

2003

2003 Annual Report, City of Saco

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SACCO, MAINE



2003

Annual Report

*City of Saco
300 Main Street
Saco, Maine 04072*



*The City of Saco is pleased to dedicate this
year's Annual Report to Mayor Emeritus
William (Bill) D. Johnson*

Bill Johnson was born on March 12, 1934 and during his lifetime has been greatly involved in community service. He graduated from the University of Maine in 1956 with a degree in Business Administration. While at the University of Maine he met Mary Atkinson, a Saco native whose family owned Atkinson Furniture Company with stores in Biddeford and Saco and the store still retains the Atkinson name. Bill and Mary were married on June 16, 1956 and family has always been important to them. They have two sons, David and Dale; a beautiful daughter, Nancy-Jane; and five grandchildren, four boys and one girl.

Bill began his professional career with Mobil Oil in 1956 from which he took early retirement in 1992 after thirty-six years of distinguished service. During his adult life he has served as a public official in Topsfield, Massachusetts, elected to the regional school board – 6 years; involved in the sport community; and serving for six years as a selectman and on other important committees.

Bill and Mary settled in Saco in 1989 where they had renovated the old Atkinson homestead, which is a historical part of the Saco community. Becoming a dedicated citizen of Saco and holding strong to values of hard work, honesty, family bonds, and faith-led guidance, they became involved with the First Parish Congregational Church in Saco. Mary was elected as Moderator after the historic Church burned in a devastating fire in 2002. Both have led the Church in its efforts to rebuild on the corner of Beach and Main Street.

Bill served for three terms (6 years) as a Saco City Councilor and three terms (6 years) as the Mayor of this wonderful community. During that time he has served on the Alumni Board of the University of Maine - four years as the National Fund Drive Chairman and two terms as President; received numerous local and state awards including being presented the title of the first Honorary Member of the Saco Fire Department; receiving the Cumberland County Outstanding Alumni Award in 2003; the Southern Maine Council on Aging Award for 2003; a Rotary Paul Harris Fellowship award; and a host of other awards; serving on the Thornton Academy Development Board; the Portland Symphony Board of Directors; responsible for visits to our community by the Portland Symphony; the Board of Trustees of the University of Maine System (seven colleges); constantly supporting the program of The Salvation Army; mentoring citizens who are entering public service; talking to hundreds of youngsters from the Saco School System as he invited them to the Council Chambers and conducted a day in City Government.

The twenty-four years of elected public service bespeaks any other praise that might be afforded Bill Johnson. Upon leaving office in November of 2003 he was appointed as Mayor Emeritus by the Saco City Council and thus continues to perform functions representing the present Mayor and the City Council such as ribbon cutting ceremonies and welcoming new business ventures to the City of Saco; visiting the Schools and talking with the young people about government and government service; and participating in Holiday celebrations within the City.

Bill Johnson's personal philosophy has always been that there will come a time when we will not be asked what we have read or traveled, or who we know, but what we have done to lighten another's load; not how eloquently we have spoken but how kindly we have lived. He personifies that philosophy.

Thank you Bill for all your years of dedicated service to this community, and good luck in all your future endeavors!!

TABLE OF CONTENTS

| | |
|---|----|
| Dedication to Mayor Emeritus Bill Johnson | 2 |
| Vision Statement | 4 |
| A Brief History | 5 |
| Letter From the Administrator | 6 |
| City Council | 7 |
| Boards and Commissions | 8 |
| Saco River Corridor Commission | 10 |
| Eastern Trail Alliance | 11 |
| Dyer Library/Saco Museum Annual Report | 12 |
| School Department | 13 |
| Human Resources | 17 |
| General Assistance | 18 |
| Assessing Department | 19 |
| Code Enforcement Department | 20 |
| Economic Development & City Planning | 22 |
| City Clerk's Office | 24 |
| Saco Police Department | 25 |
| Fire Department | 29 |
| Parks & Recreation | 31 |
| Finance Department | 33 |
| Excerpts from the Comprehensive Annual Financial Report | 36 |
| Outstanding Real Estate Taxes | 50 |
| For Your Information | 55 |



Vision Statement

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

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

Saco, Maine

A Brief History...

For centuries in pre-historic times, the dramatic Falls of the Saco River near where it now crosses Main Street, attracted summer visits from the Native people for seasonal fishing and hunting. By the early 17th century, the safe harbor and abundant natural resources attracted European visitors. In 1617 a company of adventurers lead by Richard Vines weathered a winter at the mouth of the river in a place still known as Winter Harbor. Permanent settlers arrived in 1631. Both sides of the river were considered as one town, known first as Saco, and after 1718 as Biddeford. For the next century the town remained sparsely settled because of the devastation of frequent wars with the Natives and the French.

In 1716, William Pepperrell, a young merchant from Kittery, purchased 5000 acres and timber rights to an additional 4500 acres on the east side of the Saco River. Pepperrell sold off parts of his holdings to millwright Nathaniel Weare and mariner Humphrey Scammon to help expedite his lumbering operations.

The village grew steadily throughout the 18th century. In 1752, Sir William Pepperrell, then an English Baronet, donated four acres of land near the Falls to the town for use as a village common, a burying ground, and a site for a new meetinghouse. The settlers on the eastern bank separated from Biddeford in 1762 and named the new village Pepperrellborough in honor of the town's benefactor. The town grew rapidly in size and wealth as farming, lumbering, and ship building bloomed and prospered. By the time of the Revolution, the growth of international commerce in the town required the government to establish a customs house near the wharves.

In 1805, the town dropped the weighty and difficult to spell name—Pepperrellborough, in favor of the simpler ancient name, Saco.

Some Interesting Facts...

- ▶ Saco's Charter was signed by Governor Joshua Chamberlain on February 5, 1867
- ▶ Saco's Thornton Academy last won a State football championship in 1988.
- ▶ Saco is one of a few towns remaining that has a drive-in movie theater.
- ▶ Saco's first City Administrator was Jack Dexter.
- ▶ Saco's City Hall cost \$18,225 to build.
- ▶ Saco's First Parish Congregational Church, built in 1862 and an historic landmark, burned to the ground in 2000, and is currently being rebuilt on the same site.



Letter of Transmittal

Richard R. Michaud
City Administrator

It is with great pleasure that I submit the 2003 Annual Report in accordance with the provisions of the Charter of the City of Saco. Chronicled within these pages are the activities of the municipal departments and the Board of Education along with an independent audit of the City's finances.

This has been a year for change of leadership for the City. Three term Mayor Johnson decided not to seek reelection. His principle centered leadership and goal oriented approach to the City's future will be missed. We bid him well as we do Councilors Gene Libby and Ward Grossman.

We also welcome back three familiar people. Former Mayor Mark Johnston returned as Mayor bring with him a new vision for the City and a strong desire to make Saco a better place to live and work. Former Councilors Leslie Smith and Edward McDonough joined the Council in December. Their depth of experience has enabled them to quickly grasp the City's major issues.

I would also like to express my appreciation and gratitude for the City's paid employees and volunteers who make this community a great place to be.

I am in my fifth year as your city administrator. Looking back over a career in municipal government that spans over 25 years, I have never been part of such an active and challenging time and circumstances as here and now. I hope you share my optimism for our city's future and will become actively involved in helping to shape it.

It has been a pleasure to serve you.

Respectfully submitted,
Richard R. Michaud
City Administrator

Highlights of the Year

- ⇒ City of Saco received the Governor's 2003 Waste Reduction Award for the development and implementation of a volume based waste collection system that encourages the reduction of solid waste generated by residents.
- ⇒ Prior to the implementation of our mandatory recycling program, the City's quarterly average in 2002 was 213 tons. During the first quarter of 2003, the City experienced an increase of 107 tons, roughly a 50% increase over 2002.
- ⇒ The Army Corp of Engineers moved along the process of gathering data by measuring currents, waves and tides in order to construct models for the purpose of studying the erosion at Camp Ellis and formulating a solution.
- ⇒ Department of Commerce's Economic Administration (EDA) – approved the City's application for an EDA investment. The \$800,000 investment is for the development of a 74-acre parcel of city owned land to create ten fully serviced industrial lots known as Millbrook Business Park.
- ⇒ Geographic Information System (GIS) Award – was presented to the City of Saco for Special Achievement at the user's conference in San Diego, California.
- ⇒ The City received a \$500,000 grant from the State Municipal Infrastructure Trust Fund program that will allow Main Street and Pepperell Square streets and sidewalks to be rebuilt and new streetlight tops be installed the summer and fall of 2004.

City Council

Front Row (left to right)
Arthur Tardif—Ward 5
Mayor William D. Johnson
Ward Grossman—Ward 3
Back Row (left to right)
David Tripp—Ward 1
Gene Libby—Ward 3
Eric Cote—Ward 6
Jesse McDougal—Ward 7
Roland Michaud—Ward 4



Council Goals 2002–2003

Goal: Implement the recommendations of the Camp Ellis Beach Erosion Study Report and Saco Bay Beach Management Report.

Goal: Comprehensively address solid waste issues including resolving issues with Maine Energy Recovery Company (MERC), increasing recycling efforts, and seeking alternative disposal methods.

Goal: Continue implementation of Comprehensive Plan and complete 5-year recreation facilities plan.

Goal: Maintain roads, infrastructure and utilities to high standard and invest in downtown infrastructure improvements, York Hill parking, traffic improvements and installing new gateway and orientation signage in the downtown area.

Goal: Explore revenue sources that reduce reliance on property taxes, including seeking legislative action, review of fees, and creative financing techniques.

Goal: Maintain a stable tax rate, in part by increasing the commercial-industrial tax base by marketing and constructing industrial parks and redeveloping Saco Island.

Goal: Continue to develop multi-modal transportation available to residents and visitors to the City: construct bike paths on Buxton Road, US Route One and Seaside Avenue and work to assess sidewalk and bike path needs.

Goal: Provide all City Employees with proper training and equipment, as well as safe working environments so that each employee can fulfill the requirements of their positions and can respond pro-actively to the demands placed upon them by their customers.

Goal: Work Collectively to keep the Saco taxpayers informed and involved in the business of the City through appointments to the various boards and committees of the City and by encouraging active citizen participation in all of its meetings.

Goal: Continue to work with the Saco School Committee to ensure that the school system establishes and maintains a high educational standard and to provide the students of Saco with excellent school facilities and appropriate staff and materials.

Goal: Implement an enterprise resource planning system.

Goal: Provide a safe environment for residents and visitors.

Boards and Commissions

PLANNING BOARD

(3 Year Term)

Neil Schuster, Chair
Donald Girouard, Vice Chair
Jim Atwood
Steve Dupuis
Kerry Green
Sandra Guay
Kevin Megin

HISTORIC PRESERVATION COMMISSION

(3 Year Term)

Diane Boyce, Chair
Bob Demers
Mary Merrill
Audrey Milne
John Read
Bridget Scontras
Noah Smith

ZONING BOARD OF APPEALS

(5 year term)

Michael Martin, Chair
George Chase
John Cote
Robert Dziadzio
Chris DiMatteo
Richard Parker
Tim Christenbury

ECONOMIC DEVELOPMENT COMMISSION

(5 Year Term)

Glenn Baker
Andrew Clement
Jeffrey Dunn
Mike Eon
Steve Fennell
Andrea Moreshead, Chair
Scott Simmonds

COASTAL WATER COMMISSION

James Bastille, Chair
Donald Abbott, Harbormaster
Thomas Casamassa, Asst.
Harbormaster
Jeff Abbott
Glenn Chadbourne
Roland Gagne
Wayne Hutchins
Tom Langstaff
Robert LaPointe

SACO SHORELINE COMMISSION

Dean Coniaris, Chair
Sandra Bastille
Christopher Braley
Paul Descoteau
James Henderson
Gilles Lauzon
Richard Milliard
Roch Rodrigue
Arthur Ryan

CONSERVATION COMMISSION

(3 Year Term)

Donna Goulding, Chair
Elizabeth Shaw, Vice Chair
Helen Fisher, Secretary
Peter Anderson
John Andrews
Allan Cone
Edgar Gardner
Thomas Goulding
Debi McKenney
David Shaw

TRAFFIC SAFETY COMMITTEE

Dep. Chief Charles Labonte
Richard Michaud
David Tripp
Eric Cote
Chief Bradley Paul
Chief Alden Murphy
Michael Bolduc

BOARD OF ASSESSMENT REVIEW

Lawrence Dolby, Chair
Elsie Boudreau
Dr. Robert Bolduc, Jr.
Bruce Kerns
Marc Lamontagne

BOARD OF VOTER REGISTRATION

(2 Year Term)
Lucette Pellerin, Chair
Janet Fernald
Arlene Murchison

REGISTRAR BOARD OF APPEALS

(2 Year Term)
Joan Lamontagne, Chair
Peter Yarborough
Helen Fisher

Boards and Commissions

Planning Board - The Board consists of seven members appointed by the Mayor and confirmed by the City Council for a 3 year term. Primarily, the Board reviews subdivisions and site plans. The Board is also authorized at its discretion to undertake studies and make recommendations on matters of land development, energy and water conservation, transportation, solid waste disposal, location of municipal and school facilities, affordable housing, urban beautification and design improvements, historic and scenic preservations and agricultural preservation. Prepare and present to the municipal officers recommended building, plumbing, fire, electrical, housing and related codes and enforcement procedures and construction specifications for streets and related public improvements.

Economic Development Commission - The Commission consist of seven voting members who shall be appointed by the Mayor, with Council confirmation, for terms of 5 years. Primarily, the Commission may: negotiate to purchase, enter into options to purchase and purchase lands lying within the City for current and prospective industrial uses; negotiate and enter into lease and rental transactions of industrial sites and improvements owned by the City; review site plans and building designs and make recommendations to the Planning Board.

Conservation Commission - The Commission consists of seven members appointed by the Mayor and confirmed by the Council, for a term of three years. Primarily, the Commission shall: conduct research into local land area usage; make recommendations to preserve and enhance the natural resources of the City; and assist the Planning Board on development applications.

Historic Preservation Commission - The Commission consists of five members and five associate members, appointed by the Mayor and confirmed by the Council, for a term of 3 years. Some of the duties of the Commission are to: advise and inform the City officials and owners of historic buildings, structures or sites, on physical and financial aspects of preservation, renovation, and rehabilitation.

Coastal Water Commission - Primarily, the Saco Coastal Water Commission exists for the general purpose of studying and evaluating public usage of and boating access to coastal waters under the jurisdiction of the City of Saco, planning for its future use, advising the Council on policy matters and proposing regulations concerning the Saco River and coastal waters.

Traffic Safety Committee - The Committee consists of two members of the City Council, the Police Chief, Fire Chief, Street Superintendent, Traffic Safety Officer, and the City Administrator. Primarily the Committee determines the installation and proper timing and maintenance of traffic control devices, to conduct engineering analyses of accidents and to devise remedial measures, to conduct engineering investigation of traffic conditions and to develop ways and means to improve traffic conditions.

Board of Assessment Review - The Board shall consist of five members appointed by the Mayor and confirmed by the Council, for a 5 year term. Primarily the Board shall review tax appeals duly filed in writing by taxpayers regarding any tax assessment made by the Tax Assessor within 60 days from the date the appeal is filed.

Zoning Board of Appeals - The Board consists of seven members appointed by the Mayor and confirmed by the Council, for a term of 5 years. Primarily the Zoning Board of Appeals, after public hearing and majority vote of its members, will decide administrative appeals, planning board appeals, variances, historic preservation commission appeals, shore-land variances, and denials of building permits.

Board of Voter Registration - The “Registrar” is the appointed municipal official who has the exclusive power to determine voter eligibility, maintain voter eligibility lists, process new application and changes of voter information; provide accurate information on voters; certify voter status on absentee ballot applications; and certify voter status on petitions.

Registrar Board of Appeals - Any contested determinations by the “Registrar” are to reviewed by the Board of Appeals.

