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CITY OF
Saco
friendly by nature



Annual Report 2017

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MUNICIPAL DIRECTORY

Saco City Hall
300 Main Street

Administration	282-4191
Assessment	282-1611
Code Enforcement	284-6983
City Clerk	284-4831
General Assistance	284-4831
Economic Development	282-3487
Finance	282-1032
Fire	282-3244
IT	710-5030
Parks & Rec	283-3139
Planning	282-3487
Police	282-8214
Public Works	284-6641
Registration	282-3303
Transfer Station	282-7230
Water Resource Recovery	282-3564
Saco Schools	284-4505

For more information, visit
sacomaine.org



Administration

Saco City Hall
300 Main Street
Saco, Maine 04072-1538
Phone: (207) 282-4191



Kevin L. Sutherland
City Administrator
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[Twitter.com/sacomaine](https://twitter.com/sacomaine)
[Instagram.com/saco.maine](https://www.instagram.com/saco.maine)

July 20, 2018

Greetings Saco Community Members,

As prescribed in the City Charter, I am required to produce an annual report each year that includes a fiscal audit summary and a summary of the performance and accomplishments of each City department. The following annual report is for the 2017 calendar year, featuring major accomplishments from each department, as well as other informative data.

The Saco City Council established goals for 2016 & 2017, and I would like to highlight some of those goals that we have accomplished. We created a Comprehensive Plan Review team, which initiated the process of reviewing the goals, strategies, and policies for the chapters requiring updates -- with a primary focus on the downtown. This process was completed in February 2018. Concurrently, the City anticipates examining the zoning ordinance over the coming year to ensure that it is compatible with the updates made to the Comprehensive Plan, particularly those concerning density and development goals. We have also engaged MDOT and MTA to perform a traffic engineering study along Route 112, Industrial Park Road and the I-195 spur to better understand the needs and traffic concerns of our residents. In December 2017, a new City Council was inaugurated and subsequently set new goals for the 2017-2019 term, notably focusing on sustainability, business attraction and retention, and school improvements.

For administration, 2017 has been a year of significant transition, especially at the management level. The new Police Chief was sworn into office for the first of the year and has been engaged in recruitment and retention, including the hiring of a new Deputy Chief of Police. City Administration hired a new Grants and Special Projects Specialist and further expanded its team to include a Marketing and Communications Specialist -- with each of those positions proving instrumental in addressing outstanding community needs and revitalizing the City's image. With council support for the creation of a Facilities Division, we hired a Facilities Manager who is putting greater emphasis on the needs of our City's buildings to find additional savings and reduce energy use. Our Deputy Tax Collector was promoted to Tax Collector and we brought on a new Finance Director whose background in data analytics is helping to streamline our internal processes and forecasting abilities. At the end of 2017, Saco also hired a new Director of Parks and Recreation, a person who is leading the department and our parks into a new era of use and appreciation.

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 of 2016, I approved a Standard Operating Procedure for the review of department-specific and citywide policies. We immediately started review of those policies at the beginning of 2017, but with all of the staffing transitions over the past year and a half, it has been difficult to keep that task at the top of the priority list. I hope 2018 will provide the time at the administrative level, plus the support of the Personnel Committee, so that we can further review and develop those citywide policies.

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

Introduction

The City of Saco is located at the mouth of the Saco River, less than twenty minutes south of the Greater Portland Area, and less than two hours north of Boston, Massachusetts. Home to a revitalized and repurposed mill district, a world-class education system, a thriving economy, and beautiful natural features, the City of Saco has plenty to offer residents, visitors, and businesses alike. While Saco has experienced both industrial and commercial growth over the last several years, residential growth has outpaced the others by far; the population currently measures over 19,000. With two schools serving grades K-2 (Fairfield and Young), one school serving grades 3-5 (CK Burns), one school serving grades 6-8 (Saco Middle School), and one prestigious private school (Thornton Academy) serving grades 9-12, the City of Saco offers students of all ages one of the best educations in the State of Maine.

Additionally, Saco boasts thirty-nine square miles of diverse landscapes, with farmland and conservation areas to the west, the Atlantic Ocean to the east, and a picturesque and historic Main Street at its center. Outdoor recreation opportunities abound throughout the city, including hiking, fishing, swimming, and kayaking. Saco is conveniently located along Interstate 95 and U.S. Route 1, and is serviced by the Amtrak Downeaster and shuttle buses, providing easy travel and commuting options for residents, visitors, and the labor force.

Incorporated as a municipal government and a non-profit organization, the City of Saco operates with a Mayor-Council-Manager form of government in which the Mayor and seven City Councilors are elected for two-year terms and appoint the City Administrator, who manages thirteen distinct operational departments. Each department has its own unique mission relative to its particular service area, and delivery mechanisms vary by department. The organization chart shown on Page 9 of this report graphically depicts each of the thirteen departments within the city organization and the key services they deliver. Read on to learn more about the City Council's and departments' missions, services, goals, and achievements in 2017.



Saco Main Street

Saco Main Street is a non-profit organization with the goal of revitalizing Saco, Maine through community events, economic development initiatives, and more. In 2017, in partnership with the city and other local organizations, they organized many successful community events including the Art Festival, the Car Show, River Jam Festival, Pumpkin Harvest Festival, and the Parade of Lights. Additionally, the organization and its sponsors installed Adirondack chairs and planters with flags and flowers on Main Street, adding color to the downtown.



Costume Contest at the Pumpkin Harvest Festival



Artist and vendor at the Art Festival



Antique vehicle at the Car Show



The Old Orchard Beach Synchronized Lawnmower Team at the Parade of Lights



Saco Parks and Recreation's sponsored Adirondacks on Main St.

Mayor & 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.

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

City Council Goals (Adopted January 2016)

1. Advocate a successful bond approval for the replacement of Young School by November.

This goal was put on hold when the City decided to apply for the state-supported major capital school construction project list. The state will publish the list in the spring of 2018.

2. Actively participate in re-energizing the Saco Main Street organization by having at least one councilor at each community event hosted by Saco Main Street.

Saco City Council has been very supportive of Saco Main Street and has had attendance at all events for 2016 and 2017.

3. Adopt a zero dollar increase on the mil rate for the school and city portion of the tax bill.

While the mil rate did see a slight increase of 1% from \$19.22 to \$19.42 in fiscal year 2017, 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. In fiscal year 2018, the mil rate was decreased from \$19.42 to \$19.38 primarily because of the increased market rate within the city of Saco.

4. 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 review process will be concluded in February of 2018. The City anticipates spending the next year examining the zoning ordinance to ensure that it is compatible with the development and density goals identified in the comprehensive plan.

5. In cooperation with Biddeford and Maine DOT, review completed traffic studies and develop a traffic improvement work plan.

Saco has engaged MDOT and MTA to perform a traffic engineering study along Route 112, Industrial Park Road, and the I-195 spur, which will conclude in February 2019.

6. 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).

A recommendation for office consolidation had been considered, however the School Board had not moved forward on the recommendation by the close of calendar year 2017.

7. 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

A facilities manager was brought on and has continued to work towards identifying project goals for an energy committee. A bond issue has not been brought forward at this time.

8. 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. A group of community members have been working towards making Saco Age Friendly into a nonprofit 501(c)(3) organization by the end of fiscal year 2018.

9. 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. In 2017, Council began to shift tax burden away from the general fund toward the special revenue funds and took a harder look at our TIF districts. The Council will explore these further for 2018.

On December 4, 2017, a new Mayor and City Council were inaugurated. New City Council goals were adopted in January 2018.

2017-2019 City Council

Back Row (Left to Right):
 Councilor Marshall
 Archer, Councilor
 William P. Doyle,
 Councilor Alan R.
 Minthorn, Councilor
 Micah Smart.

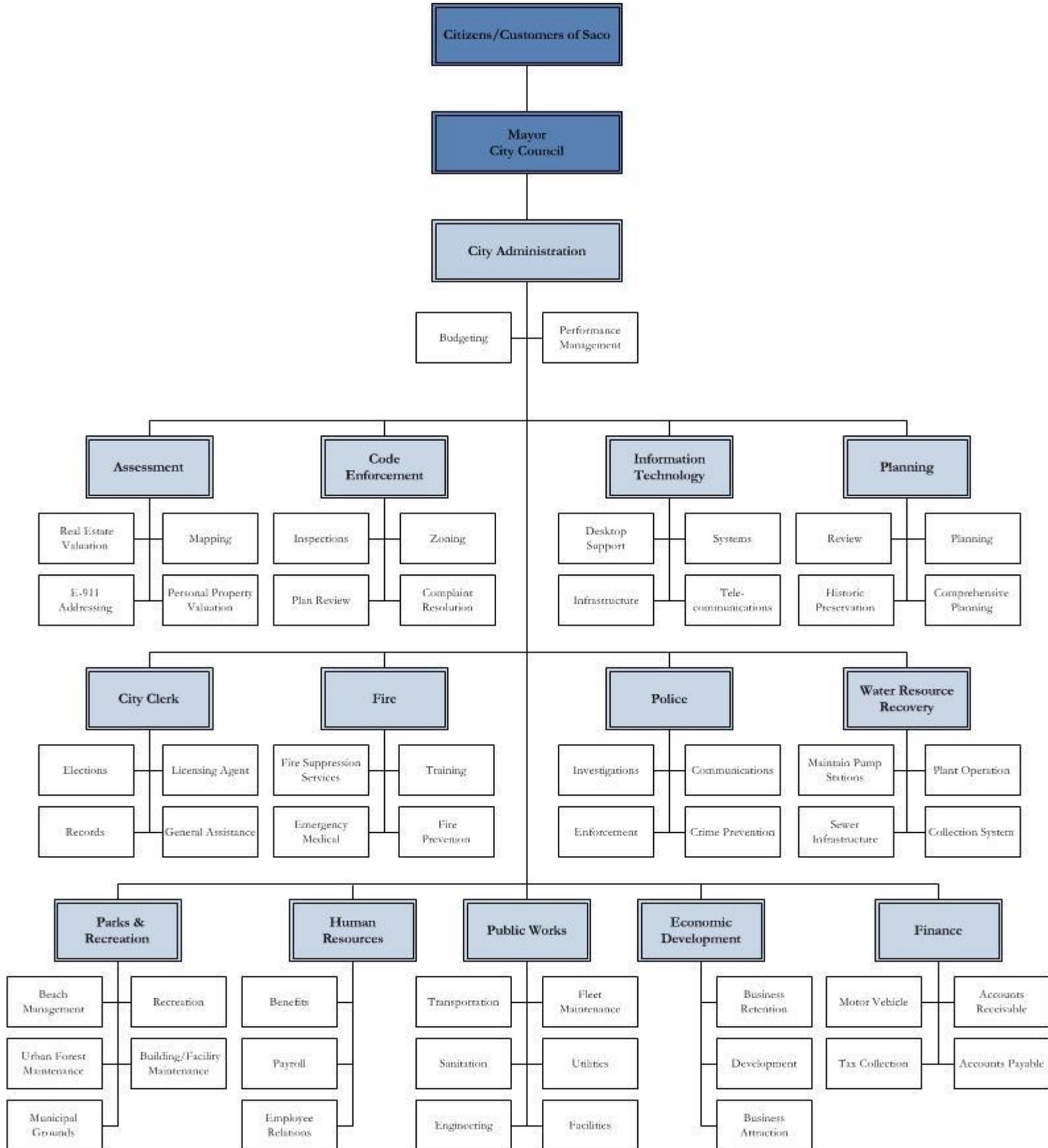


Front Row (Left to Right):
 Councilor Lynn H.
 Copeland, Councilor
 Roger Gay, Mayor
 Marston D. Lovell, and
 Deputy Mayor Nathan D.
 Johnston.

City Council Goals (Adopted January 2018)

1. Review, fund, and develop a strategic recruitment, retention, and succession plan;
2. Work towards increasing recycling rate to 35% or better through targeted education and outreach;
3. Research school campus by middle school and review/decide to move forward on future school;
4. Construction regardless of our positioning on the State "List";
5. Amend policy on TIFs and CZs to institute a policy of annual performance reporting of TIFs and CZ;
6. Consider new business park to create infrastructure that attracts and retains business;
7. Bring natural gas to the Mill Brook Business Park and the Route 1 North Corridor;
8. Work collaboratively with Saco Main Street to expand and promote downtown Saco in its role as a commercial, cultural, and residential city;
9. Continue to increase our efforts in energy efficiency and sustainability by exploring renewable energy projects.

City of Saco Department Organization Chart





City Administration

"We will ever strive for the ideals and sacred things of the city, both alone and with many; We will unceasingly seek to quicken the sense of public duty; We will revere and obey the city's laws; We will transmit this city not only not less, but greater, better and more beautiful than it was transmitted to us." - From the Oath of the Athenian City-State found on the Foyer wall of the Maxwell School of Citizenship and Public Affairs in Syracuse, NY

Programs and Services Provided

- **Directs day-to-day** operations and manages **long-term planning** processes.
- **Oversees** thirteen departments.
- **Represents the City** and serves on a variety of boards, organizations, committees, and commissions.
- **Acts as central office** for purchasing and bids/requests for proposals, public information and communication, and grant management.
- **Acts as liaison to City Council** and recommends policies or programs to the City Council.

Highlights

During the last year, the Administration team assisted the Human Resources Department with researching and redesigning job descriptions and advertisements to promote best practices and ensure state and federal compliance. Recognizing a statewide shortage of qualified professionals, the department strategically leveraged strengths within the organization while recruiting talent from outside the municipal realm to fill vacant positions. The Administration team also started the first phase of succession planning with targeted knowledge acquisition for senior staff and facilitated successful staffing transitions in multiple departments.

In collaboration with the Planning and Economic Development Departments, the Administration team reviewed and edited all Comprehensive Plan updates, which were found to be compliant with the State Planning Office standards. Implementation of the Comprehensive Plan will begin in FY2019.

In the fall of 2017, City Administration created and disseminated bond question educational materials and videos that contributed to the successful passage of three local bond initiatives to provide

Kevin Sutherland
City Administrator
ksutherland@sacomaine.org

Emily Roy
Marketing & Communication
eroy@sacomaine.org

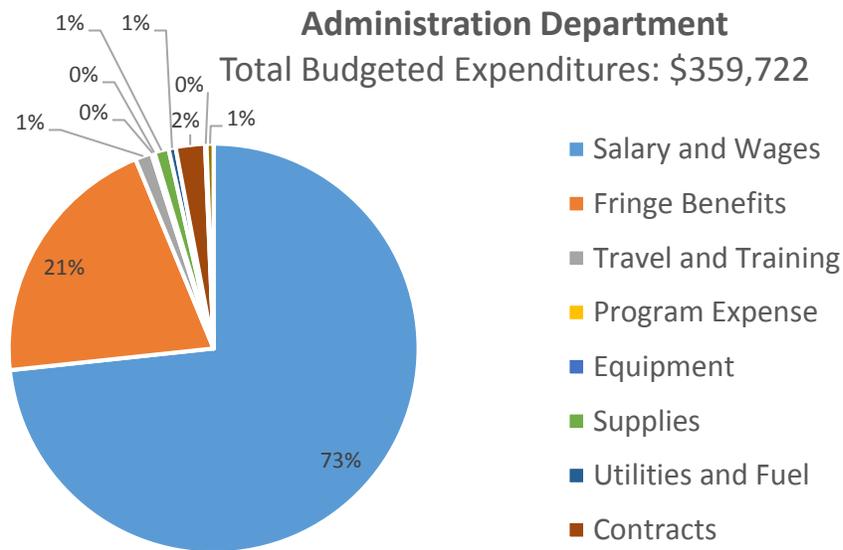
Brandon Pettit
Grants & Projects
bpettit@sacomaine.org

financial resources for crucial infrastructure and facility improvements. The department conducted an audit of past and current marketing and communication efforts and materials, recommended improvements, and created analytics and metrics to measure future success. Finally, the Administration team organized, managed, and collaborated with city and school staff, community leaders, and Marshall Communications to create a three-year strategic marketing plan.

Administration managed the logistics of the city’s beach management plan in coordination with local, state, and federal entities and orchestrated the renaming and renumbering of hundreds of addresses to bring to federal E-911 compliance. City Administration also researched and applied to applicable grants and utilized online software to manage and track grants.

Finally, the City Administrator represented the southern region on the Portland Area Comprehensive Transportation System (PACTS) executive board in 2017 and is actively leveraging Greater Portland Council of Government (GPCOG) professional networks to increase the city’s best practices. These organizations provide important resources to the City of Saco. The City continues to strengthen partnerships with organizations and agencies at the local, regional, and state level.

Budget Breakdown





Assessing

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

Frank Yattaw
Assessor
fyattaw@sacomaine.org

Kate Kern
Deputy Assessor
kkern@sacomaine.org

Programs and Services Provided

- **Real Estate Property Valuation:** We assess a value on all taxable real property. This process 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) creates the net assessment for a personal property account.
- **Mapping:** The Assessor’s Officer displays 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 on the City of Saco’s E- 911 Map Book by communicating with Maine GIS & Fair-Point on all physical address changes and updates, including new streets, street number ranges, and street name changes.

Highlights

In 2017, the City of Saco Assessing Department converted all personal property accounts to electronic files to improve ease of use and to minimize paper storage. All commercial properties were updated to adjust base rates, grades, and depreciation schedules. However, the estimated increase to the overall valuation was minimal. Additionally, all campers, trailers, and park models located within the city were revisited, updated, and revalued.

In 2017, there were 370 sales in the city. These sales include all categories, qualified and unqualified. The highest value sale was of a single-family home on Sailboat Lane, which sold for \$1.4 million. In 2017, the median home value was \$213,000. Since December of 2017, there has been a 6.9% increase in median home value. The total taxable real estate value in 2017, including land and buildings, was \$2,350,497,672, and the total value of exemptions granted was \$82,599,100. Finally, the Assessment sales ratio was 93% for 2017.

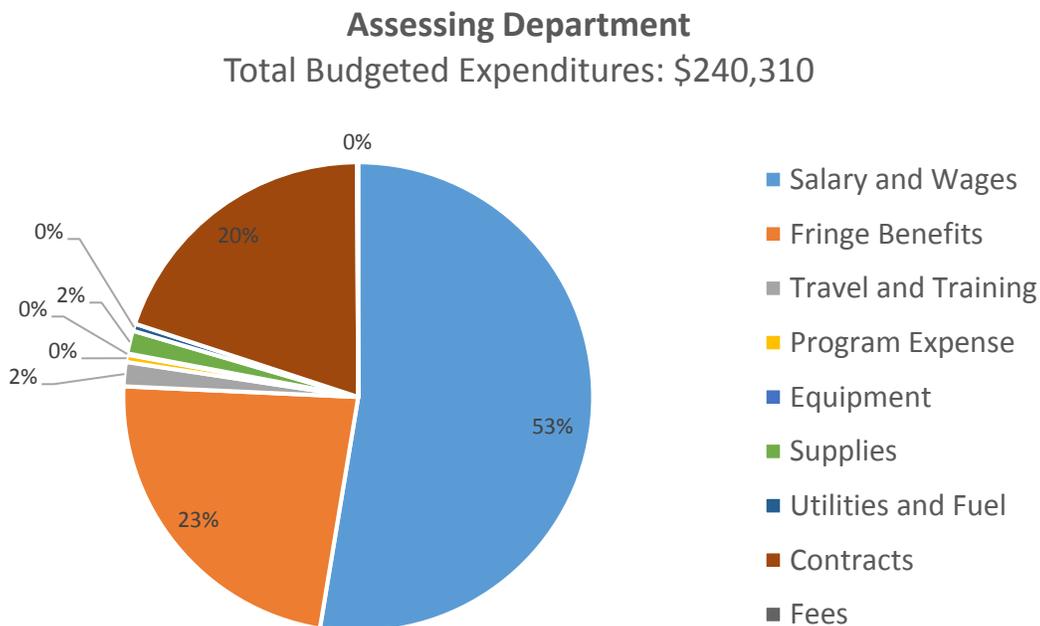
Exemptions

For more information on exemptions, please see the Assessment page of the City’s website at:

http://www.sacomaine.org/departments/assessor/tax_exemption_information_and_forms.php

	<i>Number of Exemptions</i>	<i>Value</i>
<i>Veteran</i>	348	\$2,088,000
<i>Disabled/Paraplegic Veteran</i>	10	\$60,000
<i>Paraplegic Veteran</i>	1	\$50,000
<i>Homestead</i>	3953	\$79,060,000
<i>Parsonage</i>	2	\$40,000
<i>Blind</i>	9	\$36,000
<i>Widow of Veteran</i>	115	\$692,000
<i>Homestead Under</i>	36	\$573,100

Budget Breakdown





City Clerk

“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.”

