Energy Efficient—The City purchased a Zenn 2.22 on December 4, 2007; Zenn stands for "Zero Emissions No Noise"

City of Saco, Maine

Adopted Annual Budget

Fiscal Year 2009

Distinguished Budget Presentation Award 2008

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Saco, Maine for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Saco

Maine

For the Fiscal Year Beginning

July 1, 2007

President

Executive Director

Table of Contents

Page	Title	Brief Description
1	Title Page	Document heading page.
2	Distinguished Budget Award	Award received for fiscal year 2008 Distinguished budget submittal.
3	Table of Contents	Directory of budget document and page references for each section.
Introduction		
5	Budget Message	City Administrator Budget Message
17	City Organization Chart	Organization chart of city officials.
18	Listing of Principal Officials	Elected and appointed city officials.
19	Executive Summary	Overview of key issues within the fiscal year 2009 budget.
31	Demographic Information	Background information describing the city.
37	Statistical Section	Miscellaneous statistics and map of the city.
41	Reading the Budget	Step-by-step guide to reading this budget document.
Planning Process		
47	Strategic Planning Process	City's strategic planning process and goals.
57	Budget Process	Overview of budgeting process and financial policies.
67	Budget Calendar	Fiscal year 2009 budget calendar.
71	Financial Management Policies	Financial management policies.
81	Trends and Financial Structure	Accounting system review and trend data.
General Fund		
99	Property Tax Calculation	Adopted budget figures resulting in FY 2009 mil rate.
103	Revenue Summary	Revenue data including analytical and comparative.
119	Expenditure Summary	Snapshot of major budget expenditure components.
123	Personnel Section	Background on personnel listings and personnel by department.

Table of Contents

Page	Title	Brief Description
Departmental narratives, strategic goals and objectives, performance measurement and appropriation history		
131	Legislative Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
151	City Administration	Departmental data including duties, strategic goals, performance measures, detail and trends.
163	Finance Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
187	City Clerk Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
205	Assessing Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
221	Legal Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
225	Police Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
243	Fire Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
263	Building Inspection	Departmental data including duties, strategic goals, performance measures, detail and trends.
283	Planning & Economic Development	Departmental data including duties, strategic goals, performance measures, detail and trends.
301	Public Works Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
325	Parks & Recreation Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
345	Education Department	Departmental data including duties, strategic goals, performance measures, detail and trends.
351	Debt Service	Bonded debt obligations listed and described as well as debt components of the budget not included in departments and debt to maturity schedule.
Capital Improvement Program		
367	Capital Improvement Program	City CIP policy adopted by the City Council.
371	Capital Improvement Projects	CIP impact on city's current and future operating budgets.
373	CIP Summary	FY 2009 CIP program detail (5 year plan).
Supplemental Information		
393	Glossary	Listing of key words and references.
403	City Contacts	Listing of all city department heads with their phone numbers and e-mail addresses.

OFFICE OF THE CITY ADMINISTRATOR
300 MAIN STREET, SACO, MAINE 04072

RICHARD R. MICHAUD
TELEPHONE: (207)282-4191

City Administrator's
Fiscal Year 2009 Budget Message

July 23, 2008

Honorable Mayor and City Councilors
300 Main Street
Saco, Maine 04072

Dear Mayor and City Councilors:

Transmitted herewith is the adopted budget for the fiscal year 2009 for the City of Saco. This budget constitutes the essential services level of operating performance required for the City of Saco. Essential services are those services determined to be necessary for the health, safety and desired quality of life of the community and for the effective functioning of City government.

It is said that with every challenge there is an opportunity. After many years of being involved in budget processes, I have come to view budgets as an opportunity for an organization to set goals and to achieve them. This budget is certainly no different with many worthwhile goals to achieve. This 2009 budget has been prepared with the following objectives in mind:

- To meet the goals established by the Council as well as those established by the various Department Directors and the organizational strategic goals.
- To manage in an environment of rising contractual wage increase, fuel and electricity costs.
- Not to exceed LD1—which allows only property tax growth based on community growth.

Also considered were the results of the prior year's completed citizen satisfaction survey, which were included in the city's fourth published performance measure report (2007), which for the fourth year has received the Association of Governmental Accountant's Certificate of Excellence in Service Efforts and Accomplishments Reporting. The City of Saco, is one of only 10 governmental entities across the entire United States to hold this prestigious award.

In summary, the FY 2009 Budget impacts are:

- This overall increase translates to an increase of $.01 on the current mil rate ($4.79) for city operations;
- A homeowner with a home value of $175,000 will pay $17.50 more per year in property taxes. A homeowner with a home value of $300,000 will pay $30 more per year in property taxes.

The Budget

The adopted budget for fiscal year 2009 calls for total expenditures of $18,646,881 to support city services, representing an increase of $1,175,665 or 6.73% over last year. It is important to note that 33.7% of this increase or $396,705 is due to the voter approved principal and interest payment on the infrastructure bond issue. The total school budget for FY09 is set at $27,579,894, an increase of $961,035 or 3.61% over last year. The total combined municipal budget is $48,662,927, an increase of $2,292.256 or 4.94% over last year.

Municipal Budget	2008 Adopted Budget	2009 Adopted Budget	Total Variance	Percent Variance
Operating Budget	$ 17,047,960.00	$ 18,283,005.00	$ 1,235,045.00	7.24%
Capital Budget	$ 423,256.00	$ 363,876.00	$ (59,380.00)	-14.03%
City Budget	**$ 17,471,216.00**	**$ 18,646,881.00**	**$ 1,175,665.00**	**6.73%**
School Budget	$ 26,618,859.00	$ 27,579,894.00	$ 961,035.00	3.61%
County Tax	$ 958,270.00	$ 1,020,912.00	$ 62,642.00	6.54%
Overlay	$ 791,170.00	$ 752,011.00	$ (39,159.00)	-4.95%
TIF	$ 531,156.00	$ 663,229.00	$ 132,073.00	24.87%
Total Municipal Budget	**$ 46,370,671.00**	**$ 48,662,927.00**	**$ 2,292,256.00**	**4.94%**
Revenues (City)	$ 8,405,461.00	$ 9,344,084.00	$ 938,623.00	11.17%
Revenues (School)	$ 11,391,059.00	$ 11,787,941.00	$ 396,882.00	3.48%
Total Revenues	**$ 19,796,520.00**	**$ 21,132,025.00**	**$ 1,335,505.00**	**6.75%**
Property Tax	**$ 26,574,151.00**	**$ 27,530,902.00**	**$ 956,751.00**	**3.60%**

The Property Tax

The adopted budget for fiscal year 2009 calls for total tax revenues of $27,530,902, an increase of $956,751 or 3.6% higher than last years budget. It is important to keep in mind that the total property valuation also increased $56.4 million or 2.8% over last year. This means that the mil rate will increase from $13.32 per one thousand valuation to $13.42 or by 10 cents in order to continue

Tax Commitment	2008	2009	Variance	Percent
City - Net	$ 9,065,755.00	$ 9,302,797.00	$ 237,042.00	2.61%
School - Net	$ 15,227,800.00	$ 15,791,953.00	$ 564,153.00	3.70%
County - Net	$ 958,270.00	$ 1,020,912.00	$ 62,642.00	6.54%
Tax Levy	**$ 25,251,825.00**	**$ 26,115,662.00**	**$ 863,837.00**	**3.42%**
Overlay	$ 791,170.00	$ 752,011.00	$ (39,159.00)	-4.95%
TIF	$ 531,156.00	$ 663,229.00	$ 132,073.00	24.87%
Total Tax Levy	**$ 26,574,151.00**	**$ 27,530,902.00**	**$ 956,751.00**	**3.60%**
Assessed Valuation	$ 1,995,056,400.00	$ 2,051,483,000.00	$ 56,426,600.00	2.83%
Tax Rate	**$ 13.32**	**$ 13.42**	**$ 0.10**	**0.75%**

Tax Rate Comparison	2008	2009	Variance	Percent
City - Tax Rate	$ 4.78	$ 4.79	$ 0.01	0.21%
School - Tax Rate	$ 8.03	$ 8.11	$ 0.08	1.00%
County - Tax Rate	$ 0.51	$ 0.52	$ 0.01	1.96%
Total Tax Rate	**$ 13.32**	**$ 13.42**	**$ 0.10**	**0.75%**

Non-Property Tax Revenues

Revenues from sources other than the property tax to support city services are expected to increase from $8,405,461 to $9,344,084 in FY09, an increase of $938,623 or 11.17%. These revenues together with revenues to support the schools are expected to reach a high of $21,132,025 or approximately $1,335,505 more than last year's budget.

Non-Property Tax Revenue	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	Variance	Percent Variance
Taxes (Other Than Property)	$ 3,026,829	$ 2,915,224	$ 3,026,387	$ 3,216,000	$ 3,186,000	$ (30,000)	-0.9%
Licenses & Permits	$ 816,011	$ 767,988	$ 721,514	$ 703,100	$ 975,011	$ 271,911	38.7%
Intergovernmental Revenue	$ 10,845,563	$ 12,937,629	$ 13,357,822	$ 13,099,336	$ 13,340,855	$ 241,519	1.8%
Charges for Service	$ 564,833	$ 921,293	$ 1,061,302	$ 679,000	$ 621,500	$ (57,500)	-8.5%
Other Revenue	$ 364,153	$ 399,934	$ 472,768	$ 586,408	$ 707,962	$ 121,554	20.7%
Transfers In	$ 1,151,570	$ 855,249	$ 526,000	$ 601,000	$ 649,000	$ 48,000	8.0%
Uitlization of Fund Balance	$-	$-	$-	$ 911,676	$ 1,651,698	$ 740,022	81.2%
TOTAL BY FUNCTION	**$ 16,768,959**	**$ 18,797,317**	**$ 19,165,793**	**$ 19,796,520**	**$ 21,132,026**	**$ 1,335,506**	**6.75%**

The amount budgeted for revenues shows an average increase of 1.60% since 2005, with a high increase of 10.85% between 2006 and 2007, due to higher state aid to education being received as part of the new "Essential Programs and Services" funding model as well as a higher than normal budgeted utilization of prior year undesignated fund balance as the balance was in excess of the city's 10% policy. The increase of 9.68% between 2005 and 2006 was also due to additional state aid to education. During this time actual revenues have been surpassing the estimated revenues resulting in a minimal surplus at the end of each year. This trend appears to be continuing within the City of Saco. However, as we move forward revenue estimates are starting to inch closer to the actual revenues. This means that growth in expenditures will need to be leveled off in relationship to the city's more modest growth in revenues. This is reflected in the current year budget with capital improvement projects funded at modest levels through utilization of additional undesignated fund balance in order to minimize the raising of property taxes as much as possible.

	2005	2006	2007	2008	2009
Non-tax revenues	$ 17,280,686	$ 18,953,559	$ 21,010,042	$19,796,620	$21,132,025
Percent change	-4.02%	9.68%	10.85%	-5.86%	6.70%

Surplus

Obviously the amount of surplus funds being generated will reduce as actual revenues more closely reflect estimated revenues. At this time, the city has a healthy fund balance due to surplus funds. The city's fund balance policy dictates that fund balance needs to be maintained at a level between 8.33% and 10% of budgeted appropriations. In the current year, $911,676 has been budgeted as a utilization of this undesignated fund balance, which has accumulated as the level well exceeded the policy level. The $482,042 of utilization on the city side is to fund minimal capital projects that might not otherwise have been able to be completed and to subsidize city operating expenditures due to reductions in non property tax revenues. The $429,634 of utilization on the school side is to cover the school lunch accumulated deficit, to fund the beginning of a limited enrollment all day kindergarten program and to stabilize the property tax increase in the current year. However, the city is very aware of the need to guard against a downturn in the economy, resulting in diminishing revenues and will continue to retain a fund balance level within the policy guidelines.

City Council Action On The Budget

The original budget requests from the fourteen individual departments were based on the department head's perceived needs. As noted below, there were some changes made to the City Administrator's proposed budget after a careful review by the City Council. The City Council reduced the City Administrator's city budget proposal by $209,441. This reduction was made through the reduction of postage and minor equipment reductions in the finance/technology budget, several reductions in the area of capital projects including $174,477 in PACTs projects where resources were allocated the prior year, elimination of laptop computers for council, a reduction in the police overtime request of $40,000 and a slight increase in the public works budget as a result of several line item adjustments.

The City Council also reduced the proposal for education expenditures made by the Board of Education by $157,507, as a directive to reduce the proposed expenditures The Board of Education made these reductions to various lines within their operating budget that is found later within this document.

City Budget	City Administrator Recommendation	Net Change	Approved Budget
Operating Budget	$ 18,433,066	$ (150,061)	$ 18,283,005
Capital Outlay	$ 423,256	$ (59,380)	$ 363,876
Total	$ 18,856,322	$ (209,441)	$ 18,646,881
Overlay & TIF Transfers	$ 1,364,011	$ 51,230	$ 1,415,241
Total Expenditure Budget	$ 20,220,333	$ (158,211)	$ 20,062,122

School Budget	School Board Recommendation	Net Change	Approved Budget
Education	$ 27,737,401	$ (157,507)	$ 27,579,894

County Tax	Estimated County Tax	Net Change	Actual County Tax
County Tax	$ 988,151	$ 32,761	$ 1,020,912

TOTAL BUDGET	**$ 48,945,885**	**$ (282,957)**	**$ 48,662,928**

Tax Bill Comparison	Home Value	Less Homestead Exemption	Net Home Value	Tax Rate	Annual Tax
Year - 2009	$ 188,000.00	$ 13,000.00	$ 175,000.00	$ 0.01342	$ 2,348.50
Year - 2008	$ 188,000.00	$ 13,000.00	$ 175,000.00	$ 0.01332	$ 2,331.00
Net Change					**$ 17.50**

Typical Tax Bill Distribution	2008	2009	Variance	Percent
City Share	$ 836.50	$ 838.25	$ 1.75	
School Share	$ 1,405.25	$ 1,419.25	$ 14.00	
County Share	$ 89.25	$ 91.00	$ 1.75	
Total	**$ 2,331.00**	**$ 2,348.50**	**$ 17.50**	**0.75%**

Significant Budget Changes

The significant changes include a reduction in the legal appropriation as the Maine Energy Recovery Company law suit has now been settled. The Police and Fire Departments have been increased for personnel contractual obligations including increases in overtime and to cover the rising fuel and electricity costs. The Public Works Department budget has been increased for these same reasons as well as to cover the rising cost of salt and other contractual obligations for services provided to the city. Debt service has been increased to cover the principal and interest payment due on the voter approved infrastructure bond. Lastly, employee benefits have been increased to cover rising health insurance costs as well as the payroll taxes associated with the budgeted wage increases throughout the city. The budget as presented supports a capital expenditure level of $363,876 indicating spending below last year's budget level of $423,256.

As of this time all employee pay changes are not known however this budget includes a 3.5% increase for employees in the budget and incorporated within the various salary and wage lines within each department's budget. Longevity increases as well as merit pay changes have also been included. This budget proposes no additions of new full time positions.

The City's property valuation in 2008 was $1,995,056,400 at 92% of full value. The projection for 2009 is a valuation of the same $2,051,483,000 at 92% of full value. The fiscal year 2009 budget was funded in part by transfers from other funds and utilization of undesignated fund balance. The proposed budget includes a proposed $791,170 use of undesignated fund balance

Expenditures

The following chart compares the major categories in the operational budget and their respective increases over the last five years and the dollar and percent variance between the 2008 and 2009 budgets respectively.

Departments	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget	2008/2009 Variance	Percent Variance
Legislative	$ 16,304	$ 20,260	$ 19,533	$ 20,600	$ 20,600	$ -	0.0%
City Administration	$ 194,725	$ 197,604	$ 210,383	$ 240,018	$ 265,426	$ 25,408	10.6%
Finance/Technology	$ 541,573	$ 641,454	$ 791,568	$ 732,358	$ 757,459	$ 25,101	3.4%
City Clerk	$ 149,580	$ 183,840	$ 195,956	$ 206,473	$ 217,945	$ 11,472	5.6%
Assessor	$ 160,500	$ 163,684	$ 176,657	$ 178,479	$ 182,697	$ 4,218	2.4%
Building Maintenance	$ 90,175	$ 102,933	$ 102,021	$ 99,895	$ 116,214	$ 16,319	16.3%
Legal	$ 135,366	$ 209,581	$ 359,632	$ 235,000	$ 115,000	$ (120,000)	-51.1%
Police Department	$ 2,505,583	$ 2,587,170	$ 2,832,247	$ 3,078,314	$ 3,169,700	$ 91,386	3.0%
Fire/Ambulance	$ 2,039,207	$ 1,903,977	$ 2,059,283	$ 2,399,783	$ 2,575,605	$ 175,822	7.3%
Building Inspections/Zoning	$ 193,173	$ 217,803	$ 234,563	$ 241,833	$ 247,828	$ 5,995	2.5%
Planning & Economic Dev.	$ 293,001	$ 248,308	$ 265,936	$ 277,303	$ 300,928	$ 23,625	8.5%
Public Works	$ 3,710,174	$ 3,757,464	$ 4,208,601	$ 3,963,100	$ 4,345,365	$ 382,265	9.6%
Public Agencies	$ 488,943	$ 502,298	$ 492,381	$ 543,000	$ 559,800	$ 16,800	3.1%
Emergency Management	$ -	$ -	$ -	$ 5,900	$ 5,900	$ -	0.0%
Parks & Recreation	$ 585,146	$ 638,353	$ 786,248	$ 894,988	$ 920,251	$ 25,263	2.8%
Debt Service	$ 1,757,463	$ 2,319,715	$ 2,284,899	$ 1,367,533	$ 1,753,585	$ 386,052	28.2%
Employee Benefits	$ 2,113,209	$ 2,192,445	$ 2,254,631	$ 2,265,316	$ 2,460,036	$ 194,720	8.6%
Insurances	$ 213,348	$ 225,558	$ 239,081	$ 231,067	$ 179,425	$ (51,642)	-22.3%
Contingency	$ 48,523	$ 99,066	$ 150,794	$ 67,000	$ 89,241	$ 22,241	33.2%
Education K-12	$ 21,655,673	$ 22,838,383	$ 24,292,685	$ 26,618,859	$ 27,579,894	$ 961,035	3.6%
York County Tax	$ 747,821	$ 859,723	$ 896,282	$ 958,270	$ 1,020,912	$ 62,642	6.5%
Capital Improvement Projects	$ 615,627	$ 1,269,378	$ 1,200,204	$ 423,256	$ 363,876	$ (59,380)	-14.0%
Overlay	$ -	$ -	$ -	$ 791,170	$ 752,011	$ (39,159)	-4.9%
TIF Transfers	$ 700,000	$ 597,801	$ 591,530	$ 531,156	$ 663,229	$ 132,073	24.9%
TOTAL	**$ 38,955,114**	**$ 41,776,798**	**$ 44,645,115**	**$ 46,370,671**	**$ 48,662,927**	**$ 2,292,256**	**4.9%**

Major Increases

The major increases in the operational budget are negotiated salary/wage increases for the bargaining units representing all the various departments of the City, as well as non-union employees. Most City departments also have slight operational increases due to inflation and the increase in fuel and electricity costs being experienced in the last year. The Education Department increases are due to increases in tuition to the private high school, special education costs, health insurance increases, teacher contractual obligations and the addition of a limited enrollment all day kindergarten program.

Savings/Increased Demands

The city's department head's are always looking for ways to save the city money, whether through increased efficiencies or through the attainment of federal and state grants. The city is participating in a number of activities related to increased efficiencies between various city departments as well as with other communities in our southern Maine area. Many departments are meeting regularly with their counter parts in other communities to explore the possibilities of combining resources to deliver services.

The fiscal year 2009 budget also any includes revenue amounts for specific state and federal grants that have been applied for. There are other grant awards that may surface during the course of the fiscal year that were not known at the time of the budget process. These awards will be brought to the City Council for consideration upon being awarded and additional funding will be requested at that time, to fund any local match requirements above that originally budgeted.

Historical Tax Trend

In reflecting back on the history of the City's past five budgets, non-tax revenues have remained steady at an average of $20 million annually. During this time span, the City has been able to stabilize the tax rate with consistent increases in property valuations due to new growth in the community as well as the city's policy to steadily increase to the state's equalized valuation. In the current budget, these revenues increased by approximately $1.3 million due to increases in fees and greater utilization of fund balance due to available balance greater than the city's 10% policy amount.

	2005	2006	2007	2008	2009
Total taxes	$ 23,354,279	$ 23,157,235	$ 24,318,424	$26,574,151	$27,530,902
Percent change	12.21%	-.84%	5.01%	7.79%	3.60%
Total city valuation	**$1,468,822,600**	**$1,792,587,120**	**$1,929,962,500**	**$1,968,561,750**	**$2,051,483,000**

As the city enters fiscal year 2009, we are in solid financial shape with many years of higher than anticipated revenues and conservative expenditure practices. This has laid the foundation for a strong surplus, which is primarily earmarked for the city's long term Capital Improvements Plan. The current budget authorized minimal capital improvement projects due to the 2005 enacted state legislation titled "Public Law 1 tax reform" which imposes tax levy limitations to all municipalities within the State of Maine. The need to minimize property tax increases took precedent in this approved legislation. Also dictating lower than usual budgeted capital improvements was the voter approved infrastructure bond issue of $4,358,848 with projects that were completed within fiscal year 2008. This capital improvement plan needs to be prudently maintained as we move forward into the future. The City has been using lease purchasing as a way to purchase needed capital equipment with minimal annual impact to the taxpayers and has done so again in the fiscal year 2009 budget.

The Future

In terms of the future, we are in good financial shape at this time. However, we need to be alert to the public benefit versus the costs of the services we provide. In short, as the budget better reflects actual revenues, and as we move into the future, we need to be careful of our spending so that we do not find ourselves in the position of expenditures outpacing revenues.

What is at stake for the City of Saco officials can be summed up in one word: effectiveness. Major challenges are facing us as we enter this new year with infrastructure and capital maintenance needs being reduced to enable the funding of operational needs of the city. Officials need to be cognizant of the need to preserve the city's most valuable assets as large deterioration can very often increase the amount ultimately spent in order to bring them back to acceptable and safe condition levels. A small portion of this was addressed with the projects completed in fiscal year 2008 as a result of the citizens passing the $4,358,848 infrastructure bond in November of 2006.

To that end, it is especially important that the City Council maintain and update regularly it's comprehensive plan, goals and strategic plan, based upon guidance from appointed and elected officials as well as significant citizen involvement. These processes are already in place and underway with the mailing of citizen customer service questionnaires and web site request and recommendation forms accessible 24 hours a day, 7 days a week and the random independent phone "Citizen Satisfaction Survey." By putting citizens and local government officials into the decision-making loop, the City will be shifting to a more open and inclusive process of governance.

The city is pursuing performance measurement type initiatives and continues to review policies and procedures to assure their compliance and alignment with the city's completed Strategic Plan (March 2004) and updated (February 2006). The City was successful at attaining a grant through the Center for Civic Innovation in order to further this effort and completed it's first Citizen Satisfaction Survey in November of 2004 and a second Survey in October of 2005, as well as publish the first ever City Performance Measurement Report in January of 2005, a second Performance Measurement Report in January of 2006, and a third in December of 2006 as a result of this grant award. It will be eminent for the City to review and update it's strategic plan in the coming year. Although these initiatives are not specifically addressed within the current year budget, they will be important for the city's continued efficient growth into the future.

The City was the first community in the country to issue a citizen centric prototype report in order to more efficiently communicate city finances and performance in a concise 4-page report which is aimed to stimulate them to want to learn more. The city was also successful at obtaining a second grant through the National Center for Civic Innovation in order to conduct the independent citizen satisfaction survey again in 2007. The recently completed fourth annual report of performance information displays the operational efficiencies and effectiveness of our operations here at the City of Saco. The City's first 3 submittals were successful at achieving the Association of Governmental Accountants Certificate of Excellence in Service Efforts and Accomplishments Reporting. These processes all involve reviewing processes and measuring results achieved by the municipality in the area of customer service delivery and presentation. It also involves a close look at all procedures to assure that efficiencies are being maximized. Whether it means changing a specific procedure to lessen expenditures realized or examining new sources of non-tax revenues, the city needs to be pro-active in its response. Certainly, whatever we can do to keep up with changing trends and emerging issues will help to improve the future fortunes of our citizens. Successful activities involving a collaborative effort between municipalities need to be reviewed as a potential solution to some of the budget challenges facing us and other municipalities.

This executive summary would not be complete without the mention of the 2006 enacted "Public Law 1 Tax Reform." This legislation was enacted within the State of Maine and the city was in noncompliance with this legislation for the first time with the passing of the 2008 budget but again is in compliance with this budget. This levy limitation is calculated based on two factors; one is certified by the State and is a state-wide personal income growth factor and the second is a local factor of the last known new growth percentage within each community. These two percentages are added together to arrive at the levy limitation percentage for each community across the State of Maine. The property tax levy in total can not increase by more than this amount without special disclosures made by the City Council and special motions made in order to approve the budget noting why the budget is exceeding the levy limitation.

Summary

I am very pleased to report that this budget is being submitted for the "Distinguished Budget Presentation Award" of the Government Finance Officers Association of the United States and Canada (GFOA). In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is only valid for a period of one year. The city has been successful in achieving this award for the last 7 fiscal year's budgets. The city is currently the only local government in the State of Maine to hold this prestigious award. We believe our current budget will conform to program requirements.

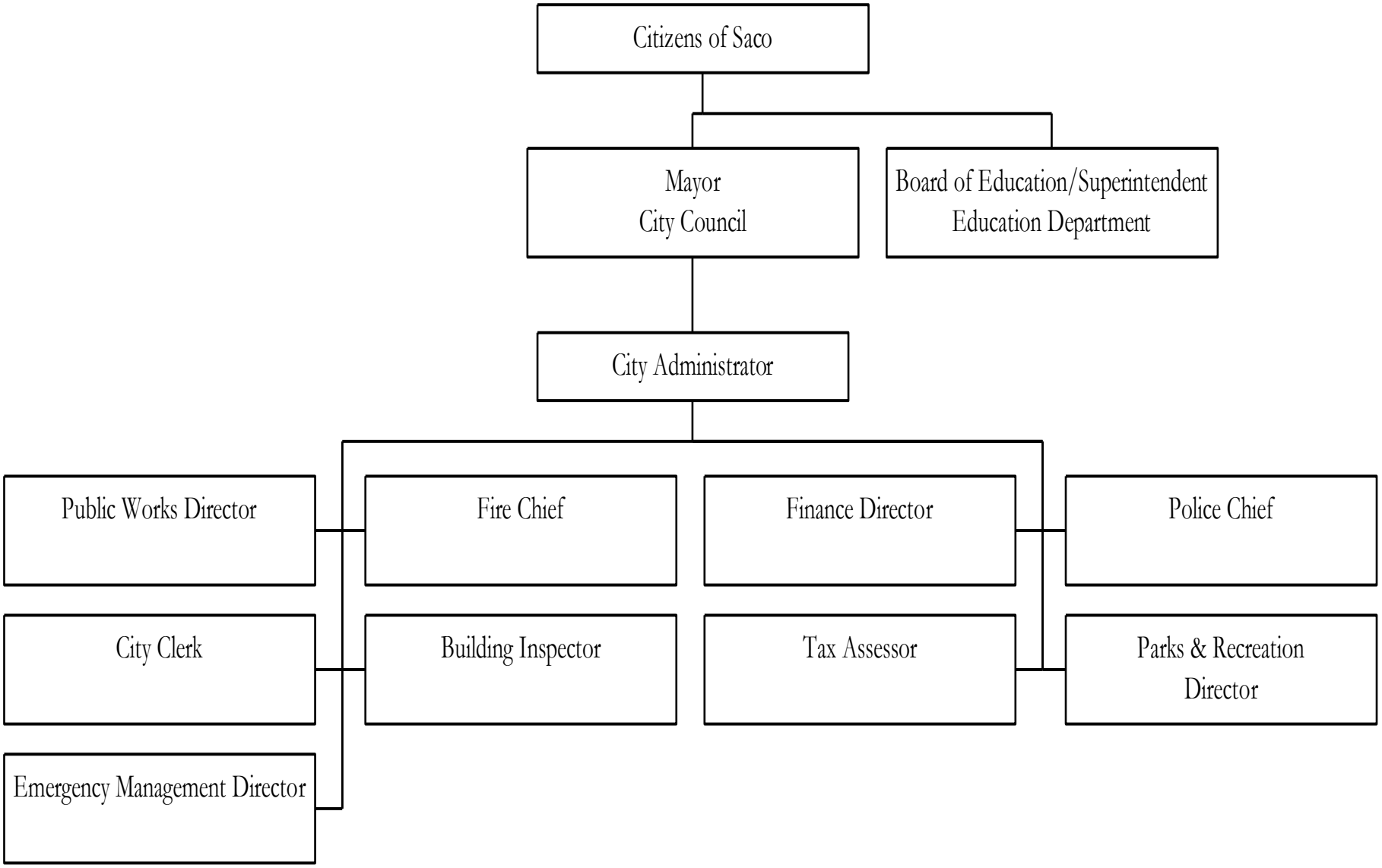
Finally, I would like to offer special thanks to the Mayor, City Councilors and all Department Heads for the preparation of this budget. Their efforts have been invaluable.

Respectfully submitted,

Richard R. Michaud
City Administrator

This Page Left Blank

Organization Chart
Fiscal Year 2009



List Of Principal Officials (Elected and Appointed)
Fiscal Year 2009 Adopted Budget

Elected Officials

Mayor	Roland L. Michaud
Council Member – Ward 1	Margaret E. Mills
Council Member – Ward 2	Leslie Smith, Jr.
Council Member – Ward 3	Ronald E. Morton
Council Member – Ward 4	Sandra L. Bastille
Council Member – Ward 5	Arthur J. Tardif
Council Member – Ward 6	Eric B. Cote
Council Member - Ward 7	Marston Lovell

Appointed Officials

City Administrator	Richard Michaud
Executive Secretary	Kathleen Kern
Personnel Secretary	Tammy Lambert
Code Enforcement Officer	Richard Lambert
Development Director	Peter Morelli
City Planner	Robert Hamblen
Finance Director/Treasurer	Lisa Parker
City Clerk	Lucette Pellerin
Assessor	Daniel Sanborn
Fire Chief	Alden Murphy
Police Chief	Brad Paul
Public Works Director	Mike Bolduc
City Engineer	Ron Kiene
Parks & Recreation Director	Joseph Hirsch
Information Technology Director	Steve Bedell
Treatment Plant Superintendent	Howard Carter
City Solicitor	Tim Murphy

Executive Summary of the Adopted Fiscal Year 2009 Budget

Introduction

The fiscal year 2009 City of Saco, Maine budget was adopted on June 2, 2008 and is prepared to meet the nine strategic goal areas of the city, which will be detailed later within this document. The budget establishes the operational goals of the city for the upcoming year. Although the city has numerous governmental type funds, the only fund subject to appropriation is its General Fund. For a financial detail of the other funds of the city please review the city's Comprehensive Annual Financial Statement which can be found on the city's web site at www.sacomaine.org or in copy at the city's finance office within City Hall. The city budget strikes a balance between the needs, requirements, and resources available while maintaining required service levels and fulfilling the items within the financial plan.

The adopted fiscal year 2009 budget totals $48,662,928 representing a conservative budgetary approach and including careful consideration of the recommendations offered by the various city department heads and the Board of Education. City officials recognize and appreciate the important involvement of departmental staff, department heads, members of the Board of Education, and interested citizens in bringing about this budget document. A total of 165 permanent full and part-time personnel have been approved as the total city workforce, as well as various seasonal employees. Also, a total of 273 permanent full and 28 part time personnel have been approved as the total school educational work force.

The executive summary consists of an introduction to the City of Saco, Maine departments and their fiscal year 2009 requests, a summary of projects to be undertaken in the year 2009, insight into the financial basis for the fiscal year 2009 budget, an overview of city fund balances, and a summary of the adopted budget culminating with the fiscal year 2009 tax rate.

City Departments – Functions and 2009 Requests

Thirteen departments operate within the city, with a mixture of appointed and elected officials as department heads.