Saco River Corridor Commission

“Communities Working Together to Protect Our Rivers”

The Saco River Corridor Commission (SRCC) administers the Saco River Corridor Act, which was established by the Legislature in 1973. Through the Act, the Commission helps oversee land use development within 500 to 1000 feet of the Saco, Ossipee, Little Ossipee Rivers, the Little Ossipee Flowage, and Balch Lake. The Commission is made up of representatives from twenty communities bordering these water bodies. Each of the twenty municipalities has an opportunity to be represented by one regular and one alternate member who is appointed by the Selectmen or Mayor.

The City of Saco is fortunate to have Mark Johnston and Bob Hamblen as their voice on the Commission. In a practical sense, this gives Saco an opportunity to participate in the present and future development patterns throughout the entire corridor. The consideration of permit applications for development is one of the major functions of the Commission. During the past twelve months, the Commission considered a total of 152 applications for permits and amendments, and held 2 public hearings for the consideration of hardship variances and held 1 public hearing to consider a change to Commission adopted Performance Standards.

We are pleased to report that we have completed our third successful season of our Saco River Basin Water Quality Monitoring Program. Currently, we have over 30 volunteers monitoring for dissolved oxygen, pH, turbidity, temperature, total Kjeldahl nitrogen, total phosphorus, and escherichia coli. Our testing takes place on a bi-weekly schedule along the Saco, Ossipee, and Little Ossipee Rivers at twenty-seven different locations during the months of April through October. All of the information relating to the past three years of the Commission's monitoring program can be found on our website located at www.srcc-maine.org.

The SRCC continues to work cooperatively with a New Hampshire non-profit agency dedicated to the preservation of the natural resources in the Ossipee Watershed (which is a smaller part of the Saco River Basin) known as the Green Mountain Conservation Group (GMCG). The GMCG has approximately 20 volunteers monitoring 15 locations throughout the six New Hampshire towns within the Ossipee Watershed. The dedication and cooperation we have both witnessed from our volunteers is a testament to their commitment to ensuring the quality of the water within the Saco River Basin and to the success of this program.

Saco residents who are interested in obtaining additional information about the Saco River Corridor Commission's work or for a copy of the water quality monitoring information should feel free to call their Commission representative or Dennis Finn, the Commission's Executive Director.

The Commission office is located on Trafton Street in Cornish, Maine - Telephone (207) 625-8123, and web address: www.srcc-maine.org

Eastern Trail Alliance

2003 Report to the City of Saco, John Andrews, ETA President

Eastern Trail Alliance (ETA) continues its public outreach to promote the vision of a greenway connecting Saco with Bug Light Park on Casco Bay with the Kittery-Portsmouth Bridge. An anonymous donor provided the outdoor exhibit shelter first shown as **Saco's Great Pumpkin Fest**. The next day, the shelter was used to promote the ET at the Great Pumpkin Race, also in Saco.

ETA supporters are delighted that effective 1 January 2004, Saco City Administrator, Richard Michaud, is serving as President of the quasi-governmental Eastern Trail Management District. It's one more contribution by the wonderful City of Saco to bring about this fantastic vision. ETA supporters thank Saco's elected officials and great staff for their leadership support.



Alliance Trustee from Saco Bruce Wakefield presented the dream of the Eastern Trail to the Legislature at the Hall of Flags in March. John Andrews, also from Saco, led his annual Eastern Trail-Amtrak loop ride from Portland to Wells passing down Main St., Saco along the now well-marked on-road ET. Alliance Outings & Vice President Chair Ethan Davis, who organized a dozen ETA outings in 2003, has more planned for 2004. See www.EasternTrail.Org for details.



Everyone's biggest question is, "When will the off-road greenway following the historic Eastern Railroad corridor be open?" We hoped to open the section across Scarborough Marsh in 2003, but did not. As this is written it looks as if we will succeed in 2004. Engineering has been complete. All required permits have been obtained. The Alliance raised the local match for federal and state funds that were granted in 2001. The gas company that operates a gas transmission line across state-owned Scarborough Marsh is concerned about pipeline safety during construction. This concern that has delayed construction is being addressed.

Despite the delay crossing Scarborough Marsh, federal and state funds have been granted to build the ET from Southern Maine Medical Center to West Kennebunk. Democracy works. What the public demands, it gets. Measured by newspaper support and the support of eleven corridor town governments, we will have an Eastern Trail. The Eastern Trail Alliance will continue to publish newsletters, maintain its award-winning web site and expand its public outreach to be sure no one forgets. Today we have the exciting on-road ET; tomorrow we will enjoy the off-road ET. Imagine jogging, mostly off-road from Thornton Academy to Biddeford High School. It's a small part of the dream.

Dyer Library/ Saco Museum Annual Report

The trustees, staff and volunteers of the Dyer Library/Saco Museum are pleased to present our Annual Report for the year ending December 31, 2003. As a non-profit, community public benefit corporation, the Dyer Library and Saco Museum deliver education, recreation, information and history services with 60% of its funding from the City of Saco and 40% from annual fund donations, corporate sponsorships, memberships, grants and program income.

Dyer Library/Saco Museum is a very unique asset to the City of Saco, consisting of a public library, Maine History Room and the Saco Museum. Dyer Library is a very productive library with a growing circulation. During 2003 more than 8,000 card-holders borrowed a record 91,040 books, audio tapes, CDs, DVDs and VHS. The Library had 118,152 visits, 11,810 internet users, and 4,197 reference questions. A total of 47 local community groups held 172 meetings or events in the Deering Wing and the Saco Museum. The Children's Room had 6,903 visits.

The Maine History Room, located on the second floor of Dyer Library and operated by volunteers from the Saco Area Historical Society, provided assistance to 359 people. The Maine History Room has a large collection, open to the community, of primary source documents and books on local history, as well as property and genealogical records.

The Saco Museum served more than 3,630 visitors with 10 exhibitions in 2003. The popular *Battle of the Bridge* explored the 110- year old football rivalry between Thornton Academy, Biddeford High School and St Louis High School. The Maine Arts Commission also partially funded *A History of Surfing in Maine*.

Our goal is to develop the Library/Museum as a very visible, pro-active community resource for all local citizens. To support this goal, one of the key grants received during 2003 was Maine Arts Commission funding for a Discovery Research Cultural Planning process for the Saco-Biddeford area. Collaborators on this project include the Saco Development Director, the City of Biddeford, the Southern Maine Regional Planning Commission and major cultural organizations in the two cities. The project will document creative resources and produce a cultural plan focusing on opportunities for developing the creative economy and cultural resources in Saco and Biddeford.

Thanks to the Saco City Council, the City Departments, our dedicated volunteers, and enthusiastic patrons, we aim to deliver quality, cost-effective resources for all local citizens.

John Anagnostis
President, Board of Trustees

Don Sharland
Executive Director



Saco Museum Docents
Betty Wells and Adrienne LePage



Saco Fleet Bank Manager
Sue Pomorski, presents Lights of
Maine Lighthouse to Dyer Library.

School Department

*"Home, School and Community, A collaborative Adventure
in Life-Long Learning."*



*T*hese words guide the work of the entire Saco School Community as we focus on ensuring our students develop the knowledge, skills, attitudes and behaviors to become successful members of the community.

*K*nowledge and Skills are emphasized through our continuing work to align curriculum areas with the Maine Learning Results. By the Spring of this year Science and Health Education will be finalized.

*T*he work of the Professional Development Committee has as its focus the Comprehensive Local Assessment System (CLAS). CLAS is a locally developed system to evaluate our K-8 curriculum. It is an ongoing process which will ultimately yield information to help us guide instruction as well as determine student gains.

*T*he emphasis on attitudes and behaviors is evidenced through our Counter Bullying Programs and Civil Rights Teams. Students and staff take an active role in addressing issues in the building in conjunction with the district-wide Code of Conduct.

*J*uly saw completion of renovations to 90 Beach Street which has become the permanent home for the Central Office. Organizing central office functions in one accessible location has been very positive.

*A*s of December our Board of Education has increased by two seats. The seven member Board and associated sub committees have developed areas of emphasis for the year ahead with Communication as a priority.

*S*chool finances have been and will continue to be difficult. Additional requirements brought by the No Child Left Behind federal legislation compiled with a decrease in State General Purpose Aid to Education (\$480,000 loss for the 03-04 school year) make the budget process very challenging.

*P*lease know the tremendous support our staff and students have received from the community – both monetary and volunteering of time is appreciated very much. Together we make the Saco Schools a great learning environment for all our children.

ENROLLMENTS AS OF OCTOBER 1, 2003

| | |
|-----------------------|--------------------|
| Gov. Fairfield: 275 | Young: 304 |
| C.K. Burns: 611 | Saco Middle: 709 |
| Thornton Academy: 946 | TOTAL: 2845 |

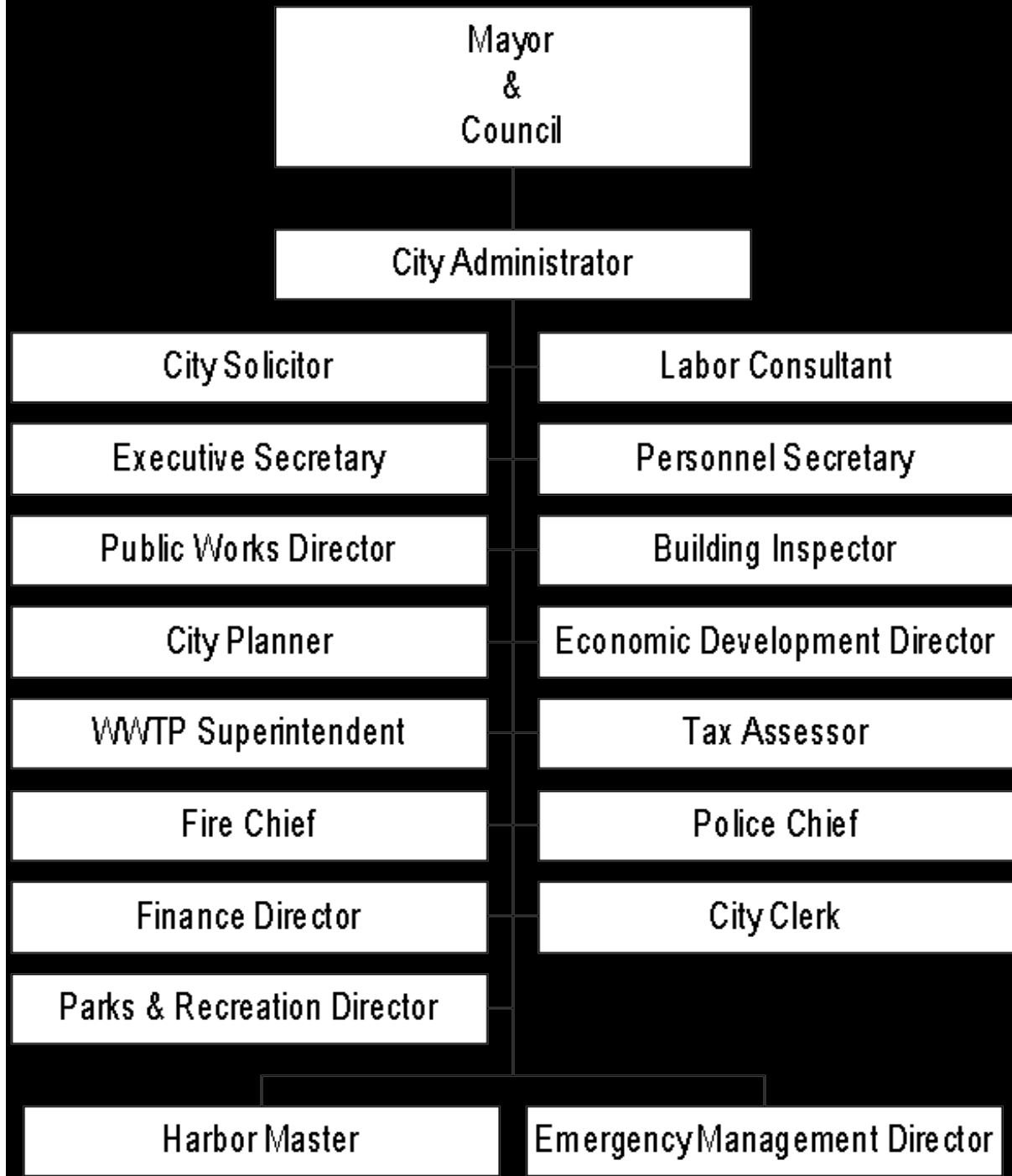
Board of Education



The Board of Education consists of seven members elected at large by the voters, with five members serving terms of 3 years and two members serving a term of 1 year. Maine School law sets the duties of the Board which involve governance, management and operation of the public schools, including the appointment of the Superintendent of Schools and furnishing a budget request for the support of the public schools to the Council, Mayor, and City Administrator.

| FINANCIAL STATEMENT SACO SCHOOL DEPARTMENT (SCHOOL UNION #7) 2001-2002 | | | |
|---|----|-------------------|----------------------|
| REVENUES | | FY2002 | FY2003 |
| Town Appropriation | \$ | 10,748,520 | \$ 11,567,149 |
| Charges for Services | \$ | 279,803 | \$ 307,666 |
| State Shared Revenues | \$ | 8,301,910 | \$ 8,506,337 |
| Other Revenues | \$ | 274,875 | \$ 14,966 |
| Grant Receipts | \$ | 1,126,040 | \$ 1,011,931 |
| Food Services Program | \$ | 261,139 | \$ 560,813 |
| TOTAL | \$ | 20,992,287 | \$ 21,968,862 |
| EXPENDITURES | | | |
| Instruction | \$ | 14,980,994 | \$ 15,802,251 |
| Student Support Services | \$ | 344,516 | \$ 431,177 |
| Instructional Staff Support Services | \$ | N/A | \$ N/A |
| General Administration | \$ | 621,920 | \$ 667,110 |
| School Administration | \$ | 638,897 | \$ 680,298 |
| Operation & Maintenance of Plant | \$ | 1,166,917 | \$ 1,186,955 |
| Capital Improvements | \$ | 66,967 | \$ 14,275 |
| Student Transportation | \$ | 671,012 | \$ 700,719 |
| Debt Service | \$ | 545,260 | \$ 1,194,376 |
| Grant Programs | \$ | 899,099 | \$ 1,027,839 |
| Food Services Program | \$ | 524,930 | \$ 647,882 |
| TOTAL | \$ | 20,459,882 | \$ 22,352,882 |
| FUND BALANCES | | | |
| Designated | \$ | 1,043,000 | \$ 917,937 |
| Undesignated | \$ | 275,030 | \$ 119,050 |
| Grant Programs | \$ | 503,367 | \$ 400,390 |
| TOTAL | \$ | 1,821,397 | \$ 1,437,377 |

City of Saco
Organizational Chart



Human Resources and Personnel Department



Tammy Lambert
Personnel Administrator

The City of Saco's vision is a high quality of life for Saco citizens. Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future.

The City of Saco will attract and retain qualified, productive and motivated employees who will provide efficient and effective services to the citizens. Human Resource programs will provide constructive support for the City's customer service, business, and financial strategies.

The City welcomed eighteen enthusiastic new employees.

Police Department

Scott Ouellette, Paul Reynolds,
Frederick Williams, Michael Lamontagne,
and Kenneth Foss.

Public Works/Wastewater Department

France Beaulieu, Douglas Howard,
Berthier Theriault, Steven Macdonald,
Edward Profenno, and Charles Estano.

Parks and Recreation

Kevin Lombard

City Administration

Kathleen Kern

Fire Department

Ryan Guavin, David Hamil,
Brian Langerman, and Karl Finley.