Michele L. Hughes
City Clerk & Registrar
mhughes@sacomaine.org

William T. Rankin
Deputy City Clerk & General
Assistance Director
wrankin@sacomaine.org

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.

Highlights

STATE REFERENDUM RESULTS (JUNE 13TH, 2017)

The citizens of Saco voted on two issues in the state referendum election in June, Question 1 and Article. There was a 6.04% voter turnout for the June 13, 2017 state referendum.

QUESTION 1: BOND ISSUE

Do you favor a \$50,000,000 bond issue to provide \$45,000,000 in funds for investment in research, development and commercialization in the State to be used for infrastructure, equipment and technology

upgrades that enable organizations to gain and hold market share, to increase revenues and to expand employment or preserve jobs for Maine people, to be awarded through a competitive process to Maine-based public and private entities, leveraging other funds in a one-to-one ratio and \$5,000,000 in funds to create jobs and economic growth by lending to or investing in small businesses with the potential for significant growth and strong job creation?

BUDGET VALIDATION REFERENDUM - ARTICLE 1

Do you favor approving the Saco Municipal School Administrative Unit budget for the upcoming school year adopted at the latest Saco Municipal School Administrative Unit budget meeting?

	<i>Question 1</i>	<i>Article 1</i>
<i>Yes</i>	575	617
<i>No</i>	339	299
<i>Blank</i>	3	2

MUNICIPAL GENERAL AND REFERENDUM ELECTION RESULTS (NOVEMBER 7TH, 2017)

In November, Saco citizens voted on three municipal referendum questions, described below.

There was a 35.46% voter turnout rate for the November 7th State Referendum & Municipal General and Referendum Election.

QUESTION #1

Shall the Order of the City Council of the City of Saco entitled "Order Authorizing the City of Saco to borrow an amount not to exceed \$2,000,000 for City facilities including the Ocean Park Road drainage system, the Police Station roof, the City Hall and Parks and Recreation facility HVAC systems, the Middle School baseball field, the Foss Road recreation site, Lincoln Street reconstruction and Camp Ellis erosion protection" be ratified and approved?

QUESTION #2

Shall the Order of the City Council of the City of Saco entitled "Order Authorizing the City of Saco to borrow an amount not to exceed \$7,250,000 for construction and equipping of a new public works facility on Industrial Park Road and to sell the existing Public Works facility on North Street and to expend such sale proceeds on such new public works facility" be ratified and approved?

QUESTION #3

Shall the Order of the City Council of the City of Saco entitled "Order Authorizing the City of Saco to borrow an amount not to exceed \$2,500,000 for Route One sewer extension and sidewalk, pedestrian and traffic signal improvements" be ratified and approved?

	<i>Question 1</i>	<i>Question 2</i>	<i>Question 3</i>
<i>Yes</i>	3668	2681	3192
<i>No</i>	1556	2507	2014
<i>Blank</i>	116	152	134

STATE REFERENDUM RESULTS FOR NOVEMBER 7TH, 2017

In November, citizens also voted on two state-wide citizen initiatives, a bond issue, and a constitutional amendment, described below.

CITIZEN INITIATIVE #1

Do you want to allow a certain company to operate table games and/or slot machines in York County, subject to state and local approval, with part of the profits going to the specific programs described in the initiative?

CITIZEN INITIATIVE #2

Do you want Maine to expand Medicaid to provide healthcare coverage for qualified adults under age 65 with incomes at or below 138% of the federal poverty level, which in 2017 means \$16,643 for a single person and \$22,412 for a family of two?

BOND ISSUE

Do you favor a \$105,000,000 bond issue for construction, reconstruction and rehabilitation of highways and bridges and for facilities or equipment related to ports, harbors, marine transportation, freight and passenger railroads, aviation, transit and bicycle and pedestrian trails, to be used to match an estimated \$137,000,000 in federal and other funds, and for the upgrade of municipal culverts at stream crossings?

CONSTITUTIONAL AMENDMENT

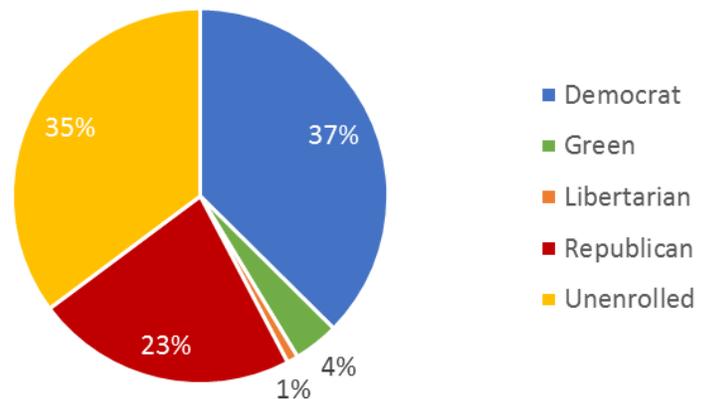
Do you favor amending the Constitution of Maine to reduce volatility in state pension funding requirements caused by the financial markets by increasing the length of time over which experience losses are amortized from 10 years to 20 years, in line with pension industry standards?

	<i>Initiative 1</i>	<i>Initiative 2</i>	<i>Bond Issue</i>	<i>Amendment</i>
<i>Yes</i>	1397	3391	3775	3335
<i>No</i>	3909	1898	1479	1706
<i>Blank</i>	26	43	78	291

VOTER REGISTRATION

The City of Saco had a total of 14,994 registered in 2017. This number has decreased since 2016, when the City had a total of 15,316 registered voters. Almost one third of voters do not have a registered party affiliation.

2017 Registered Voters
Total: 14994



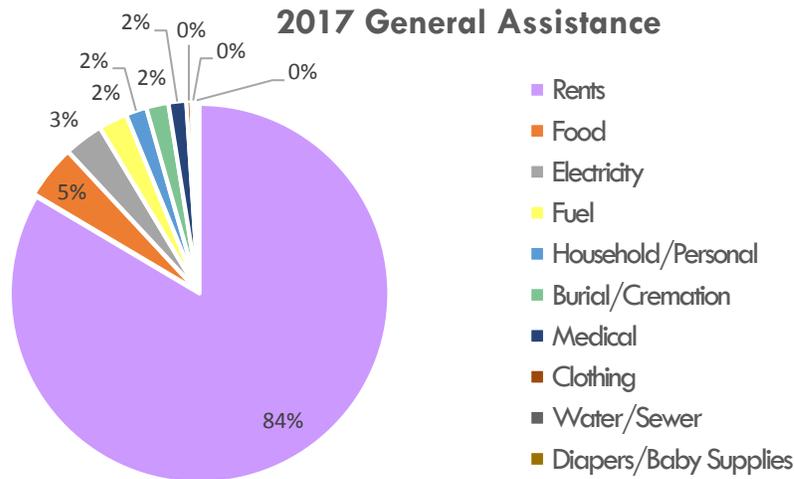
2017 CERTIFICATES AND LICENSES

Birth Certificates	434
Death Certificates	924
Marriage Certificates & Licenses	497
Burial Permits	139

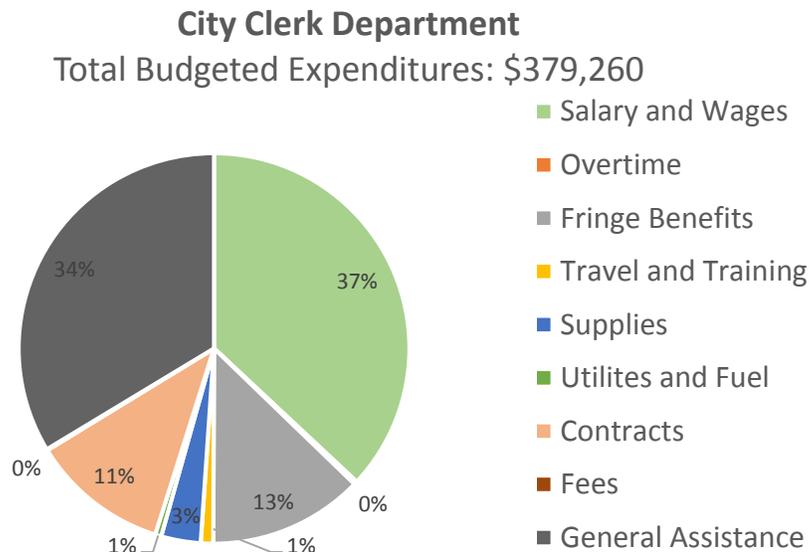
The City of Saco continues to issue a significantly greater number of Death Certificates annually than Birth Certificates. This is consistent with demographic trends in Maine, which has the highest median age in the country.

GENERAL ASSISTANCE

In 2017, the City of Saco expended a total of \$131,152.10 for General Assistance. The reimbursement rate for the City of Saco is 70% from the State and the remainder of the General Assistance cost (\$39,345.63) was funded by local taxes. The breakdown of General Assistance expenditures is depicted below.



Budget Breakdown





Code Enforcement

“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.”

Richard Lambert
Director & Local Health Officer
rlambert@sacomaine.org

David Twomey
Deputy Director
dtwomey@sacomaine.org

Programs and Services Provided

- **Inspection:** Adequate and trained staff perform accurate, complete, and timely inspections of 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.
- **Zoning:** We enforce the zoning ordinances and policies set forth by the Planning Board and enacted by City Council.
- **Complaint Resolution:** Employees are fully trained in all areas of complaint investigation and follow up to address and resolve complaints received by the Code Enforcement Office in an efficient manner. Tracking and data collection software are important to all aspects of the complaint and subsequent follow up process.
- **Plan Review:** Trained and certified Code Enforcement Officers complete a review of building plans within twenty-four hours after receipt of a complete application package.

Highlights

The Code Enforcement department retained a Class 4 rating for both residential and commercial construction from the Building Code Effective Grading Schedule. The department also retained a class 8 rating from FEMA’s Flood Plain Mitigation and Resiliency Community Rating System. This rating represents a 10% savings on all flood insurance policies issued in the city of Saco.

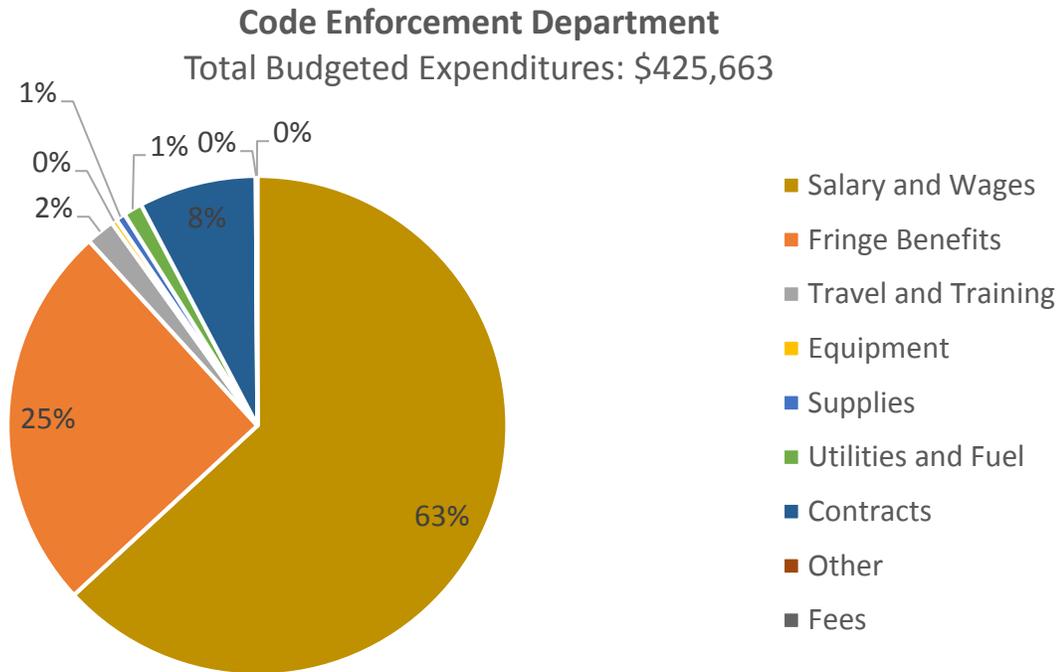
In 2017, The Code Enforcement department removed a dangerous building in North Saco, hired and trained two new Code Enforcement Officers (1 full-time & 1 part-time), and handled a record number of

building permits and complaints. The department also successfully launched and implemented a polystyrene and plastic bag ordinance. Over the past two years the city has expended over \$50,000 to secure and demolish blighted buildings.

	2016	2017
Total # of Building Permits	511	548
Number of Housing Units Permitted	274*	117
Total Construction Value	\$45,332,468.54*	\$37,781,509.30
Fees Collected	\$501,646.04	\$421,381.05
Number of Complaints	131	201

** Chinburg Mill Building #4 accounts for 150 of the Number of Housing Units Permitted and \$12,500,000 of Total Construction Value. All statistics are from the calendar year.*

Budget Breakdown





Economic Development

“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.”

William J. Mann
Director
wmann@sacomaine.org

Programs and Services Provided

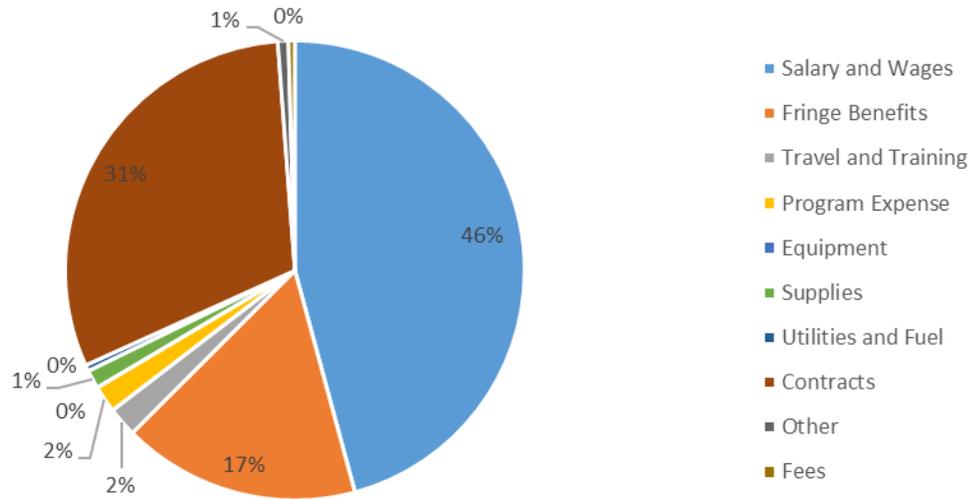
- **Development:** The City of Saco works to maintain an environment and processes that are responsive to the needs of Saco businesses and entrepreneurs as well as those looking to establish, expand, or relocate new businesses in Saco. We seek to ensure that businesses have access to ample resources and world class infrastructure to successfully operate in highly competitive local and global markets, assist them throughout the development approval process within the City of Saco, and coordinate their contact with the various departments, approving boards, and commissions that may be involved in the development approval process.
- **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 that meet the city’s economic development goals.
- **Marketing:** We employ a variety of methods and communications to promote the Saco Bay region in collaboration with Saco Main Street, Inc., the City of Biddeford, and other organizations. Our marketing efforts are targeted at businesses, residents, and visitors.

Highlights

In 2017, Lot 14 of Willy Road and two lots in the Mill Brook Business Park were sold, and one lot in Mill Brook, as well as Unit 91 of the Mill Building #4, were placed under contract. Ready Seafood also found a home in Saco, and an exciting mixed-use project is in the works. Known as The Waters at Saco Island, this complex will feature condominiums, marinas, a Riverwalk, and a boutique hotel and restaurant. The project was first introduced to the public in 2017 and is set to begin construction in 2019.

Budget Breakdown

Economic Development Department
Total Adopted Expenditures: \$335,248





Human Resources

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

MaryLou Kadlik
Director
mkadlik@sacomaine.org

Kristin Booth
Generalist
kbooth@sacomaine.org

Programs and Services Provided

- **Transactional Activities:** The Human Resources Department manages the transactional activities for the City of Saco (e.g., compensation and benefit administration, payroll management, talent management, retention, compliance, operations, and reporting).
- **Professional Development:** Human Resources collaborates with departments to provide opportunities for specialized training, formal education, and advanced professional learning aimed at assisting employees in improving their professional knowledge, competencies, skills, effectiveness, and personal growth. Employees are assisted in acquiring continual direction, feedback, and development needed to improve and succeed.
- **Performance Management:** The department assists management in the process of identifying, measuring, managing, and developing the performance of their staff. This practice aids in cultivating the organizational and job-specific competencies each employee and the organization need for high performance and success.
- **Planning and Measurement:** The department is developing metrics to report current, ongoing, and year-over-year numbers for common areas of HR such as turnover, employee engagement, annual trainings, and performance.

Highlights

On July 1, 2017, Human Resources became its own department, separating from the finance department. The Tax Abatement Program and its Volunteer Coordinator, Mary Starr, were transitioned to the Human Resources department at the same time. The department also hired a new HR Generalist, Kristin Booth.

The Human Resources Department conducted an internal HR Audit in 2017, which reviewed all employee files, medical files, and employee injury files. The department completed all mandated report filing for 2017, which included the ACA 2017 1095C IRS, EEO Report DOL, and the OSHA Report DOL. In

2017, HR processed over 480 W2's, successfully recruited and onboarded 23 new hires, processed over 100 seasonal new hires for Parks and Recreation, and then offboarded the 100 hires. The department also submitted a salary survey to the Maine Municipal Association.