Legislative- The Legislative Department is responsible for overall authorization of all city activities. The Mayor and City Councilors within this department are responsible for approving the fiscal year 2009 budget, which includes the various funds granted to public agencies within the City of Saco. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

City Administration- The Administration Department is responsible for the overall administration of all city activities. The City Administrator is responsible for preparing the budget document through its three stages of "Proposed," "Draft," and "Adopted." Its direct function includes Human Resources. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

Finance/Technology- The Finance Department is responsible for financial planning, budget reporting and control and is divided into the following divisions: purchasing and accounting, treasury, tax collection and technology. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

City Clerk- The City Clerk Department is responsible for performing all duties for the City Council as it may require, for authenticating documents with his/her signature and for administering the divisions of public welfare and voter registration. The department is also responsible for the filing, indexing and safekeeping of all proceedings of the City Council, which shall be open to public inspection. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

Assessing- The Assessing Department is responsible for the valuation of all taxable property within the City of Saco in a fair and equitable way and in accordance with state statutes. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

Legal- The Legal Department is responsible for providing independent legal advice and for the drafting of all instruments, which may be required by any ordinance or by any city official. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with a significant reduction in appropriates due to the successful settlement of the Maine Energy Recovery Company litigation.

Police Department- The Police Department is responsible for the enforcement of law and order within the City of Saco. Key Budget Issues: in fiscal year 2009 includes increases in personnel contractual obligations, increases in overtime costs and to cover the cost of rising fuel and electricity costs.

Fire Department- The Fire Department is responsible for fire prevention and extinguishments, the protection of life and property against fire and the removal of fire hazards within the City of Saco. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with increases in personnel contractual obligations, overtime and increases to cover the cost of rising fuel and electricity costs.

Building Inspection/Code Enforcement- The Building Inspection/Code Enforcement Department is responsible for the issuing of permits to build, alter, move or erect all buildings, signs or structures, to install equipment or to occupy. The department is also responsible for the maintaining of the City Hall building that houses the city's administrative offices. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

Planning and Economic Development- The Planning and Economic Development Department is responsible for all matters within the scope of urban revitalization, community development, facilities planning or open space preservation. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes from the prior year.

Public Works- The Public Works Department is responsible for the administration, professional work and directing of all phases of municipal public works, including the treatment plant, landfills, sewers, streets, motor vehicle maintenance, garbage and refuse collection and disposal and snow plowing and removal. Key Budget Issues: in fiscal year include increases to cover the cost of rising fuel and electrical costs as well as to cover the rising cost of salt and other contractual obligations for services provided to the City.

Parks & Recreation—The Parks and Recreation Department is responsible for the maintenance of the city's park system and recreation facilities and for administering and directing the city's recreation programs. Key Budget Issues: in fiscal year 2009 includes the continued support of city operations with no notable changes over the prior year.

Education- The Education Department is responsible for the educating of children who reside within the City of Saco. The Board of Education is responsible for preparing the education budget and for presenting this budget to the City Council. Key Budget Issues: in fiscal year 2009 includes the increased funding necessary for personnel contractual obligations and to cover the cost of rising fuel and electricity cots.

Projects Funded in the Adopted Budget

The following projects represent the culmination of the most worthy projects throughout City departments. Highlighted projects change each year as priorities shift and departments stress various needs in support of departmental and city goals. In the current year, projects were funded below prior year levels, with a reduction of $59,380. This reduction was due to the voters recent approval of an infrastructure bond issue of $4,358,848 which included numerous infrastructure projects to be completed throughout the city as well as being mindful of prior years enacted "Public Law 1, An Act to Increase State Share of Education Costs, Reduce Property Taxes and Reduce Government Spending at all Levels" which requires municipalities in Maine to minimize their property tax levy increases based on a state wide formula. In future sections of this document, this Law will be referenced simply as "tax reform." Some projects budgeted for last year and in prior years, that have not yet been completed, have funding designated and carried forward into the current year and have not been reflected below as they were not funded within the fiscal year 2009 adopted budget.

- Sidewalk Improvement Projects: This funding of $154,000 is to continue funding the City's commitment to addressing various sidewalk improvement needs throughout the City.

- Storm Drain Projects- The current year budgets $41,000 for storm drain maintenance type projects. This amount will be a needed future budget appropriation as well. As mentioned above, with the implementation of GASB Statement No. 34 necessitates the city to maintain its infrastructure assets, including storm drains, at acceptable levels and to perform condition assessments every three years to assure that these levels are being maintained. This budget allows for this type of maintenance to assure acceptable condition levels. The savings to be incurred by the city is direct in nature. By maintaining storm drains at acceptable levels, we are preserving the value and hence avoiding future major reconstruction costs once major deterioration takes over.

- Grant Match Projects: This funding $50,000 is to provide matching grant funds for projects that require a matching grant.

- Conservation Projects: This funding of $50,730 is to continue funding the City's commitment to addressing various energy conservation needs.

- Tri-County Camera Project: This funding of $4,000 is to fund the City's share of the Tri-County Camera Project

- Park & Recreation Radio Project: This funding of $9,000 is to fund the purchase of radios for Parks & Recreation Department staff.

- City Clerk Project: This funding of $35,146 is to fund the Laserfiche project in the Office of the City Clerk for digital records.

- Downtown Light Pole Banners: This funding of $20,000 will provide banners for downtown light poles.

Financial Plan

The City's financial plan for 2009 is based on (1) minimal increases in tax liabilities; (2) compliance with the State of Maine's enacted "Public Law 1 tax reform" which limits property tax levies throughout the State (3) maintaining fund balance levels, and (4) maintaining a balanced budget. The City Administrator has established policies to assist departments in constructing their budgets to accomplish these financial goals. Each aspect of the City's financial plan is detailed below.

- Minimal Increase In Tax Liabilities – The City Councilors entered the fiscal year 2009 budget process committed to presenting a budget to the citizens of Saco, Maine that will maintain service demands in several areas with a minimal tax increase. The total adopted budgeted expenditures increased by $2,292,256 or 4.9% in order to accomplish this. However, it is important to note that non-property tax revenues increased by $1,335,506 or 6.7%. The mil rate increased to $13.42 per thousand in comparison to the prior year's $13.32 per thousand. The total tax levy is projected to increase from last years by approximately $956,751 or 4.9%. The budget was adopted meeting the requirements of LD1.

- Build fund balance - The City's Finance Director, City Administrator and City Council continues to monitor issues pertinent to the financial health of the City. Their approved "Fund Balance Policy" calls for the maintaining of fund balance at a level between 8.33% and 10% of the prior years total appropriation level, to give the City a buffer against economic downturns. The City has been successful in maintaining this level of fund balance for several years. The exact amount of undesignated fund balance will be determined after the year-end audit to allow all City commitments to be met before funds are allocated to fund balance. However, at June 30, 2007, the undesignated fund balance was at $3,864,971, or 8.33% of total budgeted 2008 appropriations of $46,370.671.

Balanced budget - Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal year. The City of Saco, Maine is committed to managing its budget in ways that ensure it is always within its budget authorization. Many factors contribute to maintaining a balanced budget. Department heads consider it a point of pride to return appropriations to the general fund each year. They also work very diligently to avoid any overspending in the operation of their departments. Elected officials feel an added responsibility to report to voters their conservative spending records. Financial reports are frequently issued and reviewed to give department heads tools to track their budgets. A system of encumbrances is in place to inform departments of current account balances throughout the year. Each week, through the warrant process, all expenditures are reviewed to ensure appropriate use of city funds. The result is a financially well-managed organization that operates within budget authority.

Policy and Guidance - The City Council has established financial policies for departments to help them conform to budgetary requirements including the following:

- budget messages, which shall explain the budget in fiscal terms and in terms of work programs.
- Budget submission and approval scheduling.
- 5-year Capital Improvements Program and councils action on such.
- Amendment process to the budget after adoption.
- Lapsing of appropriations, except those for capital expenditures.
- Departmental submissions of work programs and those payments and obligations, which will be prohibited.

Estimated Fund Changes for 2008

The City's General Fund balance is estimated to increase in fiscal year 2008. The Special Revenue Funds, Capital Project Funds and Fiduciary Funds are estimated to end fiscal year 2008 with balances that reflect an increase. These numbers will not be finalized until after the year-end audit, conducted by an independent Certified Pubic Accounting firm. The net result will reflect a conservative growth in fund balances, reflecting responsible and appropriate fund management in keeping with City financial goals. The following table presents a summary of the City's estimated changes in General Fund balances for fiscal year 2008, and a more detailed summary follows in the body of the budget document.

Projected Change in General Fund Balance

Beginning Fund Balance 6/30/07:			
Reserved for Encumbrances	$ 94,700		
Reserved for Prepaid Expenses	$ 574,292		
Reserved for Capital Projects	$ 1,657,932		
Unreserved - Designated	$ 429,634		
Unreserved - Undesignated	$ 3,864,971		
	$ 6,621,529		$ 6,621,529
Projected Fiscal Year 2008:			
Non-property tax revenues	$ 18,280,432		
Property tax revenues	$ 27,938,169		
Utilization of prior year designated fund balance	$ 429,634		
Interfund transfers	$ 651,000		
Capital Bond/Lease Proceeds	$ 3,000,000		
Total Projected Revenue	$ 50,299,235	$ 50,299,235	
Expenditures	$ 47,801,586		
Interfund transfers	$ 572,841		
	$ 48,374,427	$ (48,374,427)	
Net increase to total fund balance		$ 1,924,808	$ 1,924,808
Estimated Fund Balance 6/30/08			$ 8,546,337

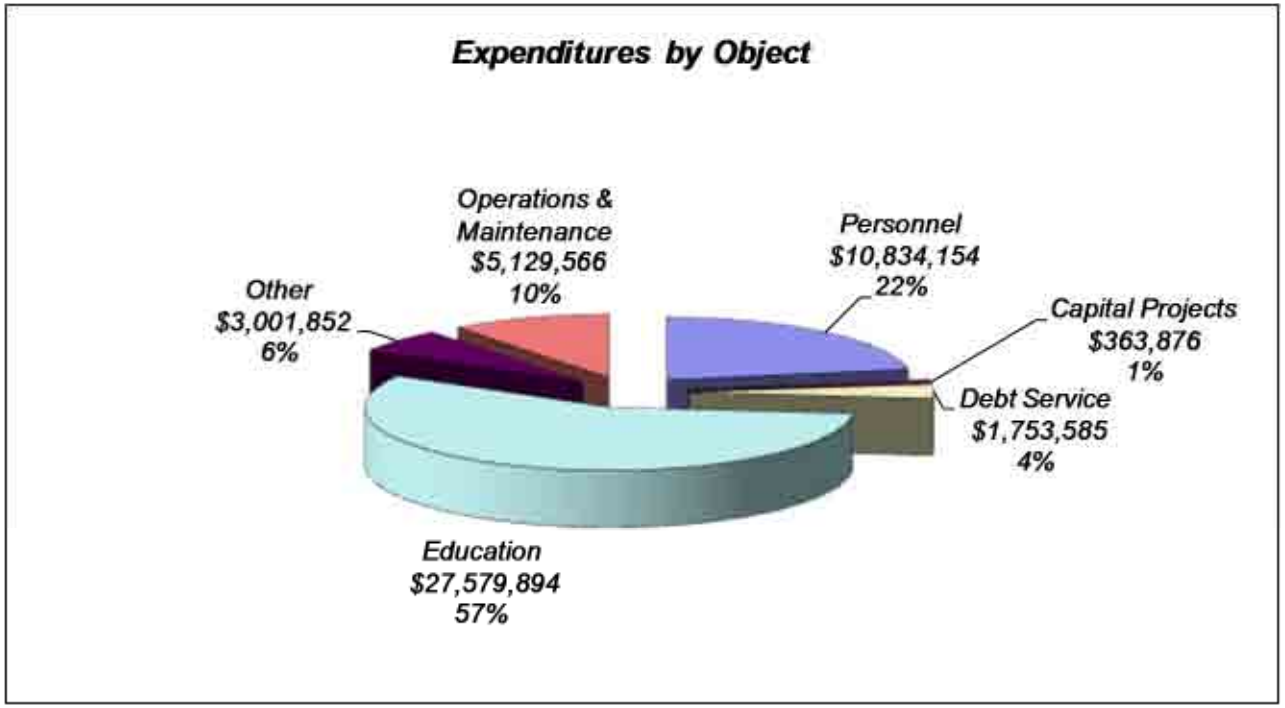
The Beginning and Ending Balance Summary reflects the relatively strong financial position at the beginning and end of 2008. There is estimated to be a slight increase in the city's fund balance level at June 30, 2008. The fund balance level continues to display the city's strong overall financial position for 2009.

Budget Expenditures By Object

General Fund Budget expenditures total $48,662,927 for 2009, which represents a 4.94% increase from 2008 levels. Dividing the General Fund Expenditures by object allocates 22.3% to Personnel, 56.7% to Education, 10.5% to Operations and Maintenance, 3.6% to Debt Service, 0.7% to Capital Projects, and 6.2% to Other.

The increase in personnel costs are attributable to salary increases for non-union employees as well as increases for collective bargaining agreements with eight city bargaining units. The decrease in capital projects is due to the $4,358,848 infrastructure bond that was approved by the voters in November of 2006. Most of these projects were completed during fiscal year 2008. Debt service expenditures have been increased from last year due to two new equipment lease arrangements that were approved in the fiscal year 2008 budget. The increase in education costs are attributable to increases in personnel costs due to the negotiated teachers and support group contracts, and higher tuition costs for the city's private high school. Operations and Maintenance expenditures increased merely by an inflationary factor and for increases in contractual obligations. Appropriations in "Other" accounts increased only slightly due to the increase in the budgeted amount of the assessor's overlay, which represents that additional amount, not to exceed 5%, that the assessor can levy for taxes above what is needed to cover total appropriations less non-property tax revenues.

The chart on the following page graphically depicts budget expenditures by object.



Expenditures by object:	FY 2008	Percent of Total	FY 2009	Percent of Total
Personnel	$ 10,311,984	22.42%	$ 10,834,154	22.26%
Capital Projects	$ 423,256	.92%	$ 363,876	0.75%
Debt Service	$ 1,367,533	2.97%	$ 1,753,585	3.60%
Education	$ 26,618,859	57.88%	$ 27,579,894	56.68%
Other	$ 2,451,602	5.33%	$ 3,001,852	6.17%
Operations & Maintenance	$ 4,819,543	10.48%	$ 5,129,566	10.54%
Total	**$ 45,992,777**	**100.00%**	**$ 48,662,927**	**100.00%**

Carry Forward Accounts

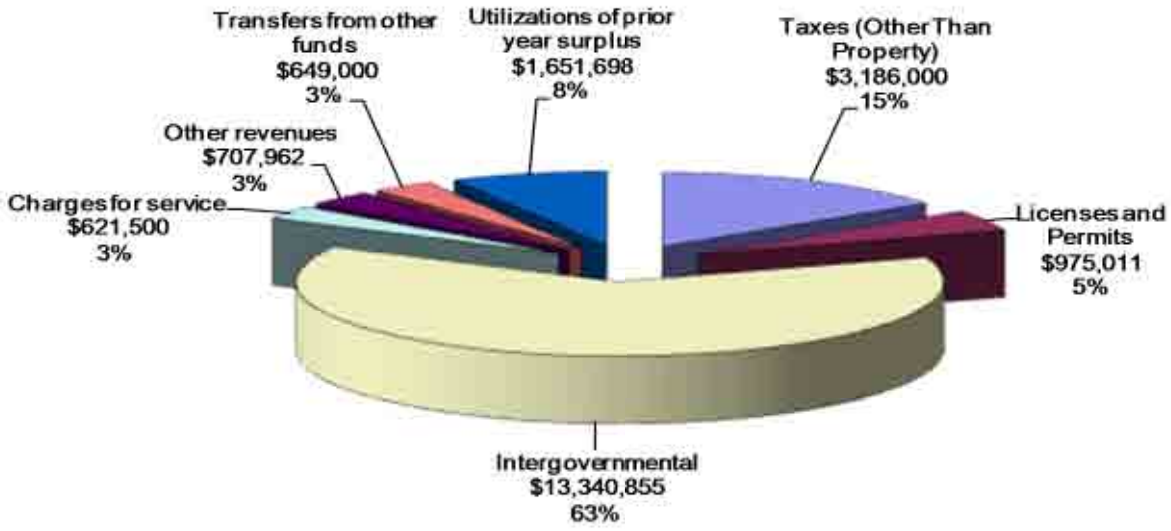
Carry forward accounts provide departments an opportunity to use committed 2008 funds for items ordered but undelivered or for projects still in process in 2009. Each carry forward request must be approved by the City Administrator and ratified by the City Council. Requests are granted to finish well-defined ongoing projects. In fiscal year 2004, $1,120,488 was designated and carried over for items ranging from equipment purchases to completing various construction projects. In fiscal year 2005 and 2006, $1,007,286 and $912,072 was carried over respectively for the same types of expenditures.

The designated carried forward amount for fiscal year 2008 has not yet been finalized as the year-end and independent audit process has not yet been completed. However, it is estimated that approximately $750,000 of fiscal year 2008 budgeted capital projects and those designated from previous years had not yet been started or completed at June 30, 2008.

Projected Revenue for 2009

The budget adopted by the City Council for 2009 contains $21,132,025 in non-tax revenues. All revenues are accurately but conservatively estimated based on performance over the past 12 months and valuable departmental input. The following chart below graphically depicts non-property tax revenues by major sources:

Revenues by Major Sources

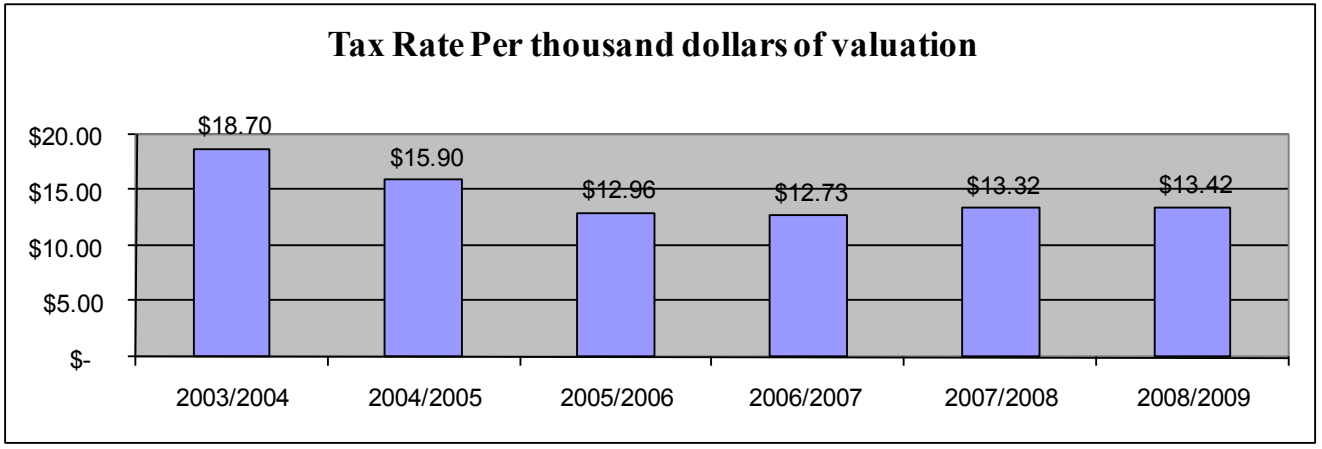


The following table lists non-property tax revenues by major sources, percent and total for the current year and for last year:

Total Revenues by Major Source		FY2008	Percent		FY2009	Percent
Taxes (Other Than Property)	$	3,216,000	16.2%	$	3,186,000	15.1%
Licenses & Permits	$	703,100	3.6%	$	975,011	4.6%
Intergovernmental	$	13,099,336	66.2%	$	13,340,855	63.1%
Charges for Service	$	679,000	3.4%	$	621,500	2.9%
Other Revenue	$	586,408	3.0%	$	707,962	3.4%
Transfers In - Other Financing Sources	$	601,000	3.0%	$	649,000	3.1%
Utilization of Fund Balance	$	911,676	4.6%	$	1,651,698	7.8%
TOTAL BY FUNCTION	**$**	**19,796,520**	**100.0%**	**$**	**21,132,026**	**100.0%**

Tax Rate

The city assesses taxes to its citizens directly, based on the valuation of each property owned. The tax rate for 2008 was $13.32 per one thousand dollars of property valuation and the fiscal year 2009 tax rate is estimated to increase to $13.42 per one thousand dollars of property valuation A home valued at $175,000 last year paid property taxes of $2,331. This same home will now pay property taxes of $2,348.50, an annual increase in property taxes of $17.50



DEMOGRAPHIC INFORMATION

This Page Left Blank

About the City of Saco, Maine

Demographics

The City of Saco, Maine, incorporated in 1867, is located at the mouth of the Saco River on the southerly side of Saco Bay in the Gulf of Maine. The City of Saco continues to be a key area within the state for residential, commercial and industrial growth. The City of Saco is ranked among the top five cities within the State of Maine for its growth. Saco has a land area of 38.5 square miles and a population of approximately 16,822. The City is empowered by the state to levy a property tax on both real and personal property within its boundaries. The City of Saco is a municipal government, non-profit 501c(1) organization.

Saco's population grew 10.5% in 1990s, surpassing Waterville and Westbrook to become Maine's eleventh largest municipality.

Saco's growth was rapid compared to most of Maine's larger towns and cities, but a bit slower than growth in the 1980s, which was about 17.5%. Saco's growth was far slower than adjacent Scarborough, which grew at a very rapid 35%, leap-frogging Saco, Waterville, and Westbrook to become Maine's ninth largest municipality. Scarborough's march toward full build-out places Saco next in line as Portland sprawls southward.

While Saco's growth occurred in all age cohorts, the largest increases were in the 35 to 44 age group, closely followed by the 25 to 34 group and the 55 to 59 year olds. Saco's now more expensive single family housing is attracting established families.

Average household size continued its historic decline, from 2.52 in 1990 to 2.44 in 2000. Average household size in Saco was 3.28 just 30 years ago. Over 2000 housing units had more than 1 person per room in 1970, compared to just 64 in a much larger base today. Vacancies are negligible.

Median family income climbed to $52,724, compared to $51,419 for York County and $45,179 for the state of Maine. Median family income was $37,328 in 1990.

York County's growth was the fastest of any county in the state. Though Saco's growth from 15,181 to 16,822 was smaller than its increase in the 1980s, it was more spread out. Of the city's 1,614 new residents, 927 or well over half, moved in west of the Turnpike. Although Saco's urbanized area grew slower than its suburban and rural area, it still grew faster than other urban centers in York County.

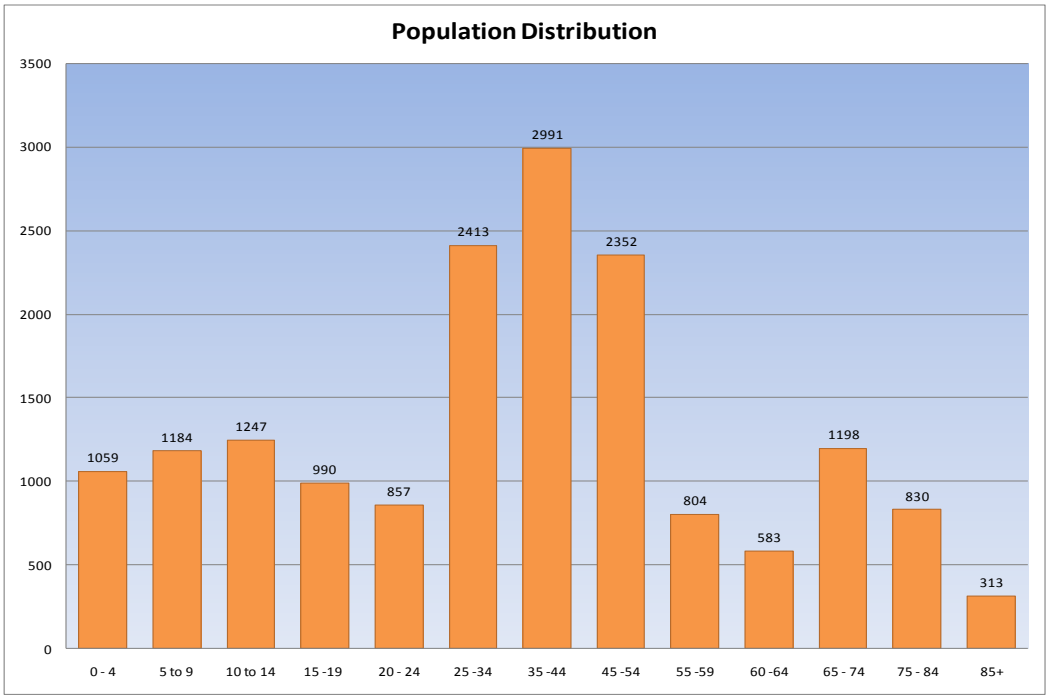
In Saco, growth west of the Turnpike was 24%. Growth east of Old Orchard Road was 16.2%. Growth south of Beach and North Streets between the Turnpike and Laurel Hill Cemetery was 2.8%. Growth in the remainder of the city, north of Beach Street and North Street, was 5.45%. While there were several large multifamily developments in Saco's downtown in the 1980s, there were only two in the 1990s, and both of those were for elders. Much of the growth took place in single-family, suburban subdivisions in the Ferry Road area and in areas west of the downtown, and in several subdivisions west of the Maine Turnpike and on many individual lots west of the Turnpike. A slightly higher portion of the population is now children. Those under 18 made up 24% of the population in 1990. Under 18s now make up 25%.

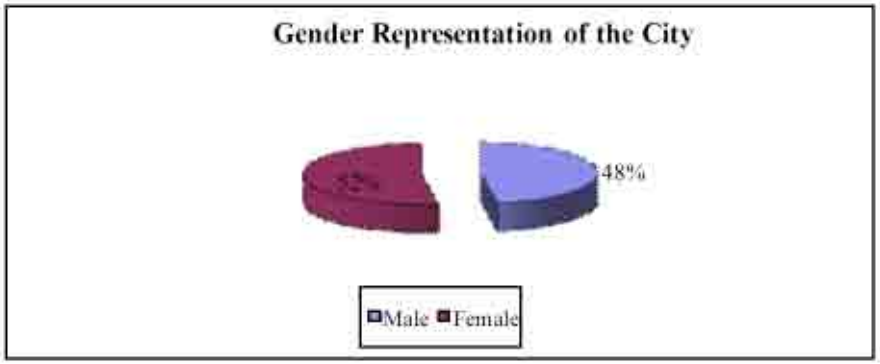
Among Saco's immediate neighbors, Biddeford's population was put at 20,942, from 20,710, a 1.1% increase, while Old Orchard Beach grew 14% in 10 years.

The following charts depict the demographic age and gender breakdown of the city's population as well as the breakdown of the household income within our community.

Population Distribution:

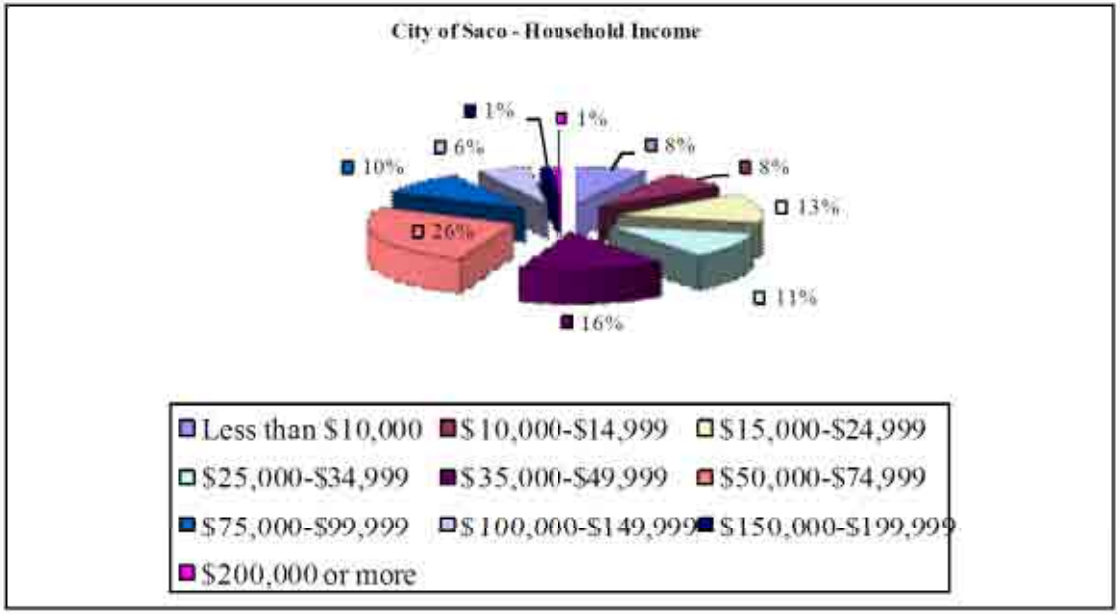
Under 5 years	1059	6.30%
5 to 9 years	1,184	7.04%
10 to 14 years	1,247	7.41%
15 to 19 years	990	5.89%
20 to 24 years	857	5.09%
25 to 34 years	2,413	14.34%
35 to 44 years	2,991	17.78%
45 to 54 years	2,352	13.98%
55 to 59 years	804	4.78%
60 to 64 years	583	3.47%
65 to 74 years	1,198	7.12%
75 to 84 years	830	4.93%
85 years and over	314	1.87%
Total	**16,822**	**100.00%**





Population Dynamics:

Male	8,015	47.65%
Female	8,807	52.35%
Total	**16,822**	**100.00%**



Household Income:

Less than $10,000	532
$10,000-$14,999	503
$15,000-$24,999	871
$25,000-$34,999	769
$35,000-$49,999	1,105
$50,000-$74,999	1,782
$75,000-$99,999	683
$100,000-$149,999	390
$150,000-$199,999	79
$200,000 or more	59
Total	**6,773**

Largest Employers Within Saco

1-	Sweetser Children's Services	Private School	479 Employees
2-	Saco School Department	Public School	290 Employees
3-	Hannaford Brothers	Retail Food Store	250 Employees
4-	Wood Structures, Inc.	Building Materials	208 Employees
5-	General Dynamics	Manufacturing	183 Employees
6-	Visiting Nurses Association	Health/Day care	178 Employees
7-	City of Saco	Municipal Government	164 Employees
8-	Shaw's Supermarkets	Retail Food Store	142 Employees
9-	Thornton Academy	Private School	132 Employees
10-	Saco & Biddeford Savings Institution	Bank	99 Employees
11-	Sure Winner Foods	Food Distribution	60 Employees
12-	Huttig	Door/Window Manufacturer	50 Employees
13-	Incon	Industrial Control Systems	48 Employees
14-	Lyn-Flex Industries	Shoe sole Manufacturer	45 Employees

STATISTICAL SECTION

Geographically, Saco is strategically placed between the two major metropolitan centers of Boston and Portland. The Market Area is a cohesive economic unit, framed on the north by Greater Portland and on the south by the industrial economy of Kittery-Portsmouth, NH, dominated by the Portsmouth Naval Shipyard. Within the north-south interstate highway corridor formed by I-95 and the Maine Turnpike, the city is just minutes from a deepwater international shipping port, two international airports, freight service and soon, passenger rail service.

Date of incorporation	1867
Form of government	Council/Administrator
Number of full-time employees	165
All employees	282
Area in square miles	38.5 sq. miles
Roalds/Streets	
Lane miles of streets maintained	257
Number of street lights	1,825
Number of traffic signals	148
Culture and Recreation:	
Parks	10
Park acreage	100 acres
Skating rinks	0
Tennis courts	6
Golf course	0
Fire/Ambulance Protection:	
Number of stations	3
Number of fire department vehicles	16
Number of fire/ambulance personnel	36
Number of fire calls for service	527
Number of inspections conducted	311
Number of ambulance vehicles	2
Number of ambulance calls for service	1,846
Police Protection:	
Number of stations	1
Number of police personnel and officers	47
Number of patrol units	6

Police Protection, continued:

Number of law violations:

Number of calls for service	25,644
Number of traffic stops	6,681
Number of traffic summons issued	1,942
Number of warnings issued	4,548
Number of traffic related arrests	273
Number of non-traffic related arrests & summons	952
Number of parking tickets issued	913

Sewerage System:

Miles of sanitary storm sewers	51.3
Number of treatment plants	1
Number of service connections	4,500
Number of pump stations	19
Daily average treatment in gallons	2 million

Education:

Number of elementary schools	4
Number of elementary school instructors	200
Number of secondary schools	1-private
Number of secondary school instructors	0

READING THE BUDGET

This Page Left Blank

How to Read the Budget

The budget is formatted in a way that is designed to give readers quick access to specific information, yet completely and professionally display budget data. Descriptive terms have been substituted for jargon but the document also contains a glossary of useful terms. This section is designed to highlight each section of departmental requests that make the heart of the budget and examples are given in key sections.