Retirement

The City also said good-bye to a long-term employee, Wayne Sanborn, Patrol Officer retired after twenty-eight and half years of employment

Accomplishments:

1. Recruitment of the most qualified employees for the City.
2. The Fire Department received four new paramedic/firefighter positions.
3. The City Administration Office said good-bye to a well-known face and voice, Louise Reid and welcomed aboard Kathleen (Kate) Kern as the new Executive Assistant.
4. The Public Works/Wastewater Department received a new full-time clerical position.
5. New computer software was installed for documenting workers compensation injuries.
6. City-wide computer software (Munis). New capabilities for human resources and employees.

General Assistance

General Assistance is a “safety net” program which provides immediate help to eligible people who have encountered hardship beyond their control leaving them without the means to obtain their most basic needs such as housing, fuel, utilities, food, clothing, medications and other essentials needed to survive. The program provides a specific amount and type of aid for defined needs during a limited period of time and is not intended to be a continuing “grant-in-aid” or “categorical” welfare program.

- » Anyone may apply who is presently in Saco with the intent to remain. All applications are confidential by law.
- » A decision is made on each completed application within 24 hours and, if found eligible, assistance is furnished forthwith.
- » The period covered by an application cannot exceed 30 days, but an applicant can continue to re-apply as long as necessary.
- » We can often effectively connect applicants with other resources, agencies, facilities and programs that can serve as alternatives or supplements to alleviate the need for general assistance on a long-term basis.
- » The program is funded by local property taxes with a 50% reimbursement from the State of Maine.
- » The office hours are by appointment 8:30 a.m. to 5:00 p.m., Tuesdays and Thursdays.

BREAKDOWN OF RECEIPIENTS

| | |
|-------------------------|-----|
| Number of Cases | 149 |
| Number of People Served | 300 |
| Number on T.A.N.F. * | 36 |
| Number of People Denied | 41 |

*Temporary Assistance for Needy Families

Daniel H. Sanborn
Assessor

Assessing Department

Paulette Labbe, Assistant Assessor
Rita Gannon, Records Technician

Departmental Missions

- » Value all taxable property in a fair and equitable way
- » Maintain information that is timely and accurate
- » Maintain good public relations

Valuation and Taxes

The local real estate values have continued to rise at an average rate 10% each year. Saco continues to see real growth citywide in all sectors of our sub markets. Property sales exceeded \$76,850,000, April to April. My department transferred 677 properties for the year.

As of April 1, 2003, the city's total taxable property was \$1,136,489,900. Our total property tax levy of \$21,252,361.13 resulted in a tax rate of .01870.

Upcoming Changes

The next few years will bring changes to my department that will keep us on the track to better performance. As of April 1, 2003, we produced new city-wide assessed values at a 75% ratio. In the future years I expect to produce new values every year. We plan to adjust all values to 85% ratio for 2004. In addition we now have new Assessor's maps, based on a Geological Information System's (GIS) standard, as of April of 2003. The third change was complete public access to all assessments "one line".

General Information

The Assessing Office is located on the first floor, Room 102, of City Hall. Our office hours are 8:30 a.m. to 5:00 p.m. Monday through Thursday and 7:30 a.m. to 4:00 p.m. on Friday. Our phone number is 207-282-1611, fax is 207-282-8209, and email dsanborn@sacomaine.org. Mail should be directed to Assessing Department, Saco City Hall, 300 Main Street, Saco, Maine 04072.

Public Records

Due to the nature of our work we have accumulated quite a bit of information that may be useful to citizens and realty related trades that is available in our office during regular business hours. Some of this data includes deeds, surveys, photos, plot plans, and GIS data.

World Wide Web

My department is part of the City of Saco web page and may be found at www.sacomaine.org. We update our data every month and in the fall of 2003 all assessments will be available on line.

Important Filing Deadlines

Applications for Tree Growth, Farm and Open Space, Homestead Exemption, Veterans Exemptions, and Blind Exemptions are all due by April 1, of each year. Once the exemption is approved, annual reapplication is not necessary.

Mapping the Future (Goals for Next Year)

- ⇒ Geographic Information System in place and integrated with our Vision Appraisal System by the Fall of 2004
- ⇒ Assessments adjusted to reflect 85% of current market value.
- ⇒ Begin a four year cycle of commercial and industrial valuations by appraisers who are experts in specific type of properties.

Code Enforcement Department

Richard Lambert
Code Enforcement Officer

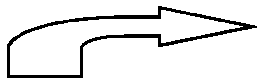
Mark Mitchell, Assistant Code Enforcement Officer
Marcel Desrosiers, Electrical Inspector
Patricia Ridley, Administrative Assistant

This Department is responsible for:

- » Administering and enforcing Federal, State and Local rules governing construction projects. This office ensures compliance by reviewing plans prior to construction and conducting ongoing inspections.
- » Administering and enforcing the City's land use, shore-land zoning and flood plain management ordinances.
- » Issue all permits associated with construction projects.
- » Initiating revisions to Building Codes and City Ordinances.

Construction Activity:

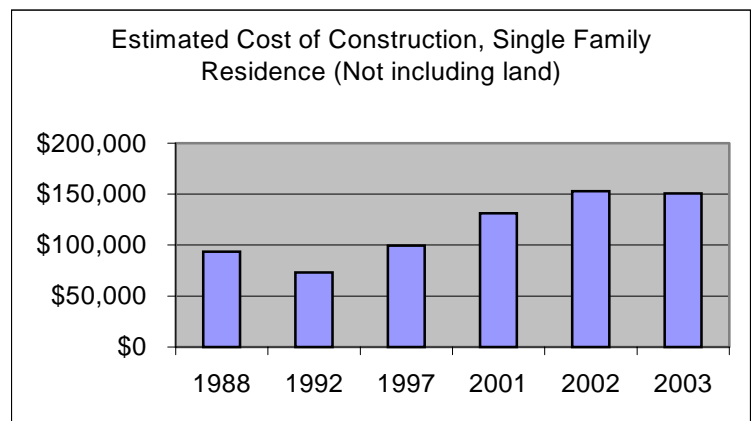
Construction spending in Saco for 2003 was steady, reaching \$32.9 million (\$33.5 million in 2002), with 59% of the total being spent on residential projects and 41% on the commercial side. There were only 67 new single-family housing starts for 2003 as compared to 105 for 2002 but condominium starts remained strong at 33 units for 2003 as opposed to 28 for 2002. There was a dramatic increase in the cost of construction of a condominium unit, to \$82,600, up from \$66,300 last year. The average construction costs for a single-family residence (without land) dipped slightly this year by \$2,200 to \$150,600.



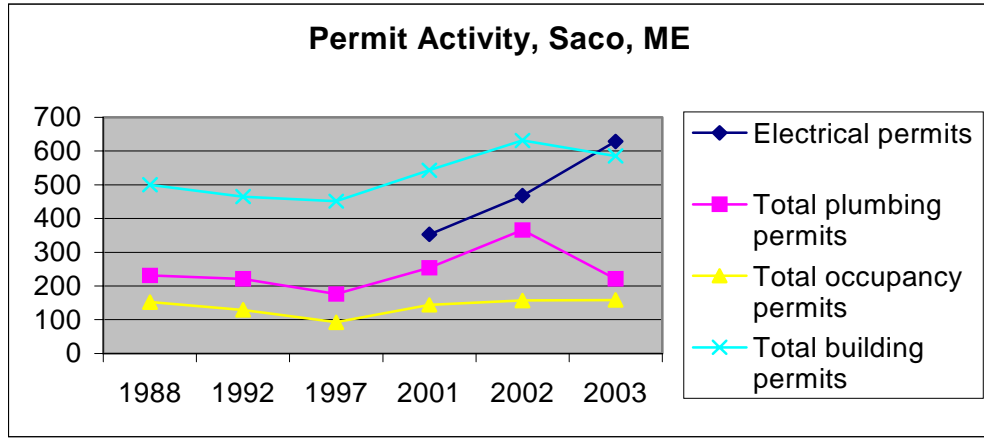
Commercial Construction Spending—41%

Residential Construction Spending—59%

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The largest project permitted by the City was the new First Parish Congregational Church on the corner of Beach and Main Streets estimated to cost \$6.5 million. Other notable commercial construction projects for the year included the new Elks Lodge on Ocean Park Road (\$310,000), Lunder Shoe Products on Spring Hill Road (\$500,000), CSP Mobile Productions on Willey Road (\$530,000), and the new Patriot Subaru car dealership on the Portland Road (\$1,182,000).



Based on pending and approved subdivisions and site plans, we anticipate another busy year with the construction of the First Atlantic health Care Facility on the Ferry Road, Shaw's Supermarket in the Saco Valley Shopping Center, a new church building on Smith Lane for the Church of Jesus Christ of Latter Day Saints, a new Honda car dealership on the Portland Road and new homes in Sierra Woods, Ryan Farms II, and Buckthorn Circle subdivisions.

Respectfully Submitted,
 Richard G. Lambert
 Building Inspector

Economic Development & City Planning

*Peter Morelli,
Economic Development Director
Bob Hamblen,
City Planner*

A year in review...

The year ending December 31, 2003 has been marked by continued moderate growth in both the residential and commercial areas.

Downtown development remained a focus of the department this year, and we continued to work with Saco Spirit to improve the downtown. Several neighborhood meetings were held to develop ideas for reconstructing Pepperell Square and for new street lights in Pepperell Square and on Main Street. In December the City received a \$500,000 Municipal Infrastructure grant that will allow new street lights and sidewalks to be built **next summer, 2004**. The parking lots were completed at the Amtrak Station.

In the Route 1 corridor the city developed plans for the 80 acre, 10 lot Mill Brook Business Park and was notified of an \$800,000 grant from the Economic Development Administration to help build it. New industrial park buildings included CSP Mobile and Dock and Door.

Planning activities included assisting in the development of a plan for the Parks and Recreation Department and development of a methodology to purchase open space after voters approved a bond for that purpose. At year's end a plan for traffic improvement on outer Main Street and a bicycle/pedestrian plan were about to begin.

The Planning Office received sixty applications for review in 2003, compared with 35 the previous year. Included were projects totaling 133 new subdivision lots or condominium/apartment units; five new buildings approved in the Spring Hill Section of the Industrial Park; and seven new private road approvals.

Much of the work accomplished in 2003 is due to the contributions of the Planning Board. Thanks and appreciation go to Chairman Neil Schuster, Vice Chairman Don Girouard, Kerry Green, Steve Dupuis, Kevin Megin, Jim Atwood and Sandra Guay. Thanks also to Economic Development Commission members Andrea Moreshead, Steve Fennell, Glenn Baker, Scott Simmonds, Mike Eon, Andy Clement, and Roger Johnson.

Our department works very closely with other city departments, especially the Code Enforcement Office, the Finance Department, Public Works Department, the Fire and Police Departments, the Parks and Recreation Department, and the City's consulting engineering firm, DeLuca Hoffman Associates, Inc., who assist in the engineering review of projects.

Meeting the needs of residents and helping the City Council and Planning Board to guide the City's growth is the role of the Planning Office. Finally, thanks to our administrative aid Maggie Edwards for her valuable work this year, and to Muskie School intern Robin Smith for assistance with many projects.

Peter Morelli
Bob Hamblen

| <u>SUBDIVISION CONDO</u> | <u>TYPE</u> | <u>STATUS</u> |
|-------------------------------------|---------------------|----------------------|
| Amber Brook | 3 Unit Condo | Approved |
| Autumn Woods | 5 Unit Condo | Approved |
| Berube Builders | 2 Unit Condo | Approved |
| Chamberlain Business Park | 16 Lots | Conceptual |
| Richard Chamberlain | Subdivision, 6 Lots | Conceptual |
| Goodwin Condos | 15 Unit Condo | Conceptual |
| Nedwell | 16 Lots | Conceptual |
| Warren Woods | 6 Lots | Denied |
| Whispering Pines | 6 Lots | Approved |
| Willow Grove | 8 Lots | Application Filed |
| Stonegate | 8 Unit Condo | Approved |
| Braley Estates | 8 Unit Condo | Approved |
| Shannon Woods | 62 Unit Condo | Approved |
| Wild Oats | 15 Lots | Approved |
| Willows Condos | 12 Unit Condo | Approved |
| Ryan Farms II | 15 Lots | Approved |
| <u>PRIVATE ROAD</u> | | <u>STATUS</u> |
| Clark-Atlantic Way | | Conceptual |
| Grace-Graceland Acres | | Approved |
| Higgins-Golden Lane | | Approved |
| Horton Lane | | Application Filed |
| McKinnon Way | | Approved |
| Andy Picard | | Approved |
| Sawyer-Strawberry Lane | | Approved |
| Gerard Dube | | Approved |
| <u>CONTRACT ZONE</u> | | <u>STATUS</u> |
| Random Orbit | | Approved |
| Thomas Corporation | | Application Filed |
| Lisa Norburg | | Application Filed |

City Clerk's Office

You can re-register your dog
online at www.sacomaine.org

This Office is responsible for issuing licenses and permits; supervises elections; records vital records; administers the General Assistance program and provides information on a variety of matters to the public and other City Departments

Lucette Pellerin, City Clerk

Highlights of the year...

The Clerk's office had three elections this year. Residents are to be commended for the outstanding voter participation they have shown.

The employees are now using the new software for Birth, Marriage, Death Records and Dump Permits. The new programs will enable the Counter Clerks to provide customer service that is more time efficient.

In addition to The City Charter, Codes, Council Minutes and miscellaneous forms that are available on the Web site residents may now re-register their your dogs.

The Board of Registration has complied with State and Federal laws pertaining to updating the municipal voter list. The City presently has 12,281 registered voters.

The office extends, to our customers, our sentiments of appreciation for the cooperation and patience you have shown us during the past year.

The Clerk's Office issued during the past year:

1,175 Dog Licenses
1,623 Hunting & Fishing Licenses

And registered:

| | |
|--|-------|
| Business Licenses | 514 |
| Camp Ellis Permits | 406 |
| Camp Ellis Permits – Over 62 | 322 |
| Dump Permits (11,491 cu. yds. at \$20.00 = \$229,820) | 2,529 |
| Miscellaneous Vendors | 124 |
| Moorings | 123 |
| Moorings – Waiting List | 31 |
| Taxi Businesses | 1 |
| Taxi Drivers | 24 |
| Victualer's | 98 |

And during the past fiscal year, a total of 175 births, 152 deaths and 114 marriages were recorded by the Clerk's Office.



Saco Police Department

"Serving the Community with Dedication, Pride and Commitment."

2003 Annual Report

Chief
Bradley S. Paul

Deputy Chief
Charles LaBonte

Sergeants
Sgt David Loranger
Sgt Ronald Rochefort
Sgt Ray Demers
Sgt Jeff Holland
Sgt Bruce Cote

Corporals
Cpl Mike Maksut
Cpl Rick O'Malley
Cpl Dan Beaulieu

Patrol Officers
Ptl Mike Tremblay
Ptl Rick Bourque
Ptl Steve Garrison
Ptl Daniel Snow
Ptl Megan Brownell
Ptl Chris Hardiman
Ptl Mike Mullen
Ptl Scott Rochefort
Ptl Kevin Gray
Ptl Chris Hunt
Ptl Tony Amburg
Ptl Steve Bedell
Ptl Scott Ouellette
Ptl Paul Reynolds
Ptl Donald Fiske
Ptl Fred Williams
Ptl Ken Foss

Detectives
Corey Huntress
Tom Hayward
Scott Sicard

School Resource Officers
Ptl Mike Carrier
Ptl Robert Pellerin

Dispatchers
Steve Harding
Tammy Jo Girard
Matt Bors
Gerry Soulard
Steve Boucouvalas
Scott Nolette
Dave Gardner
Matt Duross
Kate Smith

Court Officer
Rachel Brewer

Animal Control Officer
Bruce Martin

Secretary
Lori Angis

I am pleased to present the annual report this year for the Saco Police Department. Saco continues to be the finest community in the state to reside in and has maintained a very low crime rate because of the ongoing efforts of our officers. You will see from this report that we have a vibrant, diverse agency anxious to meet the needs of its community by providing the highest quality police service possible. I hope this report communicates those efforts.