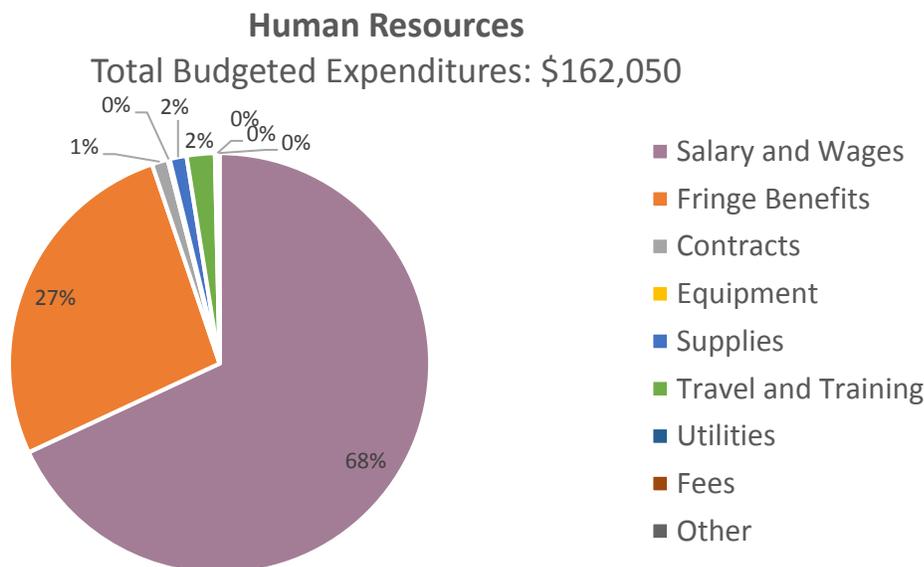
The Human Resources Department partnered with Maine Health to host a flu shot clinic for city employees and hosted the Employee Benefits Open Enrollment with vendors including AAA, Aflac, Boston Mutual Life Insurance Co, Chiropractic Sports Health, Group Dynamic, Empower Retirement, Maine Health, Maine Municipal Employee Health Trust, Maine Municipal Association, Maine Public Employee Retirement, and Sam's Club. The department continues to play an active role in reviewing ergonomically efficient workstations with the goal of increasing productivity and decreasing injury risk.

The unemployment rate was very low for the state of Maine in 2017. While this is great for our workforce, it makes the City's recruiting efforts for qualified employees more difficult. The department continues to be challenged with finding creative ways to recruit. Nonetheless, employee turnover rate has remained low, and even decreased substantially between 2016 and 2017.

CITY OF SACO EMPLOYEE TURNOVER RATE



Budget Breakdown





Finance Department

“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.”

Glenys Salas
Director & Treasurer
gsalas@sacomaine.org

Denise Pendleton
Tax Collector
dpendleton@sacomaine.org

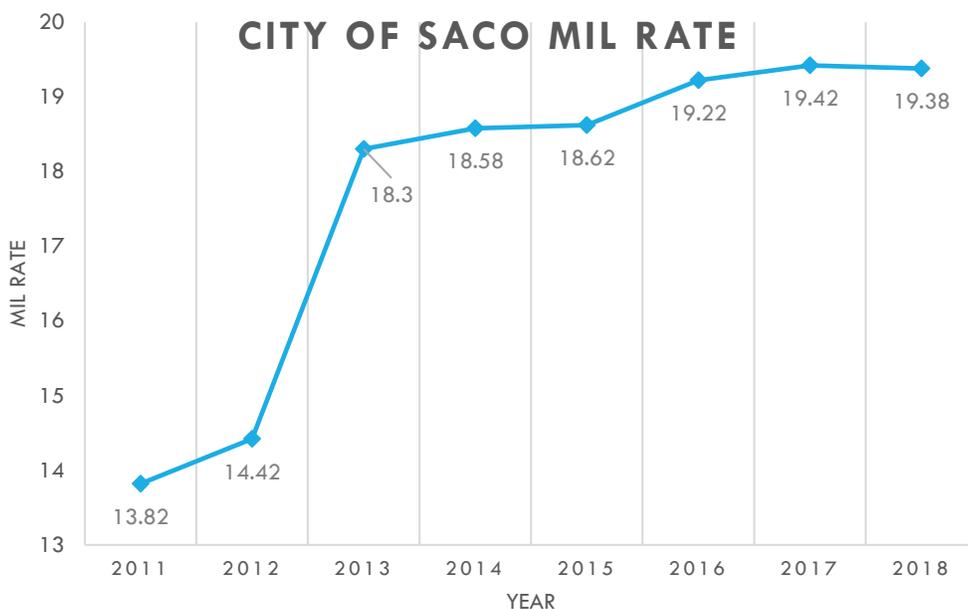
Programs and Services Provided

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

Highlights

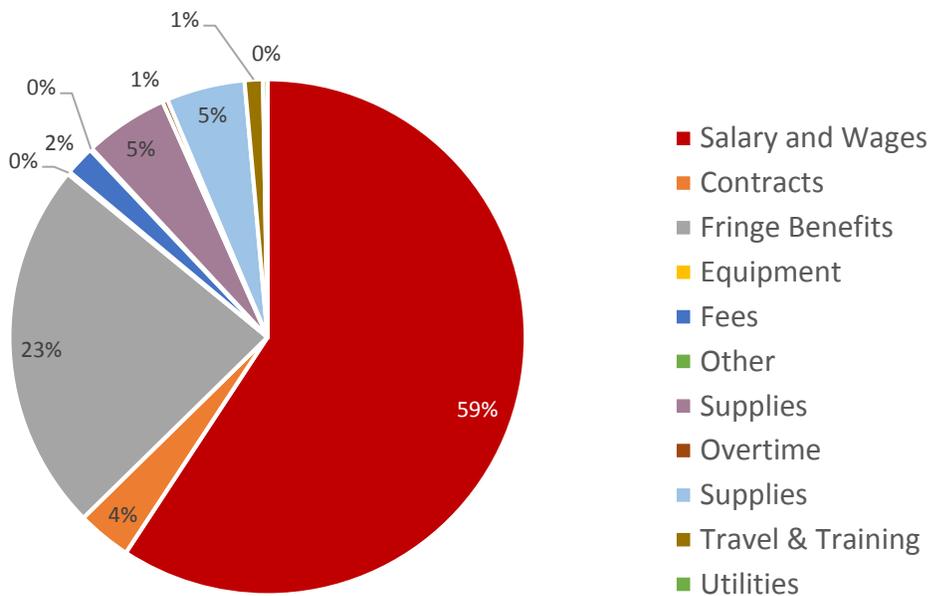
In 2017, the Finance department separated from Human Resources. During the three-month absence of a department head, the City of Saco Finance team kept the system up-to-date and running. In 2017, the team completed 150+ pages in new SOPs, 750+ updates to accounts in MUNIS, 8,354 paid invoices, and 49,509 transactions. This was all accomplished with a 97% reduction in budget complexity. In coming months, the Finance team hopes to reorganize and improve consistency of the MUNIS Chart of Accounts across departments, further digitize the Accounts Payable process, improve interest returns on the City’s existing Fund Balance, and develop long-term succession planning.

The Mil Rate for Fiscal Year 2018 was \$19.38 per \$1000 of assessed values, which is a decrease from \$19.42 in FY2017. However, the total tax levy (from property taxes) increased from \$40,242,016 in FY2016 to \$42,738,478 in FY2018, because the total assessed property value increased. Of the \$19.38 mil rate, \$7.75 was allocated to the City, \$11.03 went to the school system, and \$0.60 went to the county.



Budget Breakdown

Finance Department
Total Budgeted Expenditures: \$612,368





Fire Department

“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.”

John Duross
Chief & EMA Director
jduross@sacomaine.org

Robert Martin
Deputy Chief
rmartin@sacomaine.org

David Pendleton
Deputy Chief
david.pendleton@sacomaine.org

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.

Highlights

With the help of many city departments, the Maine State Fire Marshal, and the Maine Sprinkler Coalition, the Fire Department ensured Life Safety Code compliance in new structures for 2017 from the planning phase through occupancy. The Fire Department also educated the public on fire safety through its annual open house and through fire safety classes in Saco Public Schools and many privately-owned day-care centers. The Fire Department collaborated with the American Red Cross and Age Friendly Saco for the organization and implementation of these classes. The Saco Fire Department also partnered with Age Friendly Saco to implement the Knox HomeBox Program. Knox HomeBox allows first responders access to your home in an emergency while minimizing property damage and clean-up cost from forced entry. Best of all, it allows first responders to quickly access an immobilized patient when time is limited.

In addition, the Fire Department held a very successful 4th Annual Citizens Fire Academy, a program that provides a combination of hands-on and classroom learning experiences intended to create a cross-section of citizens who are invested in the long-term safety of the community and well-informed on fire safety and the operations of the Fire Department.

The Fire Department also provided many training sessions and opportunities for professional development in 2017, including continued support for advanced certification and licensing for career and on-call fire fighters, as well as in-house fire and EMS training in collaboration with Biddeford Fire. The Fire Department implemented a program designed to reduce the need for outside training to meet Continuing Education Hours and Maine Bureau of Labor Standards requirements. Additionally, the department saw a decrease in work-related injuries in 2017.

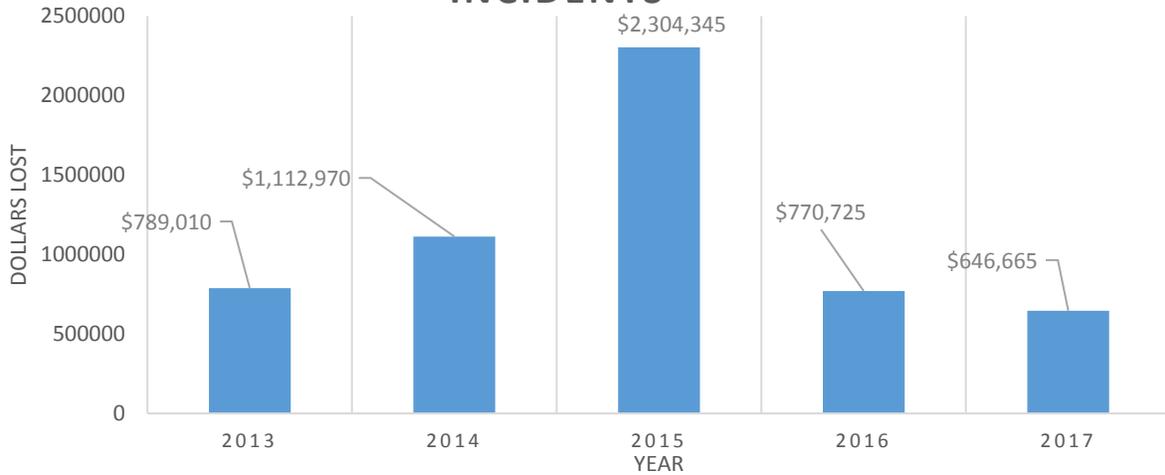
In November of 2017, the department began the process of replacing older/non-compliant Self Contained Breathing Apparatus units that were purchased in 2003. This purchase was made possible through City Council approved funding during the FY '18 budget process. In total, 14 SCOTT X3 units were purchased along with 46 45-minute air cylinders.



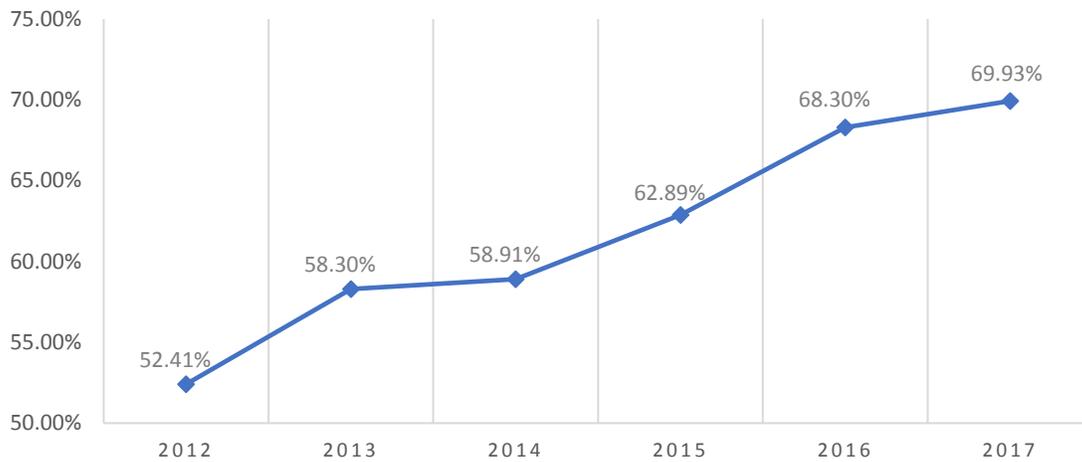
After serving the City of Saco for 41 years, Firefighter Kenneth T. Pendleton (pictured above) retired on August 23, 2017. Over the course of his career, Ken served as an Ambulance Attendant, Driver/Operator of Ladder 1, Senior Firefighter on B-Shift, and Lieutenant. The Saco Fire Department also hired three new full-time firefighters/EMS providers: Cameron Stephenson, Logan Doak and Cole Tarbell. These individuals were hired to fill vacancies that occurred as a result of retirement and long-term absences, bringing the department back to full-staff.

Finally, in 2017, the Fire Department responded to emergency fire calls in 5 minutes or less 69.93% of the time, continuing the trend of improvement in response time of the past several years. The total dollar loss from fire in Saco was \$646,665 in 2017. This figure is significantly lower than previous years, as shown on the following page.

ESTIMATED DOLLAR LOSS FROM FIRE INCIDENTS



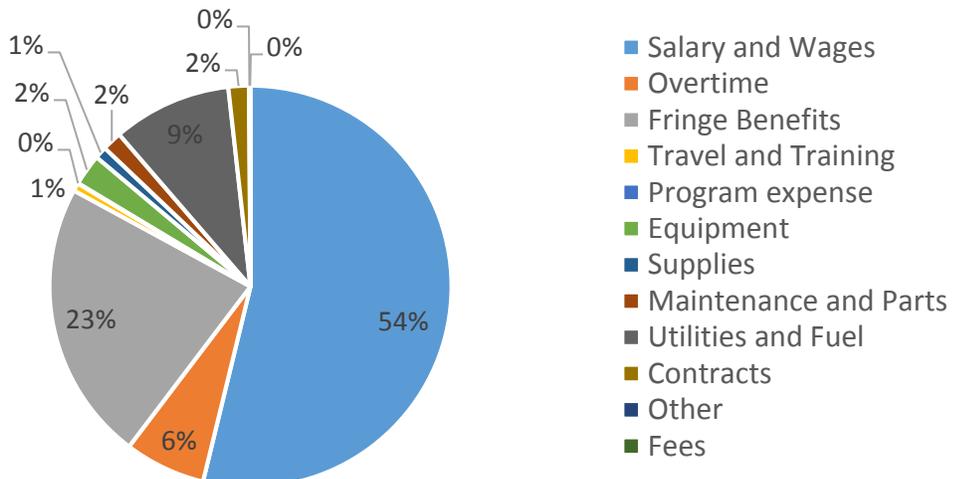
PERCENTAGE OF EMERGENCY FIRE CALLS RESPONDED TO IN 5 MINUTES OR LESS



Budget Breakdown

Fire Department

Total Budgeted Expenditures: \$3,985,823





Information Technology

“The City of Saco Information Technology Department will take on policies that allow for the constant evolvement of technology. We will do this with an agile Hyperconverged infrastructure, building all newly deployed systems with expandability in mind, ensuring all staff are highly qualified, and ensuring all technology implemented will increase productivity.”

Programs and Services Provided

- **Governance** refers to the implementation of operational parameters for working units and individuals’ use of IT systems, architecture, networks, and security. Governance also includes policy, planning, and implementation.
- **Infrastructure** includes the hardware components: our network, wiring, circuitry, desktops, and server equipment. This includes approx. 120 personal computers, 5 server hosts, and 20 network switches that connect via fiber.
- **Functionality** refers to day to day tasks. This is the most active role of the IT department, which includes implementation of plans, execution of processes, help desk services, deployment, and rapid repair.

Ryan Pinheiro
Director
rpinheiro@sacomaine.org

Joseph Lambert
Network Engineer
jlambert@sacomaine.org

Henry Pelletier
Systems Engineer
hpelletier@sacomaine.org

Highlights

In 2017, the IT Department transferred all city email addresses to Office 365, began a full network rebuild, and implemented new software for the Police and Fire Departments. They continued to harden servers, decreased security vulnerabilities, and began to develop security standards for the city. The department also implemented collaborative software to improve productivity and communication between city employees.

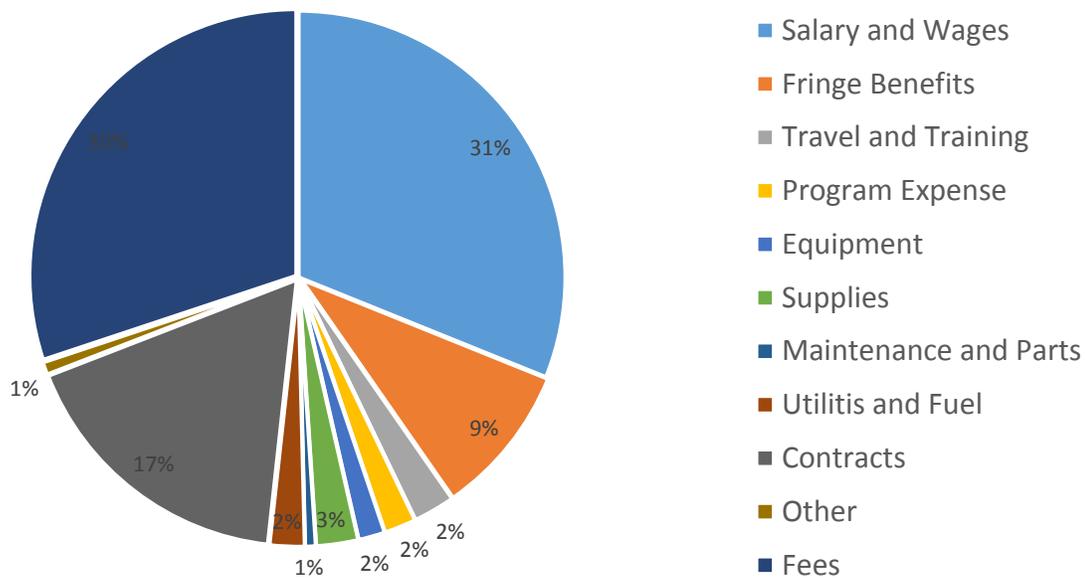
The Information Technology Department took a new policy driven approach to security and protection, focusing on cyber security. The cybersecurity initiative included the introduction of a vulnerability assessment suite, or a vulnerability scanner which identifies vulnerabilities, policy-violating configurations, and malware used to penetrate network. This new system ensures protection for the city’s most valuable resources.

The department has revamped its vision statement to reflect the realities of a quickly evolving field and the department’s goal of becoming more adaptive to the needs of the City. Their new vision statement reads: “To ensure city staff are always able to complete the task at hand.”

Finally, the IT Department worked to minimize officer distraction while driving by implementing Blank-it, a blank screen software which prevents the use of a computer while a vehicle is in motion. This implementation ensures officer compliance with driving regulations and keeps Saco Police safe.

Budget Breakdown

Information Technology Department
 Total Budgeted Expenditures: \$618,472





Parks and Recreation

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

Ryan Sommer
Director
rsommer@sacomaine.org

Erika Dube
Deputy Director
edube@sacomaine.org

Programs and Services Provided

- **Recreation:** We are responsible for the planning and implementing of recreation programs that 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 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 municipal rights-of-way.
- **Beach Management:** We staff 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.