Departmental Organization Chart

Departments with multiple subsections have been divided into activity centers. Each activity center has a separate focus and budget emphasis. The organization chart graphically depicts the various units that combine to create each department.

Department Responsibilities

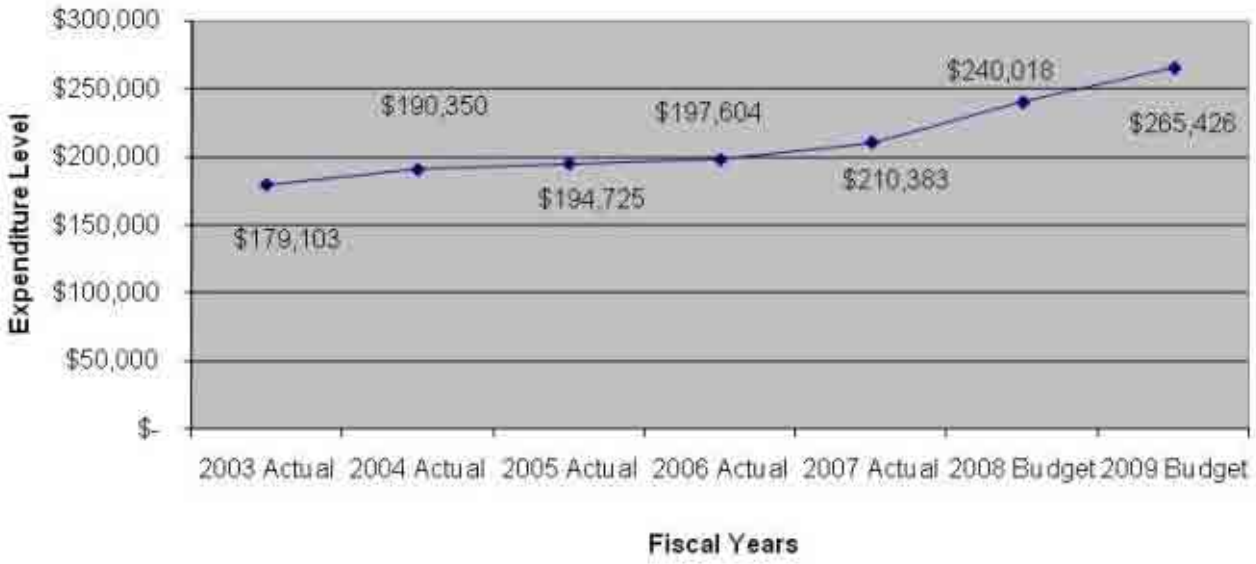
Each departmental section, after the organizational chart, lists the department's function and responsibilities according to the City's charter. Each department within the City values the same vision statement which is listed in the Vision and Goals section of the budget narrative.

Department Goals

Goals of each department are then listed in support of the vision and identify the standard of performance each department uses. Goals and performance measures are evaluated annually. The annual report submission from the prior year lists the core functions of their operation and provides insight into the focus each department follows in organizing its efforts.

Summaries, Graphs & Overviews

Each department section begins with a summary similar to the one shown below which is designed to offer a glance at the history of actual expense in prior years versus the adopted current year budget for each department.



Department Summary Pages

Each department spreadsheet header includes the department or activity center name to help orient readers. The first three digits of the account numbers listed also represent the department or activity center. This account number would match designations of account reports from the City's accounting program. A sample heading follows, and each column heading will be described.

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Appropriations:								

Account Number – This line lists the City-wide account number that corresponds to the account within which funds are designated. In practice, the various accounts are accounting tools used throughout the year to monitor departmental spending within and between accounts.

Account Name – This line contains the descriptive title each account is assigned. Account descriptions are universal so comparisons between departments are made as closely as possible. For example, the Uniforms account in the Police dispatch activity center is similar to the account in the Fire department even though the uniforms purchased are different.

2003 Actual – An actual line records the amount expended from each account during the budget year as recorded by the year end audit. This line is included purely for comparative purposes. This line records the actual expenditures for each account during fiscal year 2003.

2004 Actual – This line records the departments actual expenditures for each account during fiscal year 2004.

2005 Actual – This line records the departments actual expenditures for each account during fiscal year 2005.

2006 Actual – This line records the departments actual expenditures for each account during fiscal year 2006.

2007 Actual - This line records the departments actual expenditures for each account during fiscal year 2007.

2008 Budget – The amount approved at the end of the prior year's budget process. This is the amount departments are currently authorized to expend.

2009 Budget – After careful review and consideration of the City Administrator recommendations and the department head requests, the City Council adopts a final budget. This column will form the basis for the next fiscal year budget.

Understanding Line Item Justification

The account names provide line item justification as they detail the proposed use of each requested account. Lines briefly detail the general use of accounts in ways that highlight needs and help track use.

Putting It All Together

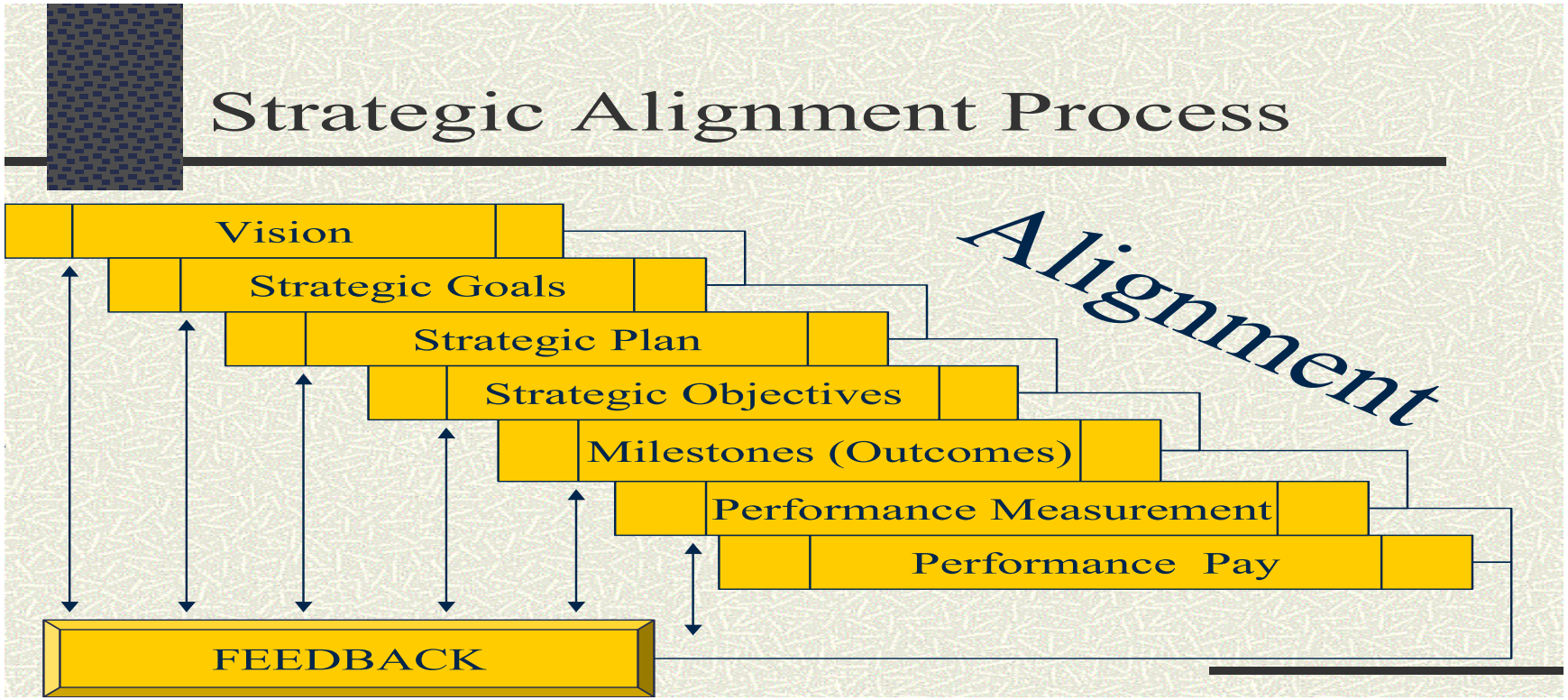
With the recently revised budget format readers are offered a complete view of not only the City budget but also the budgeting process. All key steps in the budgeting process are recorded in the spreadsheets as recommendations and are considered and reviewed at various stages. A careful reading will indicate the thoroughness of the review given to the City budget. However, the budget is also a functional document as departments review listings throughout the year and prepare for future budgets. Therefore the design allows rapid access to vital summary information both for the departmental user and the lay reader not interested in exhaustive comparisons. Finally, the City budget is a living document incorporating changes as the needs of the City of Saco change.

STRATEGIC PLANNING PROCESS

This Page Left Blank

Strategic Planning Process

In order to complete the City's programs and activities, the budget must be an integral part of the ongoing effort to achieve the City's vision statement and strategic plan. The City is constantly working to align the integral elements within our strategic planning process. This process consists of the following elements:



The City Council has adopted the following vision statement for the City of Saco. It is a general statement on the purpose of the City and is intended to represent the organization's values and philosophy. The City management team has also created a new vision statement for the City. A citizen focus group also created a third vision statement to provide their feedback as to how the citizens perceive the City of Saco and its government.

Vision Statements

City Council—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.

City Management—Building the trust and confidence of citizens in our integrity and competence.

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

Strategic Goals

The City Council has adopted the following strategic goals within the City's Strategic Plan. Strategic goals are general statements of purpose that pertain to how the City achieves its mission and vision. The strategic goal generally addresses end results rather than specific actions. A goal provides a framework and direction for city departments to align their objectives and plans to achieve their goals.

Downtown Revitalization

The City recognizes the downtown's significance as the economic and community center. The City will continue to support the revitalization of the downtown and will support groups like Saco Spirit.

Infrastructure and Capital Development and Maintenance

The City is committed to maintaining and improving the City's infrastructure, facilities, and equipment by maintaining the current and planning for the future.

Growth Management

The City will encourage orderly growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services and discourage sprawl.

Meeting New Environmental Regulation Challenges

The City recognizes and supports the regulations that will improve the quality of our natural resources.

Technological Innovation and Implementation

The City will commit considerable efforts for the development of a technological infrastructure that facilitates communication with the citizens and improves the effectiveness of City employees.

Human Resource Investment

The City recognizes that the City's' employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

Leisure Services Investment

The City understands the needs for active and passive recreational facilities and cultural for its citizen's leisure pursuits and will continue to upgrade and develop new outlets to meet these needs.

Meeting the Financial Needs for City Services

The City will make every effort to financially support the needs of the City through traditional and nontraditional revenue sources such as grants, user fees, and impact fees.

Public Safety

The City will endeavor to provide a safe and secure community

In March of 2004 the City completed its first strategic plan. This task began with the review of each department's strengths, weaknesses, opportunities and threats (SWOT). This SWOT analysis was then distilled into the nine strategic goals noted above and presented within the City's strategic plan. In additional to the development of the strategic goals, each department was requested to develop strategic objectives to advance these goals. Each objective contained in this plan is aligned with one or more of the nine strategic goals. Each of the objectives contains milestones that identify major accomplishments that will need to be completed to finish the objective. A critical piece of this plan is that the time horizon has been expanded to consider financial and resource capabilities. An objective may span a number of years depending on the goal's complexity and financing. This plan will allow the city to track progress on all goals and objectives over time. The intent of this plan is to provide strategic direction for the management of the City and to align departmental objectives with this direction. Each year the plan will be reviewed and updated with the Mayor, City Council and staff. At this time the objectives will be updated to reflect the direction of staff for the coming year. The last update was completed in February of 2006.

The objectives of each department are located within the narrative section of each department respectively, with the following exceptions: the objectives of the Education Department, Legal Department and Legislative Department. The Education Department has its own elected Board of Education that they report to and they therefore do not participate in the same strategic planning process as those departments who report to the Mayor, City Council and City Administrator. The Legal Department expenditures are to a hired subcontractor of the city and not an employee of the city, so he/she is not required to go through the strategic planning process with the rest of the city departments. The Legislative Department (City Council) does not establish objectives but rather establishes the nine strategic goals that all departments establish their objectives to achieve. They are therefore detailed at the beginning of this section. The City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department. They therefore become one in the same with those detailed previously. The City Administrator also assists each department in their objective setting process to assure that they align with one of the nine strategic goals established by the City Council.

From the use of this strategic plan, performance measurements have also been established to provide better operational accountability. The City is working towards ensuring that services are provided in the most efficient and effective way. The City has formulated a mixture of performance measurements and comparable statistics between other Maine communities. This will be presented in the form of output measures, outcome measures and efficiency measures for each City department. The city received a $30,000 grant through the National Center for Innovative Technology to further this effort and to publish a performance information report on this data. As a result, two reports were completed, one in January of 2005 and one in 2006. A third report was completed in 2007 without grant funding. Performance measures are presented respectively within the various departmental sections of this report.

The City has linked the achievement of each department's milestones to the performance based pay system already in place, which rewards employees for the achievement of these objectives, thus creating a complete alignment and strategic focus for the entire City.

The last integral piece of this process will be to solicit feedback from the citizen's within the City of Saco on our progress to assure that our strategic goals and objectives are aligned with the service needs of our community. Each year they will be revisited for this purpose an updated based on the feedback received. The recent grant award provided the City with the funding to pursue this outreach to the citizens of our Community and to complete two citizen satisfaction surveys; November of 2005 and October of 2006. A second grant has been received in order to perform another citizen satisfaction survey in 2007. Various results of this process are respectively reflected within the various departmental sections of this report.

Values Statement

In 2006, the City also adopted the following statements of values.

DELIVERING EXCEPTIONAL VALUE AND QUALITY OF LIFE

VALUES

WE BELIEVE in providing a quality environment of strong identity and pride where a diversity of people can safely live, work, shop and enjoy a variety of leisure activities; and

WE BELIEVE government should be a part of, and not apart from, the community it serves, striving to develop an open atmosphere of public awareness and information; and

WE BELIEVE in the concept of "community before government", where the interests of citizens are the first consideration in the governmental decision making and intergovernmental-agreement process; and

WE BELIEVE in providing a quality service delivery to the community, a service which is sensitive and responsible to citizen needs and expectations, and which is effective in terms of achieving desirable impacts within the community; and

WE BELIEVE in the concept of fiscal responsibility, where a stable tax base exists, and where governmental expenditures are not wasteful, but are efficient in terms of maximum return for the dollar, and are responsible in terms of spending within established budget parameters; and

WE BELIEVE in maintaining a government which is progressive and innovative, where professionalism, honesty and integrity prevail, where pride in work and credibility are of paramount importance, where effective planning for sociological, technological, and economic change is a constant process, and where the freedom to exercise professional judgment is encouraged and supported; and

WE BELIEVE good government starts with good employees, and to maintain both, the prevailing management philosophy must embody the following elements: an atmosphere of sincere, people-oriented management; a quality work environment; opportunities for career development/advancement and job enrichment; opportunity for employee participation in the decision-making process; opportunities for employees to utilize their talents; and a compensation/fringe benefit plan which is affordable, competitive and equitable

Fiscal Year 2009 Programs and Activities

During the last fiscal year departments worked on a variety of programs and activities that resulted in organizational improvements. These programs and activities have achieved many goals set for that year. The achievement of the fiscal year 2009 goals by each department can be found within the narrative sections of each department. The City Council met in January and February of 2008 and established goals for 2008 and 2009. This are listed on the following pages.

City Council Goals, Dated February 4, 2008

Per the City Council goal-setting process completed on January 22, 2008, the following outlines the strategic objectives the Council intends to focus on over the next two years.

2008

Goal 1 - Work to keep taxes down by observing the strictures of LD1 in 2008.

Goal 2 -Address wastewater building structural issues in 2008 with construction to occur by 2010.

Goal 3 -Increase marketing efforts for Mill Brook Business Park to increase sales.

Goal 4 -Finalize all aspects of solution to Camp Ellis erosion problem in 2008 and 2009 and begin construction in 2009.

Goal 5 -Reduce residential waste tonnage by increasing recycling end education efforts.

Goal 6 -Reduce the city's energy consumption by employing alternative energy sources and conservation measures.

Goal 7 -Consider a plan for Public Works facility expansion.

Goal 8 -Implement regional school unit mandate in a manner that improves education in Saco, and maintains the quality of recreation services and recreation areas in the city as part of school unit consideration.

Goal 9 -Plan recreational development – boat ramp for the former Prentiss property on the Saco River.

Goal 10 -Satisfactorily resolve structural issues at the Stackpole Creek Bridge.

Goal 11 -Work with Biddeford on the Mill District Plan to address issues of joint interest including access, parking, and traffic.

Goal 12 -Add Fire Department day shift personnel.

Goal 13 -Train Biddeford and Saco fire personnel on Brunacini command process.

Goal 14 -Develop site review standards for marinas.

Goal 15 -Establish Saco -Biddeford committee to consider consolidation of services in order to improve services, or to reduce the cost or to stabilize the cost of services.

2009

Goal 16 -Improve safety awareness.

Goal 17 -Improve parking lot connectivity and availability west of Main Street as outlined in Downtown Plan.

Goal 18 -Law enforcement accreditation provides a process to systematically conduct an internal review and assessment of the agencies' policies and procedures, and make adjustments wherever necessary to meet a body of internationally accepted standards.

Goal 19 -Develop strategy to add sidewalks to at least one side of Route 1.

Goal 20 -Develop asset management program - Implementing an asset management program starts with establishing our organization's strategic objectives for managing and improving its assets and identifying the specific measurable performance and service levels needed to meet those objectives;

Goal 21 -Explore consolidating Saco Middle School with Thornton Academy's middle school;

Goal 22 - Apply to Malcolm Baldrige National Quality Program;

Goal 23 -Affordable Housing

BUDGET PROCESS

This Page Left Blank

The Budget Process

Budget As A Policy Document

The Budget is an operating plan for the City of Saco's General Fund only. The other funds of the city do not have a legally adopted budget by the City Council. This budget identifies, proposes and clarifies City policies.

Objectives of the Budget

The City Council's Vision Statement, Strategic Goals and statements of values for 2009 are detailed previously. The objective of this budget is to implement the City's Strategic Plan. This budget addresses the implementation of a number of the City's planning and policy documents. These include the following:

- A Revitalization Plan for Saco Island and Downtown Saco, September 1998
- Comprehensive Plan for the City of Saco, August 1999
- Project Impact All Hazards Mitigation Plan with Short and Long-Term Risk Reduction strategies, January 2000
- Information Technology Protection "Best Practices" Assessment, November 2000
- A Plan for the Parks, Capital Improvement Plan for the City of Saco Parks System Years 2001 – 2010, February 2001
- Landfill Reuse Plan, 1997
- Evergreen Data Continuity Disaster Recovery Analysis and Report, 2001
- Technology Plan, 2000
- Saco Bay Regional Beach Management Plan, February 2000
- Emergency Management Basic Plan, February 1991
- Saco Police Study, January 2001
- Combined Sewer Overflow Abatement Master Plan, 1994
- Energy Audit, 2006
- Pavement Inventory and Management, February 2001
- Cultural Plan, 2006
- Information Technology Plan, April 2002
- Saco Spirit of Business Recommendation Report, 2002

- Bicycle and Pedestrian Master Plan, 2004
- Report on Public Opinion Survey, 2004 and 2005
- Route 112 Corridor Study, 2005
- Main Street Traffic Plan, 2005
- Maine Energy Recovery Company Survey, 2005
- Analysis of the Potential Financial Impacts of Closing the Maine Energy Recovery Company Facility, 2005
- Performance Measurement Report (2004,2005 and 2006)
- Southern Alliance Planning Council Report for Saco, Dayton, Arundel, Old Orchard Beach and Thornton Academy, 2006
- Saco River and Camp Ellis Beach Section 111 Project, 2007
- Regional Cooperation Report, 2006

Budget As An Operations Guide

Aside from forming the basis for policy decision, the budget provides a framework for City operations. The operating considerations go beyond financial dimension, and affect the number and level of employees, promotions and reorganizations and other factors that affect the day-to-day activities of the departments.

Budget Process

The Department Heads submitted their budget requests to the Finance Director on February 1, 2008. The Finance Director then met with each Department Head to go over their requests between February 4, 2008 - February 6, 2008. These requests were then summarized and put together with the revenue projections and submitted to the City Administrator for final review.

Per Article V1, Section 6.04 of the City Charter, the City Administrator then submitted the budget to the City Council on March 17, 2008. On April 7, 2008, the City Administrator submitted a summary of the Board of Education and the City Administrator budget that included principal sources of revenue, the amount to be raised by property taxes, expenditures itemized by department, and published a summary of this proposed budget in the newspaper. The Council then met according to the budget schedule outlined for them, which included a Public Hearing on may 5, 2008. After the public hearing, the Council adopted the fiscal year 2009 budget on May 5, 2008 and June 2, 2008 for the school department.

Once adopted, the City budget document creates dedicated spending authority and transfers that authority to department heads. City purchasing policies are in place to govern expenditures. Additionally, the Finance Director and the Internal Auditor review bills prior to payment. This review allows for the opportunity to spot-audit purchases prior to expending public funds for payment. City Councilors maintain a contingency account in each annual budget specifically for unbudgeted emergencies.

Article VI, Section 6.05 of the City's Charter provides that the City will prepare and present a Capital Improvement Program with the annual budget. The Capital Improvement Program includes necessary capital expenditures and infrastructure needs for the City. The Capital Improvement Plan includes:

- A clear general summary of its contents.
- A list of all capital improvements which are proposed to be undertaken during the 5 fiscal years ensuing, with appropriate supporting information as to the necessity of such improvement.
- The cost estimates, methods of financing, and recommended time schedules for each respective improvement.
- The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

Section 6.07 of the Charter provides that the City Council will hold a public hearing to consider the Capital Improvement Program. Following the Public Hearing, the City Council may adopt the Capital Improvement Program, with or without amendments, on or before the first regular City Council meeting in June.

The Capital Improvement Program includes an inventory of possible capital projects, some of which may ultimately be financed through the issuance of indebtedness. The assurance of debt, however, is subject to the prior review and approval of the City Council.

Pursuant to Article VI, Section 6.15 of the Charter, the City Council may incur indebtedness to provide funds to finance projects for the acquisition of land, the construction, reconstruction, major alteration, extraordinary repairs, and equipment of buildings and other permanent public improvements, the purchase of machinery and equipment, and the payment or refunding of bonds, notes and certificates of indebtedness previously issued, through a bond issue.

The City Council, upon approval of the issuance of said bonds or notes, shall take all necessary legal steps to submit their action to the voters of Saco for ratification or rejection at the next regular municipal election or at a special election that shall be called, advertised and conducted according to the law relating to municipal elections, but the total number of votes cast at said special election must be equal to or exceed 20% of the total votes cast for all candidates for Mayor at the previous general municipal election. No bond or note issue except borrowing for emergency appropriations or in anticipation of taxes, shall be valid unless the voters of Saco as above have ratified the City Council's action provided.

Budget As A Strategic Plan

With the recent completion of the City's Strategic Plan, the strategic goals, objectives to achieve the same, and the milestones establish for measurement of success will direct the planning of future budgets. The direction and demand for services will shape the departmental budgets.

Budget As A Financial Plan

Central to all budgeting concepts is a notion of sources and uses of funds/resources. Whether simply by appropriation or some other more sophisticated strategy, the budget takes account of available and anticipated stocks and streams of resources and provides a plan for their disposition/use. The budget is the primary instrument for promoting solvency; efficiency and collective choices regarding distribution and allocation of resources between groups and individuals.

Organizational Chart

This budget as adopted made no changes within the existing City organizational chart. The City currently employs 165 permanent full and part time employees and numerous seasonal employees.

The Budget

The expenditure portion of the City of Saco's budget is presented by department and details the estimated funds deemed to be required for its operation. Some departments are also subdivided into activity centers. Each department and activity center is detailed by line item expenditure. The requirements for each line are self-explanatory as they correlate with the account name. The revenue portion of the budget is presented by categories of anticipated sources.

Proposed and adopted budget figures are presented in a format that allows anyone to compare them to the budgets and actual expenditure levels of the current and prior years.

Budget Amendment

The City Council can amend the budget any time during the budget year. The practice has been to amend the budget at year-end to provide for overdrafts on various accounts. The following paragraphs have been copied from the City Charter. The method, which can be used by the public to amend the budget, is described in this section.

City Code Section 6.09 Amendments After Adoption

A. Supplemental Appropriations. If during the fiscal year the City Administrator certifies that there is available, for appropriation, revenue in excess of the amount estimated in the budget, the City Council may, upon affirmative vote of five members, make supplemental appropriations for the year up to the amount of such excess.

B. Emergency Appropriations. To meet a public emergency affecting life, health, property or the public peace, the City Council may, upon the affirmative vote of five members, make emergency appropriations. To the extent that there are not available unappropriated revenues to meet such appropriations, the City Council may authorize the issuance of notes, which may be renewed from time to time, but the notes and renewals of any fiscal year shall be paid no later than the last day of the fiscal year next succeeding that in which emergency appropriation was made.

C. Reduction of Appropriations. If at any time during the fiscal year it appears probable to the City Administrator that the revenues available will be insufficient to meet the amounts appropriated, he shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken.

D. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may reduce one or more appropriations.

E. Transfer of Appropriations. At any time during the fiscal year, upon written request by the City Administrator, the City Council may, upon affirmative vote of five members, transfer part or all of any unencumbered appropriation balance within a department, office or agency or from one department, office or agency to another.

F. Limitations. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this Section may be made effective immediately upon adoption.

Departments Duties and Programs

Within the following narrative, each City department section includes a description of the duties of the City department directors as provided by the City Charter. It and the following section create a framework for measuring the performance of the department. Per Section 4-12 of the Saco City Code, the administrative service of the city shall be divided under the City Administrator into the following departments along with the department heads responsible for their operation:

Administration-	City Administrator
Assessing Department-	Assessor
City Clerk-	City Clerk
Finance-	Finance Director
Fire Department-	Fire Chief
Building Inspection and Code Enforcement-	Building Inspector
Planning & Economic Development-	Economic Dev. Director
Parks & Recreation Department-	Parks and Recreation Director
Police Department-	Police Chief
Public Works Department-	Director of Public Works

Policy Changes

The fiscal year 2009 budget incorporates a few policy changes over last years budget. One policy change includes the fact that there are no new city positions approved within this budget. There is actually the elimination of one position within the city's finance department due to efficiencies with new technology. A second policy change is the adoption of a single stream recycling program. A third policy change is the funding of the road overlay program at only $300,000 instead of the traditional annual appropriation of $500,000. This is due to the many infrastructure projects that are going to be completed during the year as a result of the voters approving the infrastructure bond in November of 2006. A final policy change is the utilization of fund balance levels being decreased from previous years due to lower available balances that exceed the city's current policy that is in place.

The last crucial policy change is that the City side of the budget is not in compliance with the 2006 passed state legislation entitled "Public Law 1 Tax Reform." This law establishes a tax levy limitation on every municipality in the State of Maine. Also, in conjunction with this, the education budget is not within the guidelines of the states "Essential Programs and Services" model. There were therefore additional disclosures necessary in the adopting of the fiscal year 2008 budget for both the city and the school side of the budget that were made within the motions made on April 30, 2007 when the budget was adopted. The city is exceeding it's limitation by $404,881 due to appropriating of the necessary funds for the loss of revenues and increase in expenditures related to the ratification of the police union contracts. The school is exceeding it's EPS guideline by $116,859 in order to implement a limited enrollment all day kindergarten program.

This Page Left Blank

BUDGET CALENDAR

December 3, 2007	School budget prep meeting with administrators	
December 3 to December 31, 2007	School managers enter budgets into MUNIS	
December 12, 2007	City department heads report on prior year goal Achievement and new objectives at staff meeting	
December 26, 2007	City staff meeting – review of 2-year goals set by City Council	
January 2, 2008	School budgets due to Business Office	
January 3 to January 11, 2008	School budgets compiled and reviewed by Business Office	
January 4, 2008 (Friday)	City budget worksheets to be e-mailed to all department heads	
January 14 to January 18, 2008	School administrator's meet with Superintendent and Business Manager	
January 21 to January 31, 2008	School budget book preparation	
February 1, 2008 (Friday)	City budget worksheets due back to Finance Director	
February 4 to February 6, 2008	City department head meetings with Finance Director to review individual department budgets	
Monday (2/4)	9-10 am	City Clerk/Voter Registration and Welfare
	10-11 am	Assessing
	2-3 pm	Building Inspection/Code Enforcement
	3-4 pm	Police Department

February 4 to February 6, 2008	City department head meetings with Finance Director to review individual department budgets	
Tuesday (2/5)	9-10 am	Fire Department
	10-11 am	Economic Development/Planning
	2-3 pm	Parks & Recreation
Wednesday (2/6)	11-12 pm	Public Works
	2-3 pm	Waste Water Treatment Plant
	3-4 pm	Technology
February 5, 2008	Board of Ed Budget Workshop 1	
February 11 to February 15, 2008	City department head meetings with Finance Director and City Administrator	
Tuesday (2/12)	10-11 am	Assessing
	11-12 pm	Building Inspection/Code Enforcement
	2-3 pm	Police Department
Wednesday (2/13)	1-2 pm	City Clerk/Voter Registration and Welfare
	2-3 pm	Fire Department
	3-4 pm	Economic Development/Planning
	4-5 pm	Parks & Recreation
Thursday (2/14)	9-10 am	Public Works
	10-11 am	Waste Water Treatment Plant
	11-12 pm	Technology
February 12, 2008	Budget Workshop II (Board of Ed)	
February 18 to February 22, 2008	School vacation week	
February 26, 2008	Budget Workshop III (Board of Ed)	

March 11, 2008	Budget Finalized by Board of Ed
March 5, 2008 (Wednesday)	City Finance Director and City Administrator to finalize City budget presentation to be presented on March 17th
March 9, 2008 (Friday)	City Finance Director and City Administrator to review Budget presentation with Mayor
March 10 to March 14, 2008	Budget documents to be distributed to City Council Completed by Finance Director
March 17, 2008	School Budget submitted to City Council (Per Charter) City Administrator's city budget submitted to City Council
March 24, 2008	City Council Workshop – Education Discussion
March 31, 2008	Combined Budget Presentation to City Council Notice of Public Hearing (legal Ad) given to the City Clerk for FY 09 Budget
April 7, 2008	City Council Budget Workshop – City side of Budget
April 21 to April 25, 2008	School vacation week
April 28, 2008	City Council Budget Workshop –City and school side
May 5, 2008	Public hearing on fiscal year 2009 budget

FINANCIAL MANAGEMENT POLICIES

This Page Left Blank

Financial Management Policies

Policy Implementation and Monitoring

The City Administrator is responsible for carrying out the policies adopted by the City Council. Policy implementation is reported to the City Council on a quarterly basis.

Capital Expenditures Effects On Operating Budgets

All capital requests made by each of the departments are included in the capital improvements list, if it meets the City's policy of a capital item with a valuation of $8,000 or more or useful life of 8 years or more. The timing of funding for the item is also on the schedule.

It is also of benefit to consider the proposed Capital Improvement Plan Policy that has been created. This policy outlines all of the assets currently owned by the City of Saco, their historical costs, their estimated useful lives, and their estimated replacement costs. With this information, the City will be better able to plan for replacements which will aid in our budget preparation in future years as we have a better idea of fiscal impacts due to replacements being projected.

Basis of Accounting/Basis of Budgeting

The City of Saco uses the same form of accounting for budgeting and reporting as accepted by the Government Finance Officers Association called modified accrual accounting. The modified accrual accounting method is practiced under generally accepted accounting principles (GAAP) which require the City to acknowledge revenues in the budget period they are measurable and available, and expenditures in the period the liability is made. The only exceptions to this under the basis for budgeting are that compensated absences and the accrual for teacher's summer salaries are not included in the budgetary appropriations. Under this system the City measures expenditures based on the time a commitment is made for a good or service. In other words, the City considers an item purchased when the good or service is ordered, regardless of when the item is delivered. This means departments' track their spending based on orders, not payments, so the City does not exceed its authority to spend. The budgetary control is at the departmental level. In all cases, department heads will consult with the City Administrator to review circumstances and have the administrator approve the transaction prior to the overspending of the department. For budgetary purposes, the City encourages managers to accurately reflect expenditures in appropriate accounts even if so doing causes overspending. Department heads consider it a point of pride not to overspend budgetary appropriations and work very hard to avoid any overspending in the operation of their departments.