In the coming year our major challenges include increasing the emphasis on community policing, keeping abreast of technological changes and providing a safe, healthy and peaceful community in which to reside.

On behalf of the entire Department, I would like to express our appreciation to you and the members of the City Council for your active support of our efforts.



*Bradley S. Paul
Chief of Police*

Saco Police Officers Sport New Patch

This year officers worked hard on the design of a new uniform patch for the Saco Police Department. Our current patch has been in use for more than 25 years and is a common design in use by many agencies across the U.S. The new patch, pictured here, is much more representative of Saco's heritage. Eye-catching and colorful, "City of Saco" is prominently displayed across the top of the patch in a sea of traditional blue. The date of Saco's incorporation, 1867, is centered horizontally on the outside radius of the central display.

This display features several prominent Saco landmarks. First and foremost is our fine City Hall, complete with clock and steeple. The Saco River fills the left portion of the central display and shown in the forefront of the river is a fishing boat—long an important part of Saco's coastal identity. Also shown crossing the upper river is the bridge linking Saco and Biddeford. This bridge has been symbolic of the close relationship the two communities have enjoyed for years. It is the site of the annual block party in the summer months and the "trophy" played for in the fall football classic between the Thornton Academy Golden Trojans and the Biddeford High School Tigers.



The men and women of Saco Police Department will wear this patch with pride of many years to come.

Cop Card Program Another Success



Presentation of Cop Cards to
Saco Biddeford Savings

The Cop Card program conducted this year included a contest that encouraged kids to meet as many officers as they could while collecting the cards. Students who collected all the cards were recognized at a City Council meeting in November, where drawings for prizes, including a computer, were held.

Shown in this photo are Ptl. M. Tremblay, Mayor Bill Johnson, Saco & Biddeford Savings CEO Kevin Savage, Chief B. Paul, and Ptl. M. Carrier.

Saco & Biddeford Savings sponsors this highly popular program.

Over 600 school children in Saco learned when and how to call 9-1-1 in 2003.

Young School Principal Dr. Peter Harrison said "Tammy's enthusiasm for this project is contagious!"

In August 2002, the Maine Emergency Services Communication Bureau, introduced local police departments to the lovable character Red E. Fox. Red E. Fox is a 9-1-1 super hero who educates young children how to be "Red E" to handle an emergency by preparing them to call 9-1-1 for help. Dispatcher TammyJo Girard toured Fairfield, Young and Notre Dame Schools with Red E. Fox in the spring teaching over 600 children when and how to call 9-1-1. The program was a huge success and Red E. Fox and TammyJo have been invited to return to the schools again this spring.

Red E. Fox Visits Local Schools



Harbor Patrol



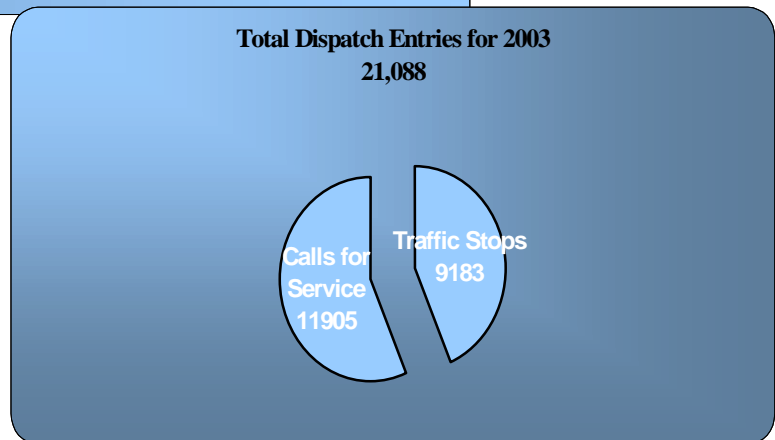
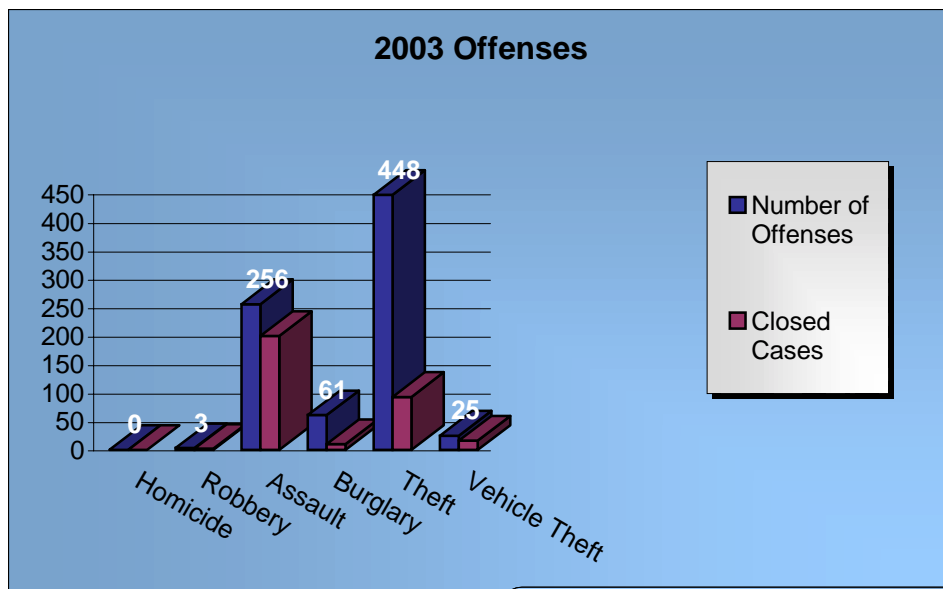
Saco citizens' safety was greatly enhanced this year by the addition of a 22 foot diesel-powered Ambar patrol/rescue boat obtained from the Law Enforcement Support Office. This boat, ideally suited for duty in the Saco River and bay area, provides the Police and Fire Departments the ability to respond quickly to complaints and emergencies. It has a unique jet propulsion system that allows it to be used in very shallow water without endangering the vessel or its occupants. Pictured here are Chief Bradley Paul, Senator Susan Collins, Mayor William Johnson and Chief Alden Murphy.

IMC, Datamaxx Up and Running



2003 saw the implementation of comprehensive new software programs from the Information Management Corporation and Datamaxx that will greatly expand our ability to analyze calls; response time; crime trends and so on. This software will link many essential functions of the Police and Fire Departments and will also enable officers on the street to communicate with dispatch and the Bureau of Motor Vehicles via mobile computers mounted in their patrol vehicles.

Department Statistics for 2003



Retirements



Patrol Officer **Wayne E. Sanborn** retired after 28 years of service to the City.

Wayne was noted as a calm professional who looks forward to warmer climes and an occasional NASCAR race.

We wish him well.

Promotions/Transfers/Appointments

Officer **Scott Sicard** was transferred from patrol to Criminal Investigations. His background in patrol and his specialized training as a SWAT team member make him a valuable addition to CID.

Officer **Rob Pellerin** took over as the School Resource Officer at Thornton Academy this school year. Rob graduated from Thornton Academy and knows much of the staff, allowing him to hit the ground running in this challenging environment.

Officers **Mike Tremblay** and **Megan Brownell** have been designated Elder Service Officers in addition to their regular duties. This designation will afford them the opportunity to receive specialized training in issues that affect the elderly, allowing us to better serve this critical part of our community.

New Employees

This year saw the addition of several new employees:

Scott Ouellette, a Biddeford native and U.S.M.C. veteran graduated from the Maine Criminal Justice Academy in December, where he shared honors as the top shooter in his class of fifty.

Paul Reynolds comes to us from the Fryeburg Police Department and has several years of experience. In the short time he has been here Paul has impressed everyone with his calm demeanor and helped this past summer with the Harbor Patrol function we provide.

Don Fiske is a Saco resident who worked with Gorham P.D. and Kennebunkport P.D. prior to coming to Saco. His encyclopedic knowledge of the motor vehicle code and his irrepressible enthusiasm make him a very positive addition.

Fred Williams is a Portland native with a strong background in computer science. His changing of careers is much to Saco's benefit because of our dependence on technology. Fred graduated from the MCJA with Scott Ouellette, finishing in the top five academically.

Ken Foss, a Cape Elizabeth native, served 10 years with the Coast Guard. He lives in Saco with his family and will be attending the Maine Criminal Justice Academy sometime this year. Ken brings good maritime enforcement experience with him and is fitting in well.

Mike Lamontagne, a Saco resident, became a dispatcher this fall. Mike has extensive experience in communications and is an EMT as well. His knowledge of these fields ensures calls for assistance are quickly and competently handled and we are glad to have him on board.

Thank you for this opportunity to present our annual report to you. As always, we are grateful for this opportunity to serve you and we constantly seek new ways to improve our performance. We encourage citizens to communicate their needs to us so that we may creatively solve the issues before us. The essence of community policing, which is the heart and soul of our operational philosophy, is that *"together"* we will create a better Saco.

Chief Bradley Paul

Fire Department

On behalf of the Saco Fire Department, I am pleased to submit this year's annual report of our department's activities. We are proud to serve the citizens and city council of Saco and are grateful for their continued support of our department. We continue to expand our training and services to meet the needs of the citizens.

Alden H. Murphy, Fire Chief

The fire department placed in service the new 107-foot aerial pumper. This truck replaced the 1977 Maxium Ladder. This apparatus is a combination aerial device and pumper. It carries all equipment required as an aerial as well as 400 gallons of water and a 1500-gallon per minute pump. This dual function apparatus allowed a reduction in the number of vehicles without affecting our ability to deliver service. The low profile truck was custom built to allow passage under the several railroad bridges in Saco.

The fire department added 1 additional paramedic per shift, which allows the second rescue to respond to medical emergencies. This provides 2 completely staffed and equipped rescues to meet the increased needs of the citizens of Saco.

The fire department continues to seek alternative funding for their programs and was fortunate to receive 2 federal grants and 1 Maine Municipal grant. The first grant was under the federal fire act grant and was for \$172,200. This grant allowed the department to purchase 41 new 4500psi Scott air-packs and replace old problematic air-packs. The second grant was under the Federal Homeland Security administered by the State of Maine. The Department received \$27,007 to purchase new portable radios, which were shared by the fire department, emergency management, public works, and treatment plant. The Maine Municipal Safety grant was used to purchase flotation jackets, high angle rescue harnesses, and a LCD projector for the training division.



The department took possession of a 22- foot Ambar Marine rescue boat that was secured from the US Coast Guard at no cost to the city. The Fire Department will use this boat jointly with the Police Department to respond to distress calls in the river and Saco Bay. This craft has a jet drive propulsion system, ideal for working in shallow water and does not become entangled in lobster traps. The Saco Coastal Water Commission generously funded a full electronics package for the boat including Radar, GPS, and chart plotting. This craft is secured at the public landing in Camp Ellis from May until October.

The software operating system of the fire department was upgraded with the purchase of the Information Management Corporation system. This integrated police/fire system allows both departments to utilize one system for emergency dispatching, management, and run reporting. This system allows dispatchers site-specific information for responding apparatus.

The Insurance Services Offices, Inc. completed an analysis of the structure fire suppression delivery system of the Saco Fire Department. We are pleased to report that the resulting classification is a class 4. This is an improvement over the former Class 4/9. The class 4 from this recent survey applies to all areas of the city regardless of the distance to a fire hydrant or other recognized water source. Under the previous classification of 4/9, class 4 only applied to properties within 5 road miles of the fire station and within 1000 feet of a hydrant; other properties were class 9. Property owners should mention this improved number to their insurance agents when renewing their property insurance to gain potential savings.

An addition to the North Saco Station was completed which allows the Station to house live-in students if required. The small addition contains a combination meeting and training area to meet the needs of the North Saco Volunteers. Saco Parks Department and Public Works Department cleared the site of trees and the Public Works Department provided the excavation site work for the project.



The department continues to participate in the York County Regional Training program and five fire fighters completed the firefighter 1 course. In anticipation of the Insurance Services Office, Inc evaluation, the department spent many hours improving their proficiency in rural water supply and drafting.

The Department with the assistance of on-duty crews continued their shift inspections of businesses, industrial, and mercantile occupancies conducting over 250 inspections. The Saco Fire Department and Saco Police Department continue their affiliation with the York County Juvenile Firesetter Intervention Collaborative. This collaborative works with juvenile firesetters to correct their unacceptable fire setting behavior before injuries or deaths occur. The learn not to burn trailer was busy this year at the elementary schools with several hundred students practicing the safe evacuation of smoke filled rooms and family meeting places.

Run Statistics

| | |
|--------------------------|------|
| Fire/Explosions | 87 |
| Overpressures | 1 |
| Rescue Calls | 1914 |
| Hazardous Conditions | 116 |
| Service Calls | 134 |
| Good Intent Calls | 90 |
| False Calls | 115 |
| Severe Weather | 8 |
| Special Type / Complaint | 119 |
| Undetermined | 59 |
| Total calls for service | 2643 |

Parks and Recreation

Who We Are...

The purpose of the Parks and Recreation Department is to meet the leisure needs of the residents by offering a variety of affordable programs, and by providing space for both active and passive recreation. In addition, the department maintains all City parks and school grounds; provides lifeguards; maintains the urban forest, (including all street trees; and providing a place for seniors to meet.

Sue Spath, Director of Parks and Recreation

The Parks division of the Department includes the maintenance of all outdoor recreation facilities, parks and school grounds and the upkeep and maintenance of the Open Door, the Saco Community Center and the Parks Maintenance building, as well as part of the Front Street Garage. The Recreation portion involves planning and scheduling recreation programs throughout the year for all members of the community, as well as scheduling use of both indoor and outdoor recreation facilities. The Senior portion is mainly providing a meeting place for seniors of the Community as well as maintaining and scheduling programs at the Open Door. The Lifeguard portion of the department is providing lifeguards at Bay View and Kinney Shores during the summer months. The Tree Division is the care, maintenance and planting of the Urban Forest. Staff and a contractor are responsible for keeping the urban forest healthy.

The Department relies heavily on hundreds of volunteers throughout the year, as well as seasonal staff for programs and maintenance of facilities.

The Department works closely with other Departments. An example of this is two shared positions with the Public Works Department. These two positions work eight months for the Parks Department then go to Public Works for the winter months to help with winter maintenance. The Department continues to be involved with Saco Spirit on various events throughout the year, including the annual Pumpkin Fest and the Sidewalk Arts Festival.

During the winter of 2003-04, many skaters enjoyed the ice at Shadagee Woods because of the excellent winter ice conditions. The drainage area was doubled in size this past year. The ice was maintained by staff and neighbors from late December through early March.

Projects for the past year included the replacement of the old wooden play structure and Diamond Riverside with a new aluminum structure. The Young School tennis courts were redone with the cooperation of the Public works Department. The courts at Saco middle School, Young School and Memorial Field were all resurfaced with a new sealer and paint. All the basketball courts were also resurfaced as part of our capital improvement projects to extend the life of all courts.

The fence line at Memorial, running parallel to Beach Street was replaced. The area was cleaned up. The area behind the tennis courts at Memorial Field and abutting the Saco Little League Park was cleared and cleaned up.

During late summer, Jim Prendergast donated a handball facility at Saco Middle School. This will add to the available recreation facilities in the area. Mr. Prendergast raised all necessary funding for this project.

Saco Little League Softball received permission from the City Council to light one of the softball fields at Saco Middle School. An extended Day Camp was offered again this past summer to meet the needs of parents. We again offered a recreation program for the children residing at the Ledges on Monday through Thursday mornings for six weeks. The children also had the opportunity to be transported to the Day Camp in the afternoon. In exchange for this program, we were able to offer swim lessons during the summer months. The Ledges made their pool available for swim lessons from 9 am to noon for the children of Saco.

The Tri-City Teen program continues to grow. Saco, Biddeford and Old Orchard Beach provide an opportunity for youth entering grades 7 through 9 to participate in a structured summer program. For the first time since the program has been offered, Saco was not able to accommodate all the students who wished to participate. Fortunately, we were able to offer an alternative program for those wishing to participate.