Highlights

In 2017, The Parks and Recreation Department went through a major staffing transition. These changes allowed the organization to grow and expand. While understaffed for 6 months, the department maintained the quantity and quality of programs that the community has come to expect from the Parks and Recreation department. Participation and revenue in programs continued to be strong, and the SENIORity program experienced the most significant growth in 2017. The Parks department has excelled at maintaining city trees, especially in wake of the major storms in the fall and winter of 2017. As a result, there were very few power outages and downed trees. The parks department strives to keep all trees in Saco safe and well-maintained.

The Parks and Recreation Department reestablished the Parks & Recreation Advisory Committee, a board which serves as an advisor to the Parks and Recreation Department and as a forum for the discussion of new and creative programs. The Parks and Recreation Summer Camp was voted “Best Summer Camp” in the 2018 Journal Tribune’s Reader Poll and had 551 participants in the summer of 2017. The department also experienced significant growth in the theater academy program, with sell-out participation all summer long, totaling 150 participants. In addition, the “After the Bell” program enrolled 396 participants, including participants at the new Dayton site. They continued to develop the SENIORity Program offerings, expanded their partnership with Saco Age Friendly, and added events like a co-sponsored Spring Dance. The department also continues to offer high quality youth sports and family activities and events.

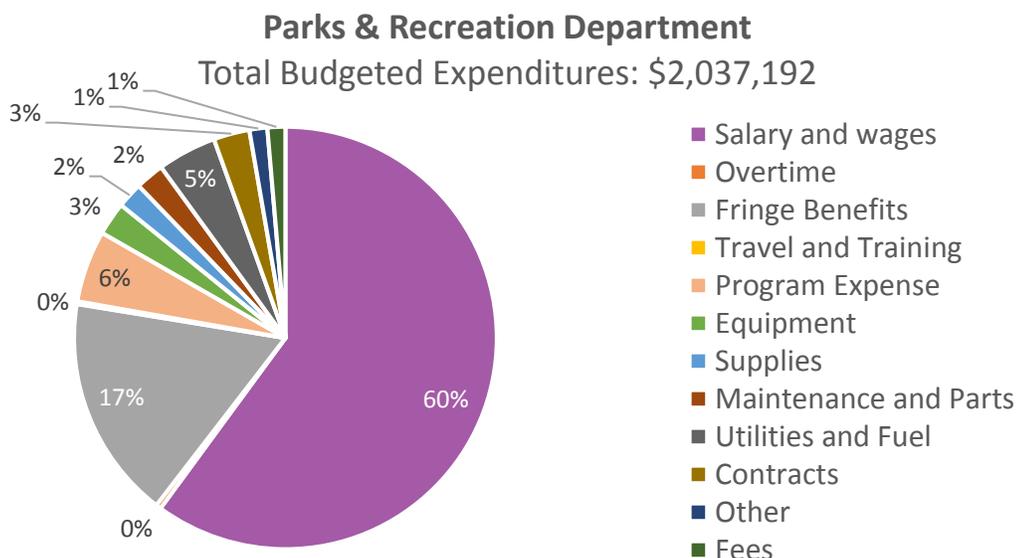
As the department becomes fully staffed, it will begin to add new programs and revitalize the Saco neighborhood parks. More specifically, the department plans to focus on additional adult sports, adult activities, and teen programming. The Parks & Rec. revenue for July 1 to April 1, 2017 was a total of \$920,184. This figure exceeds the expected revenue for the entirety of fiscal year 2018.

Parks and Recreation Accounts

Total Saco Resident Accounts	5,641
Total Non-Resident Accounts	4,270
New Accounts for 2017	735

*An “account” represents a family household

Budget Breakdown





Planning Department

“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.”

Robert Hamblen
City Planner
rhamblen@sacomaine.org

Programs and Services Provided

- **Planning:** We are responsible for developing ordinances for Council consideration with awareness of environmental regulations. We strive 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 Planning Department leads the development of Comprehensive Plans and land use ordinances, as required by City Council, city ordinance, state law, and good practice.
- **Review:** State law, city ordinance, and subdivision regulation require the review of most land development in Saco. While some review is delegated in law to the code enforcement officer, the Planning Department and the Planning Board also review most substantial projects including conditional uses, subdivisions, and others.

Highlights

The Historic Preservation Commission coordinated and implemented a successful Historic Lecture Series that ran from November 2017 to May 2018. In 2017, the Planning Board approved a total of 15 projects, including the rehabilitation and conversion of a historic church on Cutts Ave into 80 units of housing and the construction of 6 commercial condos in the Saco Industrial Park. Additionally, plans for the relocation of the Ecology School were finalized and the project was granted a contract zone in 2017.

<i>Planning Board Activity</i>	<i>2017</i>	<i>2018 (as of April)</i>
<i>Site Plan Review Applicants</i>	11	11
<i>Subdivision Applicants</i>	8	3
<i>Conditional Uses Applicants</i>	5	1

Historic Preservation Commission	2017	2018 (as of April)
# of Certificates of Appropriateness granted	9	8

**COAs are issued to approve alterations, reconstruction etc. of a historic building*

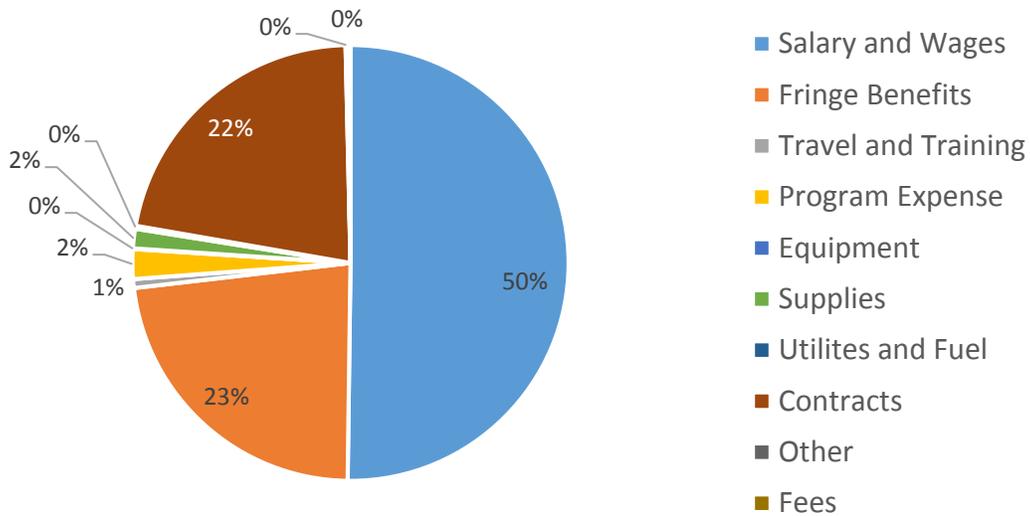
2017 Approved Projects

# of Projects Approved	15
# of Housing Units Added	88
# of Residential Lots	21
# of Commercial Projects	11
Total Sq. ft of Commercial Buildings	224,374

Budget Breakdown

Planning Department

Total Budgeted Expenditures: \$249,242



Police Department

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

Raynald Demers
Chief of Police
rdemers@sacomaine.org

Corey Huntress
Dep. Chief - Operations
chuntress@sacomaine.org

Jack Clements
Dep. Chief - Support
jclements@sacomaine.org

Programs and Services Provided

- **Police Patrol** is a symbol of governmental authority. When the public thinks of "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 in emergency situations, 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 quick thinking of dispatchers has 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.

Highlights

The Saco Police Department engaged with the community through many acts of service and events in 2017. Saco Police introduced a new community event, Coffee with a Cop, a national program which invites community members to share a coffee and interact with police officers in a casual setting. At these events, Saco residents and visitors ask questions freely and get to know their local police force.

Each year the department participates in the annual Torch Run benefiting Special Olympics, pictured to the right. Saco Police Department also hosts an annual Citizen's Academy in late winter/early spring. The class is a 9-week inside look at the police department with presentations and hands-on learning provided by members of



the department. Topics covered include: traffic enforcement, OUI detection, accident reconstruction, firearms, drug abuse and intervention, and a mock trial. On August 1st, the Saco Police Department hosted a National Night Out event in conjunction with the Parks and Recreation and Fire Departments. This event promotes police-community partnerships and neighborhood camaraderie to make our neighborhoods safer and more caring places to live. This event featured a picnic dinner, kid's games and activities, a showing of the movie *Secret Life of Pets* in the park, and an officer meet-and-greet.

The Police Department partnered with two community service projects in the winter of 2017, Socks for Seniors and Warm Hands, Warm Hearts, to bring much-needed warm clothing to local seniors, veterans, children, and adults in the Saco-Biddeford area. In January of 2017, The Saco Police Department partnered with the Biddeford Police Department to develop the Saco Biddeford Opioid Outreach Initiative, which trains officers to meet any individual who is struggling with substance use with a supportive and non-judgmental manner and provide them with necessary services.

Officer Paul Gauvin and Officer Rodney Rossignol graduated from the Maine Criminal Justice Academy Class of 2017. The attendees of the graduation ceremony are pictured to the right. Below you'll find 2017 department statistics.



2017 2016 2015 2014 2013 2012 2011

COMMUNICATIONS

<i># of calls for service</i>	28939	27647	30825	30003	28165	30422	29967
<i># of calls for service w police response</i>	22534	21386	24301	23058	22068	23167	25686
<i># of calls for service, fire/EMS only</i>	2490	2434	3626	3537	3276	3048	2998
<i># of E-911 calls handled</i>	3459	3020	3010	2436	1640	2256	2508
<i>Annual # of calls per officer, average*</i>	1073.05	1352.65	934.65	886.85	848.77	891.04	994.92

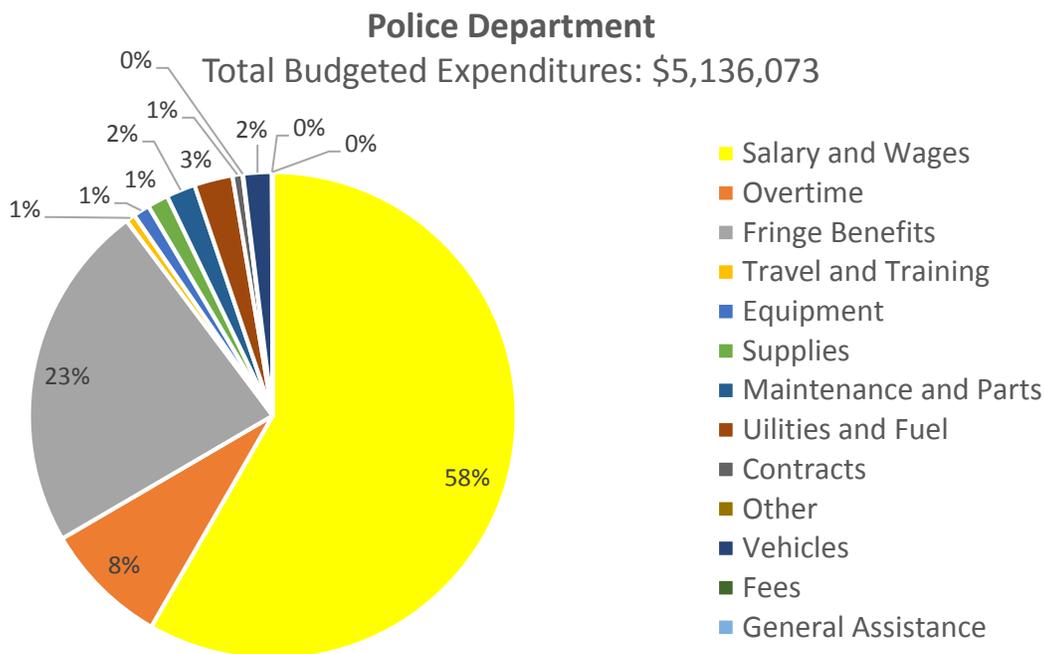
*based on an estimated average of staff which can fluctuate

PATROL

<i># of non-traffic related arrests & summonses</i>	492	587	698	781	788	769	798
<i># of felony and misdemeanor offenses</i>	867	886	1104	1103	1073	992	1085

<i># of civil and ordinance violations</i>	290	196	326	349	299	373	311
<i># of positive community contacts</i>	2509	1310	2673	2899	2064	2118	2016
TRAFFIC ENFORCEMENT							
<i># of traffic stops, total</i>	6034	6523	7038	6491	6039	9145	9675
<i># of traffic-related arrests</i>	148	107	121	127	99	151	159
<i># of traffic-related criminal/civil summonses</i>	215	308	271	274	227	239	252
<i># of traffic citations</i>	863	896	923	975	969	1826	1643
REPORTING							
<i>Total of Part 1 Crimes</i>	769	795	807	872	997	960	1298
<i>Part 1 Actual Offense (UCR)</i>	758	761	758	812	941	936	1147
<i>Part 1 Crimes Unfounded Offenses</i>	11	34	49	60	56	24	151
<i># of complaints cleared</i>	360	477	471	522	575	648	1060

Budget Breakdown





Public Works

“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.”

Patrick Fox
Director
pfox@sacomaine.org

Christopher Gallant
Deputy Director
cgallant@sacomaine.org

Programs and Services Provided

- **Transportation:** The department is responsible for 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 storm water infrastructure.
- **Facilities:** Includes the maintenance and management of the Public Works facility, transfer station, Camp Ellis Pier, schools, and Saco Transportation Center. The department supports all City-owned grounds through construction, engineering, and maintenance support activities.
- **Engineering:** Includes 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 and police vehicles, construction equipment, and other light- to heavy-duty City vehicles.

Highlights

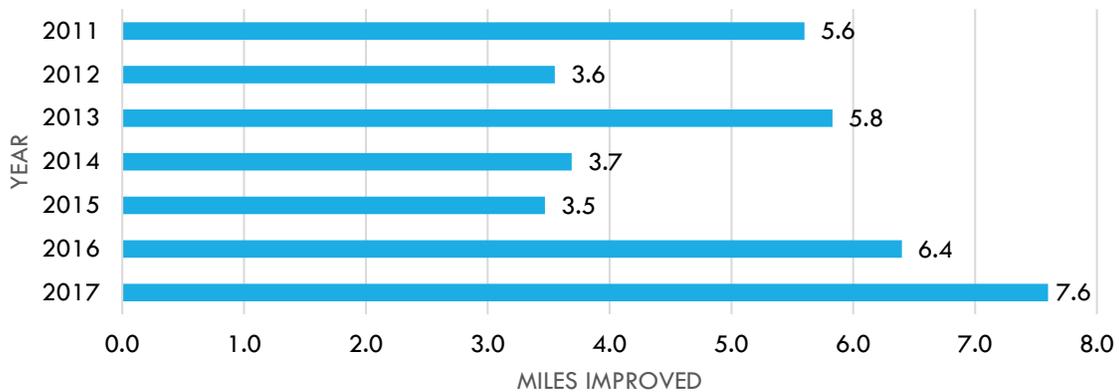
The Public Works Department strengthened their regional presence in the areas of storm water and transportation infrastructure management in 2017. They also improved their public service and communication by providing the community with more notifications on day-to-day activities and events.

In 2017, the Public Works Department decreased their spending by saving \$15,000 on fuel for City vehicles. However, road salt and the increased overtime for winter storm management took up a larger portion of expenses due to the high number of extreme winter weather events and increased snowfall levels in Saco. Trash collection and disposal also cost more than in previous years due to contractual

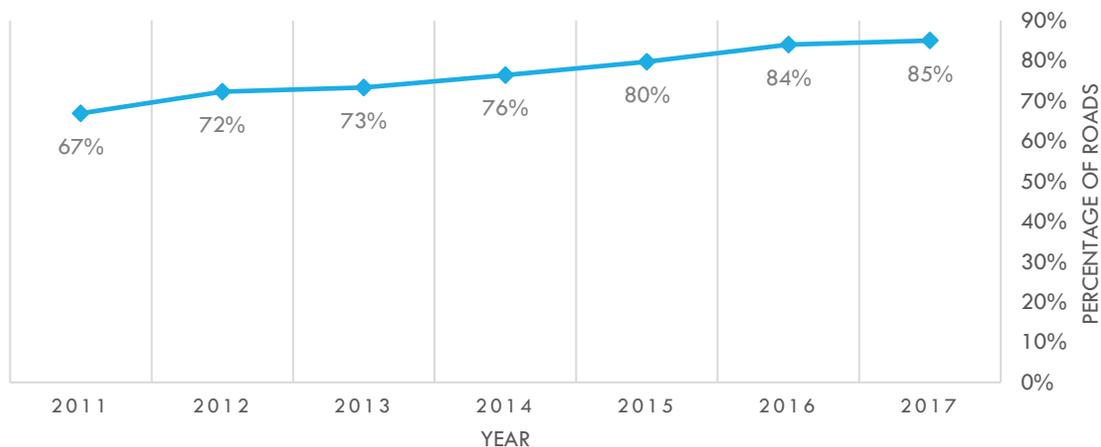
increases and an increased trash volume for the city as a whole.

The Public Works Department is carrying out 11 projects totaling \$11.75 million in addition to their annual duties and responsibilities. The efforts and supplies needed for the maintenance of the Camp Ellis Shoreline have also posed a challenge as the department requires over 700 hours of labor, 500 cubic yards of gravel, and 1800 cubic yards of sand annually to keep the Camp Ellis shoreline safe and accessible. Despite these challenges, Public Works has improved pavement condition on more miles of roadway in 2017 and continues to increase the percentage of roads in satisfactory condition for the city.