The City of Saco has two principle sources of revenue: revenues received from the State of Maine for aid to education and property taxes levied. The tax levy is administered through the municipal tax assessment based on the property valuation of each property owner. The mil rate for fiscal year 2008 was $13.32 per thousand dollars of valuation in comparison to the fiscal year 2009 mil rate that has been estimated at $13.79. State of Maine education subsidies are based on a statewide Essential Programs and Services distribution formula.

Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For property taxes, available means collected in the current period or within 60 days after the end of the current fiscal year. Revenues susceptible to accrual are property taxes, ambulance receivables, interest revenue, and charges for services. Fines, licenses, and permits are not susceptible to accrual because generally they are not measurable until received in cash. However, experience allows the City to forecast future revenues based on traditional use patterns through reliable and conservative projections. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are essentially two types of intergovernmental revenues currently being received by the City:

-Resources that must be spent for the specific purpose, or project, before any amounts will be paid to the City, are recognized based upon the expenditures recorded.

-Resources that are virtually unrestricted as to purpose, and are usually revocable only for failure to comply with prescribed compliance requirements, are reflected as revenues at the time of receipt, or earlier, if the susceptible to accrual criteria are met.

Resources received in advance are recorded as deferred revenues. Deferred revenues arise when the City receives resources before it has a legal claim to them, as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods when both the measurable and available criteria are met, or when the City has legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

Beginning fiscal year June 30, 2001, the city was in full compliance with Governmental Accounting Standards Board (GASB) Statement No. 34. This required the city to also present government-wide activity as a whole. These statements are prepared using the economic resources measurement focus and the accrual basis of accounting. This is the same approach used in the preparation of proprietary fund financial statements but differs from the manner in which governmental fund financial statements are prepared. Therefore, governmental fund financial statements include a reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

Fund Balance

There are various definitions of the term "fund balance." Generally, the term can be defined as the "cumulative difference of all revenues and expenditures from the government's creation." Fund balance can also be defined as "the difference between fund assets and fund liabilities, and can be known as fund equity or surplus." It should be noted that the unreserved portion of the fund balance might not represent "specific assets" of the fund (e.g., cash or a particular investment).

The City fund balance is normally divided into a reserved and an unreserved account. The reserved account consists of funds that are legally restricted to a specific future use (such as "reserved for encumbrances"), or are not available for appropriation or expenditure (such as "reserved for inventories"), or are reserved for a specific project (such as "sidewalks"). The unreserved portion may also be subdivided into designated and undesignated portions. If tentative management plans for future actions require financial resources, then a portion of the fund balance may be designated for those purposes. The undesignated portion of the unreserved fund balance is the financial resource that may be made available to meet unplanned or unforeseen contingencies and other emergency working capital requirements.

The Saco Code, Article IV, Undesignated Fund Balance Policy section 15-25 states "It is the policy objective of the city that the audited undesignated fund balance should be a maximum of 10% of the following year's combined city/school general fund budget as adopted by the Saco City Council. The minimum undesignated fund balance should be set at one month's budgeted expenditures or 8.33% of the combined annual budget." Excess and unencumbered surplus funds may be used to reduce the tax levy or to fund additional capital project expenditures.

As dictated by GASB 34, the city also presented fund balance as net assets in the Government-wide financial statements. These net assets were classified in the following categories:

Invested in Capital Assets, Net of Related Debt- This category groups all capital assets, including infrastructure, into one component of net assets. Accumulated depreciation and the outstanding balances of debt that are attributable to the acquisition, construction or improvement of these assets reduce this category.

Restricted Net Assets- This category presents external restrictions imposed by creditors, grantors, contributors or laws or regulations of other governments and restrictions imposed by law through constitutional provisions or enabling legislation. This category presents restrictions placed on the categories of Capital Projects, and Specific Projects and Programs as established by City Council.

Unrestricted Net Assets- Represent the net assets of the City, not restricted for any project or other purpose.

Internal Controls

Management of the City of Saco is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principals. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The Finance Director reviews financial statements on a monthly basis and prepares a summary report to the City Administrator, Mayor and City Council. Recommendations are then made concerning investments.

Budgetary Controls

Budgetary control is maintained at the fund and department level with departments having on-line access to account information. Additionally, department heads are provided a monthly printout of financial data for each activity center in the department. These reports display approved budget amounts, detailed item-by-item expenditure transactions, and remaining budget balances by line item. The City Administrator and the Finance Director review these reports on a monthly or as needed basis.

Operating Budget Policies

1. To maintain the integrity of the City budget process, a full budget process prior to authorization will establish all expenditures.
2. Departmental budgets will not be exceeded without authorization of the City Administrator.
3. Emergency expenditure items will be brought before the City Council at a regular City Council meeting, but wherever possible items will be authorized through a full budget process.
4. The City Administrator and Finance Director will issue budget guidance annually to assist department heads in preparing their budgets.
5. The fiscal year 2009 budget is to result in a modest tax increase over the previous year.

Revenue Policies

1. The City will establish all user fees at a level as close to full cost (the cost of delivering the service) as possible, or at rates that reflect market levels.
2. When a capital improvement project benefits specific properties or users, these parties will be considered for assessment of a user fee.
3. The City will seek to maintain as diversified and stable a revenue system as allowed by law.
4. New improvements or developments may be assessed impact fees for the cost of public improvements.
5. The City will aggressively seek new revenue opportunities.

Investment Policies

1. The City affirms its commitment to policies found within the investment policies developed by the City Council. Investment policies are structured to maximize safety, maintain appropriate liquidity, and allow for appropriate return on investment.
2. The City will deposit all revenues within the same working day or if not possible, within a 24 hour period.
3. To the extent possible the City will attempt to match its investments with anticipated cash flow requirements.
4. The City will aggressively collect revenues.

Reserves Policies

1. The City will seek to increase its General Fund reserves to appropriate levels as allowed by statute.
2. The City will thereafter maintain its reserves at allowable levels to decrease the City's vulnerability to short term market fluctuations.

Auditing Policies

1. An independent audit will be performed annually.
2. The City will conform to Generally Accepted Accounting Principals (GAAP) as established by the Governmental Accounting Standards Board.
3. The City will maintain other internal auditing procedures as recommended by the independent auditor.

Bonded Debt Policies

1. The City will maintain and improve its credit rating.
2. Bonded debt will not be used to fund operating expenditures.
3. Bonded debt will not be structured for the debt to last longer than the facility.
4. Capital projects will be considered for bonded debt if they have a relatively long useful life and require large amounts of capital investment.
5. Capital projects will be considered for Pay-As-You-Go basis if the tax rate will not become excessively burdened during the period of implementation.
6. The Finance Director will annually assess refinancing options on all current debt issues.

Capital Investments Policies

1. The City will review and update its Capital Investment Program (CIP) annually.
2. Where appropriate, CIP items will be considered for bonded debt programs.
3. Current year CIP recommendations will be segregated within a CIP department and will not be integrated into the departmental budgets.
4. The City will maintain its physical assets to protect its capital investment and minimize the need for future capital investments.
5. The City will consider using lease-purchase agreements for items with a useful life longer than one year where circumstances favor leasing. However, leases will not be approved for periods exceeding the useful life of the equipment.

This Page Left Blank

TRENDS AND FINANCIAL STRUCTURE

This Page Left Blank

Trends and Financial Structure

Information is provided pertaining to both revenue and expenditure trends over the past ten years.

Economic Conditions and Outlook for the City

The City of Saco, Maine, incorporated in 1867, is located at the mouth of the Saco River on the southerly side of Saco Bay in the Gulf of Maine, in the southern coastal section of the State and is approximately the tenth largest City in the State of Maine. The City of Saco continues to be a key area within the state for residential growth, as well as a key area where industrial and commercial companies are investing. The City of Saco has ranked among the top five cities within the State of Maine for this growth. Saco has a land area of 38.5 square miles with 57.9% of this area undeveloped and a population of 16,822. The City is empowered to levy a property tax on both real and personal property located within its boundaries.

Unemployment in the Saco area as reported by the State of Maine Department of Labor was 3.9% in June 2008, approximately the same as the previous year. The State of Maine is currently recovering from a major deficit mostly due to the downturn in the economy and the reduction in income taxes being raised. They have enacted a new Essential Programs and Services school funding model which will bring significantly more revenues to the City of Saco for educational purposes. This model is aimed at phasing in the actual funding of 55% of educational costs over the next four years.

Economic Development- The City has worked tirelessly to improve the economic development climate in Saco and the proof of those efforts is the steady increase in the City's assessed valuation which is due primarily to growth in the industrial and commercial sector. Notable additions to the City's economic development base are due primarily to the City's new industrial park project, which is continually expanding. There are also numerous residential dwellings being constructed.

Assessed Valuation- For the 14th consecutive year, the City's valuation has steadily increased, with the exception of fiscal year June 30, 1999 where the valuation slightly decreased due to the State mandated homestead exemption of approximately $25 million. This exemption reduced the taxable valuation for the taxpayers of the City but was substituted by a reimbursement from the State. Since fiscal year 1991, the assessed valuation has risen from $729,675,000, to this year's $2,080,625,900. This equates to a 170% increase over this period. However, this increase has not been reflected proportionately between residential and commercial growth. In 1990, residential property accounted for 68% of the City's valuation. This year, residential property taxes will account for an estimated 80% of the taxes paid, while business/industry will account for only 20%.

Financial Management- The City is committed to ensuring sound financial management of the public's funds. This includes development of a 5 year Financial Plan, which incorporates City Council goals and objectives, a strategic plan, maintaining a sufficient fund balance, and adhering to the highest management standards.

Capital Improvements & Debt Service- The City has prepared a 5 year Capital Improvement Plan Policy. This policy outlines all of the fixed assets currently owned by the City, their historical costs, their estimated useful lives, and their estimated replacement years and costs. With this information, the City will be better able to plan for replacements which will aid in our budget preparation in future years as we have a better idea of fiscal impacts due to replacement being projected. In the current fiscal year, $363,876 was budgeted to fund various capital improvement projects. However, there is an additional approximately $703,853 of capital replacements budgeted within the debt service department through a lease purchase option. In addition to funding a conservative, yet responsible level of capital improvements, the City has also retired more debt principal than the City acquired during the fiscal year. The voters of Saco did approve a $4.3 million infrastructure bond in November of 2006 but the principal and interest payments on this will not be budgeted until fiscal year 2009.

Comprehensive Plan- A comprehensive plan for the City's development was adopted in October of 1999. This plan sets out development policies and goals for capital planning for the next decade.

Interlocal service efforts with the City of Biddeford and the Town of Old Orchard Beach- Saco, Biddeford and Old Orchard Beach continue to build among the many services we provide jointly, including the harbor river patrol efforts, various training efforts for employees, combined purchasing to take advantage of economies of scale, and combined negotiations of cable franchise agreements, to name just a few. The City is currently researching a regional dispatch concept.

Biddeford-Saco-Old Orchard Beach Transit Committee- The City is member of the Biddeford-Saco-Old Orchard Beach Transit Committee, which is a jointly governed organization. The Committee operates a public mass transit passenger bus service within and between the three municipalities under a voluntary inter-local agreement. The City of Saco's contribution to the committee for the year ended June 30, 2008 was $55,000. The current year budget funds an allocation of $62,000. However, a state urban-rural initiative program will reimburse the city a portion of this additional expenditure being incurred for public transportation. The Transit Committee does not meet the definition of a component unit or a joint venture because there is no ongoing financial interest or responsibility by the participating governments.

Revenues

Over the past decade the City of Saco has had a variation in revenue. The attached tables depict the breakdown in the major revenue sources over the last ten years. The strong dependence on property taxes clearly demonstrates the need for additional revenue sources, which are being pursued through legislation and by constantly monitoring procedures for efficiencies and ways for the City to run various additional facets of the City's operations which are currently being subcontracted out.

In the fiscal year 2006 and 2007 budgets, there was a significant increase in intergovernmental revenues being received from the State of Maine for education purposes. This was due to the 2006 enacted legislation of funding the school departments on the "Essential Programs and Services" model. In the current year, this increase has leveled off and the school is no longer experiencing significant increases in revenues. The school department made out very well in the first two years as it was significantly under funded in prior years under the old model of funding. The purpose of this model is to phase into the statewide referendum affirmative vote to force the state to pay 55% of education costs. This funding will be based on a 55% reimbursement to the various communities for what they consider to be the Essential Programs and Services expenditures of each school department. With this additional funding, the City of Saco was able to minimize the total property taxes being levied to the community over the last two years. However, this was not the case for the 2008 and 2009 budgets.

Revenue Base

For budget purposes, revenues are accurately but conservatively estimated. The City expects future revenues to be consistent, stable, and predictable and will continue to represent a similar proportion of future revenues.

The overall revenue base for the City remains fairly stable. The increase in total revenues over last years budget is primarily due to the reduction of available undesignated fund balance to transfer into the budget to minimize tax increases due to the fact that fund balance no longer exceeds the 10% level dictated by the City's undesignated fund balance policy, as well as some increases in intergovernmental and charges for services revenues. Also in the current year, recreation fees have been increased to reflect the offering of new programs including an all day kindergarten program to supplement the limited program to be offered by the school department. Revenues from employees for health insurance costs have also increased as the city is moving towards having employees cover a larger portion of their health insurance costs.

The budget proposes an increase in the property tax from $26,574,151 to $27,530,902 which is a 3.60% increase. Total property assessment of the City will increase approximately $56,426,250 or 2.8% from 2008 to 2009. Undesignated, unreserved, Fund Balance or "surplus" is recommended for appropriation in the proposed budget at a level of $1,651,698, which is $740,022 higher than last

year's budgeted amount. This higher draw on fund balance is due to the fact that the city's undesignated fund balance level was well above the amount dictated in the city's Undesignated Fund Balance Policy. Other municipal revenues are projected to increase slightly.

Revenue Tables

The following table provide insight into the historical level of revenues over the last ten years.

General Revenues By Sources – Last Ten Fiscal Years (1)

Years Ended	Taxes (2)	Licenses and Permits	Inter-governmental (3)	Charges for Services	Miscellaneous Revenues	Total
June 30, 1998	17,499,702	195,205	9,551,416	250,952	1,046,593	28,543,868
June 30, 1999	17,793,713	237,150	10,775,717	267,882	1,067,991	30,142,453
June 30, 2000	18,922,805	264,897	11,330,081	413,837	649,079	31,580,699
June 30, 2001	20,144,345	292,555	12,489,539	597,019	958,995	34,482,453
June 30, 2002	21,633,468	321,797	12,670,915	602,834	443,825	35,672,839
June 30, 2003	22,993,956	460,663	12,661,158	688,626	619,324	37,423,727
June 30, 2004	24,278,842	666,654	12,279,609	708,989	259,913	38,194,007
June 30, 2005	26,703,395	828,806	12,268,057	681,008	374,248	40,855,514
June 30, 2006	26,196,118	767,988	14,513,049	921,293	399,934	42,798,382
June 30, 2007	27,696,860	721,514	15,064,520	1,061,302	472,766	45,016,962

NOTES:

(1) The table includes only those revenues recorded in the General Fund and does not include operating transfers into the General Fund by other funds.

(2) This is a net amount which included negative adjustments for deferred tax revenues.

(3) "On behalf" of payments made by the State of Maine to the Maine State Retirement System included in Intergovernmental subsequent to June 30, 2007 in the amount of $1,706,698.

Expenditures

The City's expenditure of funds to provide necessary day-to-day services has increased over the past decade. The attached tables depict expenditures by category over the last ten years. These increases reflect the increasing demand for service due to population increase, demographic changes as development increases within the City as well as various legal requirements and mandates. Additionally, the quality of City service has increased with departmental reorganizations and the ability to process City Hall type functions on-line.

Future Expenditures

The City has every expectation that expenditures will increase at a moderate and stable rate in future years. With inflation, operating expenditures will definitely increase and the capital improvement program implementation very often lacks adequate funding in order to meet operating needs. The City management remains committed to vigilant investigation of streamlining efforts aimed at reducing operational costs.

Expenditure Tables

The following table provide insight into the historical level of expenditures over the last ten years.

General Governmental Expenditures By Function – Last Ten Fiscal Years

Years ended	General Government	Public Safety	Public Works	Education Culture and Recreation	Other Expenditures (1) and Transfers	Total
June 30, 1998	1,095,473	3,176,751	2,308,769	15,844,210	6,008,185	28,433,388
June 30, 1999	1,088,291	3,520,804	2,511,355	16,648,517	6,495,345	30,264,312
June 30, 2000	1,220,061	3,756,520	2,520,572	17,595,956	6,064,874	31,157,983
June 30, 2001	1,276,785	3,614,790	2,815,080	19,659,977	6,748,901	34,115,533
June 30, 2002	1,367,308	4,002,925	2,959,648	20,053,561	7,976,180	36,359,622
June 30, 2003	1,665,735	4,198,832	3,115,397	21,386,593	11,241,722	41,608,279
June 30, 2004	1,702,939	4,074,543	3,300,696	22,294,353	8,529,367	39,901,898
June 30, 2005	1,779,876	4,527,592	3,664,176	24,006,330	8,524,476	42,502,450
June 30, 2006	1,985,467	4,491,147	3,757,464	25,112,581	8,538,984	43,885,643
June 30, 2007	2,356,249	4,891,530	4,208,601	26,845,329	8,109,802	46,411,511

Notes: The Table above includes only those expenditures and transfers out recorded in the General Fund.

(1) On Behalf" of payments made by the State of Maine to the Maine State Retirement System are included in Education, Culture and Recreation subsequent to June 30, 1996.

Financial Structure

The Financial Statements

The financial statements of the city include all of the activities of the City of Saco, Maine (the City) using the integrated approach as prescribed by GASB Statement No. 34. These statements can be reviewed by reading the city's separately bound Comprehensive Annual Financial Report (CAFR), which has received the Government Finance Officer Association's Certificate of achievement for Excellence in Financial Reporting for the last six consecutive years.

Basis of Presentation

The accounts and budget appropriations of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Although the city maintains several different Governmental and Proprietary Funds, the only fund budgeted for is the city's General Fund.

General Fund

The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges and the capital improvement costs that are not paid through other funds. The General Fund is subject to City Council budget appropriation.

Financial Condition Evaluation

The Budget Summary and Comparison contains 4 years of actual receipts and expenses, current budget with a projection of each department's financial condition at the end of this fiscal year as well as the next one.

Cash solvency refers to whether the City can generate enough cash over the next 30 to 60 days to pay its bills. The City will have sufficient cash to operate for July and therefore, will not borrow a tax anticipation note in order to pay bills until taxes are due.

Budget solvency refers to whether the City can generate enough revenues during the year to meet expenditure obligations. The proposed budget is balanced with revenues equal to expenditures.

Long-range solvency refers to the City's ability to pay all costs of doing business, including expenditure obligations that appear in each annual budget and those that appear only in the years in which they must be paid. Examples of these latter expenditure obligations are payments for accounted employment leave, pension, deferred maintenance, and replacement of capital assets such as streets, equipment and buildings.

Service level solvency refers to whether the City can provide the level and quality of services required for the general health and welfare of the City, as well as political satisfaction and other measures that can only be measured subjectively.

A broad definition of financial condition encompasses these four types of solvency in the context of the City's ability to pay its way on a continuing basis. The City has a stable diversified economic base. The population is steadily increasing. The property valuation of the City continues to increase and is likely to do so for the foreseeable future. This would seem to indicate increasing City efforts in order to maintain existing service levels although, possibly changing types and nature of services is an appropriate approach to the future.

In summary, the City is able to maintain programs that are currently funded. The deferred replacement, repair and improvement of the physical assets has resulted in a condition which may negatively affect the long-range stability of the tax rate.

Financial Alternatives

User fees. All user fees were reviewed and updated during the last fiscal year. The property tax savings are being applied to ongoing funding of various programs and services.

Borrowing. The City Council should finance Capital Improvements until user fees generate sufficient revenue to pay for the improvement annually.

Grants. Grant funds are sought by all departments for any project, which is deemed of interest to the City.

Property Tax. The City Council should consider a target of an increase in the tax rate equal to the rate of inflation.

Reserve Funds and Surplus. Reserve funds should be transferred to the undesignated unreserved fund balance, "surplus". As user fees increase and the fund balance is adequate, then reserve funds should be reinstituted to fund Capital Improvements.

Governmental Fund Balance – Projected, Current and Past

General Fund- The General Fund is the general operating fund of the City. The following fund balance schedule presents the City's general fund balance for the current year, the past year and projects the general fund balance for the future year that is covered by the budget. The purpose of this schedule is to provide a basis for comparison so the reader can appreciate the components of the City budget and the financial experience of City finances.

Projected 2009 General Fund

This schedule records the City's projected revenues and expenditures for the budget year. The information in this schedule is similar to the data provided elsewhere in the budget. Recognize that revenues are appropriately forecast to provide an accurate but conservative estimate of available funds. Similarly, expenditures are forecast conservatively. City experience reflects expenditures slightly under projections and revenues just over projections.

2008 General Fund

The figures in this schedule represent unaudited projected year-end information for the current year as it has not yet concluded. The actual year end information is not available to the City as the fiscal year 2009 budget is being assembled as the City has not yet closed its books for the current year.

2007 General Fund

These figures represent audited year-end revenues and expenditures for comparative purposes. As the budget was developed, these figures represented the most accurate picture of City experience.

City of Saco, Maine
Comparative Statement of Revenue, Expenditures and Changes in Fund Balance
June 30, 2008 (Unaudited)

	2007 Acual	2008 Projected	2009 Budget
REVENUES			
Taxes	$ 27,696,860	$ 30,979,169	$ 30,687,992
Licenses and Permits	$ 721,514	$ 700,200	$ 975,011
Intergovernmental	$ 13,357,822	$ 13,256,998	$ 13,313,626
Intergov't on behalf payments	$ -	$ -	$ -
Charges for Services	$ 1,061,302	$ 632,190	$ 621,500
Other	$ 472,766	$ 650,044	$ 707,962
Total Revenue	$ 43,310,264	$ 46,218,601	$ 46,306,091
EXPENDITURES			
Current:			
General Government	$ 2,356,249	$ 2,052,278	$ 2,224,097
Public Safety	$ 4,891,530	$ 5,394,959	$ 5,751,205
Public Works	$ 4,208,601	$ 4,145,509	$ 4,345,365
Culture and Recreation	$ 786,248	$ 854,884	$ 920,251
Education	$ 24,292,685	$ 26,618,859	$ 27,579,894
MSRS on Behalf Payments	$ -	$ -	$ -
County Tax	$ 896,282	$ 941,096	$ 1,016,003
Unclassified	$ 3,136,887	$ 3,276,506	$ 4,079,672
Capital Improvements	$ 1,200,204	$ 3,149,962	$ 363,876
Debt Service	$ 2,284,899	$ 1,367,533	$ 1,753,585
Total Expenditures	$ 44,053,585	$ 47,801,586	$ 48,033,948
Excess (Defiefincy) of revenues over (under) expenditures	$ (743,321)	$ (1,582,985)	$ (1,727,857)
OTHER FINANCING SOURCES (USES)			
Capital Bond Proceeds	$ -	$ 3,000,000	$ -
Transfers In	$ 526,000	$ 651,000	$ 649,000
Transfers Out	$ (591,530)	$ (572,841)	$ (572,841)
Utilization of Prior Year Fund Balances	$ -	$ 429,634	$ 1,651,698
Total other financing sources and uses	$ (65,530)	$ 3,507,793	$ 1,727,857
Net change in fund balance before extraordinary item	$ (808,851)	$ 1,924,808	$ -
EXTRAORDINARY ITEM:			
Legal Settlement	$ 1,071,989	$ -	$ -
Total Extraordinary Item	$ 1,071,989	$ -	$ -
Fund Balance - beginning of year	$ 6,418,089	$ 6,621,529	$ 8,546,337
Fund Balance - end of year	$ 6,681,227	$ 8,546,337	$ 8,546,337
Other Adjustments - Teacher Salary Accrual	$ (59,698)	$ -	$ -
Ending Fund Balance	$ 6,621,529	$ 8,546,337	$ 8,546,337

City of Saco, Maine
Statement of Net Assets
June 30, 2007

	Governmental activites		Business-type activities		Total primary government	
	2007	2006	2007	2006	2007	2006
Current and other assets	$ 12,499,423	12,809,446	1,471,713	2,642,579	13,971,136	15,452,025
Capital Assets	48,899,847	55,364,136	19,175,781	6,488,645	68,075,628	61,852,781
Total Assets	61,399,270	68,173,582	20,647,494	9,131,224	82,046,764	77,304,806
Long-term liabilities outstanding	17,586,858	3,292,625	2,320,000	-	19,906,858	3,292,625
Other libailities	2,639,533	20,793,451	173,222	238,186	2,812,755	21,031,637
Total Liabilities	20,226,391	24,086,076	2,493,222	238,186	22,719,613	24,324,262
Net assets:						
Investment in capital assets net of related debt	32,367,887	37,593,942	16,855,781	3,821,145	49,223,668	41,415,087
Restricted	490,121	432,008	-	-	490,121	432,008
Unrestricted	8,303,871	6,061,556	1,298,491	5,071,893	9,602,362	11,133,449
Total Net assets	$ 41,161,879	44,087,506	18,154,272	8,893,038	59,316,151	52,980,544

Expenditure Charts

Two charts are provided to graphically represent the portion of city expenditures that each department's allocation represents when compared to the whole. In the first chart, expenditures are listed by departments to give a relative reference to the magnitude of department allocations when compared to the whole city budget. The chart reveals that the Education Department receives 57.88% of total allocations followed by the Public Works Department, which receives 8.65%, the Police Department, which receives 6.69%, Debt Service, which receives 2.97%, City Administration, which receives 5.41%, the Fire/Ambulance Department, which receives 5.22%, the Legislative Department, which receives 1.38%, County tax, which receives 2.05%, the Parks & Recreation Department, which receives 1.95%, the Finance/Technology Department, which receives 2.09%, Overlay and TIF transfers, which receives 2.09% and the rest of the departments which all receive less than 1% of the total. Each are detailed within individual budget sections and are tabled below the chart.

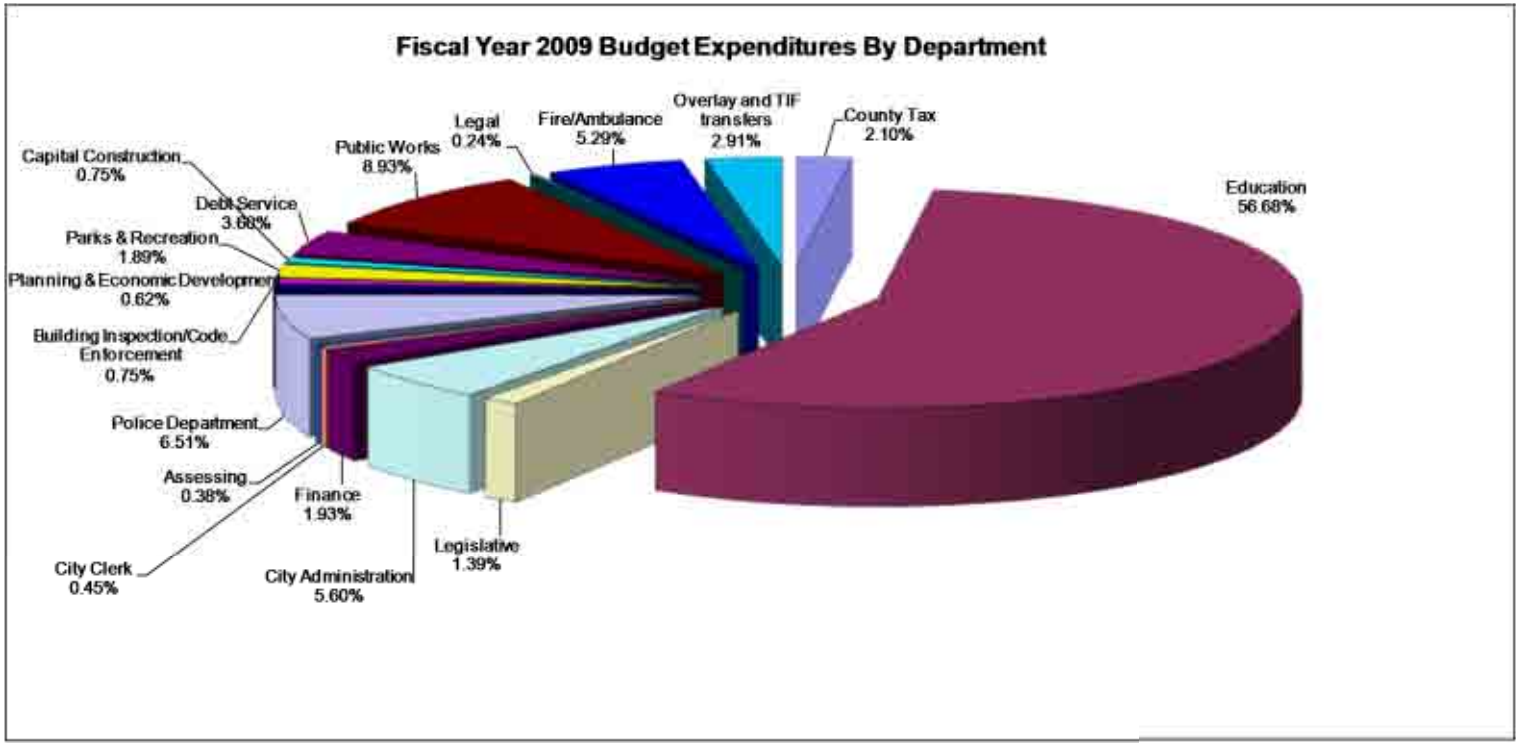
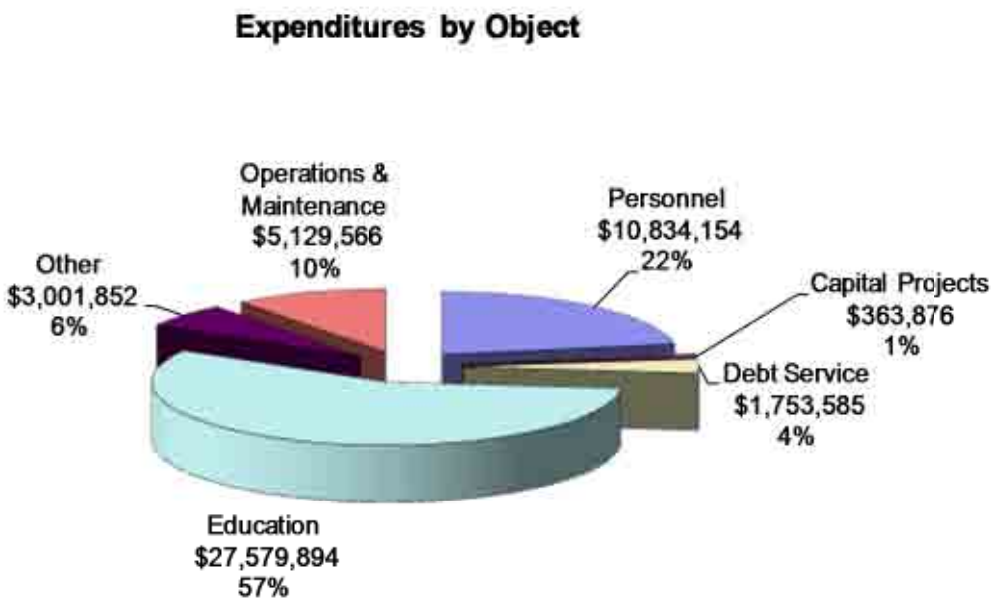

Fiscal Year 2009 Budget Expenditures By Department
Capital Construction 0.75%
Debt Service 3.68%
Parks & Recreation 1.89%
Planning & Economic Developmen 0.62%
Building Inspection/Code Enforcement 0.75%
Police Department 6.51%
Assessing 0.38%
City Clerk 0.45%
Finance 1.93%
City Administration 5.60%
Legislative 1.39%
Public Works 8.93%
Legal 0.24%
Fire/Ambulance 5.29%
Overlay and TIF transfers 2.91%
County Tax 2.10%
Education 56.68%

Table of Fiscal Year 2009 Budget Expenditures:

Legislative	$675,541	1.39%
City Administration	$2,725,462	5.60%
Finance	$936,884	1.93%
City Clerk	$217,945	0.45%
Assessing	$182,697	0.38%
Police Department	$3,169,701	6.51%
Building Inspection/Code Enforcement	$364,041	0.75%
Planning & Economic Development	$300,928	0.62%
Parks & Recreation	$920,251	1.89%
Education	$27,579,894	56.68%
Capital Construction	$ 363,876	0.75%
County Tax	$ 1,020,912	2.10%
Debt Service	$ 1,753,585	3.60%
Public Works	$ 4,345,367	8.93%
Legal	$ 115,000	0.24%
Fire/Ambulance	$ 2,575,605	5.29%
Overlay and TIF transfers	$ 1,415,240	2.91%
	$48,662,928	**100.00%**



The second chart reflects city expenditures by the principal categories of Personnel, Capital Projects, Debt Service, Education, Operations & Maintenance and Other. As the chart shows 57% of the city budget is allocated to Education expenses, 22% to personnel expenditures including benefits, 10% to operations and maintenance which includes items departments use to support their work, 1% to Capital Projects which is allocated to provide items with a useful life of longer than 8 years and $8,000 of original cost, 4% to debt service and 6% for other items such as the overlay and the county tax assessment.