As the fall soccer program continues to grow, Dayton, Biddeford and Old Orchard Beach each have teams in the program. This enabled each Saco team the opportunity to play one game against another community.

During the Christmas break, the Department offered a Vacation Week Camp at the Saco Armory on Franklin Street. This program will also be offered during the other school winter and spring breaks. The program is geared for children in grades 3 through 8.

Kevin Lombard replaced Ryan Sommer as the Parks & Recreation Technician. Ryan accepted a position as the first full time Director of Recreation in Ogunquit. Kevin graduated from Thornton Academy in 1983. He attended the University of Connecticut, where he lettered in track. He has been involved with Maremont Little League, both as a coach and a Board Member. Kevin was a volunteer coach for the Department for over 5 years. He has been involved with the Saco Soccer Club for four years, both as a coach and administrator—current President of the Club. Kevin came to us with eleven years of sales and marketing experience. He manages the web sites for Maremont Little League, Saco Soccer Club and Velocity Soccer. Kevin is a welcome addition to our staff.

We purchased a second sea Kayak for the beach lifeguard program. This was a definite plus as the lifeguards were able to get out to wind surfers a lot easier. The kayak was used by lifeguards this summer to rescue two boys who went out on a raft and were being pulled out to sea. The rescue boat was also called in to help return the group to shore.

A Recreation Program Review Committee was appointed in early spring. The Committee met for six months to review the Parks & Recreation Department and to make recommendations on improving the Department. One of the recommendations from the needs assessment, developed by the Committee, was the formation of a Recreation Advisory Board. The Needs Assessment and the Recreation Advisory Board were accepted by the City Council in November. The Board was appointed in January and the first meeting was held in February.



Saco Transfer Station Bass Pond

A Special Thank You.....

To the many volunteers who have donated hundreds of hours of their time to make many of our youth programs successful.

Finance Department

*Lisa Parker, CPA
Finance Director*

Departmental Overview:

The major indicators of the City's financial position are presented below and on the following pages. The Finance Department has also prepared a separate Comprehensive Annual Financial Report for the year ended June 30, 2003, which contains a complete analysis of the City's financial position. Various schedules from this report have been extracted and are included herein. However, a complete copy of the report may be obtained on-line at www.sacomaine.org or at Saco City Hall. This is the fourth year that the City prepares this type of comprehensive report and has submitted it for the prestigious Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association. **The city was successful at obtaining this award for it's June 30, 2001 and June 30, 2002 Comprehensive Annual Financial Report and is now ranked among 10 other successful entities within the State to hold this distinction.** This is a national award, which recognizes that a City's financial report conforms to the highest standards of government accounting. The goal of this department will be to maintain this honor every year.

This Comprehensive Annual Financial Report is again, for the third year, prepared in full compliance with Governmental Accounting Standards Board (GASB) Statement No. 34. This Statement is a new reporting model for governmental entities. It has been marked as one of the most comprehensive financial reporting standards in the history of standards setting. It is probably the biggest change ever in governmental financial reporting. The goal of this new model was to better serve the current users of financial statements and to attract new users whose needs were not met by the previous model. They did this by establishing a basic financial reporting model that would result in greater accountability by governments by providing more useful information to a wider range of users. The overall intent was to make the financial statements more proprietary in nature. The size of each community determined when implementation was required. The second big part of this Statement was the inventorying and recording of all infrastructure assets of the city. The city is very proud of the Geographical Information System that has been created to assist in meeting the requirements of this standard. The GASB actually gave municipalities an additional 4 years to implement this part of the pronouncement. **The City of Saco was one of approximately 250 entities across the entire country to early implement the requirements of this comprehensive standard and to achieve the Certificate of Excellence in Financial Reporting under these stringent requirements.** Please check the city's web site for various state and national presentations that the Finance Director has done on this effort.

The City was also successful at achieving the Government Finance Officer's Association Distinguished Budget Presentation Award for its Fiscal Year 2003 and 2004 Budget Presentation. This award is the highest form of recognition in governmental budgeting. This again, is a national award that represents a significant achievement by the City of Saco. The city ranks with one other entity within the State of Maine to have received this highest honor.

Ten people staff the Finance Department: The Finance Director; the Information Technology Director; the Tax Collector, who is responsible for the collection of all property taxes and motor vehicle excise taxes; five counter clerks, who are responsible for accounts receivable billings and collections for general City operations, ambulance activity and waste water treatment plant activity; the Accounts Payable Clerk, who is responsible for all aspects of processing accounts payable; and the Payroll Clerk, who is responsible for all aspects of processing payroll activity. In addition to these activities, the Finance Department staff handles numerous telephone inquiries and informational inquiries at the counter. They all strive to maintain an attitude of friendly service to the citizens despite the high volume of activity their department oversees. Through these efforts, the City remains in a solid financial condition.

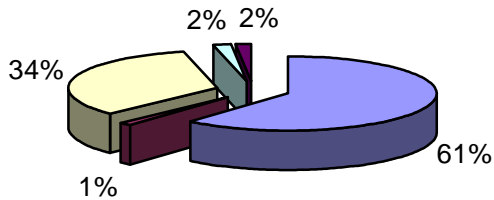
The Finance Department is responsible for the recording and managing of all financial transactions, revenue, and disbursements of the City, which include processing warrants and payrolls, managing cash and investments. The revenues receipted are primarily property taxes, state revenues, ambulance fees, sewer billings, state revenues and various other miscellaneous revenues. The department is also responsible for the financial planning, budget reporting and control.

Fund Balance:

The key indicator of a City's financial condition is the size of its unreserved, undesignated fund balance. The City of Saco's unreserved, undesignated fund balance at June 30, 2003 was \$4,057,992. This represented a decrease of \$1,982,119 over last year's balance. This reduction was primarily budgeted utilizations of this balance in order to minimize the property tax increases. The City of Saco has adopted a fund balance policy which mandates maintaining an undesignated fund balance level of between 8.33% and 10% of budgeted appropriations. The fiscal year 2004 budget as adopted authorized appropriations of \$38,249,171. Based on this number, the City's unreserved, undesignated fund balance is above what is mandated by the policy and is representative of the City's strong financial position at the end of the fiscal year.

6/30/2003 Unreserved, Undesignated Fund Balance of \$4,057,992

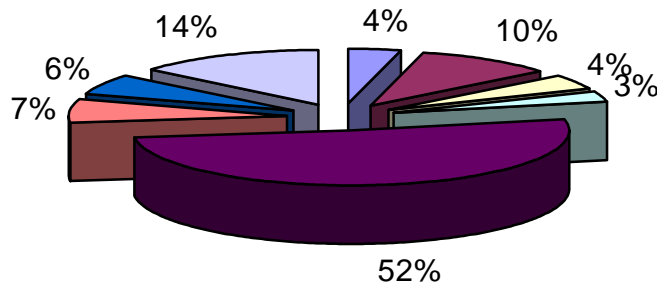
General Revenues By Sources - Fiscal Year 2003



■ Taxes
■ Intergovernmental
■ Miscellaneous revenues
■ Licenses and Permits
■ Charges for services

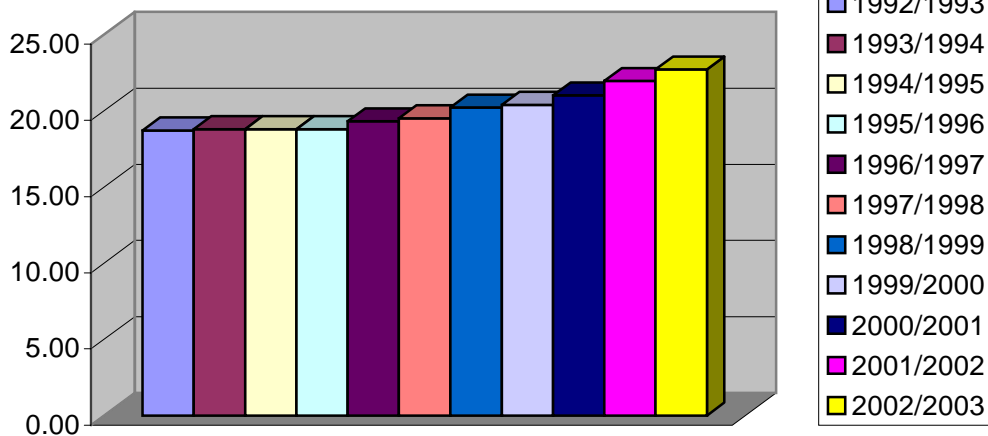
The City's continuing solid financial condition is the result of prudent budgeting and monitoring of expenditures, along with the growth of non-tax revenues. The ending fund balance provides the City with adequate coverage for various liabilities, accounts receivable, and unforeseen expenses or shortfalls in revenues.

General Expenditures By Sources - Fiscal Year 2003



■ General Government
■ Public Works
■ Education, Culture & Recreation
■ Capital Improvements
■ Public Safety
■ Health, Sanitation & Welfare
■ Debt Service
■ Other

Mil Rate History



Tax Rate:

The City of Saco has experienced a rather modest mil rate increase over the last ten years. Saco's fiscal year 2003 full value tax rate was \$22.70 per thousand. As seen above, Saco, like other municipalities, relies very heavily on property tax revenue for the support of municipal services. For the year ending June 30, 2003, property taxes accounted for 61% of the total general fund revenues.

The City's collection rate remained high during fiscal year 2003. It actually remained the same from the previous year. Collected taxes for the year ending June 30, 2003 were 97% of the City's total tax commitment of \$20,370,183, which includes supplemental assessments. This continued high collection rate is a reflection of the continued strength of the local economy. The pages which follow detail those outstanding personal property and real estate taxes as of May 7, 2004.

City's property tax collection rate remains high at 97% and stays constant with prior year.

Debt Performance:

The City retired \$1,733,229 of long-term debt during the fiscal year. The City's legal debt margin is calculated at 15% of the State's actual valuation for the City. This equates to over \$173 million dollars of allowable borrowing on behalf of the City. The City's current outstanding debt service is just over \$20.9 million. This is well below the State's allowable amount as well as National averages.

Bond Rating:

The City's fiscal year 2001 bond rating as assessed by Moody's Rating Committee was an A2. This assessment was made in August of 1998 and is considered an "Upper Medium Quality" rating. There are 5 more steps in order to achieve the absolute highest rating of AAA. However, it is important to keep in mind that only 3% of the municipalities nationwide. The purpose of assigning a credit rating is for the investment companies to be able to quantify the risk for the financial community who might purchase our general obligation bonds. The bond rating assigned can greatly reduce the debt service costs experienced. The better the rating, the better market access available, as a greater pool of potential buyers exists which could therefore lower the interest rate received. The rating is derived from four rating factors; debt factors, the economy, financial performance and management. **The City was successful at receiving a bond rating increase at the beginning of fiscal year 2002. The city is now rated as a A1 by Moody's Rating Committee and an A+ by Standard & Poors.**

In Summary:

It is with a great deal of pride and enthusiasm that I prepare this report! The City of Saco, Maine remains in solid financial condition again this fiscal year. A great deal of thanks goes out to all Department Heads for their consistent awareness of budgetary levels and their ability to integrate this with their commitment to providing the highest levels of service to the members of this community. Another "Thank You" goes to all members of the Finance Department for all of their efforts in striving to provide the highest level of customer service to the citizens of Saco!

Respectfully Submitted,
Lisa R. Parker, CPA
Finance Director, City of Saco, Maine

E xcerpts
from
the
Comprehensive Annual
Financial
Report
For Fiscal Year E nded
June 30, 2003

Audit for the Year Ending June 30, 2003

Extracted Financial Statements

The following schedules have been extracted from the 2003 financial statements of the *City of Saco, Maine, Comprehensive Annual Financial Report*, for fiscal year ended June 30, 2003, a complete copy of which is available for inspection at City Hall. The schedules included herein are:

Statement 1 - Statement of Net Assets

Statement 2 - Statement of Activities

Statement 3 - Balance Sheet—Governmental Funds

Statement 4 - Statement of Revenues, Expenditures, and Changes in Fund Balances

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

Statement 6 - General Fund Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual

Statement 7 - Statement of Net Assets - Proprietary Fund

Statement 8 - Statement of Revenues, Expenses, and Changes in Fund Net Assets, Proprietary Funds

Statement 9 - Statement of Cash Flows, Proprietary Funds

Statement 10 - Statement of Fiduciary Net Assets, Fiduciary Funds

Exhibit E-1 - Combining Balance Sheet - All Other Governmental Funds

Exhibit E-2 - Combining Statement of Revenues, Expenditures and Changes in Fund Balances, All Other Governmental Funds

City of Saco, Maine
Statement of Net Assets
June 30, 2003

Statement 1

| | Governmental Activities | Business-type Activities | 2003 Total |
|---|----------------------------|-----------------------------|----------------------|
| ASSETS | | | |
| Cash and cash equivalents | \$ 5,369,605 | \$ 1,554,127 | \$ 6,923,732 |
| Investments | 4,907,786 | - | 4,907,786 |
| Receivables: | | | |
| Accounts | 2,484,706 | 208,007 | 2,692,713 |
| Taxes - Current | 692,069 | - | 692,069 |
| Taxes - Prior Years | 60,415 | - | 60,415 |
| Tax Liens | 258,608 | - | 258,608 |
| Notes (net of allowance of \$7,172) | 77,417 | - | 77,417 |
| Inventories | 48,294 | - | 48,294 |
| Internal balance | (1,593,426) | 1,593,426 | - |
| Prepaid Items | 204,389 | - | 204,389 |
| Tax Acquired Property | 58,359 | - | 58,359 |
| Depreciable capital assets, net | 13,998,874 | 5,664,800 | 19,663,674 |
| Non-depreciable capital assets | 37,733,899 | - | 37,733,899 |
| Total Assets | \$ 64,300,995 | \$ 9,020,360 | \$ 73,321,355 |
| LIABILITIES | | | |
| Accounts payable and other current liabilities | 1,062,538 | 48,469 | 1,111,007 |
| Contract Retainage Payable | 51,319 | - | 51,319 |
| Accrued liabilities | 1,073,292 | 26,223 | 1,099,515 |
| Taxes Collected in advance | 18,952 | - | 18,952 |
| Noncurrent liabilities | | | |
| Due within one year | 2,067,368 | - | 2,067,368 |
| Due in more than one year | 20,625,329 | - | 20,625,329 |
| Total liabilities | \$ 24,898,798 | \$ 74,692 | \$ 24,973,490 |
| NET ASSETS | | | |
| Invested in capital assets, net of related debt | \$ 29,040,076 | \$ 5,664,800 | \$ 34,704,876 |
| Restricted for: | | | |
| Permanent fund principal | 181,383 | - | 181,383 |
| Other purposes | 301,677 | - | 301,677 |
| Unrestricted | 9,879,061 | 3,280,868 | 13,159,929 |
| Total Net Assets | \$ 39,402,197 | \$ 8,945,668 | \$ 48,347,865 |

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Activities
For the Year Ended June 30, 2003