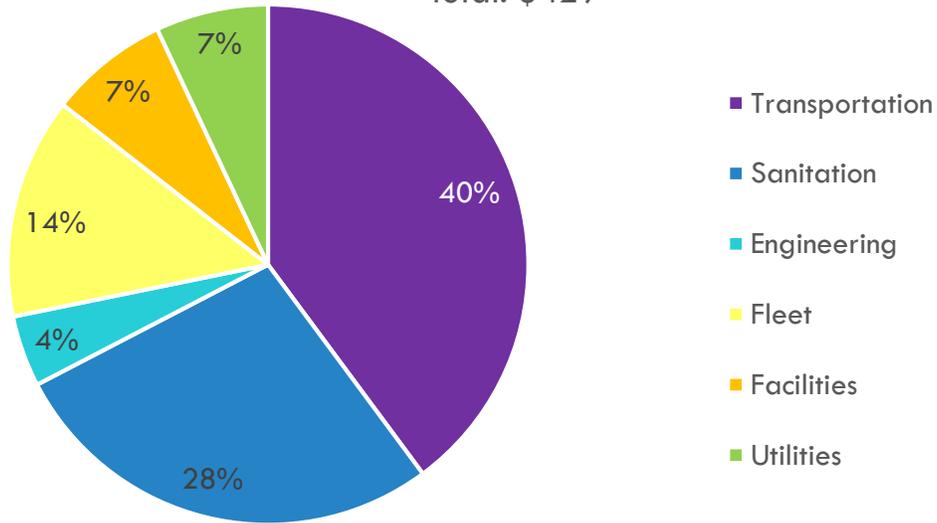
MILES OF ROADWAY IMPROVED



PERCENTAGE OF ROADS IN SATISFACTORY CONDITION

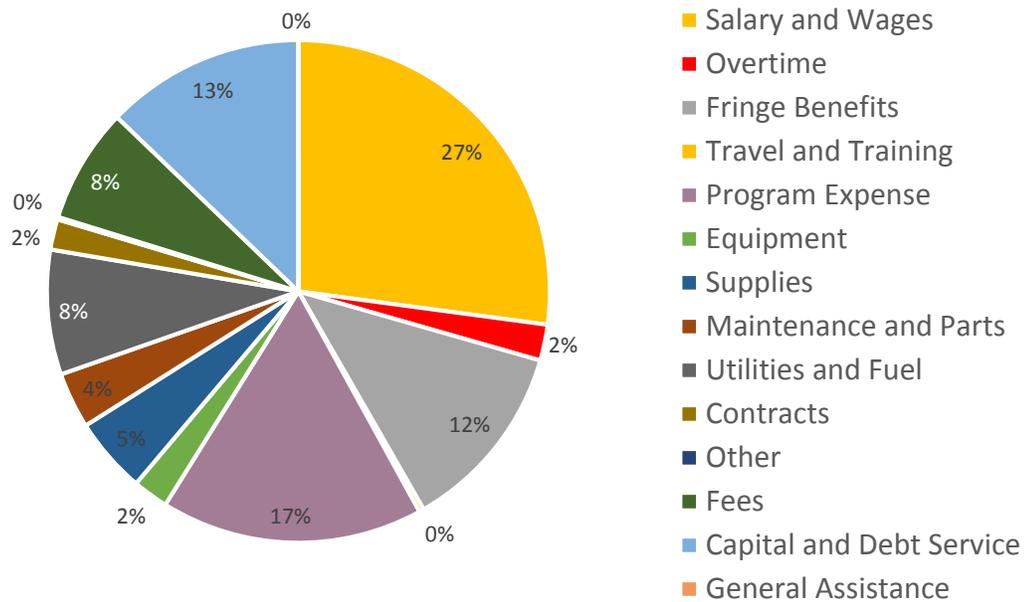


Breakdown of Current Median Home Contribution to Public Works
Total: \$429



Budget Breakdown

Public Works Department
Total Budgeted Expenditures: \$6,054,269





Water Resource Recovery

“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.”

Howard Carter
Director
hcarter@sacomaine.org

Stacy Thompon
Deputy Director
sthompson@sacomaine.org

Programs and Services Provided

- **Water Resource Recovery Facility:** 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. The City of Saco has three active CSO's, down from the original nine at the beginning of the abatement program that started in 1995. The three remaining CSO's in Saco are concentrated in the downtown area.

Highlights

The department employs a staff of 9 full time employees with 3.3 shared positions with DPW. In 2017, the Water Resource Recovery Department completed several projects, including slip lining of the 19th century Main Street brick sewer, repairing the Bearbrook pump station retaining wall, and closing

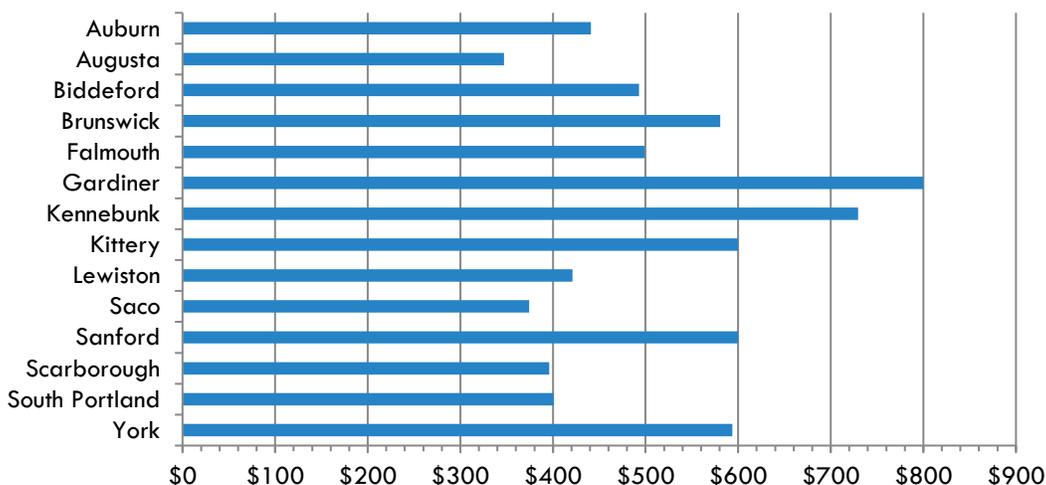
the Bearbrook CSO. Additionally, the department commissioned a pump station at Mill Building 4 and completed the Promenade and Hall Avenue sewer separation project. Finally, the department continued flow monitoring to detect infiltration and inflow in the system.

Looking forward, the department plans to upgrade the generator at the Goosefare pump station, upgrade the Hillview 2 pump station, extend sewer further along Route 1, and commission a pump station for the Precious Hidden Estates development.

Rate Survey

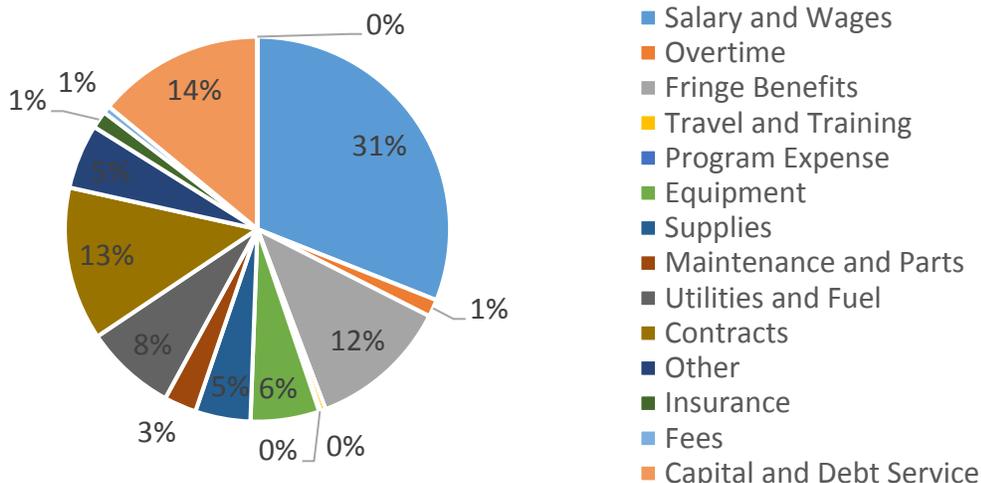
While treating an average of 1.84 million gallons per day of wastewater, managing 31 pump stations and maintaining over 80 miles of infrastructure, the City of Saco has one of the lower sewer rates compared with surrounding communities, as shown below.

Annual Cost to User Based on 8000 cu/ft



Budget Breakdown

Water Resource Recovery Department
Total Budgeted Expenditures: \$2,409,572



Outstanding Personal Property Taxes as of July 9, 2018

2018

Customer Name	Property ID	Unpaid Balance (\$)
ABLE HOME HEALTH INC.	1200	136.19
ANIMAL MEDICAL ASSOCIATES	27	1051.08
AP VENDING & AMUSEMENT CO INC.	32	500.26
ARTISTRY IN BLOOM	40	72.35
ASSURED MORTGAGE SOLUTIONS LLC	1337	93.95
BARRELED SOULS BREWING	87	5.70
BERKSHIRE HATHAWAY	525	40.89
BREDA, STEPHAN	1214	4.29
BRISSON, MICHELINE	937	253.16
BROOKSIDE INN	95	61.85
BROWN, ROBERT & LUCIELLE	1082	56.78
CASCADE MINIATURE GOLF	114	206.40
CASHMAN, RAYMOND	982	488.47
CHARLIE CATE & TARA HASEN	1289	182.17
CHINA HOUSE	146	528.34
CHRIS AUTOMOTIVE	1388	136.71
CLAMSHELL CAFE & TAKEOUT	108	320.10
COLFAX CORPORATION	1250	766.02
COMMON CONNECTION HAIR SALON	170	116.41
CURRAN'S FOODS INC	792	15384
CWG MERCHANDISING LLC.	1239	42.44
DTSH, LLC	554	1773.27
DUSTIN, BARBARA	948	244.73
EASTVIEW MOTEL	231	493.61
GOLDEN ROOSTER INC.	297	70.33
GRANT FARM	1403	6159.87
HANABI	1180	92.25
HEWLWTT PACKARD FINANCIAL SERV.	327	682.66
JOSE, DAVID & JOSEE	936	220.80
KEVIN'S ELECTRIC	140	146.51
LAMOTHE, ROBERT	922	199.94
LITTLE CAESAR'S PIZZA	973	3.07
LOISELLE, KELLY	916	414.48
MAINE HOCKEY GROUP LLC	1046	5747.35
MAJOR, RICK & GARCIA NADERE	1111	165.97
MARRELL, MICHAEL	894	412.50
MARTIN, MICHAEL R ATTY	428	84.03
MCDERMOTT ADVISORS	1376	96.22
MICHAEL PHELPS SKILL CENTER	1355	2149
MIKE PAUL FOUNDATIONS INC.	754	262.11
MINI SELF STORAGE CTR	432	82.75
MOLARNI, JIM & ANDREA	1291	376.75

NEIGHBORHOOD HEALTH & HERBS	457	185.10
NORMAND, BRIAN	1293	2.02
NORMAND, BRIAN	1293	60.08
OLSZEWSKI, DAVID	882	482.95
PIZZA HUT #655	511	794.06
RALPH, LEO JR.	285	1217.66
REMAX ABSOLUTE REALTY	309	288.96
RICHARD, SUZANNE & DAVID	1077	135.25
RIDLEY, DONNA M S E D	550	60.08
ROBUCCIO, PHYLLIS	1081	627.83
RODEWAY	161	245.16
SALON SMITH	1153	57.95
SAUCIER, NORM & JOANNE	941	255.04
SCOTT, BARBARA & WILLIAM	1316	0.93
SCOTT, BARBARA & WILLIAM	1316	36.82
SEA SHORE MANAGEMENT LLC	1257	111.55
SEACOAST AUTOMOTIVE INC	1154	206.26
SHAW, ROBERT & FRANCIS	953	318.36
SHEENAN, PATRICK	927	468.26
SINCLAIR, RICHARD	1358	449.56
SUNRISE MOTEL	655	450.39
SUSAN GOLL & DAVID WILLIAMS	1290	172.09
THE BASKETBALL HOUSE INC.	1201	269.96
TIDE WATCH LLC.	957	213.10
TOURIST HAVEN MOTEL	675	1.27
TREMBAY, MAUDE	284	6.17
WAUGH, BRUCE	987	93.10

2017

Customer Name	Property ID	Unpaid Balance (\$)
A P VENDING & AMUSEMENT CO INC	32	253.78
BARD, TIM	897	39.40
BERKSHIRE HATHAWAY	525	42.53
BROWN, ROBERT & LUCIELLE	1082	22.33
CASCADE MINIATURE GOLF	114	206.82
CASHMAN, RAYMOND	982	42.82
CHRIS AUTOMOTIVE	1288	153.34
CWG MERCHANDISING LLC	1239	43.31
DUSTIN, BARBARA	948	24.47
EAGLE ATM LLC	1191	14.20
EASTVIEW MOTEL	231	494.63
HIGHLAND HOME GALLERY	1006	20.68

HILLTOP MOTEL	329	320.82
LIFESKILLS LLC	814	93.60
LOISELLE, KELLY	916	31.07
MAINE HOCKEY GROUP LLC	1046	6004.26
MAINE RANGE LLC/ WEAPONCRAFT LLC	1356	427.88
MAJOR, RICK & GARCIA NADERE	1111	166.45
MICHAEL PHELPS SKILL CENTER	1355	123.22
MIKE PAIL FOUNDATIONS INC	754	284.41
MOLINARI, JIM & ANDREA	1291	146.82
NORTHWESTERN MUTUAL INSURANCE	475	38.84
PALCO AIR CARGO	492	2.00
PSH INC	504	204.88
RALPH, LEO JR	285	1337.79
REMAX ABSOLUTE REALTY	309	289.55
RIDLEY, DONNA M S E D	550	60.20
SACO SMOKE SHOP	1254	27.19
SALON SMITH	1153	66.28
SAUCIER, NORM & JOANNE	941	28.35
SCOTT, BARBARA & WILLIAM	1316	25.89
SEACOAST AUTOMOTIVE INC	1154	206.69
SHAW, ROBERT & FRANCES	953	35.15
SOUTHERN MAINE HYPNOSIS	1371	61.37
SUPERIOR EMPLOYMENT LLC	975	87.18
SUSAN GILL & DAVID WILLIAMS	1290	24.08
THE BASKETBALL HOUSE INC	1201	332.35
TIDE WATCH LLC	957	213.54
WAUGH, BRUCE	987	39.89

2016

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

CHRIS AUTOMOTIVE	1288	202.35
COASTAL BILLING ASSOC OF ME	128	62.14
CWG MERCHANDISING LLC	1239	113.67
DAYOWL COUNSELING	205	13.32
DELLOLIO, MICHAEL J & ASSOC	1186	157.54
DREAMING TREE VINTAGE	1344	20.43
DUSTIN, BARBARA	948	121.09
EASTVIEW MOTEL	231	489.53
GRAYBAR FINANCIAL SERVICES LLC	1267	2.31
HIGHLAND HOME GALLERY	1006	21.14
LARRY FORGUES & JILL WADOWIAK	1299	38.44
LIFESKILLS LLC	814	92.64
M AND K AUTOMOTIVE	267	134.14
MAINE HOCKEY GROUP LLC	1046	61.86
MAJOR, RICK & GARCIA NADERE	1111	34.15
MIKE PAIL FOUNDATIONS INC	754	305.69
MOLINARI, JIM & ANDREA	1291	145.30
NORTHWESTERN MUTUAL INSURANCE	475	33.64
PAINCHAUD, GERALD	1372	10.19
PRUDENTIAL PRIME PROPERTIES	525	96.10
RALPH, LEO JR	285	1454.95
REMAX ABSOLUTE REALTY	309	286.57
ROY, JANET	1222	64.39
SACO SMOKE SHOP	1254	76.88
SALON SMITH	1153	70.48
SAUCIER, NORM & JOANNE	941	118.78
SEACOAST AUTOMOTIVE INC	1154	204.56
SHAW ROBERT & FRANCES	953	147.03
SOUTHERN MAINE HYPNOSIS	1371	107.25
SUSAN GILL & DAVID WILLIAMS	1290	100.71
TERRANOVA CORP	741	328.66
THE BASKETBALL HOUSE INC	1201	764.96
UNIFIED TAE KWON DO	1260	60.49
VINCENZAS ITALIAN BAKERY	1353	108.73
WALSH, LARRY	1101	12.11
WAUGH, BRUCE	987	70.17
WEAPONCRAFT LLC	1356	514.58
WELCH, JUDY MD PA	716	.63
WENTWORTH TECHNOLOGY INC	1261	30.73
YUMMY THAI CUISINE LLC	1017	340.19

2015

Customer Name	Property ID	Unpaid Balance (\$)
BEAR ESSENTIALS FITNESS INC	1175	10.83
BELLEROSE, MATT	1202	13.03
CASCADE MINIATURE GOLF	114	99.61
CASHMAN, RAYMOND	982	165.72
CHAPTER 11	1342	103.84
CHRIS AUTOMOTIVE	1288	97.75
COASTAL BILLING ASSOC OF ME	128	61.45
CWG MERCHANDISING LLC	1239	109.86
DAYOWL COUNSELING	205	7.45
DREAMING TREE VINTAGE	1344	20.48
DUSTIN, BARBARA	948	117.31
EASTVIEW MOTEL	231	474.81
FORGUES & WADOWIAK	1299	37.24
GILL & WILLIAMS	1290	93.10
GORHAM MICRO	300	108.00
GREEN VALLEY OIL	267	1003.13
HERLIHY, JOSEPH	907	83.79
HIGHLAND HOME GALLERY	1006	38.54
LIFESKILLS LLC	814	57.72
M AND K AUTOMOTIVE	267	193.65
MAINE TACTICAL	1356	497.15
MATEA JADE PHOTOGRAPHY	1249	48.41
MIKE PAIL FOUNDATIONS INC	754	150.67
NORTHERN BREWER	1348	27.93
PATTERSON, DOUG & MILLIE	1308	455.02
REMAX ABSOLUTE REALTY	309	277.44
ROY, JANET	1222	59.58
SACO SMOKE SHOP	1254	33.52
SALON SMITH	1153	229.03
SAUCIER, NORM	941	109,86
SEACOAST AUTOMOTIVE INC	1154	329.57
SHAMO DOLLAR STORE	1409	134.06
SHAW, ROBERT & FRANCES	953	135.93
SOUTHERN ME SPECIALTIES CO INC	633	772.83
TERRANOVA CORP	741	318.40
THE BASKETBALL HOUSE INC	1201	629.36
THE PHOTO DOCTOR INC	1207	59.58
UNIFIED TAE KWON DO	1260	23.27
VINCENZAS ITALIAN BAKERY	1353	100.55
WALSH, LARRY	1101	2.45

2014

Customer Name	Property ID	Unpaid Balance (\$)
BELLEROSE, MATT	1202	13.01
CASHMAN, RAYMOND	982	78.96
CWG MERCHANDISING LLC	1239	109.62
DREAMING TREE VINTAGE	1344	18.58
DUSTIN, BARBARA	948	117.05
EASTVIEW MOTEL	231	473.79
GILL & WILLIAMS	1290	89.18
GORHAM MICRO	300	107.76
INTEGRITY AUTO SERVICE	1181	57.60
LIFESKILLS LLC	814	57.60
MATEA JADE PHOTOGRAPHY	1249	48.31
OLD SCHOOL PAWN & LOAN	1349	29.73
PATTERSON DOUG & MILLIE	1308	423.62
REMAX ABSOLUTE REALTY	309	276.84
SACO SMOKE SHOP	1254	33.44
SALON SMITH	1153	72.62
SAMS PLACE	596	76.18
SAUCIER, NORM	941	104.05
SEACOAST AUTOMOTIVE INC	1154	328.87
SHAW, ROBERT & FRANCES	953	130.06
TERRANOVA CORP	741	2.81
THE PHOTO DOCTOR INC	1207	59.46
VINCENZAS ITALIAN BAKERY	1353	94.76
WAGNER'S MARKET	628	198.81
YOUR REAL ESTATE CO	732	81.75

2013

Customer Name	Property ID	Unpaid Balance (\$)
BELLEROSE, MATT	1202	6.40
CLIFFS TOO	1238	12.81
CLIPPER MART	791	1487.79
COASTAL CAKE LLC	1237	2.14
CWG MERCHANDISING LLC	1239	107.97
DUSTIN, BARBARA	948	230.31
EASTVIEW MOTEL	231	466.65
FRODO'S VARIETY	958	318.42
GAGNON, ARMAND	943	274.50
GILL & WILLIAMS	1290	153.72
GORHAM MICRO	300	1.72