Table of Fiscal Year 2009 Budget Expenditures By Object:

Personnel	$10,834,154	22.26%
Operations & Maintenance	$5,129,566	10.54%
Education	$27,579,894	56.68%
Debt Service	$1,753,585	3.60%
Capital Projects	$363,876	0.75%
Other	$3,001,852	6.17%
Total	$48,662,927	100.00%

This Page Left Blank

PROPERTY TAX CALCULATION

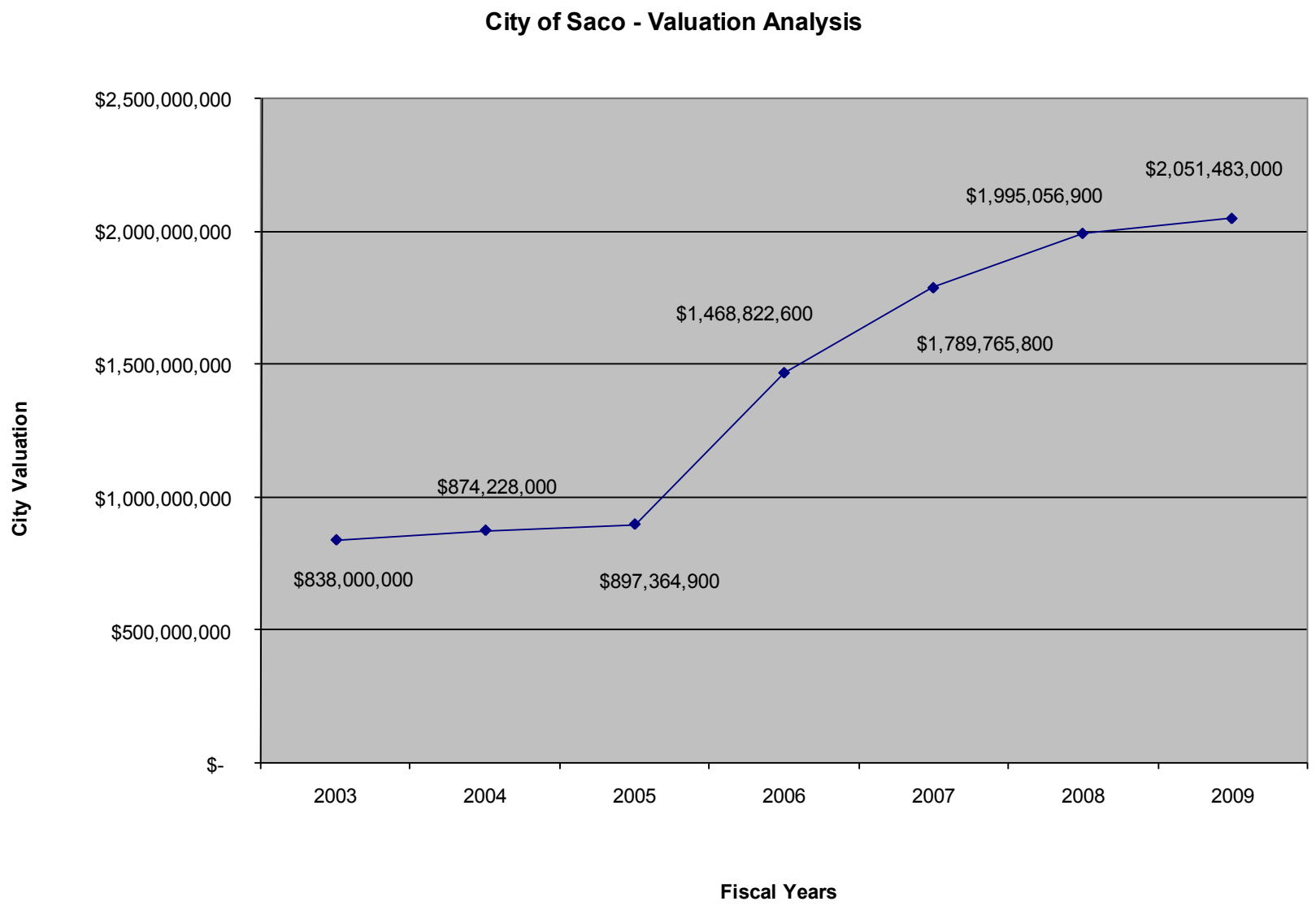
This Page Left Blank

Property Tax Calculation

The following chart summarizes total appropriations and non property tax revenues, so as to be able to calculate the amount needed to be raised through property taxes. This amount is then compared to the estimated assessed valuation of the City to establish the mil rate. Any difference in the actual valuation once finalized versus that estimated either increases or reduces the overlay expenditure for the City. This allows the mil rate to remain where it was established during the budget process.

Municipal Budget	2008 Adopted Budget	2009 Adopted Budget	Total Variance	Percent Variance
Operating Budget	$ 17,047,960.00	$ 18,283,005.00	$ 1,235,045.00	7.24%
Capital Budget	$ 423,256.00	$ 363,876.00	$ (59,380.00)	-14.03%
City Budget	**$ 17,471,216.00**	**$ 18,646,881.00**	**$ 1,175,665.00**	**6.73%**
School Budget	$ 26,618,859.00	$ 27,579,894.00	$ 961,035.00	3.61%
County Tax	$ 958,270.00	$ 1,020,912.00	$ 62,642.00	6.54%
Overlay	$ 791,170.00	$ 752,011.00	$ (39,159.00)	-4.95%
TIF	$ 531,156.00	$ 663,229.00	$ 132,073.00	24.87%
Total Municipal Budget	**$ 46,370,671.00**	**$ 48,662,927.00**	**$ 2,292,256.00**	**4.94%**
Revenues (City)	$ 8,405,461.00	$ 9,344,084.00	$ 938,623.00	11.17%
Revenues (School)	$ 11,391,059.00	$ 11,787,941.00	$ 396,882.00	3.48%
Total Revenues	**$ 19,796,520.00**	**$ 21,132,025.00**	**$ 1,335,505.00**	**6.75%**
Property Tax	**$ 26,574,151.00**	**$ 27,530,902.00**	**$ 956,751.00**	**3.60%**

Tax Commitment	2008	2009	Variance	Percent
City - Net	$ 9,065,755.00	$ 9,302,797.00	$ 237,042.00	2.61%
School - Net	$ 15,227,800.00	$ 15,791,953.00	$ 564,153.00	3.70%
County - Net	$ 958,270.00	$ 1,020,912.00	$ 62,642.00	6.54%
Tax Levy	**$ 25,251,825.00**	**$ 26,115,662.00**	**$ 863,837.00**	**3.42%**
Overlay	$ 791,170.00	$ 752,011.00	$ (39,159.00)	-4.95%
TIF	$ 531,156.00	$ 663,229.00	$ 132,073.00	24.87%
Total Tax Levy	**$ 26,574,151.00**	**$ 27,530,902.00**	**$ 956,751.00**	**3.60%**
Assessed Valuation	$ 1,995,056,400.00	$ 2,051,483,000.00	$ 56,426,600.00	2.83%
Tax Rate	**$ 13.32**	**$ 13.42**	**$ 0.10**	**0.75%**


City of Saco - Valuation Analysis
$2,500,000,000
$2,000,000,000
$1,500,000,000
$1,000,000,000
$500,000,000
$-
City Valuation
$838,000,000
$874,228,000
$897,364,900
$1,468,822,600
$1,789,765,800
$1,995,056,900
$2,051,483,000
2003
2004
2005
2006
2007
2008
2009
Fiscal Years

REVENUE SUMMARY

This Page Left Blank

Revenue Summary

The following schedule contains city budgeted General Fund revenue accounts. Previous and current year figures are provided for comparative purposes. Revenues are conservatively estimated to ensure fiscal restraint. Additional detail follows as to the description and source of each major group of non-property tax revenues. Revenue projections are provided by each department and can be compared to current projections and past performance. Total non property tax revenues for the General Fund in fiscal year 2009 are expected to reach $21,104,797.

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PROPERTY TAXES								
300100	REAL ESTATE TAXES	$ 20,360,579	$ 21,370,053	$ 23,676,566	$ 23,280,894	$ 24,670,473	$ 26,574,151	$ 27,530,902
	TOTAL PROPERTY TAXES	$ 20,360,579	$ 21,370,053	$ 23,676,566	$ 23,280,894	$ 24,670,473	$ 26,574,151	$ 27,530,902
TAXES OTHER THAN PROPERTY								
300105	IN LIEU OF TAX PAYMENTS	$ -	$ 10,256	$ 9,872	$ (82,301)		$ 15,000	$ 20,000
300200	RAPID RENEWAL EXCISE	$ 108,309	$ 132,081	$ 203,336	$ 280,619	$ 350,520	$ 385,000	$ 435,000
300201	EXCISE TAXES	$ 2,406,513	$ 2,612,491	$ 2,661,342	$ 2,604,169	$ 2,548,010	$ 2,700,000	$ 2,600,000
300202	BOAT EXCISE TAXES	$ 17,270	$ 19,427	$ 18,449	$ 19,947	$ 18,432	$ 19,000	$ 19,000
300300	TAX/LIEN INTEREST	$ 88,819	$ 123,746	$ 120,617	$ 80,033	$ 100,018	$ 85,000	$ 100,000
300301	LIEN FEES	$ 12,466	$ 10,788	$ 13,213	$ 12,757	$ 9,407	$ 12,000	$ 12,000
	TOTAL NON-PROPERTY TAXES	**$ 2,633,377**	**$ 2,908,789**	**$ 3,026,829**	**$ 2,915,224**	**$ 3,026,387**	**$ 3,216,000**	**$ 3,186,000**
	TOTAL TAXES	***$ 22,993,956***	***$ 24,278,842***	***$ 26,703,395***	***$ 26,196,118***	***$ 27,696,860***	***$ 29,790,151***	***$ 30,716,902***
LICENSES AND PERMITS								
300250	CITY CLERK/FINANCE FEES	$ 60,400	$ 68,729	$ 69,894	$ 74,532	$ 85,816	$ 75,000	$ 85,000
300251	BLDG. INSPECTOR REV.	$ 190,995	$ 278,051	$ 399,357	$ 385,801	$ 335,121	$ 323,800	$ 525,399
300252	FRANCHISE FEES	$ 151,339	$ 167,212	$ 185,477	$ 215,806	$ 234,343	$ 228,000	$ 255,000
300253	PLUMBING FEES	$ 13,548	$ 18,119	$ 28,375	$ 33,342	$ 22,885	$ 28,500	$ 49,159
300254	ELECTRIC INSPECT FEES	$ 30,208	$ 117,806	$ 116,267	$ 41,245	$ 24,292	$ 30,100	$ 42,753
300255	SNOWMOBILE EXCISE	$ 2,248	$ 2,952	$ 2,295	$ 2,540	$ 2,469	$ 2,500	$ 2,500
300400	CANINE LICENSE FEES	$ 2,640	$ 2,120	$ 2,028	$ 1,742	$ 2,212	$ 2,200	$ 2,200
300401	CANINE/LATE FEES	$ (90)	$ 3,470	$ 4,793	$ 5,440	$ 8,261	$ 5,000	$ 5,000
300450	VICTUALERS LICENSES	$ 9,375	$ 8,195	$ 7,525	$ 7,540	$ 6,115	$ 8,000	$ 8,000
	TOTAL LICENSES AND PERMITS	**$ 460,663**	**$ 666,654**	**$ 816,011**	**$ 767,988**	**$ 721,514**	**$ 703,100**	**$ 975,011**

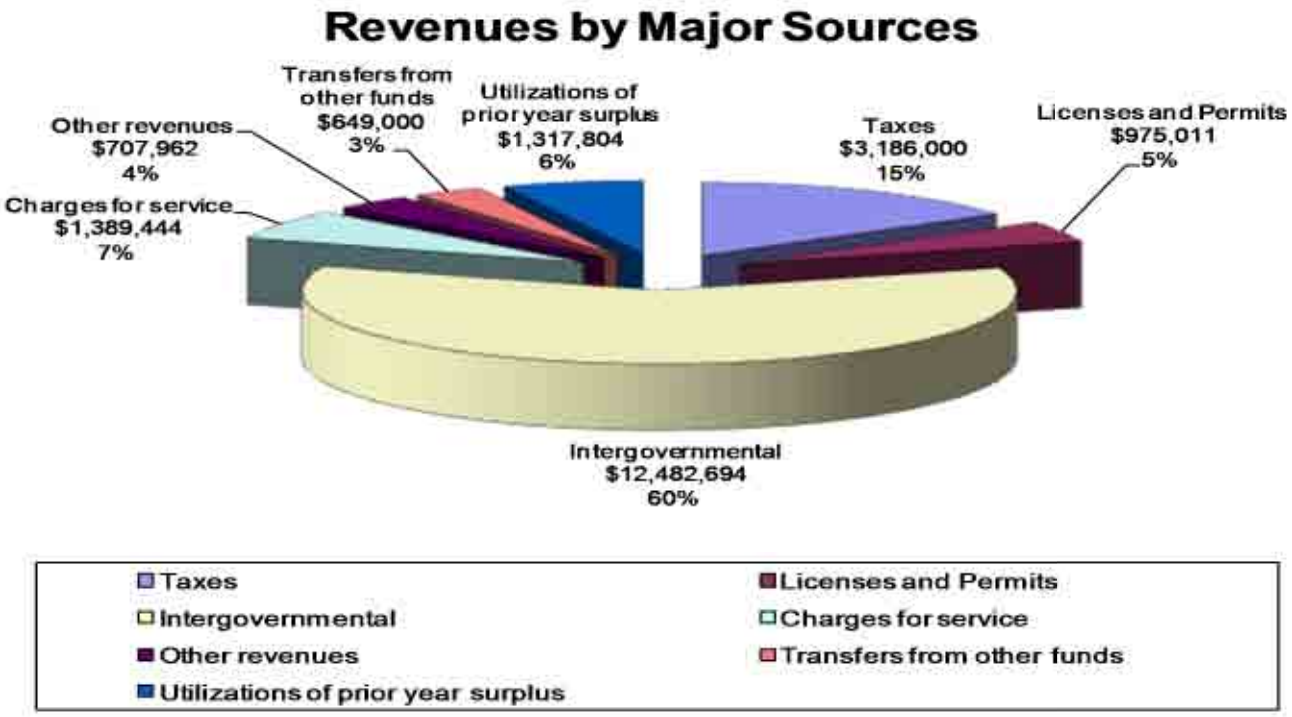
Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
INTERGOVERNMENTAL REVENUES								
300601	MAINE/FEMA REIMB.	$ -	$ -	$ 111,309	$ -	$ -	$ -	$ -
300602	COPS GRANT	$ 44,402	$ 56,628	$ 43,822	$ -	$ -	$ -	$ -
	STATE SUBSIDIES SCHOOLS		$ 7,012,739	$ 7,020,800	$ 9,150,329	$ 9,810,413	$ 9,665,251	$ 9,494,668
	ADULT ED - SCHOOL G/F		$ 29,067	$ 32,359	$ 35,000	$ 37,230	$ 37,230	$ 37,500
	STATE AGENCY CLIENTS		$ 116,248	$ 111,219	$ 160,052	$ 112,945	$ 90,000	$ 227,079
	STATE - DHS MEDICAID		$ 430,822	$ 456,000	$ 488,743	$ 527,261	$ 400,000	$ 360,000
300504	STATE REVENUE SHARING	$ 1,398,876	$ 1,468,881	$ 1,448,360	$ 1,454,903	$ 1,356,308	$ 1,450,000	$ 1,550,000
300505	STATE HIGHWAY GRANT	$ 190,584	$ 181,196	$ 211,908	$ 255,260	$ 249,088	$ 249,088	$ 262,700
300506	WELFARE REIMB.-STATE	$ 14,032	$ 12,556	$ 13,576	$ 24,967	$ 25,395	$ 26,000	$ 26,000
	SCHOOL CONSTR. REIM		$ 440,546	$ 455,670	$ -	$ -	$ -	$ -
300507	STATE-HOMESTEAD EXE	$ 525,682	$ 288,286	$ 242,190	$ 325,496	$ 320,151	$ 337,229	$ 349,880
	STATE- BTTR/BETE PROGRAM	$ -	$ -	$ -	$ -	$ -	$ -	$ 41,218
300500	TREE GROWTH TAX	$ 23,012	$ 11,260	$ 20,015	$ -	$ -	$ 10,000	$ 6,408
	FIRE APPARATUS GRANT	$ -	$ 154,980	$ -	$ -	$ -	$ -	$ -
300502	OTHER STATE REVENUE	$ 11,099	$ 102,087	$ 20,639	$ 40,444	*$ 56,253*	$ 25,000	$ 40,000
300503	STATE-VETERANS EXEMP	$ 22,014	$ 7,331	$ 6,892	$ -	$ -	$ 6,594	$ 6,236
300550	BIDD.TAX BASE SHARING	$ 122,215	$ 101,601	$ 140,091	$ 169,527	$ 92,506	$ -	$ -
300554	GOODWINS MILLS RESCUE REIMB	$ 7,656	$ 7,500	$ 7,500	$ 7,500	$ 15,000	$ 15,000	$ 15,000
300509	HOMELAND SECURITY GRANT	$ -	$ -	$ -	$ -	$ -	$ -	$ -
300552	SCARBOROUGH REIMB- RECYCLING	$ -	$ -	$ 3,964	$ 18,463	$ -	$ 20,000	$ 20,000
	DAYTON TUITION		$ 363,417	$ 499,249	$ 806,945	$ 755,272	$ 767,944	$ 904,166
	TOTAL INTERGOVERNMENTAL	**$ 2,359,572**	**$ 10,785,145**	**$ 10,845,563**	**$ 12,937,629**	**$ 13,357,822**	**$ 13,099,336**	**$ 13,340,855**
CHARGES FOR SERVICES					*$ 53,970*	*$ 146,565*		
300700	POLICE FINES & FEES	$ 23,442	$ 26,709	$ 38,260	$ 59,290	$ 36,918	$ 42,000	$ 35,000
300701	COMM.POLICING-THORNTON	$ 33,261	$ 33,281	$ 34,504	$ 77,770	$ 89,936	$ 41,000	$ 47,000
	K-8 Police Resource Officer - from school	$ -	$ -	$ -			$ 43,000	$ 49,000
	Technology reimbursement - from school	$ -	$ -	$ -			$ 7,000	$ -
300702	PUB.WKS-GENERAL REV.	$ 6,308	$ 85,221	$ 48,896	$ 172,462	$ 233,785	$ 75,000	$ 50,000
300703	TIPPING FEES-COMM HAUL	$ 321,635	$ 316,953	$ 306,743	$ 311,086	$ 213,647	$ -	$ -
300705	SEWER INSPECTION FEES	$ 3,150	$ 3,849	$ 4,100	$ 3,900	$ 4,300	$ 4,000	$ 4,000
300706	STREET OPENING PERMITS	$ 360	$ (6,099)	$ (15,602)			$ 1,000	$ 1,000
300708	RECREATION DEPT. REV.	$ 78,684	$ 84,176	$ 99,615	$ 180,808	$ 278,313	$ 345,000	$ 355,000
300501	WITNESS FEES-POLICE	$ 5,772	$ 6,738	$ 8,247			$ 6,500	$ 3,000
	PLANNING DEPT. REV.	$ 1,350	$ -	$ -			$ -	$ -
	SALE ORDINANCES	$ 315	$ -	$ -			$ -	$ -
	SEASONAL RENTAL ORD.	$ 2,550	$ -	$ -			$ -	$ -
	PASSPORT SERVICES	$ -	$ -	$ -			$ 50,000	$ 5,000
300755	PLANNING REVENUES-COST REC	$ 12,849	$ -	$ -			$ -	$ -
300704	TRANSFER STATION REVENUE	$ 37,276	$ 28,079	$ 23,845	$ 38,807	$ 37,188	$ 40,000	$ 50,000
300707	FLOW CONTROL LICENSE	$ 3,900	$ 4,450	$ 2,750	$ 3,000	$ 3,050	$ 4,500	$ 2,500
300709	FALSE ALARM FINES	$ 5,450	$ 6,525	$ 13,475	$ 20,200	$ 17,600	$ 20,000	$ 20,000
	TOTAL CHARGES FOR SERVICE	**$ 536,302**	**$ 589,882**	**$ 564,833**	**$ 921,293**	**$ 1,061,302**	**$ 679,000**	**$ 621,500**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
OTHER REVENUE					*$ 10,096*	*$ 75,003*		
300750	INTEREST EARNED-G/F	$ 103,620	$ 64,747	$ 87,997	$ 150,455	$ 229,841	$ 150,000	$ 250,000
300751	SALE OF SURPLUS PROPERTY	$ 161,637	$ 15,407	$ 48,638	$ 21,826	$ 64,582	$ 30,000	$ 25,000
300752	RENT/LEASE OF BLDGS.	$ 20,766	$ 63,047	$ 63,190	$ 63,859	$ 54,618	$ 60,000	$ 103,436
300753	PROP.INSURANCE CLAIMS	$ 66,213	$ 3,834	$ 19,459	$ 14,170	$ 27,085	$ 15,000	$ 20,000
	HEALTH INS.PREM.REIMB.	$ 96,493	$ -	$ -	$ -	$ -	$ 217,958	$ 188,526
300754	ZONING BD. REVENUE	$ 275	$ -	$ -	$ -	$ -	$ 300	$ -
	ENG.STUDIES-COST REC.	$ 57,703	$ 89,399	$ 93,791	$ 110,031	$ 152	$ 52,000	$ 70,000
300756	RECYCLING FEES	$ 2,000	$ 22,705	$ 29,869	$ 29,497	$ 21,485	$ -	$ -
	SCHOOL MISC		$ 138,714	$ 14,772	$ -	$ -	$ 1,000	$ 1,000
	SALE-RECYCLED WASTE	$ 39,036	$ -	$ -	$ -	$ -	$ 35,000	$ 25,000
300757	MISCELLANEOUS	$ 54,158	$ 14,173	$ 6,437	$ -	$ -	$ 25,000	$ 25,000
	FIRE DEPT. REVENUES	$ 5,203	$ -	$ -	$ -	$ -	$ 150	$ -
	SHADAGEE/OCEAN PARK LOT FEES	$ 34,930	$ -	$ -	$ -	$ -	$ -	$ -
	TOTAL OTHER REVENUES	**$ 642,034**	**$ 412,026**	**$ 364,153**	**$ 399,934**	**$ 472,766**	**$ 586,408**	**$ 707,962**
OTHER FINANCING SOURCES - TRANSFERS								
	CAPITAL BOND/LEASE PROCEEDS							
300955	TRANS - SCHOOL IDT PW PARTS	$ 129,615	$ 112,446	$ 91,514	$ -	$ -	$ 125,000	$ 221,000
	TRANSF - SCHOOL ELEC/MECHANIC	$ -	$ -	$ -	$ -	$ -	$ -	$ 62,000
300952	TRANSF-SACO ISLAND -SPIRIT	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 45,000
300951	TRANSF. AMBULANCE FD.	$ 300,000	$ 619,665	$ 375,023	$ 350,000	$ 480,000	$ 430,000	$ 300,000
300951	TRANSF. ECONOMIC DEV.FD.	$ 20,000	$ -	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000
	TRANSF. SEWER BD. DEBT	$ 335,344	$ 417,952	$ 660,033	$ 459,249	$ -	$ -	$ -
300951	TRASNF. CAMP ELLIS FD.	$ 1,000	$ -	$ -	$ 1,000	$ 1,000	$ 1,000	$ 1,000
	TRANSF - REC IMPACT FEES	$ 108,210	$ -	$ -		$ -	$ -	$ -
	TOTAL TRANSFERS	**$ 919,169**	**$ 1,175,063**	**$ 1,151,570**	**$ 855,249**	**$ 526,000**	**$ 601,000**	**$ 649,000**
OTHER FINANCING SOURCES - UTILIZATIONS								
	TRANSF. DES FUND BAL - Sidewalks	$ -	$ -	$ -		$ -	$ -	$ 97,000
	TRANSF. SCHOOL UNDES. FUND BAL	$ -	$ -	$ -		$ -	$ 429,634	$ 763,528
300800	TRANSF. UNDES. FUND BAL	$ -	$ -	$ -		$ -	$ 482,042	$ 791,170
	TOTAL UTILIZATIONS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 911,676**	**$ 1,651,698**
TOTAL REVENUES & OTHER FINANCING SOURCES		**$ 27,911,696**	**$ 37,907,612**	**$ 40,445,525**	**$ 42,078,211**	**$ 43,836,264**	**$ 46,370,671**	**$ 48,662,928**
REVENUE SUMMARY:								
PROPERTY TAX REVENUE		$ 20,360,579	$ 21,370,053	$ 23,676,566	$ 23,280,894	$ 24,670,473	$ 26,574,151	$ 27,530,902
NON-TAX REVENUE								
City Revenues		$ 7,551,117	$ 8,446,552	$ 8,634,560	$ 8,156,248	$ 7,922,670	$ 8,405,461	$ 9,344,085
School Revenues		$ -	$ 8,091,007	$ 8,134,399	$ 10,641,069	$ 11,243,121	$ 11,391,059	$ 11,787,941
TOTAL NON-TAX REVENUE		$ 7,551,117	$ 16,537,559	$ 16,768,959	$ 18,797,317	$ 19,165,791	$ 19,796,520	$ 21,132,026
TOTAL GENERAL FUND REVENUES		$ 27,911,696	$ 37,907,612	$ 40,445,525	$ 42,078,211	$ 43,836,264	$ 46,370,671	$ 48,662,928

Non Property Tax Revenue Detail

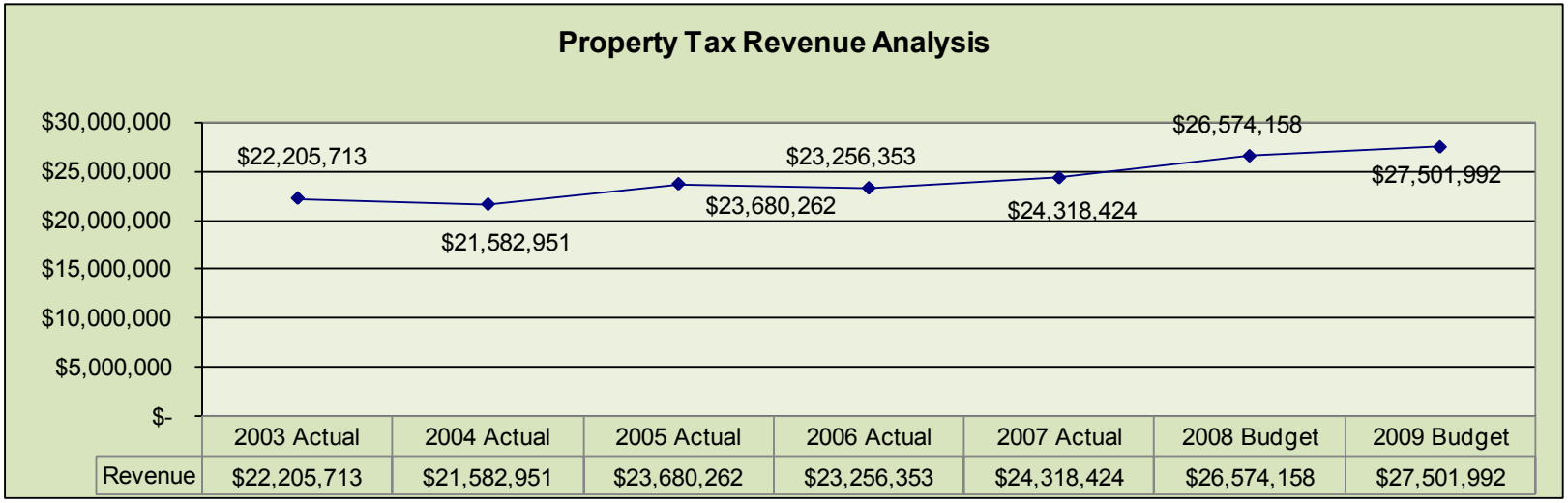
This section is meant to be an explanation of non-property tax revenues received by the City. The purpose is to provide an overview of the total resources budgeted by the City of Saco, Maine and to describe the major revenue sources and the underlying assumptions for the revenue estimates, including discussing any significant revenue trends.

The distribution of total non-property tax revenues for the fiscal year 2009 budget is represented as follows:



Property Tax Revenues

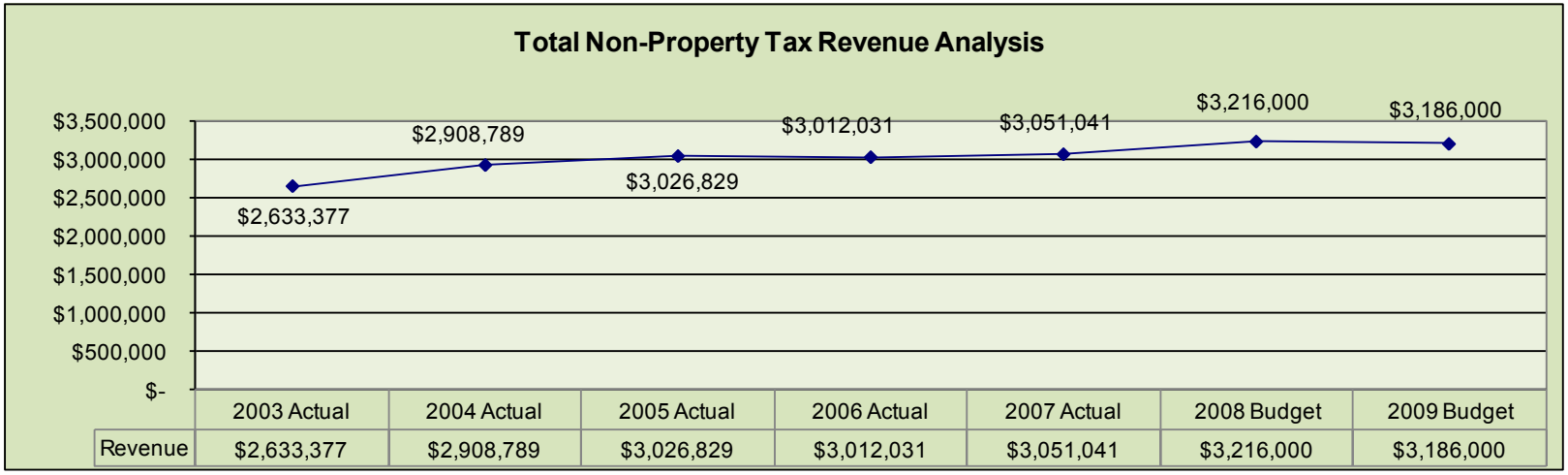
These revenues include the collection of property taxes levied on real estate and personal property within the City. Each year the assessor is responsible for the valuing of all property within the City. This valuation is adjusted each year according to what percentage of value the City wishes to realize in relation to the State's equalized valuation of the City. In the fiscal year 2006 and 2007 budgets, the City's values were increased to be indicative of 95% of the state's equalized property value. In the fiscal year 2008 budget, valuations were increased on average on approximately 2% in order to maintain the 95% of State equalized valuation. The total amount of taxes needing to be levied in order to balance the budget is then divided by this valuation total to arrive at a mil rate per thousand dollars of valuation. It is this mil rate that is then multiplied by each property value in order to arrive at the individual property tax liabilities for all property owners within the City. Due to fixed increases in contractual obligations and reducing State aid in the areas of education and revenue sharing, the City has increased its property tax levy consistently since 1999 except for 2001 where the City experienced a decrease due to a reduction in the transfers from other funds coming into the General Fund for various projects. In fiscal year 2000 the General Fund budget included expenditures for other Capital Project Funds projects along with a transfer in of revenues from these funds to cover these expenditures. This policy was changed in fiscal year 2001. In the fiscal year 2006 budget, due to the increase in state aid received in an attempt to fund 55% of the "Essential Programs and Services" of Maine schools, the City was able to actually reduce the amount of property taxes to be levied for the first time since 1979. This levy was however increased in fiscal year 2007 and again in 2008 and 2009 due to the reasons noted previously.