Statement 2

| Functions/Programs | Expenses | Program Revenues | | | Net (Expense) revenue and Changes in Net Assets | | |
|---|-----------------|---------------------------------|---|---|--|-------------------------------------|-----------------------|
| | | Charges for Services | Operating Grants and Contributions | Capital Grants and Contributions | Primary Government | | |
| | | | | | Governmental Activities | Business-type Activities | 2003 Total |
| Primary government: | | | | | | | |
| Governmental activities: | | | | | | | |
| General | | | | | | | |
| Government | \$ 1,762,247 | \$ 517,909 | \$ 162,706 | \$ - | \$ (1,081,632) | \$ - | \$ (1,081,632) |
| Public Safety | 4,541,135 | 403,188 | 54,865 | - | (4,083,082) | - | (4,083,082) |
| Public Works | 2,129,741 | 168,749 | - | 250,646 | (1,710,346) | - | (1,710,346) |
| Health, Sanitation and Welfare | 1,263,610 | 403,561 | 14,032 | - | (846,017) | - | (846,017) |
| Housing Programs | 200,651 | - | 220,222 | - | 19,571 | - | 19,571 |
| Culture and Recreation | 465,507 | 158,631 | - | - | (306,876) | - | (306,876) |
| Education | 21,685,656 | 639,776 | 9,359,442 | 383,285 | (11,303,153) | - | (11,303,153) |
| County Tax | 795,896 | - | - | - | (795,896) | - | (795,896) |
| Unclassified | 3,155,801 | - | - | - | (3,155,801) | - | (3,155,801) |
| Debt | 1,610,299 | - | - | - | (1,610,299) | - | (1,610,299) |
| Capital Maintenance Programs | 2,219,090 | - | - | 637,341 | (1,581,749) | - | (1,581,749) |
| Total GOV Activities | \$ 39,829,633 | \$ 2,291,814 | \$ 9,811,267 | \$ 1,271,272 | \$ (26,455,280) | \$ - | \$ (26,455,280) |
| Bus Type Act | | | | | | | |
| Waste Water Treatment Plant | \$ 1,886,353 | \$ 1,720,765 | \$ - | \$ - | \$ - | \$ (165,588) | \$ (165,588) |
| Total Bus Type Activities | \$ 1,886,353 | \$ 1,720,765 | \$ - | \$ - | \$ - | \$ (165,588) | \$ (165,588) |
| Total Primary Gov | \$ 41,715,986 | \$ 4,012,579 | \$ 9,811,267 | \$ 1,271,272 | \$ (26,455,280) | \$ (165,588) | \$ (26,620,868) |
| General revenues: | | | | | | | |
| Property taxes, levied for general purposes | | | | | \$ 20,483,851 | \$ - | \$ 20,483,851 |
| Motor Vehicle excise taxes | | | | | 2,532,092 | - | 2,532,092 |
| Franchise fees | | | | | 151,339 | - | 151,339 |
| Grants and contributions not restricted to specific programs: | | | | | | | |
| Homestead Exemption | | | | | 525,682 | - | 525,682 |
| Other State aid | | | | | 56,126 | - | 56,126 |
| City of Biddeford Tax Base Sharing | | | | | 122,215 | - | 122,215 |
| State Revenue Sharing | | | | | 1,398,876 | - | 1,398,876 |
| Unrestricted investment earnings | | | | | 224,397 | 42,471 | 266,868 |
| Miscellaneous revenues | | | | | 532,913 | 6,682 | 539,595 |
| Transfers: | | | | | 205,344 | (205,344) | - |
| Total general revenues and transfers | | | | | \$ 26,232,835 | \$ (156,191) | \$ 26,076,644 |
| Change in net assets | | | | | \$ (222,445) | \$ (321,779) | \$ (544,224) |
| Net assets - beginning | | | | | 39,624,642 | 9,267,447 | 48,892,089 |
| Net assets - ending | | | | | \$ 39,402,197 | \$ 8,945,668 | \$ 48,347,865 |

**City of Saco, Maine
Balance Sheet
Governmental Funds
June 30, 2003**

Statement 3

| | General Fund | Other governmental funds | 2003 Total governmental funds |
|------------------------------------|----------------------|--------------------------------|-------------------------------------|
| ASSETS | | | |
| Cash and cash equivalents | \$ 3,310,205 | \$ 2,059,400 | \$ 5,369,605 |
| Investments | 1,091,039 | 3,816,747 | \$ 4,907,786 |
| Receivables, net | 747,770 | 1,736,936 | \$ 2,484,706 |
| Interfund receivables | 4,894,750 | 512,071 | \$ 5,406,821 |
| Receivables from other governments | - | 77,417 | \$ 77,417 |
| Taxes and Liens receivable | 1,011,092 | - | \$ 1,011,092 |
| Tax acquired property | 58,359 | - | \$ 58,359 |
| Prepaid items | 204,389 | - | \$ 204,389 |
| Inventories and other | - | 48,294 | \$ 48,294 |
| Total assets | \$ 11,317,604 | \$ 8,250,865 | \$ 19,568,469 |

LIABILITIES AND FUND BALANCES

Liabilities:

| | | | |
|---------------------------------|---------------------|---------------------|----------------------|
| Accounts payable | \$ 838,489 | \$ 224,049 | \$ 1,062,538 |
| Contract Retainage Payable | - | 51,319 | \$ 51,319 |
| Accrued liabilities | 1,031,564 | 41,728 | \$ 1,073,292 |
| Taxes collected in advance | 18,952 | - | \$ 18,952 |
| Interfund payables | 2,105,497 | 4,894,750 | \$ 7,000,247 |
| Deferred revenue | 727,868 | - | \$ 727,868 |
| Accrued vacation and sick leave | 255,509 | - | \$ 255,509 |
| Total liabilities | \$ 4,977,879 | \$ 5,211,846 | \$ 10,189,725 |

Fund balances:

Reserved for:

| | | | |
|--|----------------------|---------------------|---------------------|
| Encumbrances | \$ 78,483 | \$ 62,560 | \$ 141,043 |
| Prepaid expenditures | 204,389 | - | 204,389 |
| Noncurrent notes receivable | - | 21,430 | 21,430 |
| Nonexpendable trust principal | - | 181,383 | 181,383 |
| Capital improvements | 1,998,861 | - | 1,998,861 |
| Inventory | - | 9,983 | 9,983 |
| Other purposes | - | 301,677 | 301,677 |
| Unreserved, reported in: | | | |
| General Fund | 4,057,992 | - | 4,057,992 |
| Special revenue funds | - | 1,233,916 | 1,233,916 |
| Capital project funds | - | 944,366 | 944,366 |
| Permanent funds | - | 283,704 | 283,704 |
| Total fund balances | \$ 6,339,725 | \$ 3,039,019 | \$ 9,378,744 |
| Total liabilities and fund balances | \$ 11,317,604 | \$ 8,250,865 | |

Amounts reported for governmental activities in the statement of net assets (Statement 1) are different because (See Note 4, also):

Capital assets used in governmental activities are not financial resources and therefore are not reported in the fun \$ 51,732,773

More specifically, non-depreciable & depreciable capital assets as reported on Statement 1

Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported

in the funds (See Note 1). (22,437,188)

Noncurrent liabilities as reported on

Statement 1(Long-term debt) (22,692,697)

Plus: short term accrued compensated
absences as reported above

255,509

Deferred revenues- more specifically, deferred property taxes not reported on Statement 1 727,868

Net assets of governmental activities \$ 39,402,197

City of Saco, Maine
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2003

Statement 4

| | General Fund | Other governmental funds | 2003 Total governmental funds |
|--|---------------------|--------------------------------|-------------------------------------|
| REVENUES | | | |
| Property and other taxes | \$ 22,993,956 | \$ - | \$ 22,993,956 |
| Licenses and Permits | 460,663 | - | 460,663 |
| Intergovernmental | 11,188,542 | 1,950,778 | 13,139,320 |
| Intergovernmental on behalf payments | 1,472,616 | - | 1,472,616 |
| Charges for services | 688,626 | 776,760 | 1,465,386 |
| Other revenues | 619,324 | 599,923 | 1,219,247 |
| Total revenues | \$ 37,423,727 | \$ 3,327,461 | \$ 40,751,188 |
| EXPENDITURES | | | |
| Current: | | | |
| General government | \$ 1,665,735 | \$ - | \$ 1,665,735 |
| Public Safety | 4,198,832 | - | 4,198,832 |
| Public Works | 1,851,787 | - | 1,851,787 |
| Health, sanitation and welfare | 1,263,610 | - | 1,263,610 |
| Housing programs | - | 200,651 | 200,651 |
| Culture and recreation | 430,672 | - | 430,672 |
| Education | 19,483,305 | 1,703,980 | 21,187,285 |
| Maine State Retirement on behalf payments | 1,472,616 | - | 1,472,616 |
| Unclassified | 2,670,059 | 465,553 | 3,135,612 |
| Intergovernmental: | | | |
| County tax | 795,896 | - | 795,896 |
| Debt service: | | | |
| Principal | 1,733,499 | - | 1,733,499 |
| Interest and other charges | 1,134,492 | - | 1,134,492 |
| Capital improvements | 3,321,941 | 1,489,762 | 4,811,703 |
| Total expenditures | \$ 40,022,444 | \$ 3,859,946 | \$ 43,882,390 |
| Excess (deficiency) of revenues over (under) expenditures | \$ (2,598,717) | \$ (532,485) | \$ (3,131,202) |
| OTHER FINANCING SOURCES (USES) | | | |
| Transfers in | 789,554 | 167,052 | 956,606 |
| Proceeds from capital lease financing | 743,678 | - | 743,678 |
| Proceeds from advance refunding of debt | 5,162,057 | - | 5,162,057 |
| Payment from advance refunding of debt | (5,162,057) | - | (5,162,057) |
| Transfers out | (1,585,835) | 834,573 | (751,262) |
| Total other financing sources (uses) | \$ (52,603) | \$ 1,001,625 | \$ 205,344 |
| Net change in fund balances | \$ (2,651,320) | \$ 469,140 | \$ (2,925,858) |
| Fund balances-beginning | 8,991,045 | 2,569,879 | 11,560,924 |
| Fund balances-ending | \$ 6,339,725 | \$ 3,039,019 | \$ 8,635,066 |

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, 2003

Statement 5

| | |
|--|----------------|
| Net change in fund balances- total governmental funds (from Statement 4) | \$ (2,925,858) |
|--|----------------|

Amounts reported for governmental activities in the statement of activities (Statement 2) are different because (see Note 1, also):

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 in the current period.

| | |
|-------------------------------|--------------|
| | 1,342,638 |
| Statement 4 Capital Outlays - | \$ 4,811,703 |
| Statement 2 Capital Outlays - | \$ 2,219,090 |
| <hr/> | |
| Variance - | \$ 2,592,613 |
| Less: Depreciation - | \$ 1,249,975 |
| <hr/> | |
| To reconciliation - | \$ 1,342,638 |

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 deferred property taxes.

| | |
|--|---------|
| | 123,272 |
|--|---------|

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

| | |
|-----------------------------------|-------------|
| | 1,257,692 |
| New debt incurred - (\$5,905,735) | |
| Retired debt - | \$7,163,427 |
| <hr/> | |
| Net debt service - | \$1,257,692 |

Long term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents the change in long term accrued compensated absences.

| | |
|--|----------|
| | (20,189) |
|--|----------|

| | |
|--|---------------------|
| Change in net assets of governmental activities (see Statement 2) | \$ (222,445) |
|--|---------------------|

City of Saco, Maine
General Fund

Statement 6

Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual
For the year ended June 30, 2003

| | Budgeted Amounts | | Actual Amounts | Variance with Final Budget- Positive (negative) |
|--|-----------------------|-----------------------|-----------------------|---|
| | Original | Final | | |
| REVENUES | | | | |
| Taxes | \$ 22,718,016 | \$ 22,718,016 | \$ 22,993,956 | \$ 275,940 |
| Licenses and permits | 422,800 | 422,800 | 460,663 | 37,863 |
| Intergovernmental | 11,165,671 | 11,165,671 | 11,188,542 | 22,871 |
| Charges for Services | 646,634 | 646,634 | 688,626 | 41,992 |
| Interest earnings | 250,000 | 250,000 | 103,620 | (146,380) |
| Other revenues | 183,900 | 183,900 | 515,704 | 331,804 |
| Total revenues | \$ 35,387,021 | \$ 35,387,021 | \$ 35,951,111 | \$ 564,090 |
| EXPENDITURES | | | | |
| Current: | | | | |
| General government | \$ 1,663,525 | \$ 1,663,525 | \$ 1,665,735 | \$ (2,210) |
| Public safety | 4,303,544 | 4,303,544 | 4,198,832 | 104,712 |
| Public works | 1,721,304 | 1,721,304 | 1,851,787 | (130,483) |
| Health, sanitation and welfare | 1,280,989 | 1,280,989 | 1,263,610 | 17,379 |
| Culture and recreation | 433,541 | 433,541 | 430,672 | 2,869 |
| Education | 20,087,878 | 20,087,878 | 19,461,263 | 626,615 |
| County Tax | 795,955 | 795,955 | 795,896 | 59 |
| Unclassified | 3,349,769 | 3,349,769 | 2,670,059 | 679,710 |
| Debt service | 3,010,976 | 3,010,976 | 2,867,991 | 142,985 |
| Capital improvements | 4,590,758 | 5,110,132 | 2,578,263 | 2,531,869 |
| Total expenditures | \$ 41,238,239 | \$ 41,757,613 | \$ 37,784,108 | \$ 3,973,505 |
| Excess (Deficiency) of revenues over (under) expenditures | \$ (5,851,218) | \$ (6,370,592) | \$ (1,832,997) | \$ 4,537,595 |
| OTHER FINANCING SOURCES (USES) | | | | |
| Transfers in | 781,344 | 781,344 | 789,554 | 8,210 |
| Transfers out | (436,102) | (436,102) | (1,585,835) | (1,149,733) |
| Total other financing source: | \$ 345,242 | \$ 345,242 | \$ (796,281) | \$ (1,141,523) |
| Net change in fund balances | \$ (5,505,976) | \$ (6,025,350) | \$ (2,629,278) | \$ 3,396,072 |
| Fund balances - beginning | 8,991,045 | 8,991,045 | 8,991,045 | - |
| Fund balances - ending | \$ 3,485,069 | \$ 2,965,695 | \$ 6,361,767 | \$ 3,396,072 |

Net change in fund balance for the general fund in the Statement of Revenues, Expenditures, and Changes in Fund Balances (Statement 4) is different because:

Statement 4 is reported under the Modified Accrual basis of accounting and therefore includes the change in accrual for the Teachers summer salaries amount of

(22,042)

Ending Fund Balance (Statement 4)

\$ 6,339,725

**City of Saco, Maine
Statement of Net Assets
Proprietary Fund
June 30, 2003**

Statement 7

| | | Business-type activities Enterprise Funds Waste Water Treatment Plant |
|---|-----------|--|
| ASSETS | | |
| Current assets: | | |
| Cash and cash equivalents | \$ | 1,554,127 |
| Receivables, net | | 208,007 |
| Interfund receivables | | 1,593,426 |
| Total current assets | \$ | 3,355,560 |
| Noncurrent assets: | | |
| Capital assets: | | |
| Vehicles | \$ | 95,500 |
| Buildings | | 14,775,600 |
| Equipment | | 2,148,112 |
| Less accumulated depreciation | | (11,354,412) |
| Total noncurrent assets | \$ | 5,664,800 |
| Total assets | \$ | 9,020,360 |
| LIABILITIES | | |
| Current liabilities: | | |
| Accounts payable | \$ | 48,469 |
| Accrued liabilities | | 26,223 |
| Total current liabilities | \$ | 74,692 |
| Total liabilities | \$ | 74,692 |
| NET ASSETS | | |
| Invested in capital assets, net of related debt | \$ | 5,664,800 |
| Restricted for capital projects | | 2,947,626 |
| Unrestricted | | 333,242 |
| Total net assets of business-type activities | \$ | 8,945,668 |

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Revenues, Expenses, and Changes in Fund Net Assets
Proprietary Funds
For the year ended June 30, 2003