INTEGRITY AUTO SERVICE	1181	28.40
JOHNSONS AUTO REPAIR	1204	241.56
LIFESKILLS LLC	814	56.73
MAINE ROADS & DRIVEWAYS	418	76.86
MATEA JADE PHOTOGRAPHY	1249	53.07
PATTERSON, DOUG & MILLIE	1308	790.56
POIRIER ELECTRIC & AUTOMATION	853	289.14
REMAX ABSOLUTE REALTY	309	272.67
SACO SMOKE SHOP	1254	32.94
SAUCIER, NORM	941	179.34
SEACOAST AUTOMOTIVE INC	1154	161.95
SHAW, ROBERT & FRANCES	953	256.20
THE PHOTO DOCTOR INC	1207	27.58
TONI'S TOUCH	1259	73.20
TRAVELWISE NETWORK, INC	683	47.58
WAGNER'S MARKET	628	195.81

2012

Customer Name	Property ID	Unpaid Balance (\$)
ASSIMAKOPOULOS, JIM	1213	216.30
CARPET TOWN	111	354.73
EASTVIEW MOTEL	231	367.71
FRODO'S VARIETY	958	250.91
GAGNON, ARMAND	943	216.30
GROVER, JOHN	1179	86.52
HOWARD, CLAYTON	1172	2679.24
JOHNSONS AUTO REPAIR	1204	184.58
MAINE ROADS & DRIVEWAYS	418	60.56
MAINLY STOVES & FUEL YARD INC	1182	23.07
POIRIER ELECTRIC & AUTOMATION	853	227.84
QUICKPRINT COLOR CENTER THE	533	992.10
REMAX ABSOLUTE REALTY	309	162.14
SAUCIER, NORM	941	232.16
SHAW, ROBERT & FRANCES	953	201.88
WAGNER'S MARKET	628	154.29

2011

Customer Name	Property ID	Unpaid Balance (\$)
EASTVIEW MOTEL	231	343.86
FRODO'S VARIETY	958	240.47

GAGNON, ARMAND	943	207.30
GROVER, JOHN	1179	82.92
HOWARD, CLAYTON	1172	2567.76
MAINE ROADS & DRIVEWAYS	418	58.04
MAINLY STOVES & FUEL YARD INC	1182	22.11
POIRIER ELECTRIC & AUTOMATION	853	218.36
QUICKPRINT COLOR CENTER THE	533	950.82
SAUCIER, NORM	941	222.50
SHAW, ROBERT & FRANCES	953	141.78
THE CANDY GARDEN OF MAINE INC	1024	88.45
WAGNER'S MARKET	628	147.87

2010

Customer Name	Property ID	Unpaid Balance (\$)
ALPHIE'S	833	30.64
ASIANA SALON & DAY SPA	1047	227.45
CENTURY 21 -SAMIA REALTY	124	88.27
GAGNON, ARMAND	943	51.05
MAINE ROADS & DRIVEWAYS	418	67.42
POIRIER ELECTRIC & AUTOMATION	853	107.6
QUICKPRINT COLOR CENTER THE	533	937.06
SANDWICH SHACK (THE)	597	179.78
SAUCIER, NORM	941	207.63
STACY G INC	958	118.57
THE CANDY GARDEN OF MAINE INC	1024	47.79
WAGNER'S MARKET	628	145.73
WOOD STRUCTURES LLC	723	10061.09

2009

Customer Name	Property ID	Unpaid Balance (\$)
ASIANA SALON & DAY SPA	1047	218.75
QUICKPRINT COLOR CENTER THE	533	923.30
SANDWICH SHACK (THE)	597	177.14
SHEAR HEAVEN	613	34.22
VITA TORTILLAS	856	7358.19
WAGNER'S MARKET	628	146.28

2008

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	1248.08
QUICKPRINT COLOR CENTER THE	533	916.42
SACO SHOE HOSPITAL	586	149.18
VITA TORTILLAS	856	10602.24

2007

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	1135.52
QUICKPRINT COLOR CENTER THE	533	833.82
SACO SHOE HOSPITAL	586	136.21

2006

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	1101.60
QUICKPRINT COLOR CENTER THE	533	312.72
SACO SHOE HOSPITAL	586	235.87

2005

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	1286.31
SACO SHOE HOSPITAL	586	276.66

2004

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	1441.77
E.W.S OF MAINE	230	523.6
SACO SHOE HOSPITAL	586	310.42

2003

Customer Name	Property ID	Unpaid Balance (\$)
COASTAL CONSTRUCTION	165	963.55
E.W.S OF MAINE	230	635.60
SACO SHOE HOSPITAL	586	358.66

2002

Customer Name	Property ID	Unpaid Balance (\$)
E.W.S OF MAINE	230	6189.9
SACO SHOE HOSPITAL	586	331.45

2001

Customer Name	Property ID	Unpaid Balance (\$)
E.W.S OF MAINE	230	8878.8
SACO SHOE HOSPITAL	586	300.30

2000

Customer Name	Property ID	Unpaid Balance (\$)
E.W.S OF MAINE	230	6152.55
SACO SHOE HOSPITAL	586	277.44

1999

Customer Name	Property ID	Unpaid Balance (\$)
E.W.S OF MAINE	230	6854.56
SACO SHOE HOSPITAL	586	163.56

Outstanding Real Estate Taxes as of July 9, 2018

2018

Customer Name	Property Code	Unpaid Balance (\$)
2047 ASSOCIATES LLC	024-006-000-000	455.53
ANDY PICARD EXCAVATING, INC	087-007-006-000	732.56
ANGIS, CHRISTOPHER P	039-143-000-000	2544.59
ARGENBRIGHT, RONALD J	114-002-004-000	4096.93
ARMSTRONG, BONITA S	054-115-000-000	2839.17
ATWOOD, PAMELA A	037-001-001-108	655.62
BAGLEY, LAURA	032-092-000-000	3217.08
BANKS, WAYNE T	038-168-001-000	4734.53
BEAR'S HOLDINGS LLC	070-015-000-000	157.14
BELANGER FAMILY REAL ESTATE TRUST	086-009-000-000	5228.72
BELANGER FAMILY REAL ESTATE TRUST	086-010-001-000	1957.38
BELLEROSE, DOUGLAS P	104-007-002-003	5505.86
BERGERON, KATHY	034-093-001-000	2155.06
BERUBE, JEFFREY K	038-031-000-001	3724.84
BLACKBERRY PROPERTIES	022-042-001-000	700.58
BLACKBERRY PROPERTIES LLC	042-010-003-000	2519.40
BLUE STONE PROPERTIES INC	042-010-002-000	195.34
BOOTH, SONYA L TR	106-017-000-000	2947.70
BOUCHARD, AARON M	032-253-000-000	2651.18
BRADFORD, VIVIAN M HEIRS OF	061-013-001-013	341.09
BRAUN, CAROL L	111-001-000-000	375.64
BROWN, DAVID J TRUSTEE	038-182-000-000	613.32
BRUSSO, JEFFREY	117-006-003-000	1488.38
BUTTERFIELD, RAMONA	034-008-000-011	161.10
CAMIRE, LAWRENCE	061-013-001-051	87.21
CAMPBELL, RUTH E	037-001-001-127	1893.43
CASSETTE, ROBERT L JR	086-030-000-000	4277.17
C HADBOURNE, DANIEL P	028-005-000-000	1555.65
CHAMBERLAIN, AMY E	125-008-000-000	1001.95
CHAMBERLAIN, JUSTIN R & ASHLEY K	052-124-000-000	3073.67
CHAPPELL, LUZ MARIE TORRES	002-048-000-000	7978.75
CLARK, MAUREEN M	004-008-001-000	6236.49
CLOHOSEY, CHRISTINE M	061-013-001-000	135.66
COLMAN, JAMES P	116-002-000-000	2203.51
COMMUNITY HOUSING OF MAINE INC	039-078-000-000	1070.35
COMMUNITY PARTNERS INC	108-006-000-000	663.00
COMMUNITY PARTNERS INC	027-060-000-000	797.00
COMMUNITY PARTNERS INC	027-060-001-000	470.00
COMPSON, K C	033-111-001-000	2511.65

CONNELIAN, JONNA S	067-010-032-000	4255.85
COTE, PAUL	061-013-001-239	79.39
COUNTRY PROPERTIES OF MAINE	098-026-001-000	1405.05
COWAN, BERNARD E	052-050-003-002	1503.89
CSB PROPERTIES INC	059-018-000-000	6041.21
CYR, DAVID M	033-111-000-000	1681.21
DAVIS, JANET L	061-013-001-250	160.85
DEVOTED LOVER LLC	038-215-000-000	2558.07
DOHERTY, JOHN H	013-048-000-000	1692.84
DONALDSON, JUDITH M	037-001-001-138	1470.94
DONNESON, ERIKA	038-183-000-000	705.44
DOWLING, JESSE W	017-001-000-000	2324.81
DOYON, CLEMENT J	067-008-000-000	2181.07
DUBE, LISA P	067-002-003-000	3246.15
DUCLOS, SUSAN	061-013-001-095	337.21
DULUCA, ROCCO SR	061-013-001-142	412.79
DYMNET, WILLIAM JR	064-009-001-021	87.21
EDCL LLC	037-001-001-131	1709.32
ESPERANZA, ROSARIO	034-098-000-000	122.02
ESTATES AT BAY VIEW LLC	010-053-001-000	2792.66
ESTATES AT BAY VIEW LLC	010-053-006-000	6062.06
ESTATES AT BAY VIEW LLC	010-053-008-000	3262.62
ESTATES AT BAY VIEW LLC	010-053-010-000	2135.26
ESTATES AT BAY VIEW LLC	010-053-013-000	3265.53
FAHEY, LAWRENCE M	011-006-000-000	2759.09
FITANIDES, THOMAS W	068-031-000-000	2928.32
FITCH, ERIC	061-013-001-141	279.07
FOSTER, LEON	058-001-001-000	13324.86
FOSTER, MICHAEL G TRUSTEE	042-010-000-000	20355.68
FOURNIER, PETER	089-036-019-000	5525.72
FULLER, KENNETH D	110-002-000-000	2248.08
FULLER, KENNETH DONALD	110-002-000-000	3707.39
GAGNON, MARGUERITE	031-203-000-000	2839.17
GALLAGHER, MATTHEW	093-013-001-000	466.09
GARNIK, VIKTOR	126-005-001-000	6680.29
GIARRANTANO, TINA	064-009-001-022	420.55
GLAUDE, MICHAEL F JR	091-006-003-000	6015.55
GOLDEN ROOSTER INC	038-054-000-000	5759.74
GONE COASTAL LLC	009-001-000-000	3878.90
GOOSEFARE ACRES LTD INC	014-037-001-000	100.78
GOULET, JERICE A	039-091-000-000	4158.95
GOWEN, DONNA	110-028-002-000	2879.87
GRANT, RICHARD	124-007-000-000	8939.99
GREENWOOD, DAVID	121-003-002-000	5629.89
GRENIER, KRISTINE E	064-009-001-003	451.55
GUAY, YVONNE D HEIRS	065-011-000-000	1578.50
GUIGNARD, ROBERT A	039-061-001-000	1411.71

GUNYA CORP	067-012-001-000	77.13
HALLER, RUSSELL W	123-009-000-000	2781.03
HANNON, RICHARD E	110-028-001-000	3459.33
HERTEL JR VAN E	054-010-000-000	4926.40
HERTEL, VAN E	098-025-001-000	1005.82
HERTEL, VAN E JR	053-077-000-000	4720.97
HERTEL, VAN E JR	068-018-000-000	11395.44
HERTEL, VAN E JR	124-001-000-000	505.82
HERTEL, VAN E JR	068-017-000-000	6029.12
HERTEL, VAN JR E	067-025-000-000	1379.86
HERTEL, VAN SR	110-008-000-000	2296.53
HIGGINS, CYNTHIA	038-121-000-000	2290.71
HILL, ELSIE	053-147-000-000	2106.61
HOLLIS ACQUISITIONS LLC	032-085-000-000	4664.77
HOLMAN, CRAIG	052-135-000-000	563.96
HULT, JASON M	061-013-001-214	575.27
IACONO, JAMES	034-014-002-000	2980.64
JACKSON, NATHANIEL J	088-041-000-000	264.17
JASSET, THERESA B	032-158-001-000	3819.80
JOHNSON, SHARON A	086-005-004-000	1096.91
JOHNSTON, CHARLES A JR	002-077-000-000	4073.68
JONES, MAXWELL	031-007-000-000	2147.30
JED PROPERTIES LLC	052-036-000-000	618.22
JW GROUP	032-111-000-000	4141.51
KANY, WILLIAM	032-163-000-000	881.79
KELLEY, THOMAS R	051-007-000-000	2178.31
KERRY, JOHN	031-143-000-000	2250.02
KERRY, JOHN M	040-058-000-000	4019.41
KIDMAN, BREANNA E	027-051-000-000	327.52
KING REAL ESTATE CORP	027-007-000-000	22.35
KIRBY, ROBERT C	037-001-001-337	560.08
KIRBY, ROBERT C	118-007-000-000	3513.59
KNAPP, LAUREL M	053-166-000-003	60.56
L & L LLC	034-141-000-000	9846.01
L & M PROPERTIES INC	042-101-001-000	10360.55
LAMEY, JARED	102-009-002-000	512.59
LANE, JOHN W	101-037-003-000	4160.89
LANE, JOHN W	101-037-008-000	2469.01
LAUZIER, MELISSA D	004-032-001-000	1005.82
LAW PROPERTY MANAGEMENT LLC	059-032-000-000	13919.59
LEARY, KATHLEEN	090-010-000-000	39.73
LEARY, KATHLEEN L	091-003-003-000	1909.96
LEE, MARCIA	011-005-001-000	3713.21
LEIGHTON, ROBERT JR	091-006-004-000	1426.37
LESIEUR, MARIE D	032-105-000-000	1414.74
LESSARD, WILLIAM P	061-009-000-000	2228.70
LETOURNEAU, DOROTHY	032-036-000-000	2990.33

LIBBY, ALMA H HEIRS OF	038-199-000-000	2215.13
LIBBY, CHERYL ANN	116-005-002-000	3476.33
MAYER, WILFRED N	040-024-000-000	410.12
MCCALLUM, MARK B	014-037-003-000	29.07
MCGONAGLE, DIANE	066-031-001-000	2639.56
MCKAY, LANCE	061-013-001-220	251.94
MCLASKEY, MACK G TR	098-045-001-000	1070.87
MCLASKEY, MACK G TR	098-045-010-000	3397.31
MCLASKEY, MACK GERALD	098-045-011-000	726.70
MCMANUS, STEVEN A	032-191-000-000	3563.67
MESERVE, DANIEL	091-001-000-001	73.64
MESERVE, DANIEL K	089-016-000-000	60.08
MESERVE, DANIEL K	092-018-003-000	4548.49
MEZOIAN DEVELOPMENT LLC	124-006-007-000	1713.19
MITCHELL, ROBIN	090-036-000-000	4215.15
MIZZONI, DAVID S	008-056-000-000	3972.90
MKM REALTY TRUST LIMITED	063-007-000-000	6028.00
MONMANEY, LINDA A	116-001-000-000	5887.64
MOODY, ERIC	064-009-001-006	403.10
MORIN, SHARON L	031-148-000-000	2633.74
MORTON, TRACEY	061-013-001-193	333.99
MOSLEY, MICHELLE	061-013-001-251	255.82
MOUNTAIN HEIR FINANCIAL CORPORATION	015-003-000-000	120.16
MSB LLC	023-020-001-000	988.38
MSB LLC	023-020-001-002	951.56
MSB LLC	023-020-001-004	941.87
NADEAU, CHRISTOPHER C	116-020-003-000	3147.31
NASON, RICHARD L	067-020-000-000	2403.58
NEAL, CYNTHIA M	061-013-001-153	726.75
NICHOLS, CATHERINE J	101-037-011-000	3277.16
NORTHROP, ROBERT S	013-038-014-000	5501.98
OBRIEN, ALLANA	064-009-001-015	79.40
OM SAI LLC	034-007-000-000	6828.54
ONEILL, JACQUELINE	101-013-002-000	203.61
OROURKE, JOHN	061-013-001-010	42.64
OUELLETTE, LISE D	033-025-000-000	12209.40
PEARSON, LAUREL	100-036-000-000	2756.32
PECK, JAMES D	031-153-000-000	3327.55
PERREUAULT, DEBORAH J	053-042-000-000	2292.65
PET HAVEN CEMETERY INC	101-026-000-000	1073.65
PHILLIPS, CHESTER	041-025-001-000	1310.09
PHILLIPS, EARL W	013-036-021-000	14.91
PHILLIPS, ROBERT J	061-013-001-043	275.20
PICARD, JEAN PIERRE	086-012-008-000	4216.12
PIESRON, KATHERINE	039-089-000-000	1676.37
PIETILLA, MICHAEL	123-027-001-000	949.46

PLANTE, LORY L	064-009-001-017	58.14
POULIN, LAWRENCE R	089-020-000-000	3108.55
POULIN, LAWRENCE R	089-028-000-000	58.14
POWERS, GREGORY A	060-012-000-000	7709.36
PRESBY, EDMUND	064-009-001-018	420.55
PULLEN, SCOTT E.	087-007-002-000	6732.61
RAKUZ, IGOR	059-015-000-000	1331.22
RENY, MICHAEL P	038-092-000-000	6742.30
RIOUX, DOUGLAS	098-009-000-000	1759.70
ROSS, SHAWN	054-005-001-003	1330.43
ROUSSELLE, HELENE	052-018-000-000	2899.25
ROUTE ONE GAS LLC	062-019-00-000	22.68
ROY, LINDA R LIVING TRUST	125-019-000-000	4862.44
ROY STEPHANIE	038-111-000-000	5281.05
SACO ISLAND WEST LLC	037-001-000-000	37347.20
SACRA REALTY LIMITED PARTNERSHIP	033-024-000-000	17915.57
SAIRAM LLC	034-099-000-000	9174.49
SAKS, BEVERLY M	002-056-000-000	6843.08
SANBORN, DONALD M	026-030-000-000	2850.80
SANDS, LAWRENCE M	083-010-059-000	14.29
SANTOSUOSSO, JOSEPH A	037-001-001-206	1100.78
SECRETARY OF HOUSING & URBAN DEVELOPMENT	107-014-000-000	187.99
SHAFFER, HEATHER R	061-013-001-022	651.17
SHALOM HOUSE INC.	031-065-000-000	1694.00
SIMARD, JENNIFER TRUSTEE	028-029-000-004	3152.00
SNOWDEAL, ANNA	061-013-001-026	158.92
STAR HOMES INC	088-012-000-000	1709.32
STEVENSON, GARY	026-043-000-000	3087.23
STEVENSON, GARY	027-073-000-000	139.54
STEVENSON, GARY C	062-021-000-000	16513.70
STEVENSON, GARY C	089-006-000-000	4670.58
STEVENSON, GARY C	090-014-000-000	2325.60
STEVENSON, ROBERT	063-011-000-000	14261.74
TABOR, CHRISTOPHER G	052-045-002-000	5939.97
THIBEAULT, CLAUDE E	088-036-000-000	1999.17
THOMPSON, RICHARD G JR	034-083-000-000	2106.61
TRACY, JOHN F	010-055-000-010	8825.65
TREMBLAY, JOSH	061-013-001-032	98.84
TRUNORTH INVESTMENTS LLC	032-077-000-000	13.42
TWEEDIE, MARTHA	125-077-000-000	1606.60
TWEEDIE, ROGER EUGENE	125-020-000-000	2625.99
TWENTY SIX COMMON STREET LLC	071-008-000-000	1264.38
TWENTY THREE MAIN AVENUE LLC	002-143-000-000	3979.68
ULTIMATE VALUE PROPERTIES LLC	031-175-001-000	2213.65
ULTIMATE VALUE PROPERTIES LLC	038-208-000-000	2415.10
VAILLANCOURT, JEFFERY A	100-018-000-000	1826.42

