97
RIOUX DOUGLAS	098-009-000-000	2016	\$1,774.72
RIVARD PAUL	061-013-001-211	2016	\$225.22
RIZEAKOS CHRISTOS M	106-020-001-000	2016	\$2,080.37
ROST MARY ANN G	018-001-002-000	2016	\$2,825.68
ROUSSELLE HELENE	052-018-000-000	2016	\$1,238.52
SAKS BEVERLY M	002-056-000-000	2016	\$4,249.06
SAOIRSE PROPERTIES LLC	037-001-001-091	2016	\$11,668.02
SHAFFER HEATHER R	061-013-001-022	2016	\$733.11
STEVENSON GARY C	062-021-000-000	2016	\$16,588.52

Customer Name	Property ID	Bill Year	Unpaid Balance
STEVENSON GARY C	089-006-000-000	2016	\$4,539.62
STEVENSON GARY C	090-014-000-000	2016	\$2,311.61
STEVENSON ROBERT	063-011-000-000	2016	\$12,946.91
TABOR CHRISTOPHER G	052-045-002-000	2016	\$6,244.80
TENAN LARRY HEIRS OF	061-013-001-092	2016	\$213.25
THOMPSON RICHARD G JR	034-083-000-000	2016	\$2,508.68
TRAHAN CHRISTINE M	002-101-001-000	2016	\$191.40
TWEEDIE MARTHA	125-019-000-000	2016	\$703.21
TWEEDIE ROGER EUGENE	125-020-000-000	2016	\$1,678.16
VINCENT GARY	040-049-000-000	2016	\$557.73
WALKE ELIZABETH M	013-061-000-000	2016	\$149.46
WALSH MICHAEL	011-098-001-000	2016	\$2,766.06
WARD DANIELLE T	034-038-000-000	2016	\$4,139.01
WATERHOUSE JOSHUA C	018-007-000-000	2016	\$6,791.75
WILDES THOMAS J	064-009-001-016	2016	\$437.52
WORMWOOD COLIN T SR	001-043-000-000	2016	\$85.63
WORMWOOD COLIN T SR	001-045-000-000	2016	\$87.63
WORMWOOD COLIN T SR	001-046-000-000	2016	\$87.63
WORMWOOD COLIN T SR	001-048-000-000	2016	\$13,592.39
WORMWOOD COLIN T SR	001-049-001-000	2016	\$3,865.99