Statement 8

| | | Business-type activities Enterprise Funds |
|--|-----------|--|
| | | Waste Water Treatment Plant |
| Operating revenues: | | |
| Charges for services | \$ | 1,720,765 |
| Miscellaneous revenues | | 6,682 |
| Total operating revenues | \$ | 1,727,447 |
| Operating expenses: | | |
| Personnel services | \$ | 468,938 |
| Contractual services | | 155,723 |
| Utilities | | 143,424 |
| Repairs and Maintenance | | 17,533 |
| Other supplies and expenses | | 156,179 |
| Capital improvements | | 445,029 |
| Depreciation | | 499,526 |
| Total operating expenses | \$ | 1,886,353 |
| Operating income (loss) | \$ | (158,906) |
| Nonoperating revenues (expenses): | | |
| Interest revenues | | 42,471 |
| Total nonoperating revenue (expenses) | \$ | 42,471 |
| Income (loss) before contributions and transfers | \$ | (116,435) |
| Transfers in | \$ | 150,000 |
| Transfers out | | (355,344) |
| Total transfers in (out) | \$ | (205,344) |
| Changes in net assets | \$ | (321,779) |
| Total net assets - beginning | \$ | 9,267,447 |
| Total net assets - ending | \$ | 8,945,668 |

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Cash Flows
Proprietary Funds
For the year ended June 30, 2003

Statement 9

| | | Business-type activities Enterprise Funds Waste Water Treatment Plant |
|---|-----------|--|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Receipts from customers | \$ | 1,691,089 |
| Other receipts (payments) | \$ | 6,682 |
| Payments to suppliers | | (927,830) |
| Payments to employees | | (466,338) |
| Internal activity- payments from other funds | | (111,627) |
| Net cash provided by operating activities | \$ | 191,976 |
| CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES | | |
| Transfers from other funds | | 150,000 |
| Transfers to other funds | \$ | (355,344) |
| Net cash (used) in noncapital financing activities | \$ | (205,344) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Interest on investments | \$ | 42,471 |
| Net cash provided by investing activities | \$ | 42,471 |
| Net increase in cash and cash equivalents | \$ | 29,103 |
| Balances- beginning of the year | | 1,525,024 |
| Balances- end of the year | \$ | 1,554,127 |
| Reconciliation of operating income (loss) to net cash provided (used) by operating activities: | | |
| Operating income (loss) | \$ | (158,906) |
| Adjustments to reconcile operating income to net cash provided (used) in operating activities: | | |
| Depreciation expense | | 499,526 |
| Capital asset purchases | | (359,312) |
| Change in net assets and liabilities: | | |
| Receivables, net | | (29,676) |
| Interfund receivables | | 247,686 |
| Accounts and other payables | | (9,942) |
| Accrued liabilities | | 2,600 |
| Net cash provided by operating activities | \$ | 191,976 |

City of Saco, Maine
Statement of Fiduciary Net Assets
Fiduciary Funds
June 30, 2003

Statement 10

| | Agency Fund |
|---------------------------|----------------------------------|
| | School Activity Funds |
| ASSETS | |
| Cash and cash equivalents | \$ 50,381 |
| Total assets | \$ 50,381 |
| LIABILITIES | |
| Due to student groups | \$ 50,381 |
| Total liabilities | \$ 50,381 |

See accompanying Notes to Basic Financial Statements.

CITY OF SACO, MAINE
 COMBINING BALANCE SHEET - ALL OTHER NON-MAJOR GOVERNMENTAL FUNDS
 JUNE 30, 2003

| | Special Revenue Funds | Capital Project Funds | Permanent Funds | Total Other Governmental Funds |
|--|--------------------------|--------------------------|--------------------|--------------------------------------|
| ASSETS: | | | | |
| Cash and Cash Equivalents | \$ 635,796 | \$ 1,415,631 | \$ 7,973 | \$ 2,059,400 |
| Investments | 1,252,095 | 2,108,238 | 456,414 | 3,816,747 |
| Accounts Receivable | 1,304,599 | 431,637 | 700 | 1,736,936 |
| Inventories | 48,294 | - | - | 48,294 |
| Notes Receivable | 77,417 | - | - | 77,417 |
| Interfund Receivables | 370,844 | 141,227 | - | 512,071 |
| TOTAL ASSETS | \$ 3,689,045 | \$ 4,096,733 | \$ 465,087 | \$ 8,250,865 |
| LIABILITIES AND FUND BALANCE: | | | | |
| Liabilities: | | | | |
| Accounts Payable | 72,066 | 151,983 | - | 224,049 |
| Accrued Wages | 41,728 | - | - | 41,728 |
| Interfund Payables | 1,945,685 | 2,949,065 | - | 4,894,750 |
| Contract Retainage | - | 51,319 | - | 51,319 |
| Total liabilities | \$ 2,059,479 | \$ 3,152,367 | \$ - | \$ 5,211,846 |
| Fund Balance: | | | | |
| Reserved for: | | | | |
| Encumbrances | \$ 62,560 | \$ - | \$ - | \$ 62,560 |
| Noncurrent Notes Receivable | 21,430 | - | - | 21,430 |
| Nonexpendable trust fund | - | - | 181,383 | 181,383 |
| Inventory | 9,983 | - | - | 9,983 |
| Other purposes | 301,677 | - | - | 301,677 |
| Unreserved: | | | | |
| Undesignated | 1,233,916 | 944,366 | 283,704 | 2,461,986 |
| Total fund balance | \$ 1,629,566 | \$ 944,366 | \$ 465,087 | \$ 3,039,019 |
| TOTAL LIABILITIES AND FUND BALANCES | \$ 3,689,045 | \$ 4,096,733 | \$ 465,087 | \$ 8,250,865 |

CITY OF SACO, MAINE
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
 ALL OTHER NON-MAJOR GOVERNMENTAL FUNDS
 YEAR ENDED JUNE 30, 2003

| | Special Revenue Funds | Capital Project Funds | Permanent Funds | Total Other Governmental Funds |
|---|--------------------------|--------------------------|--------------------|--------------------------------------|
| REVENUES: | | | | |
| Intergovernmental | \$ 1,475,075 | \$ 475,703 | \$ - | \$ 1,950,778 |
| User Fees | 776,760 | - | - | 776,760 |
| Interest Income | 41,649 | 59,254 | 19,874 | 120,777 |
| Other Revenues | 477,596 | - | 1,550 | 479,146 |
| Total revenues | <u>\$ 2,771,080</u> | <u>\$ 534,957</u> | <u>\$ 21,424</u> | <u>\$ 3,327,461</u> |
| EXPENDITURES: | | | | |
| Current: | | | | |
| Special Projects | 431,115 | - | 34,438 | 465,553 |
| Education | 1,703,980 | - | - | 1,703,980 |
| Housing Programs | 200,651 | - | - | 200,651 |
| Capital Expenditures | 14,358 | 1,475,404 | - | 1,489,762 |
| Total expenditures | <u>\$ 2,350,104</u> | <u>\$ 1,475,404</u> | <u>\$ 34,438</u> | <u>\$ 3,859,946</u> |
| EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES | <u>\$ 420,976</u> | <u>\$ (940,447)</u> | <u>\$ (13,014)</u> | <u>\$ (532,485)</u> |
| OTHER FINANCING SOURCES (USES) OF FUNDS: | | | | |
| Transfer (to) from General Fund | 56,910 | 944,715 | - | 1,001,625 |
| Transfer (to) from Capital Projects Fund | 167,052 | - | - | 167,052 |
| Transfer (to) from Special Revenue Fund | - | (167,052) | - | (167,052) |
| Total other financing sources (uses) | <u>\$ 223,962</u> | <u>\$ 777,663</u> | <u>\$ -</u> | <u>\$ 1,001,625</u> |
| EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES | <u>\$ 644,938</u> | <u>\$ (162,784)</u> | <u>\$ (13,014)</u> | <u>\$ 469,140</u> |
| FUND BALANCE - BEGINNING OF YEAR | <u>984,628</u> | <u>1,107,150</u> | <u>478,101</u> | <u>2,569,879</u> |
| FUND BALANCE - END OF YEAR | <u>\$ 1,629,566</u> | <u>\$ 944,366</u> | <u>\$ 465,087</u> | <u>\$ 3,039,019</u> |

Outstanding Real Estate Taxes as of May 7, 2004

2002-2003:

| <u>Name</u> | <u>Map & Lot</u> | <u>Amount Due</u> |
|---------------------------------------|----------------------|-------------------|
| Donald R. & Irene Y. Abbott | 002/049/000/000 | \$ 788.73 |
| Bonita S. Armstrong | 054/115/000/000 | \$ 1,347.74 |
| Aaron & Ruth Avery | 092/014/000/000 | \$ 55.86 |
| William C Jr. Barker & Tanya Petrilli | 061/013/001/187 | \$ 331.34 |
| Kathy & Richard Bergeron | 034/093/001/000 | \$ 1,433.53 |
| Steve J. Bernier & Chari L. Ross | 061/013/001/152 | \$ 717.59 |
| Eric F. Berry | 066/030/000/000 | \$ 1,805.46 |
| Ann Black | 037/001/001/319 | \$ 886.59 |
| Boston & Maine Railroad | 031/106/000/000 | \$ 354.75 |
| Boston & Maine Railroad | 031/100/000/000 | \$ 560.44 |
| Boston & Maine Railroad | 031/173/000/000 | \$ 133.26 |
| Boston & Maine Railroad | 052/084/000/000 | \$ 443.50 |
| Boston & Maine Railroad | 031/195/000/000 | \$ 169.06 |
| Boston & Maine Railroad | 031/200/000/000 | \$ 262.13 |
| Boston & Maine Railroad | 037/010/000/000 | \$ 130.88 |
| Boston & Maine Railroad | 031/202/000/000 | \$ 259.75 |
| James W. & Karen Brackley | 064/009/001/009 | \$ 340.53 |
| Gordon Brooks Jr. | 109/003/000/000 | \$ 908.00 |
| BSG Properties LLC | 038/026/000/000 | \$ 1,024.77 |
| Richard R. Buffum & Mark B. McCallum | 031/194/000/000 | \$ 1,402.86 |
| Richard R. Buffum & Mark B. McCallum | 031/208/000/000 | \$ 5,035.05 |
| Lawrence Camire | 061/013/001/051 | \$ 2.06 |
| Patricia G. Carson | 097/001/000/000 | \$ 1,592.72 |
| Peter & Debra L. Cempellin | 101/101/000/000 | \$ 140.68 |
| Peter & Debra L. Cempellin | 101/102/000/000 | \$ 494.86 |
| Richard J. Chamberlain | 111/009/007/000 | \$ 801.52 |
| Thanh Van & Sabrina L. Chu | 123/026/000/000 | \$ 1,185.34 |
| Coastal Construction and Landscaping | 073/024/000/000 | \$ 2,159.01 |
| Arland M. Coleman | 039/132/000/000 | \$ 1,155.98 |
| Austin H. & Patricia Colman | 116/002/000/000 | \$ 978.07 |
| KC & Debra L. Compson | 033/111/001/000 | \$ 1,343.20 |
| Ghislan Cote | 052/058/000/000 | \$ 1,829.20 |
| Michael S. & Karen J. Crowley | 110/019/000/000 | \$ 993.06 |
| Diamond Lumber Inc. | 116/018/004/000 | \$ 526.64 |
| Scott R. Dobson | 090/001/024/000 | \$ 53.99 |
| Scott R. Dobson | 090/001/000/000 | \$ 512.52 |
| James M. & Theresa A. Doran | 031/136/000/000 | \$ 1,000.32 |
| EWS of Maine | 070/004/000/000 | \$ 7,072.37 |
| Barbara & Paul Figliolini | 002/016/001/000 | \$ 4,259.45 |
| Anne R. Gannon | 083/006/003/000 | \$ 1,047.28 |
| Steve T. Gikas | 061/013/001/150 | \$ 934.76 |
| Gary & Connie Gobeil | 051/013/000/000 | \$ 1,377.89 |
| Gary H. & Connie A. Gobeil | 086/010/000/000 | \$ 1,297.50 |
| Goosefare Acres Ltd. Inc. | 024/005/000/000 | \$ 961.01 |
| Archie & Emilia Goudreau Heirs | 001/060/000/000 | \$ 4.54 |

Outstanding Real Estate Taxes 2002-2003 cont....

| <u>Name</u> | <u>Map & Lot</u> | <u>Amount Due</u> |
|--|----------------------|-------------------|
| John & Joanne Grover | 035/005/010/000 | \$ 78.38 |
| John M. & Shirley Grover, Tammy Anderson | 035/005/005/000 | \$ 5,636.43 |
| Kenneth Guay | 087/006/003/000 | \$ 146.88 |
| John M. Hajdysz | 053/152/000/000 | \$ 1,152.28 |
| Paul R. & Lisa G. Hale | 111/013/000/000 | \$ 431.50 |
| Morrill Harper | 039/085/000/000 | \$ 1,696.39 |
| Margaret Haynes | 064/009/001/003 | \$ 7.96 |
| Dennis D. Hedegard | 054/069/000/000 | \$ 3,419.06 |
| Ronald W. Hillock | 100/036/002/000 | \$ 154.74 |
| Ralph E. & Nancy R. Hopkins | 090/034/000/000 | \$ 2,456.95 |
| Scott Jipson | 064/009/001/006 | \$ 233.50 |
| Sharon A. Johnson | 086/005/004/000 | \$ 286.00 |
| William A. Jordan | 093/001/001/000 | \$ 1,467.29 |
| JVW Hotels, LLC | 070/002/000/000 | \$92,284.38 |
| Leslie J. Keenan | 101/011/000/000 | \$ 1,536.15 |
| Suzanne Keyser | 039/011/000/000 | \$ 2,402.43 |
| William A. II & Anne M. Kozloff | 118/018/000/000 | \$ 624.87 |
| Patrick M. & Veronica A. Labbe | 035/016/001/000 | \$ 261.71 |
| Deena Lachance | 097/003/001/000 | \$ 396.18 |
| Donna G. Lamontagne | 054/007/000/000 | \$ 629.01 |
| Robert N. & Richard R. Lauzon | 053/119/000/000 | \$ 4,310.73 |
| Les Cheneaux, LLC | 033/007/000/000 | \$ 8,362.11 |
| John A. & Mary E. Litwinetz | 004/036/001/000 | \$ 1,730.51 |
| Edith M. & David MacDonald | 089/025/000/000 | \$ 1,022.92 |
| Francis J Mahoney Jr. | 034/008/000/035 | \$ 36.25 |
| Helene M. Mantini | 023/006/000/000 | \$ 2,051.98 |
| Helene M. Mantini & Kathleen A. McCallum | 023/006/009/000 | \$ 849.20 |
| Helene M. Mantini & John Marshall | 023/006/010/000 | \$ 765.68 |
| Albert A. & June E. Martel | 034/062/000/000 | \$ 872.35 |
| Mark B. McCallum | 014/037/000/000 | \$ 1,010.77 |
| Mark B. McCallum | 019/022/000/000 | \$ 1,502.74 |
| Mark B. McCallum | 027/109/000/000 | \$ 1,051.70 |
| Mark B. McCallum | 024/006/000/000 | \$ 669.86 |
| Mark B. McCallum | 027/104/000/000 | \$ 865.55 |
| Diane McGonagle | 066/031/001/000 | \$ 1,712.75 |
| James F. & Eleanor McKenney | 125/004/000/000 | \$ 259.26 |
| Keith Daniel McKinnon | 101/037/009/000 | \$ 1,293.93 |
| Steven A. McManus | 032/191/000/000 | \$ 2,524.49 |
| Polly Miller | 061/013/001/188 | \$ 439.01 |
| Mountain Heir Financial Corp. | 015/003/000/000 | \$ 142.81 |
| Mountain Heir Financial Corp. | 024/001/002/000 | \$ 927.95 |
| Mary E. Murphy Heirs | 038/213/000/000 | \$ 2,020.17 |
| Christine & Mark Noble | 061/013/001/202 | \$ 235.88 |
| Robert & Linda Odencrantz | 061/013/001/052 | \$ 281.23 |
| Lise D Ouellette | 038/264/001/000 | \$ 2,846.67 |
| Thomas F. Ouellette | 039/003/000/000 | \$ 1,219.99 |
| Joseph M. & Nancy C. Palumbo | 091/002/001/000 | \$ 2,645.50 |
| Joseph M. & Nancy C. Palumbo | 091/002/004/000 | \$ 624.87 |
| James D. Peck | 031/153/000/000 | \$ 1,295.47 |
| Edward L. Pennell | 109/008/003/000 | \$ 610.20 |
| Edward L. Pennell | 109/008/002/000 | \$ 982.84 |
| Edward L. Pennell | 109/008/004/000 | \$ 538.96 |
| Edward Pennell | 109/008/001/000 | \$ 2.41 |