VAINIO, JENNIFER H	061-013-001-044	23.61
VALENTINO, LINDA M	069-007-003-000	7426.42
VAN DE GRAFF, COLLEEN	037-001-001-121	1540.71
VERREAULT, JOHN D	013-038-003-000	5488.42
VINCENT, GRAY	040-049-000-000	3029.09
VOANNE BEACH STREET HOUSE	026-004-000-000	1364.00
WALKER, CARL	011-039-000-000	9593.10
WALSH, MICHAEL	011-098-001-000	3011.65
WARD, DANIELLE T	034-038-000-000	3449.64
WARREN, MELISSA L	083-007-000-002	173.10
WATERHOUSE, RAYMOND A	054-064-000-000	2121.47
WATSON, JOHN E.	011-111-001-000	3889.56
WHELAN, STEPHAN	010-055-000-023	3508.47
WILDES THOMAS J	064-009-001-016	172.48
WORKMAN, GORDON M.	105-009-002-000	1711.25
WORKMAN, GORDON N.	105-009-000-000	6182.22
WORKMAN-WAYNE, STEPHANIE TRUSTEE	105-009-001-00	1709.32
YLONEN, SHARON	118-020-001-000	1027.14
YORK COUNTY SHELTER PROGRAMS, INC.	038-086-000-000	320.00
YORK CUMBERLAND ASSOC	027-048-000-000	3375.00
YORK CUMBERLAND ASSOC	072-010-000-000	5000.00

2017

Customer Name	Property Code	Unpaid Balance (\$)
2047 ASSOCIATES LLC	024-006-000-000	534.11
ANGIS, CHRISTOPHER P	039-143-000-000	2958.81
ARGENBRIGHT, RONALD J	114-002-004-000	4220.39
ARMSTRONG, BONITA S	054-115-000-000	1095.78
BAGLEY, LAURA	032-092-000-000	3510.40
BANKS, WAYNE T	038-168-001-000	3811.62
BELANGER, LIONEL	086-010-001-000	1821.87
BELANGER, LIONEL P	086-009-000-000	5025.51
BELLEROSE, DOUGLAS P	104-007-002-003	4568.91
BERGERON, KATHY	034-093-001-000	387.05
BOOTH, SONYA L TR	106-017-000-000	743.35
BRUSSO, JEFFREY	117-006-003-000	1225.80
CAMIRE, LAWRENCE	061-013-001-051	250.47
CAMPBELL, RUTH E	037-001-001-127	2000.89
CHAMBERLAIN, JUSTIN R & ASHLEY K	052-124-000-000	1940.62
CHAPPELL, LUZ MARIE TORRES	002-048-000-000	7947.34

CLARK, MAUREEN M	004-008-001-000	7226.76
COMPSON, K C	033-111-001-000	2503.38
DONALDSON, JUDITH M	037-001-001-138	1569.60
DONNESON, ERIKA	038-183-000-000	1864.05
DUCLOS, SUSAN	061-013-001-095	418.16
DULUCA, ROCCO SR	061-013-001-142	279.33
DYMENT, WILLIAM JR	064-009-001-021	257.45
EDCL LLC	037-001-001-131	1813.73
FITCH, ERIC	061-013-001-141	343.03
GARNIK, VIKTOR	126-005-001-000	7024.19
GOLDEN ROOSTER INC	038-054-000-000	6110.31
GOOSEFARE ACRES LTD INC	014-037-001-000	169.96
GOULET, JERICE A	039-091-000-000	1993.54
GRENIER, KRISTINE E	064-009-001-003	446.30
HALLER, RUSSELL W	123-009-000-000	2631.55
HOLMAN, CRAIG	052-135-000-000	615.49
JOHNSON, SHARON A	086-005-004-000	350.18
JOHNSTON, CHARLES A JR	002-077-000-000	4444.06
KEENAN, RYAN M	051-009-000-000	38899.23
KERRY, JOHN	031-143-000-000	2043.62
KERRY, JOHN M	040-058-000-000	4153.25
L & M PROPERTIES INC	042-009-001-000	2631.55
LEE, MARCIA	011-005-001-000	3638.56
LESSARD, WILLIAM P	061-009-000-000	2462.70
LETOURNEAU, DOROTHY	032-036-000-000	1887.20
LIBBY ALMA H, HEIRS OF	038-199-000-000	2210.22
LITTLE HARVARD INC	060-011-000-000	40.62
MACK, TERRANCE G	024-002-000-000	172.01
MARTIN, DAVID	061-013-001-107	403.91
MCCALLUM, MARK B	014-037-003-000	94.70
MCGONAGLE, DIANE	066-031-001-000	2753.61
MCKAY, LANCE	061-013-001-220	430.36
MCLASKEY, MACK G TR	098-045-010-000	366.65
MCMANUS, STEVEN A	032-191-000-000	4464.52
MITCHELL, ROBIN	090-036-000-000	4084.08
MONMANEY, LINDA A	116-001-000-000	5884.50
MOODY, ERIC	064-009-001-006	354.39
MOSLEY, MICHELLE	061-013-001-251	162.46
MOUNTAIN HEIR FINANCIAL CORPORATION	015-003-000-000	190.30
NICHOLS, CATHERINE J	101-037-011-000	1402.06
NORTHROP, ROBERT S	013-038-014-000	5872.29
OROURKE, JOHN	061-013-001-010	210.66
PECK, JAMES D	031-153-000-000	3266.27
PERREAULT, DEBORAH J	053-042-000-000	2700.71
PHILLIPS, CHESTER	041-025-001-000	1435.35
PLANTE, LORY L	064-009-001-017	212.69

POULIN, LAWRENCE R	089-020-000-000	1498.68
POULIN, LAWRENCE R	089-028-000-000	125.21
RENY, MICHAEL P	038-092-000-000	7141.73
RIOUX, DOUGLAS	098-009-000-000	1801.53
ROUSSELLE, HELENE	052-018-000-000	3142.17
ROY, STEPHANIE	038-111-000-000	2499.91
SAKS, BEVERLY M	002-056-000-000	3762.65
SANBORN, DONALD M	026-030-000-000	2832.69
SANTOSUOSSO, JOSEPH A	037-001-001-206	3.64
SECRETARY OF HOUSING & URBAN DEVELOPMENT	107-014-000-000	138.07
SHAFFER, HEATHER R	061-013-001-022	664.57
SNOWDEAL, ANNA	061-013-001-026	196.09
STEVENSON, GARY C	062-021-000-000	16788.69
STEVENSON, GARY C	089-006-000-000	4661.84
STEVENSON, GARY C	090-014-000-000	2371.15
STEVENSON, ROBERT	063-011-000-000	13104.45
TABOR, CHRISTOPHER G	052-045-002-000	5688.67
THOMPSON, RICHARD G JR	034-083-000-000	2462.70
TWEEDIE, MARTHA	125-019-000-000	840.04
TWEEDIE, ROGER EUGENE	125-020-000-000	1577.84
VAN DE GRAFF, COLLEEN	037-001-001-121	1583.50
VINCENT, GARY	040-049-000-000	3345.62
WALSH, MICHAEL	011-098-001-000	3219.48
WARD, DANIELLE T	034-038-000-000	4161.39
WILDES, THOMAS J	064-009-001-016	180.33

2016

Customer Name	Property Code	Unpaid Balance (\$)
DESJARDINS, REBECCA L	061-013-001-122	441.54
DONAHUE, LORY L	064-009-001-017	304.81
DONNESON, ERIKA	038-183-000-000	1480.12
DYMENT, WILLIAM JR	064-009-001-021	45.61
GREENE, MELISSA	061-013-001-088	55.03
HALLER, RUSSELL W	123-009-000-000	2585.08
HARVEY, ANGELA	038-168-000-000	2100.48
LAROSE, RENALD	061-013-001-185	499.85
LESSARD, WILLIAM P	061-009-000-000	980.52
MACK, TERRANCE G	024-002-000-000	164.05
MARTIN, DAVID	061-013-001-107	337.20
MILLIKEN, LINDA	061-013-001-221	202.25
MULLIN, PHILIP E SR	061-013-001-167	107.74
OROURKE, JOHN	061-013-001-010	503.87
PERREAULT, DEBORAH J	053-042-000-000	2731.88

RIOUX, DOUGLAS	098-009-000-000	1774.72
RIVARD, PAUL	061-013-001-211	225.22
SAOIRSE PROPERTIES LLC	037-001-001-091	11668.02
TENAN, LARRY HEIRS OF	061-013-001-092	213.25
WARD, DANIELLE T	034-038-000-000	2977.05

2015

Customer Name	Property Code	Unpaid Balance (\$)
DESJARDINS, REBECCA L	061-013-001-122	264.47
HALLER, RUSSELL W	123-009-000-000	2457.08
HARVEY, ANGELA	038-168-000-000	1987.81
LAROSE, RENALD	061-013-001-185	437.87
MACK, TERRANCE G	024-002-000-000	112.69
MARTIN, DAVID	061-013-001-107	548.71
MILLIKEN, LINDA	061-013-001-221	453.45
MULLIN, PHILIP E SR	061-013-001-167	504.07
OROURKE, JOHN	061-013-001-010	560.55
PERREAULT, DEBORAH J	053-042-000-000	172.68
RIOUX, ROLAND A	098-009-000-000	1186.27
UNIT 91 LLC	037-001-001-091	11252.43
VALADE, CARL J	064-009-001-006	77.64

2014

Customer Name	Property Code	Unpaid Balance (\$)
CHAPMAN, SALLY	025-003-001-000	281.47
CLARK, MELISSA	061-013-001-117	257.57
HARVEY, ANGELA	038-168-000-000	1027.23
HUFF, KRISTINA	061-013-001-212	436.30
LAROSE, RENALD	061-013-001-185	484.87
MACK, TERRANCE G	024-002-000-000	108.07
MILLIKEN, LINDA	061-013-001-221	384.17
MULLIN, PHILIP E SR	061-013-001-117	550.91
OROURKE, JOHN	061-013-001-010	592.91
TROY, DIANNA B	054-074-001-000	9.79
UNIT 91 LLC	037-001-001-091	6587.39
VALADE, CARL J	064-009-001-006	393.56

2013

Customer Name	Property Code	Unpaid Balance (\$)
CLARK, MELISSA	061-013-001-117	142.04
GIKAS, STEVE T	061-013-001-150	155.93
HUFF, KRISTINA	061-013-001-212	418.15
JANSON, CHARLOTTE	061-013-001-109	70.88
VALADE, CARL J	064-009-001-006	376.06

2012

Customer Name	Property Code	Unpaid Balance (\$)
HUFF, KRISTINA	061-013-001-212	350.86
JIPSON, SCOTT	064-009-001-006	270.12

2010

Customer Name	Property Code	Unpaid Balance (\$)
BLOW, ROBERT W	061-013-001-243	103.10

Extracted Financial Statements

The following schedules have been extracted from the 2017 financial statements of the City of Saco, Maine, Comprehensive Annual Financial Report, for fiscal year ended June 30, 2017, a complete copy of which is available for inspection at City Hall Finance Department or online at <http://www.sacomaine.org/departments/finance/index.php>

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, 2017, 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, 2017, 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 January 22, 2018 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.



January 22, 2018
South Portland, Maine

CITY OF SACO, MAINE
Statement of Net Position
June 30, 2017

	Governmental Activities	Business-type Activities	2017 Total
ASSETS			
Cash and cash equivalents	\$ 9,665,988	\$ 2,065,110	\$ 11,731,098
Investments	3,170,514	-	3,170,514
Receivables:			
Accounts (net of allowance of \$952,535)	2,334,821	522,582	2,857,403
Taxes - current	798,390	-	798,390
Taxes - prior years	110,744	-	110,744
Tax liens	382,625	-	382,625
Prepaid expenses	189,043	24,222	213,265
Other	37,779	-	37,779
Tax acquired property	93,089	-	93,089
Depreciable capital assets, net	19,504,914	5,431,241	24,936,155
Non-depreciable capital assets	43,173,105	14,941,079	58,114,184
Total assets	79,461,012	22,984,234	102,445,246
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows of resources related to pensions	3,558,197	-	3,558,197
Total deferred outflows of resources	3,558,197	-	3,558,197
LIABILITIES			
Accounts payable and other current liabilities	2,254,439	99,070	2,353,509
Accrued liabilities	2,685,567	32,955	2,718,522
Taxes collected in advance	121,247	-	121,247
Internal balance	(3,051,735)	3,051,735	-
Noncurrent liabilities:			
Due within one year	2,409,115	28,817	2,437,932
Due in more than one year	20,426,045	32,807	20,458,852
Total liabilities	24,844,678	3,245,384	28,090,062
DEFERRED INFLOWS OF RESOURCES			
Deferred inflows of resources related to pensions	269,331	-	269,331
Total deferred inflows of resources	269,331	-	269,331
NET POSITION			
Net investment in capital assets	49,367,109	20,372,320	69,739,429
Restricted for:			
Finance and administration	2,507,347	-	2,507,347
Community services	2,061,354	-	2,061,354
Public safety	442,252	-	442,252
Other purposes	350,122	-	350,122
Nonexpendable	181,383	-	181,383
Expendable	533,586	-	533,586
Unrestricted	2,462,047	(633,470)	1,828,577
Total net position	\$ 57,905,200	\$ 19,738,850	\$ 77,644,050

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Activities
For the year ended June 30, 2017

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		2017 Total
					Governmental Activities	Business-type Activities	
Primary government:							
Governmental activities:							
General government	\$ 6,297,085	\$ 1,969,889	\$ 1,385,569	\$ -	\$ (2,941,627)	\$ -	\$ (2,941,627)
Public safety	9,421,034	182,822	-	15,559	(9,222,653)	-	(9,222,653)
Public works	7,344,697	64,566	-	220,632	(7,059,499)	-	(7,059,499)
Culture and recreation	2,003,491	1,017,203	-	-	(986,288)	-	(986,288)
Education	39,073,087	927,534	13,262,684	-	(24,882,869)	-	(24,882,869)
Interest on debt	394,231	-	-	-	(394,231)	-	(394,231)
Total governmental activities	64,533,625	4,162,014	14,648,253	236,191	(45,487,167)	-	(45,487,167)
Business-type activities:							
Waste Water Treatment Plant	2,664,920	3,252,688	-	-	-	587,768	587,768
Total business-type activities	2,664,920	3,252,688	-	-	-	587,768	587,768
Total primary government	\$ 67,198,545	\$ 7,414,702	\$ 14,648,253	\$ 236,191	\$ (45,487,167)	\$ 587,768	\$ (44,899,399)
General revenues:							
Property taxes, levied for general purposes					\$ 40,826,468	\$ -	\$ 40,826,468
Motor vehicle excise taxes					4,121,860	-	4,121,860
Franchise tax					277,670	-	277,670
Grants and contributions not restricted to specific programs:							
Homestead exemption					575,735	-	575,735
Other State aid					421,722	-	421,722
State Revenue Sharing					1,004,914	-	1,004,914
Unrestricted investment earnings					139,668	-	139,668
Miscellaneous revenues					61,489	25,518	87,007
Total general revenues					47,429,526	25,518	47,455,044
Change in net position					1,942,359	613,286	2,555,645
Net position - beginning					55,962,841	19,125,564	75,088,405
Net position - ending					\$ 57,905,200	\$ 19,738,850	\$ 77,644,050

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Balance Sheet
Governmental Funds
June 30, 2017

	General Fund	School Operations Fund	Other Governmental Funds	2017 Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 9,242,010	\$ -	\$ 423,978	\$ 9,665,988
Investments	126,936	-	3,043,578	3,170,514
Receivables, net of allowance of \$952,535	402,664	370,731	1,561,426	2,334,821
Interfund receivables	4,290,388	966,754	2,252,137	7,509,279
Taxes and liens receivable	1,291,759	-	-	1,291,759
Tax acquired property	93,089	-	-	93,089
Prepaid items	143,851	45,192	-	189,043
Inventory	-	-	4,789	4,789
Other	-	-	32,990	32,990
Total assets	\$ 15,590,697	\$ 1,382,677	\$ 7,318,898	\$ 24,292,272
LIABILITIES				
Accounts payable	1,185,576	915,426	153,437	2,254,439
Accrued liabilities	470,219	2,071,154	2,286	2,543,659
Taxes collected in advance	121,247	-	-	121,247
Interfund payables	3,347,123	-	1,110,421	4,457,544
Total liabilities	5,124,165	2,986,580	1,266,144	9,376,889
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - property taxes	1,030,203	-	-	1,030,203
Total deferred inflows of resources	1,030,203	-	-	1,030,203
FUND BALANCES (DEFICIT)				
Nonspendable	143,851	-	1,065,091	1,208,942
Restricted	-	-	5,010,953	5,010,953
Committed	87,841	-	658,297	746,138
Assigned	2,363,922	-	-	2,363,922
Unassigned	6,840,715	(1,603,903)	(681,587)	4,555,225
Total fund balances (deficit)	9,436,329	(1,603,903)	6,052,754	13,885,180
Total liabilities, deferred inflows of resources and fund balances	\$ 15,590,697	\$ 1,382,677	\$ 7,318,898	
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				\$ 62,678,019
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	(15,483,800)			(16,786,916)
Accrued liabilities (compensated absences) as reported on Statement 1	(1,303,116)			
		(16,786,916)		
Accrued interest on Statement 1				(141,908)
Net pension liability, including related deferred inflows and outflows				(2,759,378)
Unavailable revenues- more specifically, property taxes not reported on Statement 1				1,030,203
Net position of governmental activities				\$ 57,905,200

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the year ended June 30, 2017

	General Fund	School Operations Fund	Other Governmental Funds	2017 Total Governmental Funds
REVENUES				
Taxes	\$ 44,962,933	\$ -	\$ -	\$ 44,962,933
Licenses and permits	839,726	-	-	839,726
Intergovernmental	2,312,111	12,805,760	1,698,718	16,816,589
Charges for services	1,189,029	512,953	1,220,624	2,922,606
Other revenues	307,262	36,328	605,145	948,735
Total revenues	49,611,061	13,355,041	3,524,487	66,490,589
EXPENDITURES				
Current:				
General government	2,992,647	-	-	2,992,647
Public safety	8,671,777	-	137,927	8,809,704
Public works	6,245,409	-	-	6,245,409
Culture and recreation	1,923,501	-	-	1,923,501
Education	-	36,523,971	2,050,252	38,574,223
Unclassified	1,400,985	-	165,267	1,566,252
County tax	1,276,339	-	-	1,276,339
Debt service:				
Principal	1,933,559	295,000	-	2,228,559
Interest and other charges	375,149	38,350	-	413,499
Capital improvements	1,428,720	314,731	1,257,499	3,000,950
Total expenditures	26,248,086	37,172,052	3,610,945	67,031,083
Excess (deficiency) of revenues over (under) expenditures	23,362,975	(23,817,011)	(86,458)	(540,494)
OTHER FINANCING SOURCES (USES)				
Capital lease issuance of debt	180,020	314,731	-	494,751
Refunding/bonds issued	-	-	495,000	495,000
Transfers in	804,121	22,100,108	1,613,911	24,518,140
Transfers out	(23,108,735)	(2,009)	(1,407,396)	(24,518,140)
Total other financing sources (uses)	(22,124,594)	22,412,830	701,515	989,751
Net change in fund balances	1,238,381	(1,404,181)	615,057	449,257
Fund balances (deficit) - beginning	8,197,948	(199,722)	5,437,697	13,435,923
Fund balances (deficit) - ending	\$ 9,436,329	\$ (1,603,903)	\$ 6,052,754	\$ 13,885,180