Non-Property Tax revenues

These revenues include the collection of all taxes other than real estate and personal property taxes levied by the City. They include excise taxes of boats and motor vehicles and tax lien and interest fees collected on the untimely payment of property taxes. All residents of Saco must pay excise taxes on their vehicles and boats in the City in order to operate them legally. Actual receipts have consistently increased except for slight declines in 2006 and 2009 due to anticipated slower economic conditions.

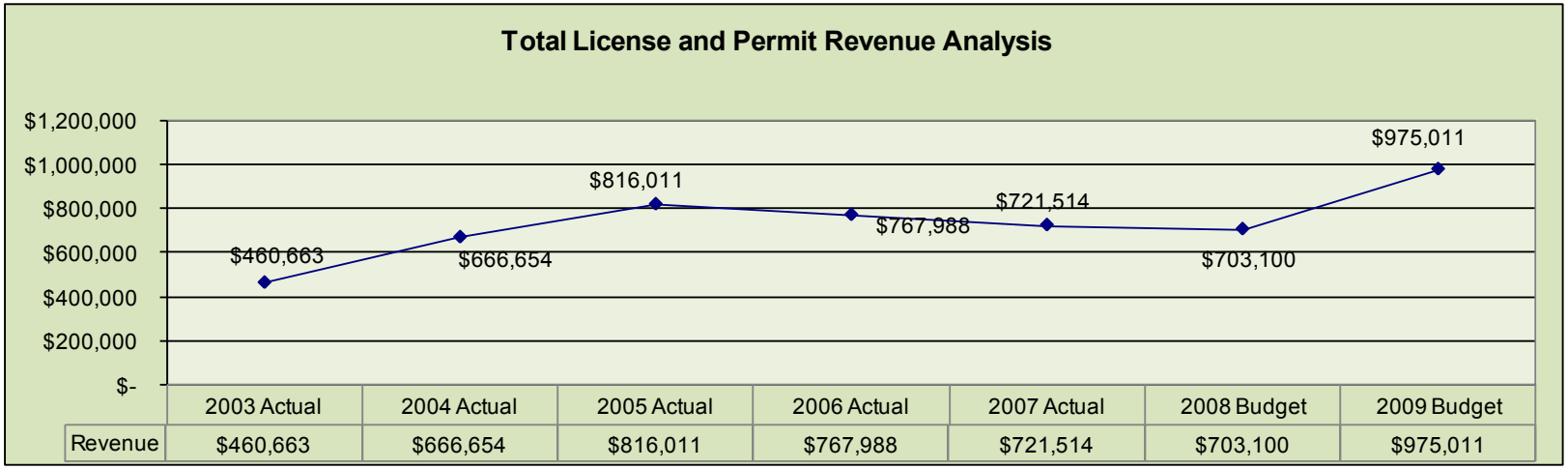
A mil rate is multiplied by the manufacturers suggested retail price of each vehicle to arrive at the excise tax collected. This mil rate reduces over a three year period as the vehicle ages until it levels off in the sixth year and remains there for the remainder of the vehicle ownership. Thus factoring in the deterioration of a vehicle over time and the reduction of its value, this years' budgeted amount reflects a more conservative estimate from last years' budget due to the history of actual collections over the past year. Although we are experiencing an economic down turn, excise tax collections have remained strong due to the aggressively low interest rates being offered for new vehicle purchases and the City of Saco has numerous automobile retail sale locations within its boundaries. However, it is anticipated that the high cost of fuel may slow the purchase of larger more expensive vehicles which likely will affect of reducing excise taxes collected by the City. In the 2008 budget revenues from liens and interest were reduced as the City has been experiencing a higher collection rate.



Licenses and Permit Revenues

These revenues include both local and State license and permitting type fees collected by the various municipal offices. The largest factions are building inspection fees for new residential dwellings being constructed, franchise fees from the cable television network and city clerk type fees.

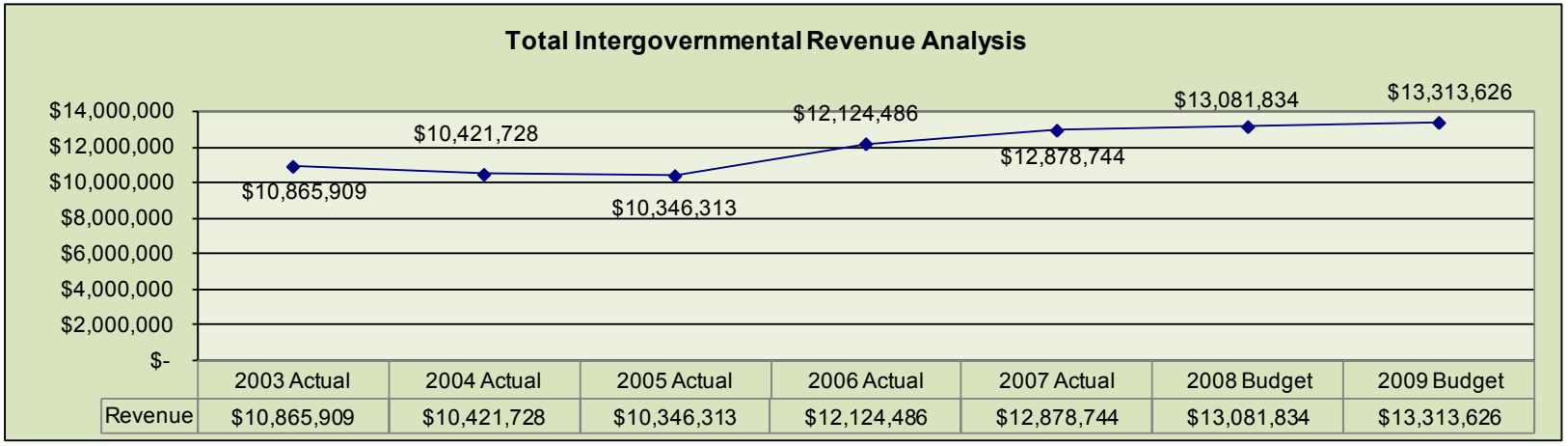
Actual receipts have consistently been increasing. In fiscal year 2007 revenues from fees were reduced by 15% due to the slow down the City anticipated in new home construction due to the state of the economy and the expensive cost of construction within our community. The 2009 budget reflects an increase in building inspection fees.



Intergovernmental Revenues

These revenues include those amounts received from the federal and state government as well as from other local municipalities. The major categories include various grants, both federal and state, state municipal allocations for revenue sharing, aid to education and the property tax homestead exemption.

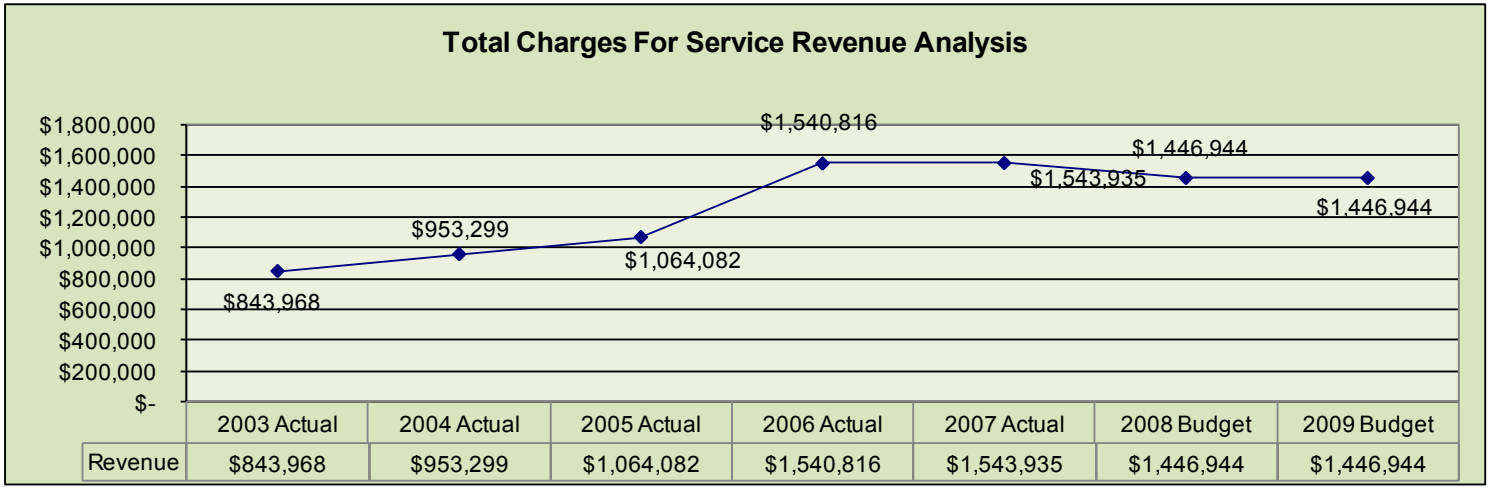
Actual receipts have consistently been increasing since 1999 except for 2004 and 2005, which is due to the deficit experienced by the State of Maine at the end of fiscal year 2003 and again between 2007 and 2008. The State had allocated less funding towards two of the major City intergovernmental revenues; State aid to education and State revenue sharing. Also, with the City's state equalized valuation increasing greatly, our percentage of the allocated funding for these two programs becomes smaller. They are indirectly related. As our valuation increases, our allocation of State funding decreases. Both of these factor will have a negative impact on the revenue we receive from the State of Maine for revenue sharing and aid to education. However, in fiscal year 2006, the State completed it's "Essential Programs and Services" funding model which will over a four year period fund education at 55% of approved expenditures. This model has increased state revenues to the City of Saco by almost $2 million. It continued to increase intergovernmental revenues again in fiscal year 2007 but not in 2008. Also included in fiscal year 2007 and not 2008 was a Fire SAFER Grant to fund four new positions within the Fire Department. This grant was not obtained by the City. The City also had a tax base sharing agreement with the City of Biddeford for the Maine Energy Recovery Company that terminated in 2007 which greatly contributes to the reduction in these revenues from 2007 to 2008.



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Revenue	$10,865,909	$10,421,728	$10,346,313	$12,124,486	$12,878,744	$13,081,834	$13,313,626

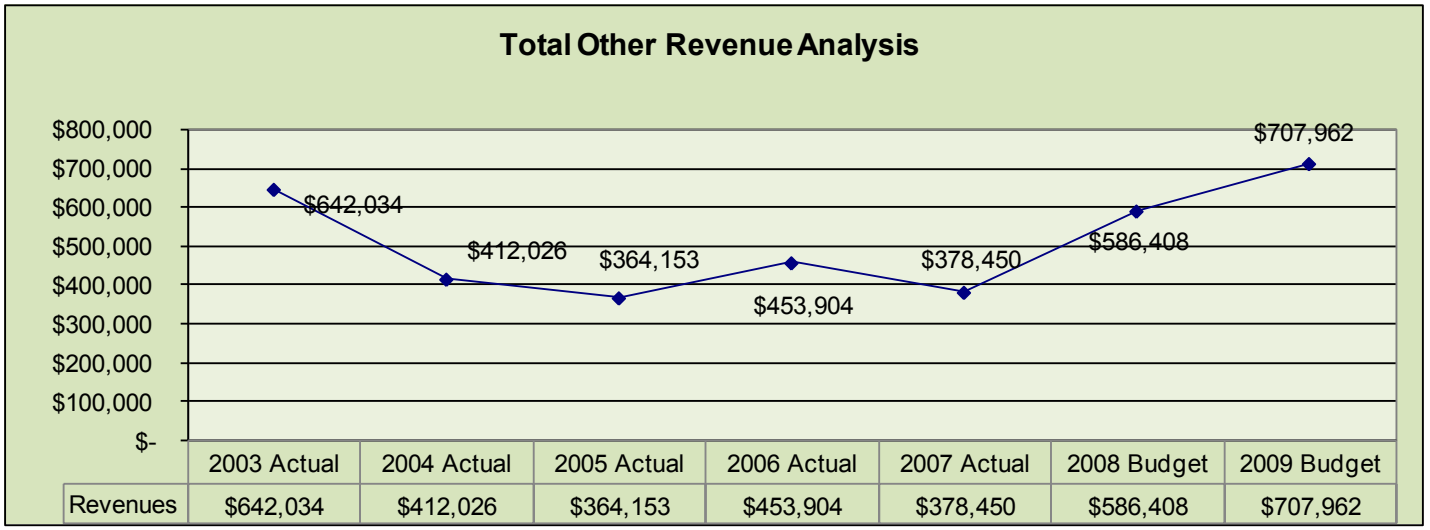
Charges For Service Revenues

These revenues include those amounts charged to residential and commercial entities in the city for services they receive. The largest of these are the tipping fees charged to commercial haulers for allowing their disposal at the Maine Energy Recovery Company under the city's contract, the fees charged for enrollment in the City's recreation programs, and the fees charged for disposal of items at the City operated transfer station facility. Actual receipts had consistently been increasing slightly since 2002 with a large increase in 2006 from increases in recreational fees from expanded programs and from an increase in the tuition being charged by the school department. The fiscal year 2007 budget maintained these levels and the 2008 budget actually reduced this revenue level due to a City Council decision to no longer pick up commercial solid waste. The commercial tipping fees charged have therefore been removed from the fiscal year 2008 budget. With the increase in recreational fees due to expanded programs and a new all day kindergarten program this reduction was minimized.



Other Revenues

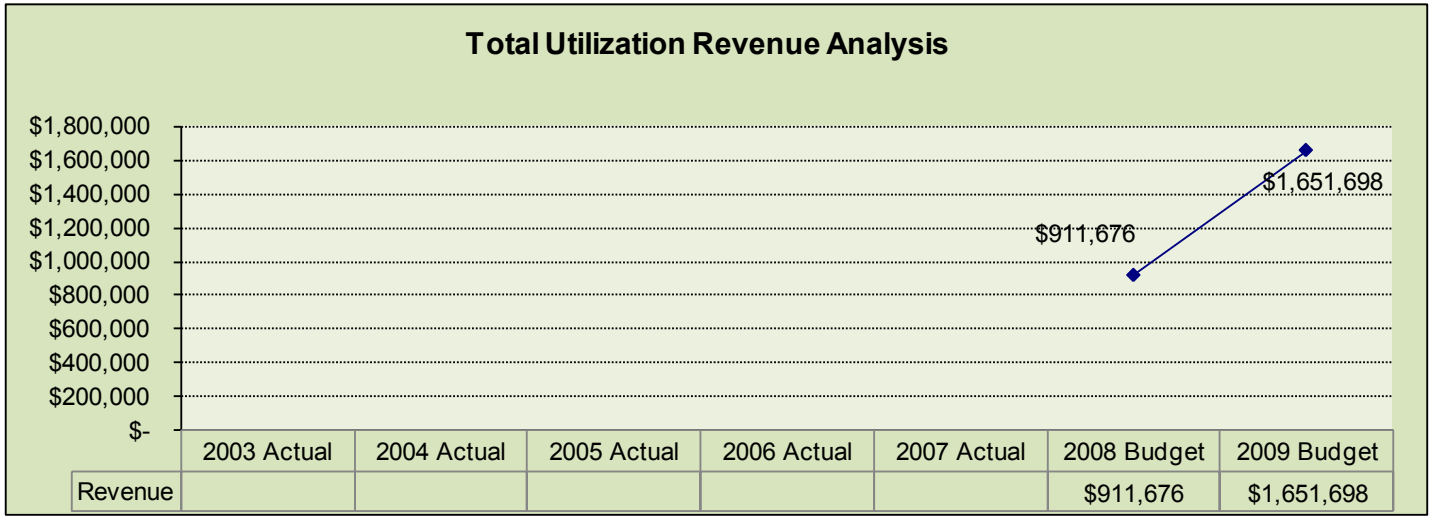
These revenues include those that can not be classified in the categories previously listed. The largest of these include interest earnings on city investments, health insurance employee reimbursements for the reimbursement of those coverage's not covered by the City, and sale of recycled waste on the commodities market. These revenues had been consistently increasing until fiscal year 2002 when it dropped due to no lease proceeds as were included in 2001 and a large reduction in miscellaneous revenue being collected from the school department. There was a further reduction in the 2003 budget primarily due to a large reduction in interest revenue, because of the current interest rates available due to the economic down turn we were experiencing. In the fiscal year 2004 and again in the 2005 budget there was again a reduction due to interest rate deterioration. In the fiscal year 2006 and 2007 budgets, the revenue level has remained consistent. In fiscal year 2008 these revenues were increased primarily due to higher interest rates and therefore an increase in interest revenue as well as a city policy for employees to cover a higher percentage of their health insurance costs thus increasing this revenue from employees. In fiscal year 2009 interest revenues are anticipated to increase.



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Revenues	$642,034	$412,026	$364,153	$453,904	$378,450	$586,408	$707,962

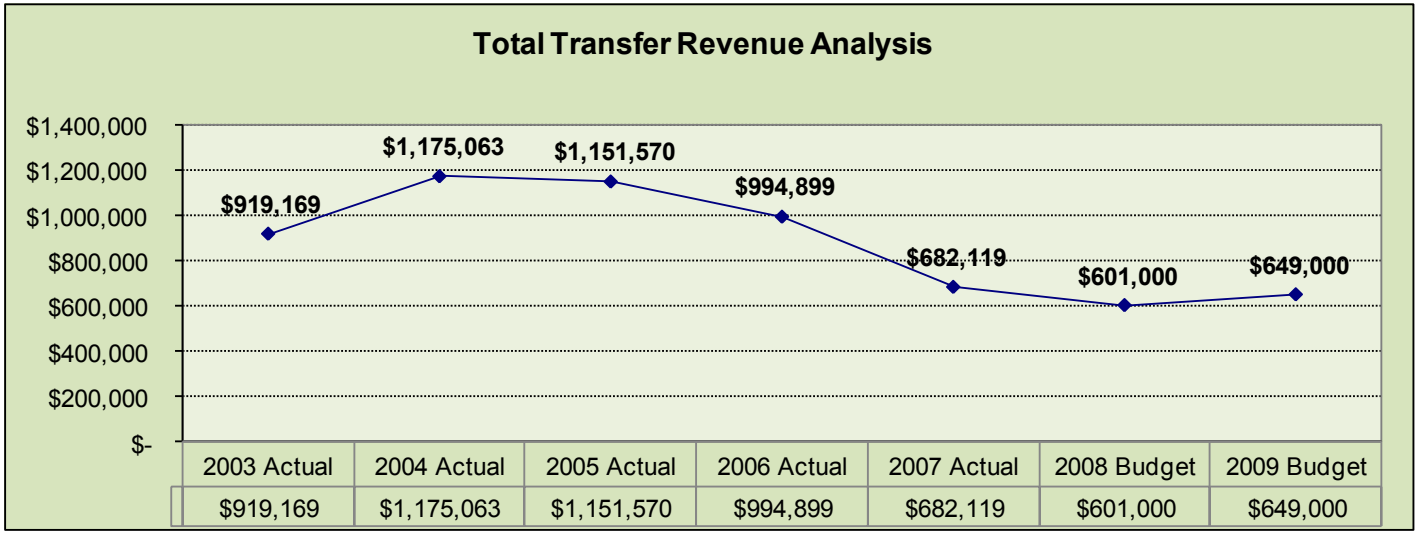
Utilization of Prior Year Surplus Revenues

These revenues represent the budgeted utilization of prior year undesignated fund balance amounts of both the City and the school department, in order to balance the total revenues with the total appropriations of the budget. The purpose for utilizing fund balance is to minimize the impact of the mil rate increase in a given budgeted year by utilizing accumulated surpluses instead of levying property taxes. The actual history reflects that although a utilization was budgeted, this transfer from undesignated fund balance was not necessary as there were other revenues which came in higher than estimated which covered this amount which would have otherwise been transferred. The City is cognizant of its fund balance policy, which mandates an undesignated fund balance level between 8.33% and 10% of budgeted appropriations. This policy is maintained with the current budgetary level of utilization of fund balance if it all were to be utilized. The fiscal year 2009 budget reflect higher anticipated transfers from undesignated fund balance.



Transfer Revenues

These revenues include those amounts transferred from other funds of the City into the General Fund to fund various projects included within the city's general fund budget. Actual receipts are not consistent from one year to the next, as the level is driven by what types of projects are included within the budget and whether the revenues have been collected within other funds to complete them, hence needing to be transferred into the General Fund to cover the appropriations. In the fiscal year 2007 budget, these transfers were dramatically reduced due to the fact that the waste water treatment plant debt and sewer crew related expenditures were charged directly to the Enterprise Fund instead of being budgeted through the General Fund and then transferred into the General Fund to cover the expenditures. The recreation impact fees collected had also been established as a separate Special Revenue Fund and therefore charged directly for the related expenditures thus reducing the transfer into the General Fund to cover these expenditures as well. In the fiscal year 2007 budget, the transfer from the ambulance fund had increase by $130,000 in order to cover the purchase of a new ambulance. This transfer was reduced in fiscal year 2008 as the ambulance purchases are made only once every 4-5 years.

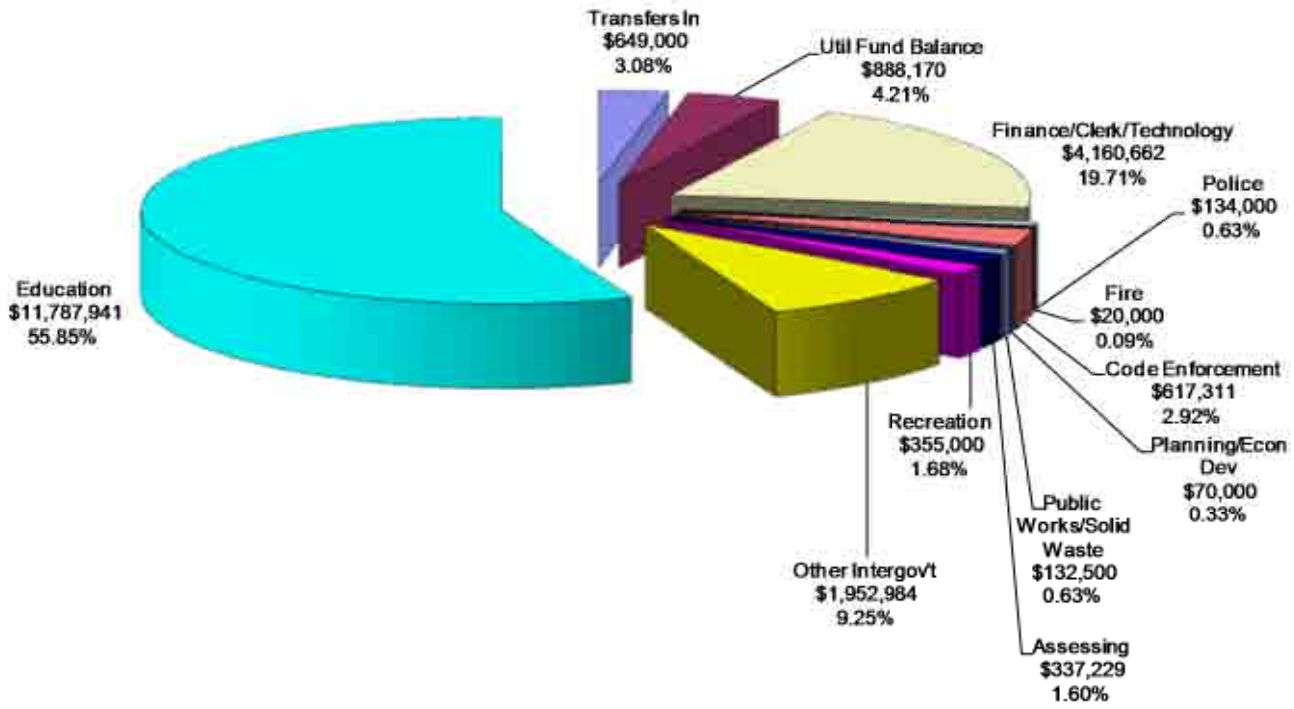


Revenues by Department

The next chart graphically depicts revenues by department. The bulk of City non-tax revenues, at 55.85%, are received from the Education Department with their State aid to education monies. This allocation has increased slightly over last year due to additional monies received by the school department from the State of Maine through the new Essential Programs and Services funding model.

Projected Revenue by Departme		FY 2008	% of Total		FY 2009	% of Total
Transfers In	$	601,000	3.04%	$	649,000	3.08%
Util Fund Balance	$	482,042	2.44%	$	888,170	4.21%
Finance/Clerk/Technology	$	4,091,658	20.69%	$	4,160,662	19.71%
Police	$	132,500	0.67%	$	134,000	0.63%
Fire	$	20,150	0.10%	$	20,000	0.09%
Code Enforcement	$	382,400	1.93%	$	617,311	2.92%
Planning/Econ Dev	$	52,300	0.26%	$	70,000	0.33%
Public Works/Solid Waste	$	159,500	0.81%	$	132,500	0.63%
Assessing	$	319,727	1.62%	$	337,229	1.60%
Recreation	$	345,000	1.74%	$	355,000	1.68%
Other Intergov't	$	1,801,682	9.11%	$	1,952,984	9.25%
Education	$	11,391,059	57.59%	$	11,787,941	55.85%
	$	19,779,018	100.00%	$	21,104,797	100.00%

2009 Revenues by Department



EXPENDITURE SUMMARY

This Page Left Blank

Expenditure Summary

The Expenditure Summary displays budget allocations by department or category and includes past and current years for comparative purposes. The total expenditure summary line for the 2009 approved budget offers the total funds necessary to operate the City of Saco, Maine. This expenditure summary provides a compilation of all City appropriations for 2009. Figures listed on this table are explained in detail later in the budget document.

Departments	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Legislative	$ 16,304	$ 20,260	$ 19,533	$ 20,600	$ 20,600
City Administration	$ 194,725	$ 197,604	$ 210,383	$ 240,018	$ 265,426
Finance/Technology	$ 541,573	$ 641,454	$ 791,568	$ 732,358	$ 757,459
City Clerk	$ 149,580	$ 183,840	$ 195,956	$ 206,473	$ 217,945
Assessor	$ 160,500	$ 163,684	$ 176,657	$ 178,479	$ 182,697
Building Maintenance	$ 90,175	$ 102,933	$ 102,021	$ 99,895	$ 116,214
Legal	$ 135,366	$ 209,581	$ 359,632	$ 235,000	$ 115,000
Police Department	$ 2,505,583	$ 2,587,170	$ 2,832,247	$ 3,078,314	$ 3,169,701
Fire/Ambulance	$ 2,039,207	$ 1,903,977	$ 2,059,283	$ 2,399,783	$ 2,575,605
Building Inspections/Zoning	$ 193,173	$ 217,803	$ 234,563	$ 241,833	$ 247,828
Planning & Economic Dev.	$ 293,001	$ 248,308	$ 265,936	$ 277,303	$ 300,928
Public Works	$ 3,710,174	$ 3,757,464	$ 4,208,601	$ 3,963,100	$ 4,345,365
Public Agencies	$ 488,943	$ 502,298	$ 492,381	$ 543,000	$ 559,800
Emergency Management	$ -	$ -	$ -	$ 5,900	$ 5,900
Parks & Recreation	$ 585,146	$ 638,353	$ 786,248	$ 894,988	$ 920,251
Debt Service	$ 1,757,463	$ 2,319,715	$ 2,284,899	$ 1,367,533	$ 1,753,585
Employee Benefits	$ 2,113,209	$ 2,192,445	$ 2,254,631	$ 2,265,316	$ 2,460,036
Insurances	$ 213,348	$ 225,558	$ 239,081	$ 231,067	$ 179,425
Contingency	$ 48,523	$ 99,066	$ 150,794	$ 67,000	$ 89,241
Education K-12	$ 21,655,673	$ 22,838,383	$ 24,292,685	$ 26,618,859	$ 27,579,894
York County Tax	$ 747,821	$ 859,723	$ 896,282	$ 958,270	$ 1,020,912
Capital Improvement Projects	$ 615,627	$ 1,269,378	$ 1,200,204	$ 423,256	$ 363,876
Overlay	$ -	$ -	$ -	$ 791,170	$ 752,011
TIF Transfers	$ 700,000	$ 597,801	$ 591,530	$ 531,156	$ 663,229
TOTAL	**$ 38,955,114**	**$ 41,776,798**	**$ 44,645,115**	**$ 46,370,671**	**$ 48,662,928**

This Page Left Blank

PERSONNEL SECTION

This Page Left Blank

Personnel Section

Personnel Overview

The personnel section of the city budget consists of two sections. The first section is a personnel summary that lists the number of positions approved in each department through the budget process in the prior 3 years, the current year and the need for new positions as projected by department heads for the next year. A citywide position count is also listed. Elected officials are not listed as they are not full time employees of the city and their hours vary significantly.

The second section is the position classification plan, which is a listing of employee positions by department, by title, and salary or hourly rate for the current budget year and for the previous budget year. Most of the positions listed are unionized with the exception of 17 of the department head and assistant department head positions. Listed salaries do not include overtime or midyear pay changes. During the end of fiscal year 2006 all 8 of the city's bargaining unit contracts had expired. These contracts were all negotiated and ratified prior to the end of fiscal year 2007. Major wage increases were included within all of the police union contracts so as to bring their wages up to market levels. A 3.5% increases for all other employees was negotiated and therefore incorporated into the salary lines of the adopted fiscal year 2008 budget. All non-union employees receive the same increase as is bargained with the unions. They also have the opportunity to receive up to 3% more based on a performance evaluation conducted by the City Administrator. Goals are established at the beginning of each year and included within the city's strategic planning process, if these goals are achieved, the non-union employees can receive additional merit pay for these successes. It is averaged that non-union employees receive a 5.5% increase based on this structure. The process was changed in fiscal year 2007 so that these evaluations are conducted on a fiscal year basis instead of a calendar year basis and the actual wages are therefore known and able to be included within the coming budget. The fiscal year 2008 budget therefore includes the actual wages to be paid to these non-union employees.

The city's Personnel Policy dictates and describes the performance evaluation process mentioned above for non-union employees.

For fiscal year 2008, the approved budget includes the addition of no new employees and actually includes a reduction of one position within the city's finance department and the reduction of four positions within the fire department as the Fire SAFER Grant was not obtained to fund these four positions budgeted for in fiscal year 2007.