Outstanding Real Estate Taxes 2002-2003 cont...

| <u>Name</u> | <u>Map & Lot</u> | <u>Amount Due</u> |
|---------------------------------|----------------------|-------------------|
| Linda Petit & Barry F. Ferland | 086/005/001/000 | \$ 1,920.37 |
| Lawrence R. & Joyce C. Poulin | 089/020/000/000 | \$ 1,844.07 |
| Lawrence R. & Joyce Poulin | 089/028/000/000 | \$ 18.03 |
| Preston Properties LLC | 064/011/000/000 | \$16,909.97 |
| Charles F. & Susan Prior | 109/013/000/000 | \$ 3,400.79 |
| Charles F. & Susan Prior | 117/008/000/000 | \$ 779.99 |
| RDS Construction, Inc. | 090/001/028/000 | \$ 726.19 |
| Janet Richards | 061/013/001/230 | \$ 393.39 |
| Cassandra A. Richardson | 061/013/001/106 | \$ 483.72 |
| Christos M & Lisa Anne Rizeakos | 106/020/001/000 | \$ 813.96 |
| James Rock | 061/013/001/124 | \$ 245.08 |
| Saco Construction, Inc. | 087/018/000/000 | \$ 105.53 |
| Brenda A. Scally | 039/006/000/000 | \$ 2,388.11 |
| Robert A. Scammon | 115/001/001/000 | \$ 1,472.25 |
| Gloria A. Sheehan | 090/024/000/000 | \$ 2,510.18 |
| Nancy C. & William M. Skea | 093/004/003/000 | \$ 6,998.17 |
| Brian Smith | 107/042/001/000 | \$ 331.37 |
| John, Joe & Pam Sparks | 061/013/001/217 | \$ 213.03 |
| Robert J. & Sharon St. Pierre | 035/025/007/000 | \$ 2,356.37 |
| Norman G. Thibault | 098/060/000/000 | \$ 1,075.91 |
| Sandra L. Tibbetts | 101/026/001/000 | \$ 3,115.98 |
| Lou Tortorella | 061/013/001/050 | \$ 638.84 |
| Roger Eugene Tweedie | 125/020/000/000 | \$ 724.76 |
| Lynn Underwood | 076/005/001/000 | \$ 306.93 |
| Alexander P. Wall | 117/008/001/000 | \$ 510.72 |
| Jacqueline L. Wallace | 039/023/000/000 | \$ 2,540.14 |
| Steve Wallace | 061/013/001/222 | \$ 135.30 |
| Michael Wallace | 061/013/001/063 | \$ 297.93 |
| Mary A. Waterhouse Heirs | 043/018/000/000 | \$ 4.54 |
| Thomas J. & Diane D. Wildes | 064/009/001/016 | \$ 629.29 |
| John R. & Deborah A. Willette | 061/013/001/233 | \$ 438.73 |
| York Cumberland Associates | 027/048/000/000 | \$ 1,647.25 |
| York Cumberland Associates | 039/168/001/000 | \$ 2,123.43 |
| York Cumberland Associates | 054/005/001/001 | \$ 615.16 |
| Zigmas V. & Ivanouskas Kare | 061/013/001/122 | \$ 2.42 |

2001-2002:

| | | |
|------------------------------------|-----------------|-----------|
| William C. Barker & Tanya Petrilli | 061/013/001/187 | \$ 272.18 |
| Steve J. Bernier & Shari L. Ross | 061/013/001/152 | \$ 664.82 |
| James W. & Karen Brackley | 064/009/001/009 | \$ 276.57 |
| Austin H. & Patricia Colman | 116/002/000/000 | \$ 472.09 |
| Diamond Lumber Inc. | 116/018/004/000 | \$ 543.09 |
| Langdon Gillman | 061/013/001/151 | \$ 84.27 |
| Archie & Emilia Goudreau Heirs | 001/060/000/000 | \$ 4.39 |
| John M. Hajdysz | 053/152/000/000 | \$ 731.11 |
| Ronald W. Hillock | 100/036/002/000 | \$ 117.05 |
| Andrew H. & Suzanne M. McLellan | 061/013/001/082 | \$ 360.50 |
| Robert & Linda Odenchantz | 061/013/001/052 | \$ 199.69 |
| Joseph M. & Nancy C. Palumbo | 091/002/001/000 | \$ 529.20 |
| Joseph M. & Nancy C. Palumbo | 091/002/004/000 | \$ 567.96 |

Outstanding Real Estate Taxes 2002-2003 Cont...

| | | |
|-------------------------------|-----------------|--------------|
| Janet Richards | 061/013/001/230 | \$ 329.25 |
| Sylvester J. & Mary L. Roets | 054/112/000/000 | \$ 2,488.61 |
| Wardwell Home for the Aging | 031/055/000/000 | \$ 16,188.96 |
| Mary A. Waterhouse Heirs | 043/018/000/000 | \$ 4.39 |
| John R. & Deborah A. Willette | 061/013/001/233 | \$ 182.62 |
| York Cumberland Associates | 027/048/000/000 | \$ 1,390.10 |
| York Cumberland Associates | 039/168/001/000 | \$ 1,791.94 |
| York Cumberland Associates | 054/005/001/001 | \$ 519.02 |

Outstanding Personal Property Taxes as of May 7, 2004

2003 and prior:

| <u>Name</u> | <u>Amount</u> |
|----------------------------------|---------------|
| American Medical Systems, Inc. | \$ 1,769.64 |
| Ames Merchandising Corp. | \$ 19,020.11 |
| Anthony's Auto Care | \$ 152.40 |
| A Deal 4 You | \$ 12.02 |
| Auto Detail Center | \$ 156.35 |
| Baker Music Co. | \$ 75.30 |
| Renaissance A Salon | \$ 854.23 |
| Bankvest Capital Corporation | \$ 435.54 |
| Beachway Market | \$ 163.68 |
| Bill's All Marine | \$ 31.78 |
| James W. Booth Landscaping | \$ 701.01 |
| Lisa Bouchard Massage Therapist | \$ 19.47 |
| Burns Insurance Agency | \$ 259.95 |
| Cates Auto Reconditioning | \$ 50.40 |
| Champion Sports Bar & Restaurant | \$ 138.60 |
| Citigroup/BLC Corp. | \$ 1,952.20 |
| Coastal Construction & Landscape | \$ 4,011.58 |
| Common Connection Hair Salon | \$ 412.94 |
| CompuSource Inc. | \$ 95.21 |
| Adam Copeland Carpet Cleaning | \$ 161.17 |
| Copier Network Inc. | \$ 405.06 |
| Crown 'N' Anchor Inn | \$ 49.93 |
| Custom Detail | \$ 197.49 |
| Danka Leasing | \$ 115.50 |
| Deakin's Garden Center | \$ 8.12 |
| Donovan & Donovan | \$ 140.07 |
| Excel Counseling Associates | \$ 34.05 |
| EWS of Maine | \$ 28,711.41 |
| Fasulo's Italian Imports | \$ 261.05 |
| Fink Alan M. PHD | \$ 5.67 |
| 4:20 | \$ 14.70 |
| Fenderson House Restaurant | \$ 168.00 |
| Gemini Appraisal | \$ 88.84 |
| Elaine Goodrich | \$ 31.05 |
| Group 1 Realty | \$ 731.84 |
| Hampton Inn | \$ 23,191.81 |
| Jeb Construction Services | \$ 124.85 |
| Beth Koehler Massage Therapy | \$ 7.07 |
| Ladle of This – Ladle of That | \$ 22.05 |
| Shirley Linderman | \$ 31.78 |
| Maine Sign Crafters Inc. | \$ 189.00 |
| Maine Line Rooter | \$ 163.22 |
| Maine Roads & Driveways | \$ 54.48 |
| McKenney Foundation | \$ 28.65 |

Outstanding Personal Property Taxes 2003 & Prior cont....

| <u>Name</u> | <u>Amount Due</u> |
|---------------------------------|-------------------|
| McRoss Cleaning Service | \$ 29.17 |
| Mitey Clean | \$ 21.00 |
| My Place | \$ 28.59 |
| O&G Computer Solutions | \$ 36.32 |
| Pagenet Inc. | \$ 313.88 |
| Palco Air Cargo, Inc. | \$ 2,951.00 |
| Pane of Glass | \$ 12.58 |
| Pastry Gallery | \$ 1,040.12 |
| Performance Power Boats | \$ 187.25 |
| Pine Cone Lady Craft Shop | \$ 8.40 |
| Pine Haven Cabins | \$ 2.08 |
| Play it Again Sports | \$ 706.79 |
| Poore Simons | \$ 618.69 |
| Stacey L. Porter, Massage | \$ 11.35 |
| Power Wheels | \$ 77.18 |
| Pratt Abbott, Inc. | \$ 945.05 |
| Premier Industries Inc. | \$ 1,217.53 |
| Pro Care Carpet | \$ 18.16 |
| Quality Auto Sales | \$ 36.75 |
| Quarter Deck Market | \$ 415.41 |
| Saco Brick Company | \$ 840.65 |
| Saco Shoe Hospital | \$ 3,727.87 |
| Safety Clean Systems, Inc. | \$ 149.10 |
| Salmon Falls Architecture | \$ 40.96 |
| Scavo Enterprises, Inc. | \$ 995.52 |
| Shear Heaven | \$ 43.13 |
| Dwight Shepard Masonry | \$ 949.82 |
| Signature Maine Products | \$ 28.37 |
| Signet Monogramming, Inc. | \$ 4.14 |
| Snack-Pax, Inc. | \$ 290.56 |
| Summit Communications | \$ 300.90 |
| Toshiba America Info Systems | \$ 483.51 |
| Triple Nickel Tactical Supply | \$ 27.24 |
| USA Auto & Reconditioning, Inc. | \$ 73.50 |
| WIDE | \$ 17.91 |
| Wordwise Office Support | \$ 72.44 |

For Your Information

Vehicle Registration

New registration, as well as re-registration, can now be done at City Hall without having to go to the Department of Motor Vehicle. To register a vehicle you must have the serial or vehicle identification number, year, make, model, color, weight and optional equipment of the vehicle to be registered. You must also provide the current mileage of the vehicle and proof of insurance. With a new registration, you are required to present the bill of sale or dealer's certificate and the application for title. Under state law, we cannot process your registration without proof of insurance. Rapid Renewal is an option to re-register your vehicle on-line with payment by a credit card. You may log on to our website and re-register your vehicle!

Birth Certificates

Birth Certificates may be obtained from:

- 1) The City or Town in which the child was born;
- 2) The City or Town in which the mother was living at the time of the birth; or
- 3) The State Department of Vital Statistics located in Augusta, Maine

The fee for a birth certificate is \$7.00 for the first copy and \$3.00 for each additional copy.

Dog Licenses

To license a dog, a current State of Maine rabies certificate must be presented along with a spaying certificate for females and neutering certificate for males. The fee for unaltered dogs, male or female, is \$10.00 and \$6.00 for altered dogs.

All dogs six months or older must be licensed each year. A late fee of \$15.00 will be charged to those licenses renewed after January 31. Individuals whose names appear on the warrant will pay a \$25 penalty.

Fish and Game Licenses

Resident fishing or hunting licenses may be obtained from the City Clerk and the cost is \$24.00 per license. The cost of a combination fishing and hunting license is \$41.00. A junior hunting license may be obtained for a person 10 years of age or older and under 16 years for \$10.00

Marriage Licenses

A marriage license may be obtained from the City Clerk. For persons previously married, a certificate must be presented indicating the dissolution of the former marriage. The application for a marriage license is valid for 90 days from the date of issuance.

Saco Recycles

HOW TO PREPARE YOUR MATERIALS FOR RECYCLING -- QUESTIONS? CALL: (282-1552) Recycling Center at 351 North Street

Pat Wiley, Recycling Coordinator

Glass:

- » All glass bottles, jars (colored & clear)
- » Labels OK
- » Wash out and rinse
- » No light bulbs or mirrors

Plastic:

- » 100% #1 & #2 plastic including colored
- » No PVC pipe or biodegradable plastic
- » No plastic film food wrap
- » Labels OK

Magazines & Phone Books:

- » Keep clean & dry
- » Deposit loose

Cans:

- » All metal food & drink cans, metal lids
- » Wash out and rinse
- » Empty aerosol cans with caps removed

Paperboard:

- » dry & clean paperboard (cereal, rice, cake, cracker mix boxes, etc.); please remove any inside packaging

Papers, Newspapers, Kraft Bags:

- » newspapers, junk mail, greeting cards, calendars, canceled checks, computer paper, paper bags, flyers, inserts
- » Leave them loose or in paper bags - do not tie them with string
- » Please - no plastic or other paper wrap

Directory of Information and Services

City Hall Office Hours are 8:30 am to 5:00 pm - Monday through Thursday, 7:30 am to 4:00 pm on Friday

City of Saco Internet Website Address: www.sacomaine.org

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| Administration | |
| Richard Michaud, City Administrator | 282-4191 |
| Assessing | |
| Daniel Sanborn, Assessor | 282-1611 |
| Building, Plumbing, Electrical Permits & Zoning Code | |
| Richard Lambert, Code Enforcement Officer | 284-6983 |
| City Clerk - Lucette Pellerin: | |
| Certificates - Birth, Death, & Marriage | 284-4831 |
| Licenses - Dog, Victualers, Liquor, Hunting, Fishing, Mooring Business Reg..... | 284-4831 |
| Voter Registration | 284-4831 |
| Dyer Library - Mon, Wed, Fri 9:30 am to 5:00 pm - Tues & Thurs 9:30 am to 8:00 pm | |
| Sat 9:30 am to 12:30 pm | 283-3861 |
| Economic Development | |
| Peter Morelli, Director | 282-3487 |
| Fire Department | |
| Chief Alden Murphy | 282-3244 |
| Burning Permits | 282-3244 |
| Dispatch | 283-3661 |
| General Assistance - Tuesday & Thursday 8:30 am to 5:00 pm by Appointment | |
| Michele Hughes, Director | 282-8206 |
| Parks & Recreation | |
| Sue Spath, Director | 283-3139 |
| Planning Department | |
| Bob Hamblen, Director | 282-3487 |
| Police Department | |
| Chief Bradley Paul | 282-8214 |
| Dispatch | 284-4535 |
| Public Works Department | |
| Mike Bolduc, Director | 284-6641 |
| Sewer Department - Snow Removal - Storm Drainage - Road Maintenance | 284-6641 |
| Recycling Center - 351 North Street - Monday through Friday 7:00 am to 3:00 pm | 284-4646 |
| Superintendent of Schools - Elaine Tomaszewski | 284-4505 |
| Schools | |
| Adult Learning Center | 282-3846 |
| Young School | 284-7053 |
| Gov John Fairfield School | 282-1322 |
| C.K. Burns School | 284-5081 |
| Middle School | 282-4181 |
| Thornton Academy | 282-3361 |
| Saco Consolidated School Lunch Program | 282-0211 |
| School Bus Transportation Office | 284-5959 |
| Solid Waste Collection - Call BBI Waste Ind. for curbside pickup times and list of acceptable materials .. | 934-3880 |
| Tax & Registration | |
| Property Taxes - Registration of Vehicles, ATV, Snowmobiles, Boats | 282-1032 |
| Transfer Station - <u>Fall</u>: 8:00 am to 4:00 pm - <u>Spring</u>: 9:00 am to 5:00 pm - <u>Closed</u> Thursdays & Sundays .. | 282-7230 |
| Treatment Plant | |
| Howard Carter, Director | 282-3564 |