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, 2017

Net change in fund balances- total governmental funds (from Statement 4)	\$	449,257
<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>		
		536,348
Capital outlays	\$ 2,257,673	
Less: loss on disposal	47,448	
Less: depreciation expense	1,673,877	
	\$ 536,348	
<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>		
		(14,605)
<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>		
		1,643,683
Capital lease proceeds	\$ (494,751)	
Capital lease repayments	911,538	
Capital lease interest accrual	4,262	
Note payable repayments	112,062	
Amortization of premium on refunding bonds	19,417	
Bond proceeds	(495,000)	
Bond principal repayments	1,590,566	
Bond interest accrual	(4,411)	
	\$ 1,643,683	
<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>		
		(672,324)
Change in long term accrued compensated absences	\$ 7,099	
Change in net pension liability, with related deferred inflows and outflows	(628,735)	
Change in long-term other post employment benefits	(50,688)	
	\$ (672,324)	
Change in net position of governmental activities (see Statement 2)		\$ 1,942,359

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual - Budgetary Basis
For the year ended June 30, 2017

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (Negative)
	Original	Final		
REVENUES				
Taxes	\$ 43,632,515	\$ 43,632,515	\$ 44,962,933	\$ 1,330,418
Licenses and permits	779,954	779,954	839,726	59,772
Intergovernmental	2,346,441	2,346,441	2,312,111	(34,330)
Charges for services	1,162,139	1,162,139	1,189,029	26,890
Interest earnings	17,000	17,000	98,880	81,880
Other revenues	188,500	188,500	208,382	19,882
Total revenues	48,126,549	48,126,549	49,611,061	1,484,512
EXPENDITURES				
Current:				
General government	3,289,403	3,289,403	2,992,647	296,756
Public safety	9,142,083	9,142,083	8,671,777	470,306
Public works	6,706,615	6,706,615	6,245,409	461,206
Culture and recreation	1,797,559	1,797,559	1,923,501	(125,942)
County tax	1,265,983	1,265,983	1,276,339	(10,356)
Unclassified	1,256,533	1,256,533	1,400,985	(144,452)
Debt service	2,379,884	2,379,884	2,308,708	71,176
Capital projects	1,311,406	1,311,406	1,248,700	62,706
Total expenditures	27,149,466	27,149,466	26,068,066	1,081,400
Excess (deficiency) of revenues over (under) expenditures	20,977,083	20,977,083	23,542,995	2,565,912
OTHER FINANCING SOURCES (USES)				
Budgeted utilization of surplus	1,148,557	1,148,557	-	(1,148,557)
Transfers in	1,088,991	1,088,991	804,121	(284,870)
Transfers out	(23,214,631)	(23,214,631)	(23,108,735)	105,896
Total other financing sources (uses)	(20,977,083)	(20,977,083)	(22,304,614)	(1,327,531)
Net change in fund balance	-	-	1,238,381	1,238,381
Fund balance - beginning			8,197,948	
Fund balance - ending			\$ 9,436,329	

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
School Operations Fund
Statement of Revenues, Expenditures and Changes in Fund
Balance - Budget and Actual - Budgetary Basis
For the year ended June 30, 2017

	Budget amounts		Actual	Variance with Final Budget- Positive (Negative)
	Original	Final		
Revenues:				
Intergovernmental:				
State subsidy - operating costs	\$ 11,059,044	11,059,044	11,059,044	-
State agency clients	125,000	125,000	150,822	25,822
Medical reimbursements	40,000	40,000	70,328	30,328
Charges for services:				
Tuition fees	195,846	195,846	168,635	(27,211)
Rentals	-	-	1,313	1,313
Transportation	75,000	75,000	343,005	268,005
Other revenues:				
Miscellaneous	10,000	10,000	36,328	26,328
Total revenues	11,504,890	11,504,890	11,829,475	324,585
Expenditures:				
Current:				
Regular instruction	20,621,433	20,621,433	21,425,366	(803,933)
Special education instruction	5,815,281	5,815,281	6,001,506	(186,225)
Other instruction	211,291	211,291	171,538	39,753
Student and staff support	1,943,395	1,943,395	2,013,743	(70,348)
System administration	661,246	661,246	727,110	(65,864)
School administration	1,064,181	1,064,181	1,058,052	6,129
Transportation	1,400,170	1,400,170	1,640,357	(240,187)
Facilities maintenance	2,009,543	2,009,543	1,937,237	72,306
Debt service	333,350	333,350	333,350	-
Total expenditures	34,059,890	34,059,890	35,308,259	(1,248,369)
Other financing sources (uses):				
Transfer from the City General Fund	22,100,108	22,100,108	22,100,108	-
Transfer to the Special Revenue Fund	-	-	(2,009)	(2,009)
Use of surplus	454,892	454,892	-	(454,892)
Total other financing sources	22,555,000	22,555,000	22,098,099	(456,901)
Net change in fund balance budgetary basis	-	-	(1,380,685)	(1,380,685)
Reconciliation to GAAP basis:				
Change in accrued summer benefits			(23,496)	
Net change in fund balances GAAP basis			(1,404,181)	
Fund deficit, beginning			(199,722)	
Fund deficit, ending	\$		(1,603,903)	

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Net Position
Proprietary Fund
June 30, 2017

	Business-type activities
	Enterprise Funds
	Waste Water
	Treatment Plant
ASSETS	
Current assets:	
Cash and cash equivalents	\$ 2,065,110
Receivables	522,582
Prepaid	24,222
Total current assets	2,611,914
Noncurrent assets:	
Depreciable capital assets	
Vehicles	140,127
Buildings and improvements	9,349,784
Equipment	1,643,790
Less accumulated depreciation	(5,702,460)
Non-depreciable capital assets	14,941,079
Total noncurrent assets	20,372,320
Total assets	22,984,234
LIABILITIES	
Current liabilities:	
Accounts payable	99,070
Accrued liabilities	32,955
Interfund payables	3,051,735
Accrued compensated absences due within one year	28,817
Total current liabilities	3,212,577
Noncurrent liabilities:	
Accrued compensated absences	32,807
Total noncurrent liabilities	32,807
Total liabilities	3,245,384
NET POSITION	
Net investment in capital assets	20,372,320
Unrestricted	(633,470)
Total net position	\$ 19,738,850

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Revenues, Expenses, and Changes in Net Position
Proprietary Fund
For the year ended June 30, 2017

	Business-type activities Enterprise Funds Waste Water Treatment Plant
Operating revenues:	
Charges for services	\$ 3,252,688
Miscellaneous revenues	25,518
Total operating revenues	3,278,206
Operating expenses:	
Personnel services	998,651
Contractual services	215,368
Utilities	191,535
Repairs and maintenance	497,547
Other supplies and expenses	488,442
Depreciation	269,123
Total operating expenses	2,660,666
Operating income	617,540
Nonoperating expenses:	
Interest expense	(4,254)
Total nonoperating expenses	(4,254)
Change in net position	613,286
Total net position - beginning	19,125,564
Total net position - ending	\$ 19,738,850

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Cash Flows
Proprietary Fund
For the year ended June 30, 2017

	Business-type activities	
	Enterprise Funds	
	Waste Water Treatment Plant	
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	\$	3,121,384
Other receipts		25,518
Payments to suppliers		(1,420,309)
Payments to employees		(995,144)
Net cash provided by operating activities		731,449
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES		
Increase (decrease) in interfund loans		(229,087)
Net cash used in non-capital financing activities		(229,087)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Capital asset purchases		(139,970)
Principal paid on debt		(145,000)
Interest paid on debt		(4,254)
Net cash used in capital and related financing activities		(289,224)
Net increase (decrease) in cash and cash equivalents		213,138
Balances- beginning of the year		1,851,972
Balances- end of the year	\$	2,065,110
Reconciliation of operating income to net cash provided		
(used) by operating activities:		
Operating income	\$	617,540
Adjustments to reconcile operating income to net cash provided by		
operating activities:		
Depreciation expense		269,123
Change in assets and liabilities:		
Receivables		(131,304)
Prepays		3,338
Accounts payables		(36,705)
Accrued liabilities		9,457
Net cash provided by operating activities	\$	731,449

See accompanying notes to basic financial statements.

CITY OF SACO, MAINE
Statement of Fiduciary Net Position
Fiduciary Funds
June 30, 2017

		Agency Funds
		Student
		Activity Funds
ASSETS		
Cash and cash equivalents	\$	187,930
Total assets		187,930
LIABILITIES		
Due to student groups		187,930
Total liabilities	\$	187,930

See accompanying notes to basic financial statements.



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

PAUL R. LePAGE
GOVERNOR

Dear Citizens of Saco:

For the past seven years as your Governor, my priority has been to make Maine—our people—prosper. Helping you keep more money in your wallet by reducing taxes has been part of that mission.

Too many Maine families are facing skyrocketing property taxes that strain household budgets. Our elderly on fixed incomes are particularly vulnerable to these increases. School budgets are often blamed for annual increases in property taxes. But there's another reason. A tremendous amount of land and property value has been taken off the tax rolls, leaving homeowners to pick up the tab.

As of 2016, towns and cities owned land and buildings valued at nearly \$5.5 billion statewide. Large and wealthy non-profits, such as hospitals and colleges, often escape paying property taxes on their vast real estate holdings—totaling more than \$5.1 billion statewide.

In Maine, nearly 2.5 million acres of land have been set aside for conservation by the federal and state governments and non-profit organizations, including land trusts. Municipalities are losing out on property taxes on an estimated \$2 billion in land that has been either removed from the tax rolls or prohibited from development—shifting the cost of municipal services to local homeowners through higher property taxes.

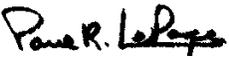
It's time to recognize the results of taking property off the tax rolls and identify solutions to reduce the burden on our homeowners. My administration's proposals have been met with staunch resistance.

In 1993, about 35,800 acres of land were documented as land-trust owned. That number has increased by an astonishing 1,270 percent. Land trusts now control over 490,000 acres with an estimated value of \$403 million. We must restore the balance. We will be working this session to ensure all land owners are contributing to the local tax base. It's time for them to pay their fair share.

I encourage you to ask your local officials how much land in your municipality has been taken off the tax rolls, as well as how much in tax revenue that land would have been contributing today to offset your property taxes.

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

SUSAN M. COLLINS
MAINE

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

United States Senate

WASHINGTON, DC 20510-1904

Dear Friends:

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

Maine has the oldest average age in the nation. As Chairman of the Senate Aging Committee, my top three priorities for the Committee are fighting fraud and financial abuse directed at our nation's seniors, increasing investments in biomedical research, and improving retirement security. Following the Committee's investigation into skyrocketing prescription drug costs, I authored bipartisan legislation to foster generic competition, which was signed into law. The Aging Committee's toll-free hotline (1-855-303-9470) makes it easier for seniors to report suspected fraud and receive assistance. To support the 40 million family caregivers in the United States, I am proud to have authored the RAISE Family Caregivers Act to create a coordinated strategy to support family members who make countless personal and financial sacrifices to care for their loved ones.

The opioid crisis touches families and communities across our state. As a member of the Appropriations Committee, I fought for significant increases in funding to support community, law-enforcement, and public health efforts. In April, the State of Maine was awarded over \$2 million to fight this devastating public health crisis. Additionally, I have authored legislation to support grandparents and other extended family members who are raising grandchildren as a result of the nation's opioid epidemic.

Biomedical research has the potential to improve and save lives, and also supports good jobs at research facilities here in Maine. Last year, the Appropriations Committee approved a \$2 billion increase for the National Institutes of Health for the third consecutive year. This includes an increase of nearly 30 percent for research on Alzheimer's, our nation's most costly disease. As founder and co-chair of the Senate Diabetes Caucus, I work to raise awareness of the threats posed by diabetes, invest in research, and improve access to treatment options. My bill to establish a national commission of health care experts on diabetes care and prevention was signed into law in 2017.

We owe our veterans so much. Last year, I worked to secure the authorization of a Community-Based Outpatient Clinic in Portland to support the health care of Maine's veterans in the southern part of our state. I also worked to secure funding extensions to help veterans throughout rural Maine receive health care within their communities. I also worked to secure funding for housing vouchers for veterans to reduce veterans' homelessness.

Maine's contributions to our national security stretch from Kittery to Limestone. I successfully advocated for critical funding for projects at the Portsmouth Naval Shipyard for construction of an additional ship that will likely be built at Bath Iron Works. This funding will strengthen our national security and preserve great jobs in our state.

As chairman of the Transportation and Housing Appropriations Subcommittee, I worked to increase funding for the TIGER program that has provided Maine with more than \$122 million for vital transportation projects. For housing, I worked to provide \$160 million to help communities protect children from the harmful effects of lead poisoning.

Growing our economy remains a top priority. I supported the comprehensive tax reform bill because it will help lower- and middle-income families keep more of their hard-earned money; boost the economy; and encourage businesses, both small and large, to grow and create jobs here in Maine and around the country. This legislation contains key provisions I authored that are important to Mainers, including preserving the deduction for state and local taxes, expanding the deduction for medical expenses, and enabling public employees such as firefighters, teachers, and police officers, as well as clergy and employees of nonprofits, to make "catch-up" contributions to their retirement accounts. I led the effort to ensure that the tax cut will not trigger automatic budget cuts to Medicare or any other programs.

A Maine value that always guides me is our unsurpassed work ethic. As of December 2017, I have cast more than 6,500 consecutive votes, continuing my record of never missing a roll-call vote since my Senate service began in 1997.

I appreciate the opportunity to serve York County 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 2018 be a good year for you, your family, your community, and our state.

Sincerely,



Susan M. Collins
United States Senator

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

January 3, 2018

Dear Friends,

Representing Maine in the United States Senate is an honor.

I continue my work on the Senate Armed Services Committee, each year authorizing the funding required to build our military capabilities and ensuring that our service members are trained and equipped to defend our nation. I was pleased to be part of a bipartisan effort to enact a new law to simplify the appeals review process to reduce the backlog our veterans are facing, as well as a new law that provides critical funding to the VA Choice Program, allowing veterans in rural Maine to access services closer to home.

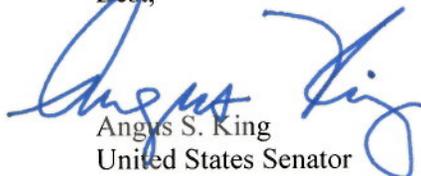
While my committee work is important, working to combat the opioid epidemic is one of my top priorities. Although Congress has made some important strides, much remains to be done to provide additional funding for prevention, treatment and enforcement. I am working with colleagues on both sides of the aisle to pressure the Drug Enforcement Administration to reduce the amount of opioids produced and to thwart the flow of fentanyl and other deadly drugs into our country.

I am very optimistic about the integrated, multiagency effort I led with Senator Collins to foster innovation and commercialization in Maine's forest economy. Through the Economic Development Assessment Team (EDAT) we are already experiencing increased federal investments that will strengthen our existing forest products industry and help support job creation in rural communities. Initiatives like Cross Laminated Timber, Combined Heat and Power, nanocellulose, 3D printing with biobased materials and other biobased products will mean that Maine's wood-basket will continue to be a major jobs and economic contributor for our future.

Finally, the coming year will continue the work of the Senate Select Committee on Intelligence in the ongoing investigation of Russian interference in the 2016 election. Our Committee has held seven public hearings and numerous classified sessions, reviewed tens of thousands of pages of documents and conducted hundreds of interviews. I remain focused on the security of our elections and committed to developing strategies to prevent interference by foreign governments in our democracy.

May 2018 be a good year for you, your family, your community and our great State.

Best,



Angus S. King
United States Senator

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HELLIE 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.

Even though Washington is so bitterly divided these days, I've continued to look for bipartisan opportunities to address issues important to our state. Nearly all the bills I've introduced this Congress have Republican cosponsors.

One piece of legislation would help protect our state's economy by investing in working waterfronts. Another would allow Mainers to import less expensive prescriptions from Canada. And several bills would help our farmers capitalize on the fastest growing areas of agriculture—local and organic sales—by investing in research, increasing consumer access to healthy food, and improving farmer programs.

I'm happy to report bipartisan victories for our veterans as well. After working for years with Maine's Congressional Delegation, we were finally able to push a much-needed expansion of the Portland VA Community Based Outpatient Clinic through Congress. Legislation I introduced to help veterans who find themselves in debt to the Department of Veterans Affairs unanimously passed the House of Representatives. And full GI Bill benefits were extended to a group of veterans who had been denied them previously—an issue I've introduced legislation to address.

While I strive to find common ground with my colleagues on everything from rural broadband access to economic development, there are many areas where I will not compromise. I have serious concerns about direction the Trump Administration and its allies in Congress are taking our country. In so many ways, they have abandoned America's leadership in the world, made our country less safe, and are jeopardizing our future. They've weakened our health care system, rigged the tax code against working families, and endangered the environment. With one hand, they are taking away resources our families and communities need. With the other, they are offering generous giveaways to giant corporations and the wealthiest Americans.

Over the last year, I've received an unprecedented amount of feedback on these issues from my constituents. With their concerns and interests in mind, I have fought hard against these policies. I will continue using my role in Congress and the Appropriations Committee to hold the Administration and the President accountable.

Please keep in touch with your views or if there is anything I might be able to help you with. My office assists hundreds of constituents every year who have issues with federal programs or agencies. 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 to serve as your Senator in the Maine State Legislature.

Since the start of the 128th Legislature in late 2016, my colleagues and I have worked on hundreds of pieces of legislation. I sponsored several bills focused on growing and supporting our small businesses, providing much needed property tax relief, increasing investments in public education, 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.

While not all of these efforts passed, we were able to make progress in these areas. We increased direct property tax relief to Maine homeowners. I fought tirelessly to increase the Homestead Property Exemption from \$15,000 to \$20,000. We also passed funding for opioid addiction initiatives to address the opioid crisis that continues to bring tragedy to families and their loved ones throughout Maine. We made record investments for our schools getting us closer to the state's share of public education dollars to the 55% level as mandated by voters.

It is incredibly important that I hear from you about how Maine's laws can work better for Maine's people. When a constituent approached me about her problems getting insurance to cover her Lyme disease treatment last year, I sponsored and passed a bill to prevent insurance companies from discriminating against care received from a naturopathic doctor. It is now law.

I also served on the Taxation committee this session. 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 city services. In this role, my steadfast focus was to make sure Maine's tax system works for working and for the majority of Maine families, and seniors on fixed incomes.

As a public servant, I will never forget that my role is to be your voice. This is your seat. I work for you.

Contact me anytime 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.

All the best,

Justin Chenette
Senate District 31