Personnel Summary

Department / Position	2005 Employees	2006 Employees	2007 Employees	2008 Employees	2009 Employees
Administration					
Executive Secretary	1.00	1.00	1.00	1.00	1.00
City Administrator	1.00	1.00	1.00	1.00	1.00
Personnel Secretary	1.00	1.00	1.00	1.00	1.00
	3.00	3.00	3.00	3.00	3.00
Finance Department					
Finance Director	1.00	1.00	1.00	1.00	1.00
Tax Collector	1.00	1.00	1.00	1.00	1.00
Accounts Payable Clerk	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Clerk	1.00	1.00	1.00	1.00	1.00
Payroll Clerk	1.00	0.00	0.00	0.00	0.00
Customer Service Clerks	3.00	3.50	3.50	2.50	2.50
Information Technology (IT) Director	1.00	1.00	1.00	1.00	1.00
IT Assistant Director	1.00	1.00	1.00	1.00	1.00
	10.00	9.50	9.50	8.50	8.50
City Clerk					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk (Gen Ass't)	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00
Assessor's Office					
Tax Assessor	1.00	1.00	1.00	1.00	1.00
Clerk	1.00	1.00	1.00	1.00	1.00
Admin Assistant	1.00	1.00	1.00	1.00	1.00
	3.00	3.00	3.00	3.00	3.00
Code Enforcement					
Admin Ass't	1.00	1.00	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00	1.00
Ass't Code Enforcement	1.50	2.00	2.00	2.00	2.00
Electrical Inspector	0.50	0.50	0.50	0.50	0.50
Custodian	1.00	1.00	1.00	1.00	1.00
	5.00	5.50	5.50	5.50	5.50
Planning Department					
Economic Development Director	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00	1.00
	3.00	3.00	3.00	3.00	3.00
TOTAL CITY HALL	**26.00**	**26.00**	**26.00**	**25.00**	**25.00**

Department / Position	2005 Employees	2006 Employees	2007 Employees	2008 Employees	2009 Employees
Police Department					
Dispatcher	10.00	10.00	10.00	10.00	10.00
Deputy Police Chief	1.00	1.00	1.00	1.00	1.00
Police Sergeant	5.00	5.00	5.00	5.00	5.00
Court Officer	1.00	1.00	1.00	1.00	1.00
Patrolman	19.00	19.00	19.00	19.00	19.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Corporal	3.00	3.00	3.00	3.00	3.00
Detective	5.00	6.00	6.00	6.00	6.00
Secretary	1.00	1.00	1.00	1.00	1.00
	46.00	47.00	47.00	47.00	47.00
Fire Department					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00	2.00	2.00
Fire Captain	4.00	4.00	4.00	4.00	4.00
Fire Lieutenant	4.00	4.00	4.00	4.00	4.00
Fireman/EMT	24.00	24.00	28.00	24.00	24.00
Sectretary	1.00	1.00	1.00	1.00	1.00
	36.00	36.00	40.00	36.00	36.00
Public Works Department					
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Admin Assistant	1.00	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00	1.00
Engineer	1.00	1.00	1.00	1.00	1.00
Engineer Tech	1.00	1.00	1.00	1.00	1.00
Laborer	4.75	4.25	4.25	4.25	4.25
Foreman	4.00	4.00	4.00	4.00	4.00
Trcuk Driver	11.00	11.00	11.00	11.00	11.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00
Light Equipment Operator	1.00	1.00	1.00	1.00	1.00
Transfer Station Operator	1.00	1.00	1.00	1.00	1.00
Recycling Director/Educator	1.00	1.00	1.00	1.00	1.00
Maintenance Clerk	1.00	1.00	1.00	1.00	1.00
Garage Foreman	1.00	1.00	1.00	1.00	1.00
Mechanic	4.00	4.00	4.00	4.00	4.00
Total Public Works	34.75	34.25	34.25	34.25	34.25

Department / Position	2005 Employees	2006 Employees	2007 Employees	2008 Employees	2009 Employees
Parks & Recreation Department					
Park Laborer	1.75	1.25	1.25	1.25	1.25
Foreman	1.00	1.00	1.00	1.00	1.00
Program Leader	1.00	1.00	2.00	2.00	2.00
Park/Rec Director	1.00	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	2.00	2.00	2.00
Park/Rec Tech	1.00	1.00	1.00	1.00	1.00
	6.75	6.25	8.25	8.25	8.25
Total General Fund Employees	**149.50**	**149.50**	**155.50**	**150.50**	**150.50**
Wastewater Treatment Department					
Superintendent	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Operator	3.00	4.00	4.00	4.00	4.00
Operator					
Operator					
Operator					
Lead Operator	1.00	1.00	1.00	1.00	1.00
Admin Ass't	1.00	1.00	1.00	1.00	1.00
Clerk	1.00	1.00	1.00	1.00	1.00
Technican	1.00	1.00	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Mechnic 2	0.00	0.00	0.00	0.00	1.00
Total Wastewtaer Treatment	13.00	14.00	14.00	14.00	15.00
TOTAL ALL DEPARTMENTS	**162.50**	**163.50**	**169.50**	**164.50**	**165.50**

DEPARTMENTAL NARRATIVES, STRATEGIC GOALS AND OBJECTIVES AND APPROPRIATION HISTORY

This Page Left Blank

Legislative Department

City of Saco, Maine Charter - ARTICLE II, Mayor and the City Council

Section 2.01. Composition of Municipal Offices and Compensation.

There shall be a Mayor and a City Council consisting of seven members, one from each ward. The Mayor and members of the City Council shall constitute the municipal officers of the City for all purposes required by statute and perform all duties required of municipal officers under the laws of the State. The Mayor and City Council shall receive an annual salary, payable quarterly. The Mayor shall receive a salary of three thousand, six hundred ($3,600.00) dollars and the City Councilors shall each receive a salary of one thousand two hundred ($1,200.00) dollars. The Council may by ordinance change the annual salary of the Mayor and/or the City Councilors, but no ordinance changing such salary shall become effective until approved by the voters of Saco in a referendum question in the next regularly scheduled municipal election, either primary or general. The Mayor and Councilors shall receive their actual and necessary expenses incurred in the performance of their duties of office. [Amended 11-6-2001]

Section 2.02. General Powers and Duties.

All powers of the City shall be vested in the Mayor and the City Council, except as otherwise specifically provided by this Charter.

Section 2.03. Eligibility.

A. Mayor. The Mayor shall be a resident and qualified voter of the City of Saco, and shall remain so during his term of office otherwise the office shall be declared vacant.

B. Councilor. The Councilors shall be residents and qualified voters of the ward from which they are elected and shall remain so during their term of office, otherwise the office shall be declared vacant.

Section 2.04. Limitations; Mayor and City Council.

A. Holding Other Office. A person who holds an appointive office in the City government or is an employee of the City shall be eligible to be a candidate for an elective office in the City government, but shall not take elective office unless he resigns from the appointive offices or City employment prior to the start of the term of office for which he was elected, except as otherwise provided by law. However, a person holding a City elective office shall be eligible, during his term of office, to become a candidate for the same or another City elective office. In the event such person is elected to the second City office, a vacancy shall exist in the first City office when such person qualifies for the second City office. No person shall be a candidate for more than one City elective office in the same municipal election. No person shall concurrently hold more than one City elective office. No former Mayor or Councilor shall hold any compensated appointive City office or City employment until one year after the expiration of the term for which he was elected.

B. Appointments and Removals. The Mayor, the City Council or any of its members shall not in any manner direct the appointment or removal of any City administrative officer or employee whom the City Administrator or any of his subordinates are empowered to appoint, but the Mayor and the Councilors may express their views and freely discuss with the City Administrator anything pertaining to appointment and removal of such officers and employees.

C. Interference With Administration. Except for the purpose of inquiries, the Mayor, the City Council or any of its members shall deal with City officers and employees who are subject to the direction and supervision of the City Administrator solely through the City Administrator. The Mayor, the City Council or any of its members shall not give orders to any such officers or employees either publicly or privately.

Section 2.05. Election and Term.

A. Election. The Mayor shall be elected by the voters of the entire City, and the City Councilors shall be elected by the voters or their respective wards.

B. Term. The Mayor and the City Councilors shall be elected for two (2) year terms commencing on the first Monday of December. The Mayor and City Councilors shall continue to hold office until the expiration of their terms and until their successors are elected and qualified.

C. Deputy Mayor. The City Council shall elect from its membership a Deputy Mayor who shall exercise all powers of the Mayor during temporary absence or disability of the Mayor. In the event of a vacancy in the office of Mayor, the Deputy Mayor shall assume the office of Mayor with all the duties and obligations of that office in accordance with the provisions of Section 2.06©

Section 2.06. Vacancies, Forfeiture of Office, Filling of Vacancies.

A. Vacancies. The office of Mayor or a City Councilor shall become vacant upon death, resignation, removal from office in the manner authorized by law, or forfeiture of office.

B. Forfeiture of Office. The Mayor or a City Councilor shall forfeit his office if he:

1. Lacks at any time during his term of office any qualification for the office prescribed by this Charter or by law.
2. Violates any express prohibition of this Charter.
3. Is convicted of a crime or offense involving moral turpitude.
4. Fails to attend three consecutive regular meetings of the City Council without being excused by the City Council.

C. Filling of Vacancies.

1. A vacancy in the office of Mayor, occurring less than twelve (12) months prior to the next regular municipal election, shall be filled by the Deputy Mayor, as provided in Section 2.05(c). In case of a vacancy in the office of Mayor created more than twelve (12) months prior to the next regular municipal election, the vacancy shall be filled for the unexpired term by a special election to be held within sixty (60) days from the day the vacancy is created. The vacancy created in the City Council by the elevation of the Deputy Mayor shall be filled in accordance with the provisions of Section 2.06(c)(2).

2. In the case of a vacancy created in the City Council less than twelve (12) months prior to the next regular municipal election, the remaining members of the City Council may appoint an eligible person to fill the unexpired term within thirty (30) days after the vacancy occurs. If the City Council fails to make such appointment within thirty (30) days, the Mayor shall appoint an eligible person to fill the unexpired term within ten (10) days thereafter. In case of a vacancy created more than twelve (12) months prior to the next regular election, the vacancy shall be filled for the unexpired term by a special election to be held within sixty (60) days from the day the vacancy is created. If at any time more than three vacancies in the office of City Councilor exist, a special primary and special election shall be held to fill such vacancies within sixty (60) days from the day the fourth vacancy is created.

3. Elections to fill vacancies shall be called and held, and nominations made as in other elections. See Article VII on Elections.

Section 2.07. Powers and Duties of the Mayor.

A. The Mayor shall be the Chief Executive Officer of the City and shall be recognized as the head of the City government.

B. The Mayor shall preside at all meetings of the City Council and shall vote only in case of a tie.

C. The Mayor shall have the power to veto any appropriations order, or any severable portion of any appropriation order without effecting the validity of the remainder of the order. If the Mayor vetoes any such measure, such measure, with his written objections, shall be returned at the next regular meeting of the City Council, and the City Council shall proceed to reconsider the same. If, upon reconsideration, it shall be passed by a vote of not less than five (5) members of the City Council, it shall have the same validity as if signed by the Mayor.

D. The Mayor shall appoint and the City Council confirm all members of municipal boards and commissions of the City of Saco. If an appointment has not been made and confirmed within thirty (30) days from the date of the vacancy, the City Council shall then proceed to fill the vacancy. The Mayor may serve as a non-voting member of all municipal boards and commissions, except where prohibited by law.

E. The Mayor shall have no administrative duties except those expressly granted by this Charter.

F. The Mayor shall, by frequent conferences with the City Administrator, keep himself and the City Council informed as to the progress on all City Council directives, the general financial standing of the City, the current status of all negotiations, Administrative proposals for future City plans, and recommendations for City Council action. He will request any information and supporting documents he feels are necessary for himself and the City Council, in order to make reasoned and informed decisions on matters coming before the City Council or its member Committees.

G. The Mayor shall exercise such other powers and perform such other duties as may be prescribed by this Charter, by ordinance, or by applicable State law.

Section 2.08. Procedure.

A. Meetings. The City Council shall meet regularly at least once in every month at such times and places as the City Council may prescribe by rule. Special meetings shall be held on the call of the Mayor or of four City Councilors upon not less than twenty-four (24) hours notice to each City Councilor to be given in hand or left at the usual dwelling place of each City Councilor. Only those matters set forth in the call for the special meeting may be acted upon at the special meeting. All meetings shall be public.

B. Rules and Journal. The City Council shall determine its own rules and order of business at the first meeting of each newly elected City Council. The City Council shall provide for the keeping of a journal of its proceedings. This journal shall be a public record and shall be kept in the office of the City Clerk.

C. Voting. Voting, except on procedural motions, shall be by open roll call, and the Ayes and Nays shall be recorded in the journal. Four members of the City Council shall constitute a quorum, but a smaller number may adjourn from time to time. No action of the City Council except for adjournment, shall be binding or valid unless adopted by the affirmative vote of four (4) or more members of the City Council. No ordinance and no appropriation order or resolve, other than an emergency action, shall be passed until it has been read on two separate days at least seven (7) days apart.

D. Action. The City Council shall act only by ordinance, order or resolve. All ordinances, orders, and resolves, except those pertaining to appropriations, shall be confined to one subject which shall be clearly expressed in the title. Published Agenda. An agenda shall be prepared for each regular meeting of the City Council. The agenda shall close forty-eight (48) hours before such meeting and shall be made public. No item may be brought before the City Council which does not appear on the agenda, except emergency items authorized by Section 2.10 and Section 6.09(b). Each item on the agenda shall clearly describe the subject to which it relates.

Section 2.09. Ordinances in General.

A. Form. Every proposed ordinance shall be introduced in writing and in the form proposed for final adoption. No ordinance shall contain more than one (1) subject, which shall be clearly stated in its title. The enacting clause shall be "The City of Saco hereby ordains"

B. Procedure. A proposed ordinance shall be placed on the agenda by the Mayor or any City Councilor at any regular or special meeting of the City Council. Upon introduction of any ordinance, the City Clerk shall distribute a copy to the Mayor, to each City Councilor and to the City Administrator. The Clerk shall file a reasonable number of copies in the office of the City Clerk and such other public places as the City Council may designate, and shall publish the ordinance, together with a notice setting out the time and place for a public hearings thereon, and for its consideration by the City Council. The public hearing shall follow the publication by at least seven (7) days, and may be held separately or in connection with a regular or special City Council meeting. All persons interested shall have a reasonable opportunity to be heard. After the hearing, the City Council shall hold a second reading, no less than seven (7) days and no more than thirty (30) days, following the date of the public hearing, at which time the City Council may adopt the ordinance, with or without amendment, or reject it. As soon as practicable after the adoption of any ordinance, the Clerk shall have it published again, together with a notice of its adoption. This compilation shall be known and cited officially as the Saco City Code. Copies of the Code shall be furnished to City officers, placed in libraries and public offices in the City of Saco for free public reference, and made available for purchase by the public at a reasonable price fixed by the City Council.

C. Printing of Ordinances. The City Council shall cause each ordinance having the force and effect of law to be reproduced promptly following its adoption and the ordinances shall be distributed or sold to the public at a reasonable price to be fixed by the City Council. Following publication of the first Saco City Code and at all times thereafter, the ordinance shall be reduced in substantially the same style as the code currently in effect and shall be suitable in form for integration therein.

D. Effective Date. Except as otherwise provided in this Charter, every adopted ordinance shall become effective at the expiration of thirty (30) days after adoption or any later date specified therein."Publish" Defined. As used in this Section, the term "Publish" means to print at least once in one or more newspapers of general circulation in the City:

1. The date, time and place of the public hearing;
2. The ordinance or a brief summary thereof if the text, exclusive of title headings, contains more than one thousand words; and
3. The place where copies of it have been filed and the time when they are available for public inspection.

Section 2.11. Authentication and Recording; Codification; Printing.

A. Authentication and Recording. The City Clerk shall authenticate by his signature, and record in full, in a properly indexed book for the purpose, all ordinances, orders and resolves adopted by the City Council.

B. Codification. Within every ten (10) year period, the City Council shall provide for the preparation of a general codification of all City ordinances having the force and effect of law. The general codification shall be adopted by the City Council by ordinance and shall be published promptly in bound or loose-leaf form, together with this Charter and any amendments thereto, and such codes of technical regulations and other rules and regulations as the City Council may specify.

Section 2.10. Emergency Ordinances.

To meet a public emergency, affecting life, health, property or the public peace, the City Council may adopt one or more emergency ordinances, but such ordinances may not levy taxes, grant, renew or extend a franchise, or authorize the borrowing of money except as provided in Section 6.09(b). An emergency ordinance shall be introduced in the form and manner prescribed for ordinances generally, except that it shall be plainly designated as an emergency ordinance and shall contain, after the enacting clause, a declaration stating that the emergency exists and describing it in clear and specific terms. An emergency ordinance may be adopted with or without amendment, or rejected, at the meeting at which it is introduced. After its adoption, the ordinance shall be published and printed as prescribed for other ordinances. An emergency ordinance, except one made pursuant to Section 6.09(b), shall automatically stand repealed as of the sixty-first (61) day following the date on which it is adopted, but this shall not prevent re-enactment of the ordinance in the manner specified in this Section, if the emergency still exists. An emergency ordinance may also be repealed by adoption of a repealing ordinance in the same manner specified in this Section for adoption of emergency ordinances.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the City Council are established through their endorsement of the city's Strategic Plan completed in 2004 and updated again in 2006. The goals of the City Council have been broken out into 9 Strategic Goal areas that can be found within the Strategic Planning Process of this document on page 48. Each department has then established strategic objectives within each of these 9 strategic goal areas in order to achieve the results deemed priority and necessity by the City Council. This approach assures that all levels of city government are working towards the same result. We call it our mechanism of "Managing For Results." This is a new approach as the Strategic Plan was completed only in March of 2004. Beginning with the last budget process and continuing into 2008, the City also began to incorporate Performance Measures in an attempt to report results of this strategic planning process. The Performance measures developed for each department can be found within the departmental sections of this document.

Fiscal Year 2008 Results of Goals and Objectives

The City of Saco's 2008 adopted budget identified the primary objectives to be accomplished during 2006 and 2007. Within the City of Saco, City Councilors are elected for terms of two years. They therefore set their goals and objectives at the beginning of their 2-year term. They meet in December, after the November election, and establish these 2 year goals. The following section describes these goals set for 2006 thru 2008 and the objectives and some of the results achieved to date in the format of the City's strategic plan. The current City Council was elected in November of 2005 (fiscal year 2006) and will continue through November of 2007 (fiscal year 2008).

City Council/City Administration 2-year Goals and Objectives (Established in January 2007)

Element: North Street Intersections
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Infrastructure and Capital Development and Maintenance

Strategic Objective: To address the intersections on North Street – Garfield Street to Park Street

Implementation Milestones with Existing Resources:

- ☑ Applied for Portland Area Comprehensive Committee (PACTS) funding. **Project funding denied.**
- ❑ Industrial Park Road – TIF alternative to PACTS funding
- ❑ Apply again for PACTS project funding.

Implementation Milestones with Additional Funding:
None at this time.

Element: Reconstruct Pleasant/Temple/Green St.
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Infrastructure and Capital Development and Maintenance
Meeting New Environmental Regulation Challenges

Strategic Objective: Reconstruct Pleasant/Temple/Green Street Area

Implementation Milestones with Existing Resources:

- ☑ Prepare preliminary cost estimates
- ☑ Included cost estimates in the Capital Improvement Bond
- ☑ Bond goes to voters in November 2006
- ❑ Final engineering request for proposals
- ❑ Bid opening in the Spring of 2007
- ❑ Construction to begin Summer/Fall 2007

Implementation Milestones with Additional Funding:
None at this time.

Element: Camp Ellis Erosion
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Public Safety
Meeting New Environmental Regulation Challenges

Strategic Objective: To finalize the solution for the Camp Ellis Erosion issue.

Implementation Milestones with Existing Resources:
- ☑ Evaluate alternatives to mitigate the erosion
- ❑ Select best alternative
- ❑ Complete project cooperation agreement
- ❑ Obtain permits for construction and select the best alternative solution.
- ❑ Obtain proper authorization and funding to complete the project.

Implementation Milestones with Additional Funding:
None at this time

Element: Maine Energy Recovery Company (MERC) Resolution
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Infrastructure Improvement
Meeting New Environmental Regulation Challenges

Strategic Objective: Come to final resolution on the City's relationship with MERC

Implementation Milestones with Existing Resources:
- ☑ Negotiations on contract, which included provisions to buy out the facility. **Ended without resolution**
- ☑ November bond put to voters to authorize $10 million to purchase facility. **Voted down by citizens**
- ☑ December 2005, Council opted to resume the "contract dispute" lawsuit.
- ❑ Tip Fee calculation dispute is ongoing, and consideration is being given to a citizens action under the Clean Air Act.
- ☑ Select an alternative disposal site. – **Contract with Eco Maine begins July 2007**

Implementation Milestones with Additional Funding:
None at this time.

Element: Keep Taxes Stable
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Meeting the Financial Needs For City Services
Growth Management

Strategic Objective: To keep property taxes down/stable.

Implementation Milestones with Existing Resources:
- ☑ Mil rate dropped 3 mils
- ☑ Completed a revaluation resulting in property values rising to full market value.
- ☑ Flat tax commitment in place.

Implementation Milestones with Additional Funding:
None at this time.

Element: Junk Yard Ordinance
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Meeting New Environmental Regulation and Challenges
Pubic Safety

Strategic Objective Enforcement of the Junk Yard Ordinance

Implementation Milestones with Existing Resources:
- ☑ Determine how many junkyards are located within the city. **15 yards.**
- ☑ No permits are issued for junkyards.
- ☑ Assign police officer and code officer to make contact with all junkyard owners.
- ☑ Results. **3 court actions; 5 have come into compliance; all fifteen have responded to make improvements**
- ❑ What properties are left to be addressed. **Ongoing identification of junkyards.**

Implementation Milestones with Additional Funding:
None at this time.

Element: Reduce Energy Consumption. **Related to Goal Area:**
Staff Lead: Administrator Rick Michaud I Infrastructure and Capital Development and Maintenance

Strategic Objective: Reduce energy consumption and seek alternative energy sources

Implementation Milestones with Existing Resources:

- ☑ Form Saco energy committee
- ☑ Complete an inventory of facility energy use
- ☑ Complete lighting energy audit
- ☑ Evaluate geo thermal heat pumps. **Found feasible in "new" construction only; although retrofit of WWTP possible because of water supply**
- ☑ Evaluate wind power generator & consider setting up 2 monitoring devices.
- ☑ Invest in energy conservation – quickest payback. The Council has included $300,000 in the 07/08 budget.
- ☑ Replaced City refrigerators with energy efficient ones
- ❑ Replacement of computer monitors with energy efficient models **- approved**
- ❑ Monitor wind for 12 consecutive months before deciding to move ahead.
- ❑ Move ahead now and build 1 turbine – **building 1 turbine at treatment plant, scheduled to be here on online 12/31/06.**
- ❑ **Changed out all lighting throughout the City – only work left to do at P.D. and the Community Center**
- ❑ Public Works facility project to include appreciation of "green" technologies.

Implementation Milestones with Additional Funding:

None at this time.

Element: Mill Brook Business Park
Staff Lead: Administrator Rick Michaud
Related to Goal Area: Infrastructure and Capital Development and Maintenance

Strategic Objective: Finish Constructing Mill Brook Business Park

Implementation Milestones with Existing Resources:
- ☑ Sign installation
- ☑ Surface pavement
- ☑ Landscaping
- ❑ EDA Grant Closeout
- ☑ Final Inspection
- ❑ Sell lots

Implementation Milestones with Additional Funding:
None at this time.

Element: Landfill Recreation Field Improvements
Staff Lead: Administrator Rick Michaud
Related to Goal Area: Leisure Services Investment

Strategic Objective: Finish the landfill recreation field improvements – **Featured in the EPA Reuse Brochure**

Implementation Milestones with Existing Resources:
- ☑ Subgraded. **Estimate to complete in 2 months.**
- ❑ Build 4 multi purpose fields – **Fields will be ready for use Spring 2007**
- ❑ Build parking for 80 to 100 spaces
- ❑ Move transfer station gate to separate recreation & oversized bulky waste operation

Implementation Milestones with Additional Funding:
None at this time.

Element: Search Capacity for Council Minutes
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Technological Innovation & Implementation

Strategic Objective: Establish Search Capacity for Council Minutes

Implementation Milestones with Existing Resources:
- ☑ Evaluate specifications the system should have
- ☑ Request for Proposals
- ☑ Selected National Code to provide the service
- ☑ Software Installation and training –**training is ongoing**
- ❑ Utilize the data

Implementation Milestones with Additional Funding:
None at this time.

Element: Build Transfer Station
Staff Lead: Administrator Rick Michaud

Goal Area: Meeting New Environmental Regulation Challenges
Infrastructure and Capital Development and Maintenance

Strategic Objective: Build a Transfer Station

Implementation Milestones with Existing Resources:
- ☑ Council review of concept plan at Foss Road landfill site
- ☑ Prepare an assessment for all alternative sites in the city.
- ☑ Request for Proposals process to find a provider of Municipal Solid Waste (MSW) disposal services.
- ☑ Evaluate proposals, select a contractor who will provide MSW transfer and disposal services – **ECO Maine Contract signed on October 19, 2006**

Implementation Milestones with Additional Funding:
None at this time.

Element: Implement Commercial Recycling
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Meeting New Environmental Regulation Challenges

Strategic Objective: Increase Commercial Recycling through a recycling program

Implementation Milestones with Existing Resources:

- ☑ How many commercial recycling contracts in January 2005. **There were 10, now 29.**
- ☑ How many contracts in December 2005. **There are 19, totaling 29. 6 added in 2006.**
- ☑ Send out a mailing to commercial businesses informing them about the recycling program, along with a sample contract.
- ☑ Implemented an incentive to recycle by increase in tip fee of $60 to $80 per ton for commercial waste. **Commercial waste tonnage going to MERC charged by commercial haulers was decreased. From January to October of 2006 – 2,900 tons of Commercial Trash was billed out, an average per month of 289 tons. 2005 saw – 5,200 tons of commercial tonnage, an average per month of 432 tons.**
- ❑ Continue to sign up new commercial business for the recycling program

Implementation Milestones with Additional Funding:
None at this time.

Element: Open Space Acquisition
Staff Lead: Administrator Rick Michaud

Related to Goal Area:
Leisure Services Investment
Growth Management

Strategic Objective: Continue to acquire open space with the "land for Saco's future" program

Implementation Milestones with Existing Resources:

- ☑ Purchase parcels for open space. **The City acquired a portion of the Horton property on the Simpson Road; and the "Sandy Bottom" parcel consisting of 13 acres at the Ferry Road fishing area.**
- ☑ **Purchase and sale on the Prentice parcel was signed on 10/30/06 for $750,000**
- ❑ Balance of **$ 228,000 after Prentice purchase**
- ❑ Continue to find properties that meet criteria

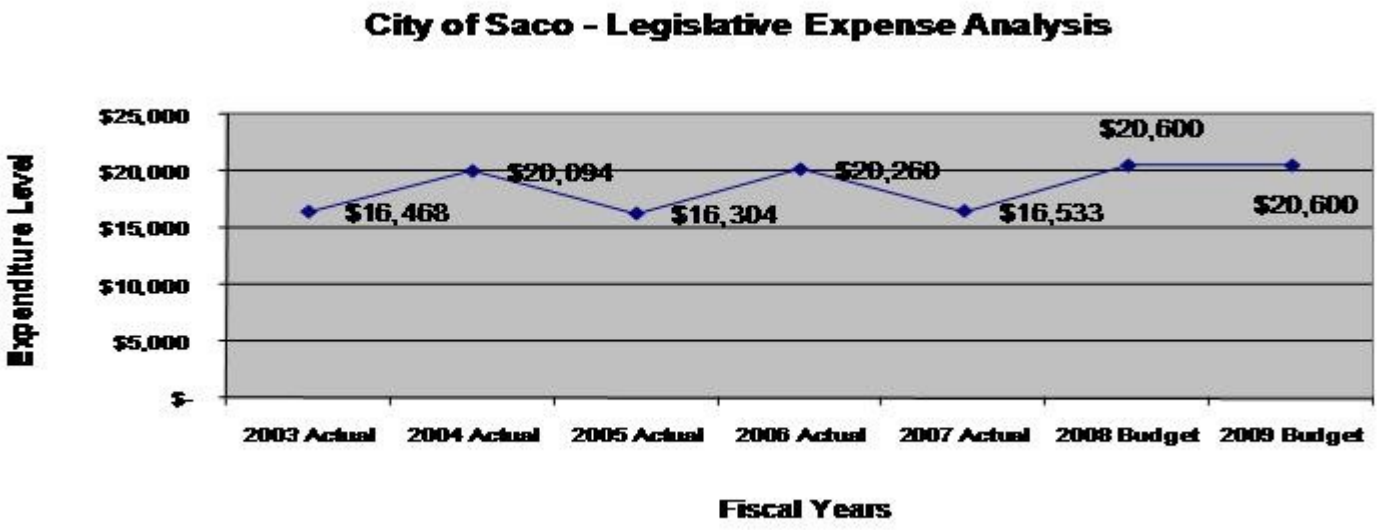
Implementation Milestones with Additional Funding:
None at this time.

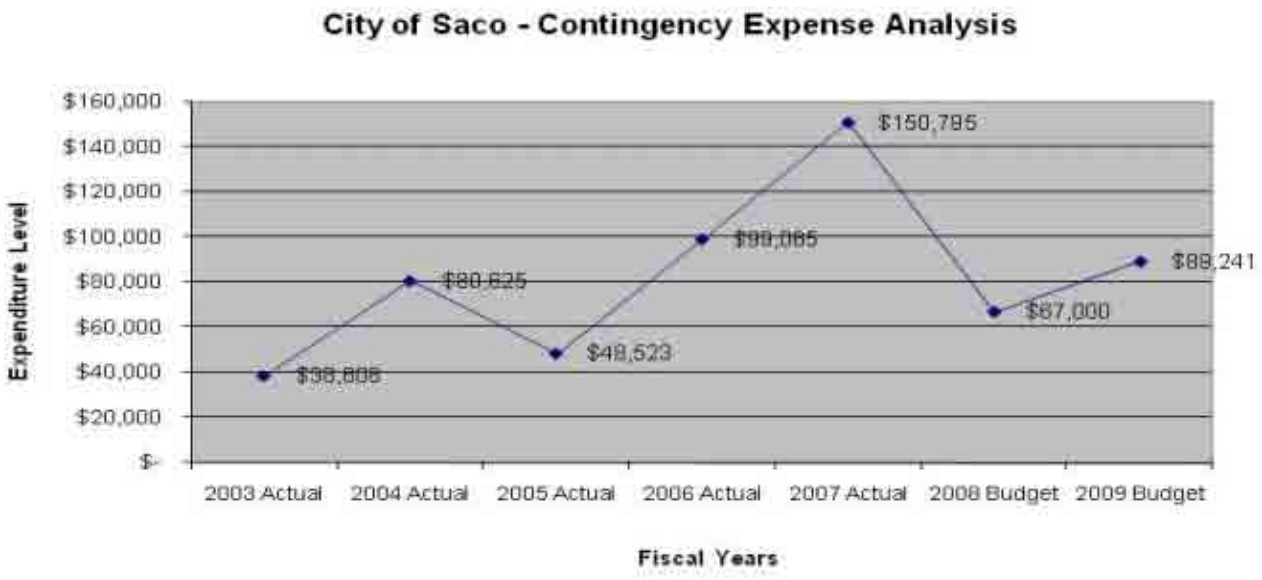
Expenditures

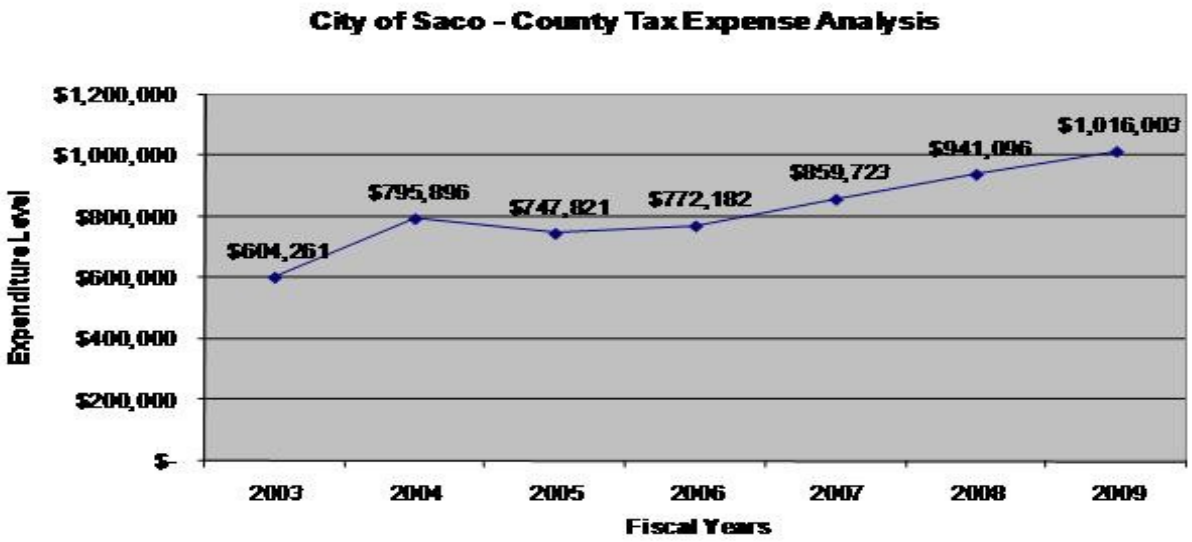
The expenditures within this department are related to the following activity centers:

- Legislative
- Public Agencies
- Contingency
- York County Tax

The following graphs depict the expenditure level of these activity centers over the last 6 years.

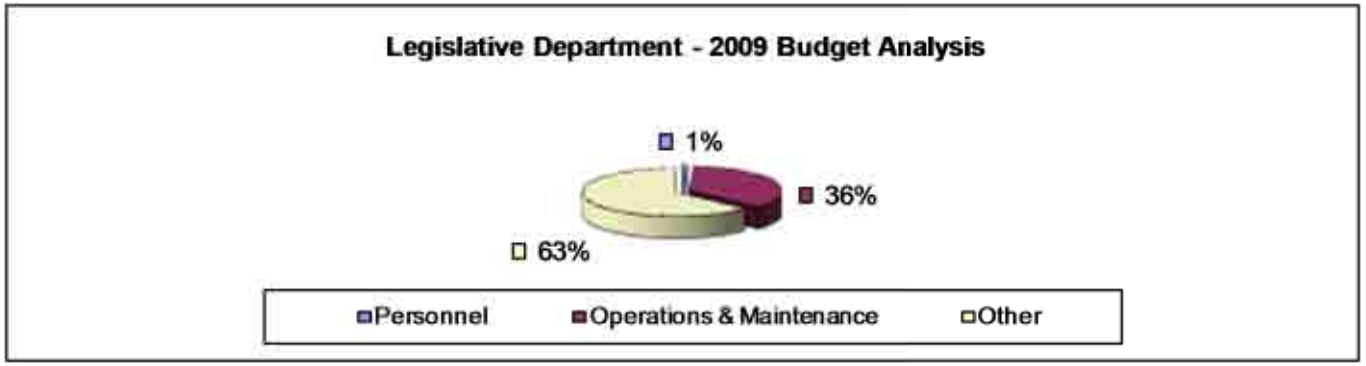



City of Saco - Contingency Expense Analysis
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$-
Expenditure Level
$38,808
$80,625
$48,523
$99,065
$150,785
$67,000
$88,241
2003 Actual
2004 Actual
2005 Actual
2006 Actual
2007 Actual
2008 Budget
2009 Budget
Fiscal Years


City of Saco - County Tax Expense Analysis
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
Expenditure Level
$604,261
$795,896
$747,821
$772,182
$859,723
$941,096
$1,016,003
2003
2004
2005
2006
2007
2008
2009
Fiscal Years

Legislative Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Operations & Maintenance	$ 396,720	$ 490,403	$ 493,247	$ 510,558	$ 496,914	$ 557,500	$ 574,300
Other	$ 834,504	$ 828,446	$ 820,705	$ 958,788	$ 962,282	$ 1,008,096	$ 1,008,096
Total	$ 1,243,224	$ 1,330,849	$ 1,325,952	$ 1,481,346	$ 1,471,196	$ 1,577,596	$ 1,594,396



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
LEGISLATIVE								
500117	ELECTED OFFICIALS	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
500301	OFFICE SUPPLIES	$ 137	$ 1,635	$ 257	$ 236	$ 184	$ 200	$ 200
500322	TUITION/TRAINING	$ 590	$ 422	$ -	$ 115	$ 30	$ 200	$ 200
500332	BOOKS & MANUALS	$ 245	$ 20	$ 127	$ 165	$ 110	$ 200	$ 200
500337	POSTAGE	$ 120	$ 72	$ 83	$ 4	$ 18	$ 200	$ 200
500339	TRAVEL	$ 9	$ 6	$ 28	$ 302	$ 240	$ 300	$ 300
500344	PRINTING	$ 162	$ 3,018	$ 288	$ 397	$ 340	$ 1,000	$ 1,000
	EMPLOYEE RECOGNITION	$ -	$ -	$ -	$ -	$ -	$ 500	$ 500
500400	TRANSFERS/MISCELLANEOUS	$ 3,205	$ 2,921	$ 3,521	$ 7,041	$ 3,611	$ 6,000	$ 6,000
	Subtotal Legislative:	**$ 16,468**	**$ 20,094**	**$ 16,304**	**$ 20,260**	**$ 16,533**	**$ 20,600**	**$ 20,600**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CONTINGENCY								
500400	TRANSFERS/MISCELLANEOUS	$ 6,355	$ 2,296	$ 16,094	$ 49,051	$ 24,952	$ 25,000	$ 47,241
500401	TAX ABATEMENTS	$ 29,337	$ 75,546	$ 28,205	$ 44,205	$ 118,587	$ 35,000	$ 33,500
500403	RAPID RENEWAL MERCH. FEE	$ 2,916	$ 2,783	$ 4,224	$ 5,809	$ 7,256	$ 7,000	$ 8,500
	Subtotal Contingency:	**$ 38,608**	**$ 80,625**	**$ 48,523**	**$ 99,065**	**$ 150,795**	**$ 67,000**	**$ 89,241**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
COUNTY TAX								
500800	COUNTY ASSESSMENT	$ 604,261	$ 795,896	$ 747,821	$ 772,182	$ 859,723	$ 941,096	$ 1,016,003
	Subtotal Contingency:	**$ 604,261**	**$ 795,896**	**$ 747,821**	**$ 772,182**	**$ 859,723**	**$ 941,096**	**$ 1,016,003**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PUBLIC AGENCIES								
500580	EASTERN TRAIL MEMBERSHIP	$ 2,500	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
500701	SACO TRUST FUND	$ -	$ -	$ -	$ 500	$ 1,300	$ -	$ -
500702	CONSERVATION COMMISSION	$ 2,161	$ 3,882	$ 1,363	$ 1,729	$ 1,628	$ 5,200	$ 5,200
500703	DYER LIBRARY	$ 270,000	$ 320,000	$ 355,000	$ 370,000	$ 370,000	$ 370,000	$ 380,000
500704	SACO PATHFINDERS	$ 600	$ 600	$ 600	$ 600	$ 600	$ 600	$ 600
500705	MAINE MUNICIPAL ASSOCIATION	$ 13,301	$ 13,717	$ 14,060	$ 14,060	$ 14,060	$ 14,000	$ 14,000
500706	TRI-CITY TRANSIT DISTRICT	$ 46,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 55,000	$ 62,000
500707	SACO SPIRIT FOR BUSINESS	$ 25,000	$ 25,085	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
500708	FEMA - CIVIL EMERGENCY	$ 3,185	$ 2,892	$ 3,003	$ 3,080	$ -	$ -	$ -
500709	BIDD SACO AREA ECON. DEV.	$ 11,500	$ 11,895	$ 11,500	$ 14,010	$ 11,500	$ 11,500	$ 11,500
500710	ECONOMIC DEVELOPMENT COMM	$ 4,187	$ 4,965	$ 8,665	$ 3,120	$ 2,032	$ 9,000	$ 9,000
500711	SACO RIVER CORRIDOR	$ 4,500	$ 10,000	$ 10,000	$ 10,000	$ -	$ 10,000	$ 11,000
500712	SACO COMMUNITIES ACTIVITIES	$ 1,200	$ -	$ -	$ -	$ -	$ 1,200	$ -
500713	COASTAL WATERS COMMISSION	$ 1,075	$ 1,075	$ 44	$ -	$ -	$ 1,000	$ 1,000
500714	VETERANS COUNCIL	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
500715	PAROCHIAL SCHOOL ASSISTANCE	$ 6,043	$ 34,198	$ 5,708	$ 6,199	$ 5,730	$ 34,500	$ 34,500
	Subtotal Public Agencies:	**$ 392,252**	**$ 482,309**	**$ 488,943**	**$ 502,298**	**$ 485,850**	**$ 543,000**	**$ 559,800**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
EMERGENCY MANAGEMENT								
500118	STIPEND/INTERN	$ -	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 4,000
500302	GENERAL SUPPLIES	$ -	$ -	$ -	$ -	$ 2,531	$ 1,000	$ 1,000
500330	DUES & MEMBERSHIPS	$ -	$ -	$ -	$ -	$ -	$ 300	$ 300
500336	TELEPHONE	$ -	$ -	$ -	$ -	$ -	$ 600	$ 600
	Subtotal Emergency Management	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,531**	**$ 5,900**	**$ 5,900**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
INSURANCES								
500281	LIABILITY INSURANCE	$ 193,681	$ 187,931	$ 212,682	$ 224,892	$ 222,261	$ 210,795	$ 159,300
500282	PUBLIC OFFICIALS LIABILITY	$ 27,315	$ 16,082	$ 666	$ 666	$ 16,820	$ 20,272	$ 20,125
	Subtotal Insurances:	**$ 220,996**	**$ 204,013**	**$ 213,348**	**$ 225,558**	**$ 239,081**	**$ 231,067**	**$ 179,425**

City Administration Department

Richard R. Michaud
City Administrator
rmichaud@sacomaine.org
(207) 282-4191

City of Saco, Maine Charter – Article III, City Administrator

Section 3.01. Appointment; Qualification; Compensation.
The Mayor and the City Council shall meet jointly to review all applications for the position of City Administrator. After consultation, the Mayor shall appoint and the City Council may confirm a City Administrator for a term of three (3) years, and the City Council shall fix his compensation. The City Administrator shall be appointed solely on the basis of his executive and administrative qualifications, with special reference to this actual experience in, or his knowledge of, accepted practice in respect to the duties of his office, as herein set forth. He need not be a resident of the City or the State at the time of his appointment. He may reside outside the City while in office only with the approval of the City Council.

Section 3.02. Reappointment, Termination, Removal for Cause.

A. Reappointment and Termination. Six months prior to the end of the City Administrator's term, the Mayor and the City Council shall notify the City Administrator in writing that they will or will not reappoint him for another term. He shall reply in writing within ten (10) days of receipt of the City Council's letter of intent, whether or not he wishes to be reappointed.

B. Removal for Cause. The City Council may remove the City Administrator from office in accordance with the following procedure:

1. The City Council shall adopt by affirmative vote of the majority of all its members a preliminary resolution which must state the reason or reasons for removal, and may suspend the City Administrator from duty for a period not to exceed forty-five (45) days. A copy of the preliminary resolution shall be served on the City Administrator promptly.

2. Within five (5) days after the copy of the preliminary resolution has been served on the City Administrator, he may file with the City Council a written request for a public hearing. This hearing shall be held at a City Council meeting not earlier than fifteen (15) days nor later than thirty (30) days after the request is filed. The City Administrator shall file with the City Council a written reply not later than five (5) days before the hearing.

3. The City Council may adopt a final resolution of removal, which may be made effective immediately, by affirmative vote of a majority of all its members at any time after five (5) days from the date when a copy of the preliminary resolution was served on the City Administrator if he has not requested a public hearing, or any time after the public hearing, if he has requested one.

4. The City Administrator shall continue to receive his salary until the effective date of a final resolution of removal.

Section 3.03. Acting City Administrator.
During any vacancy in the office of City Administrator and during the temporary absence or disability of the City Administrator, as determined by vote of the Council, the Council may designate a properly qualified person to perform the duties of City Administrator and fix such person's compensation. While so acting, such person shall have the same powers and duties as those given to and imposed on the City administrator. This person shall not be the Mayor or City Councilor, or a former Mayor or City Councilor, unless he has been out of office for at least a year.

Section 3.04. Powers and Duties of the City Administrator.
The City Administrator shall be the chief administrative officer of the City. He shall be responsible to the Mayor and the City Council for administration of all City affairs placed in his charge by or under this Charter. He shall have the following powers and duties.

A. He shall appoint, suspend or remove, subject to consultation with the Mayor and confirmation by the City Council, all department heads provided by or under this Charter, except as otherwise provided for by law or this Charter. All other employees shall be appointed by the City Administrator upon recommendation of the heads of their respective departments and their appointment, suspension or removal shall be as provided for by personnel rules adopted pursuant to this Charter. The City Administrator may authorize any department head who is subject to his direction and supervision to exercise these powers with respect to subordinates in that officer's department, office or agency.
B. He shall direct and supervise the administration of all departments, offices and agencies of the City, except as otherwise provided by this Charter or by law.
C. He shall attend all City Council meetings, unless excused by the City Council, and shall have the right to take part in discussion but may not vote.
D. He shall see that all laws, provisions of this Charter and acts of the City Council, subject to enforcement by him or officers subject to his direction and supervision, are faithfully executed.
E. He shall prepare and submit the annual budget and the capital program to the Mayor and the City Council.
F. He shall submit to the Mayor and the City Council and make available to the public a complete report on the financial and administrative activities of the City as of the end of the fiscal year. The time for filing the Annual Report may be extended by the City Council, for good cause, for an additional period, not to exceed forty-five (45) days.
G. He shall prepare and submit to the Mayor and the City Council such reports and shall perform such duties as they may require and shall make such recommendations to the Mayor and the City Council concerning the affairs of the City on a quarterly basis or more frequently if requested
H. The City Administrator shall carry out policy as instructed, and refer political decision-making to the Mayor and the City Council.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the City Administrator are established through the City Council's endorsement of the city's completed Strategic Plan. The City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department. The City Administrator also assists each department in their objective setting process to assure that they align with one of the nine strategic goals established by the City Council. The goals of the City Council have been broken out into 9 Strategic Goal areas that can be found within the Strategic Planning Process of this document.

Element: **Draft 10-year Capital Improvement Program (2009)**
Staff: Rick Michaud, City Administrator
Goal Area: ***Infrastructure and Capital Development and Maintenance***

Strategic Objective: To draft a 10 year capital improvement program

Implementation Milestones with Existing Resources:
- ❑ Define resources to address the plan
- ❑ Prioritize plan items
- ❑ Prepare a 10 year general fund appropriation estimate
- ❑ Prepare a 10 year revenue estimate for the general fund
- ❑ Combine capital and general fund estimates

Implementation Milestones with Additional Funding:
None at this time

Element: **Regionalization (2009)**
Staff: Rick Michaud, City Administrator
Goal Area: ***Growth Management***

Strategic Objective: To establish a Saco – Biddeford committee to consider consolidation of services in order to improve services, or to reduce the cost or to stabilize the cost of services.

Implementation Milestones with Existing Resources:
- ❑ Committee formed Mayor Twomey, Mayor Michaud, City Manager Bubier and City Administrator Michaud
- ❑ Review of fire departments;
- ❑ Review of clean air draft ordinance
- ❑ Future meetings on inspections, Public Works, Parks & Rec, Development, Clerk, Assessing, Police and Finance.

Implementation Milestones with Additional Funding:
None at this time

Element: **School Consolidation (2009)**
Staff: Rick Michaud, City Administrator
Goal Area: ***Growth Management***

Strategic Objective: To explore consolidation of Saco Middle School with Thornton Academy's Middle School.

Implementation Milestones with Existing Resources:
- ❑ Regional School Union Schedule
- ❑ If RSU fails, form a Committee of City and School Union 7 representatives to explore feasibility.

Implementation Milestones with Additional Funding:
None at this time

Personnel Office

Element: **CALEA Accreditation for Police Department (2009)**
Staff Lead: Tammy Lambert, Personnel Officer
Goal Area: ***Human Resource Investment***

Strategic Objective: To assist the Police Chief in bringing the Police Department to CALEA standards in the areas of Organization, Management, and Human Resources.

Implementation Milestones with Existing Resources:
- ❑ Review standards for law enforcement agencies
- ❑ Meet with Chief and Deputy to establish a plan and timetable
- ❑ Obtain similar copies of SOP's from other agencies who have become CALEA accredited
- ❑ Create teams & timetables for assignments
- ❑ Meet with teams
- ❑ CALEA standards review committee shall review proposed standards submitted by teams
- ❑ Submit reviewed standards to the Chief.

Implementation Milestones with Additional Funding:
None at this time

Element: **Implement the Munis Personnel and Human Resource module for regular use (2009)**
Staff Lead: Tammy Lambert, Personnel Officer
Goal Area: ***Human Resource Investment***

Strategic Objective: To implement for regular use the Munis Software – Personnel and Human Resource module.

Implementation Milestones with Existing Resources:
- ❑ Review the MUNIS Human Resource and HR program.
- ❑ Obtain training and review process;
- ❑ Set timetable for implementation of each task;
- ❑ Train employees
- ❑ Implement new processes January 2009.
- ❑ Evaluate the package

Implementation Milestones with Additional Funding:
- ❑ Training classes

Element: **Negotiate and Complete Seven (7) Union Contracts by June 30, 2009. (2009)**
Staff Lead: Tammy Lambert, Personnel Officer
Goal Area: ***Human Resource Investment***

Strategic Objective: To finalize each union contract in a timely manner. To eliminate any added cost for longer negotiations (i.e. retro pay, negotiator fee, department head time, etc.)

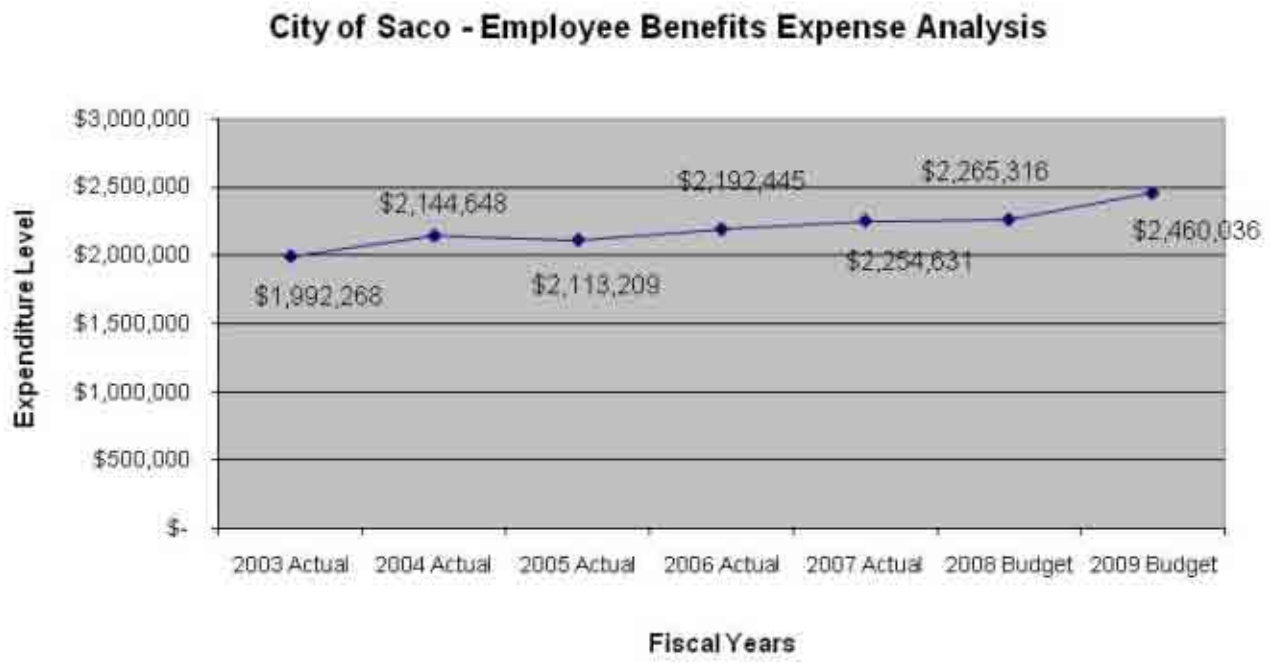
Implementation Milestones with Existing Resources:

- ❑ Kate and Katie Cloutier to complete the process with selected union contract.
- ❑ Meet with individual department heads on their proposed draft changes to union contracts;
- ❑ Meet with City Administrator on proposed changes;
- ❑ Meet with department heads on proposed changes;
- ❑ Draft proposed revisions
- ❑ Meet with Mike Wing for discussion of proposed changes
- ❑ Bring to Council proposed changes
- ❑ Meet with unions on proposed changes from both sides
- ❑ Negotiate with unions on revisions
- ❑ Draft final union contracts for signatures.

Implementation Milestones with Additional Funding:
None at this time

Fiscal Year 2008 Results of Goals and Objectives

The results of the 2008 goals established by the City Council can be found within the Legislative Department Narrative immediately preceding this department narrative. As noted above, the City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department.

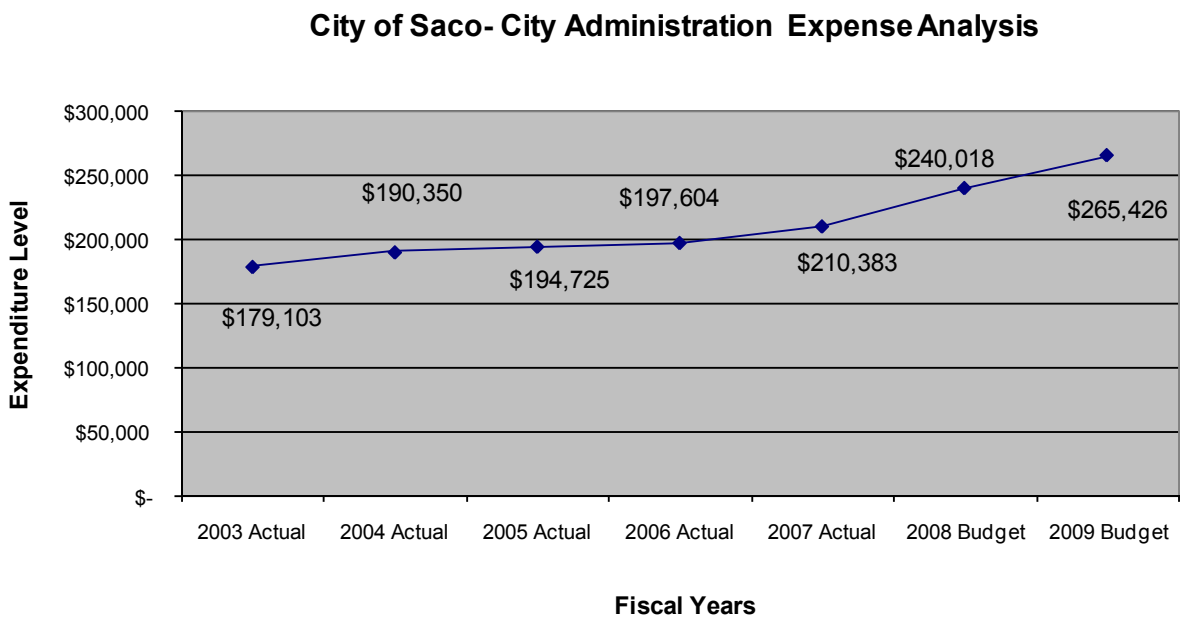


Expenditures

The expenditures within this department are related to the following activity centers:

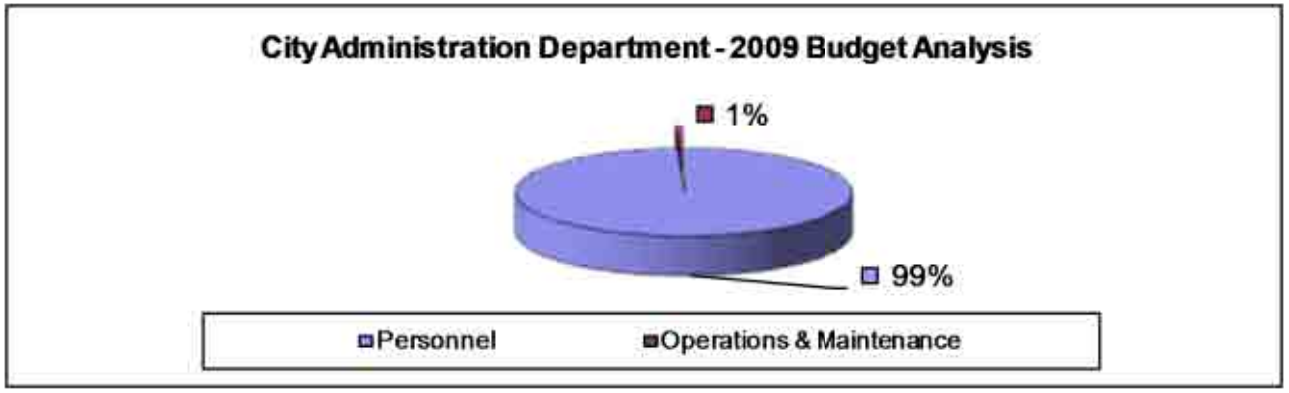
- City Administration
- Employee Benefits

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City Administration Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 2,146,307	$ 2,313,563	$ 2,284,997	$ 2,375,285	$ 2,447,128	$ 2,487,340	$ 2,706,248
Operations & Maintenance	$ 25,064	$ 21,435	$ 22,937	$ 14,764	$ 17,886	$ 17,994	$ 19,214
Total	$ 2,171,371	$ 2,334,998	$ 2,307,934	$ 2,390,049	$ 2,465,014	$ 2,505,334	$ 2,725,462



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CITY ADMINISTRATION- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 80,534	$ 85,981	$ 87,802	$ 93,937	$ 99,133	$ 104,090	$ 109,294
500103	NON SUPERVISORY WAGES	$ 41,726	$ 45,065	$ 46,968	$ 49,618	$ 51,852	$ 55,813	$ 58,705
500104	COURT OFFICERS/CLERICAL WAGES	$ 31,779	$ 37,869	$ 37,018	$ 39,285	$ 41,512	$ 62,121	$ 78,212
	Subtotal City Administration - Personnel	**$ 154,039**	**$ 168,915**	**$ 171,788**	**$ 182,840**	**$ 192,497**	**$ 222,024**	**$ 246,212**
CITY ADMINISTRATION - OPERATING								
500301	OFFICE SUPPLIES	$ 1,781	$ 1,896	$ 982	$ 845	$ 1,173	$ 900	$ 900
500304	COMPUTER SUPPLIES	$ 55	$ 1,115	$ 60	$ -	$ 340	$ 100	$ 100
500317	MINOR EQUIPMENT	$ 125	$ 3,916	$ 160	$ 320	$ -	$ 300	$ 300
500322	TUITION / TRAINING	$ 3,492	$ 1,276	$ 3,049	$ 3,585	$ 2,789	$ 4,000	$ 4,000
500330	DUES & MEMBERSHIP	$ 962	$ 1,823	$ 361	$ 1,022	$ 1,191	$ 1,317	$ 1,317
500332	BOOKS & MANUALS	$ 168	$ 147	$ 437	$ 920	$ 785	$ 747	$ 747
500336	TELEPHONE	$ 2,155	$ 1,591	$ 2,570	$ 2,242	$ 1,847	$ 1,900	$ 600
500337	POSTAGE	$ 780	$ 705	$ 616	$ 853	$ 822	$ 730	$ 1,000
500338	COPIER	$ 4,849	$ 2,337	$ 4,378	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 3,930	$ 3,057	$ 3,155	$ 2,500	$ 3,151	$ 2,500	$ 2,500
500341	ADVERTISING	$ 5,189	$ 1,295	$ 5,863	$ 1,314	$ 4,431	$ 4,000	$ 5,000
500344	PRINTING	$ 812	$ 552	$ 405	$ 542	$ 261	$ 500	$ 500
500350	FURNITURE & FIXTURES	$ -	$ 1,710	$ 339	$ -	$ 190	$ 200	$ 550
500400	TRANSFERS/MISCELLANEOUS	$ 474	$ 15	$ 162	$ 81	$ 391	$ 500	$ 500
500406	BACKGROUND CHECKS	$ -	$ -	$ -	$ -	$ -	$ -	$ 900
500410	REPAIRS/MAINTENANCE	$ 292	$ -	$ 400	$ 540	$ 515	$ 300	$ 300
	Subtotal City Administration- Operating	**$ 25,064**	**$ 21,435**	**$ 22,937**	**$ 14,764**	**$ 17,886**	**$ 17,994**	**$ 19,214**
	Total City Administration	**$ 179,103**	**$ 190,350**	**$ 194,725**	**$ 197,604**	**$ 210,383**	**$ 240,018**	**$ 265,426**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
EMPLOYEE BENEFITS								
500215	DENTAL/OPTICAL	$ 40,788	$ 25,006	$ 25,005	$ 27,672	$ 28,334	$ 27,000	$ 27,000
500283	UNEMPLOYMENT COMPENSATION	$ 1,439	$ 6,393	$ 10,295	$ 12,664	$ 3,002	$ 12,000	$ 10,000
500284	CITY PENSION-RETIREES	$ 3,210	$ 3,210	$ 1,210	$ 3,110	$ 2,010	$ 3,210	$ 2,010
500285	WORKERS' COMPENSATION	$ 159,317	$ 252,914	$ 140,804	$ 167,648	$ 193,772	$ 171,808	$ 182,600
500286	DEFERRED COMPENSATION	$ 169,333	$ 98,060	$ 145,631	$ 118,481	$ 116,775	$ 106,455	$ 124,821
500287	MAINE STATE RETIREMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -
500288	HEALTH INSURANCE	$ 1,098,700	$ 1,147,523	$ 1,257,499	$ 1,246,954	$ 1,264,124	$ 1,317,557	$ 1,404,073
500289	FICA TAXES	$ 454,290	$ 574,996	$ 448,496	$ 542,534	$ 569,328	$ 533,530	$ 606,932
500290	DISABILITY INSURANCE	$ 48,752	$ 53,790	$ 72,586	$ 65,018	$ 67,511	$ 75,756	$ 89,100
500394	MEDICAL TESTING	$ 15,315	$ 8,588	$ 4,111	$ 8,637	$ 8,132	$ 12,000	$ 8,000
500428	CONTRACTED SERVICES	$ (611)	$ (475)	$ -	$ (1,120)	$ 292	$ 1,000	$ 500
500610	EMPLOYEE SAFETY PROGRAM	$ 1,735	$ (25,357)	$ 7,572	$ 847	$ 1,351	$ 5,000	$ 5,000
	Subtotal Employee Benefits:	**$ 1,992,268**	**$ 2,144,648**	**$ 2,113,209**	**$ 2,192,445**	**$ 2,254,631**	**$ 2,265,316**	**$ 2,460,036**

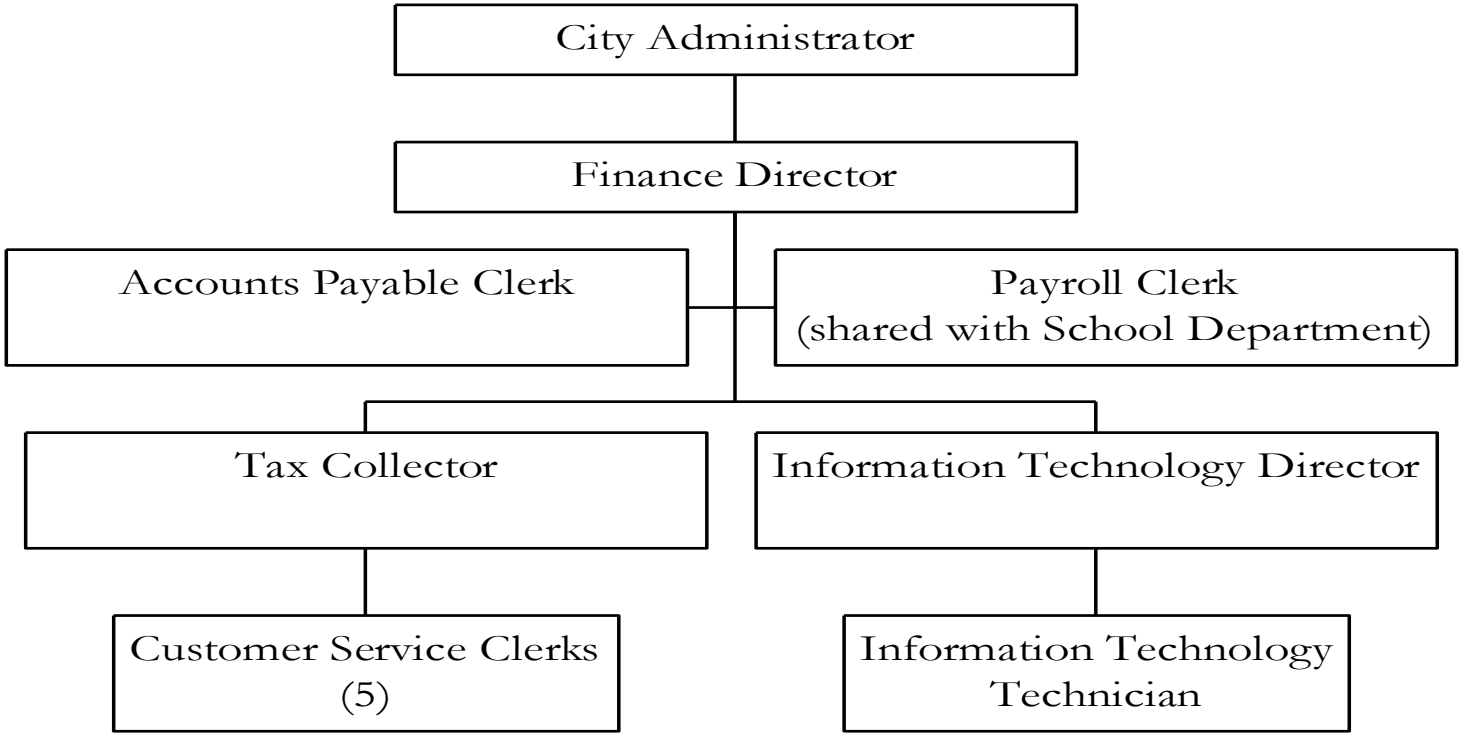
Finance Department

Lisa R. Parker, CPA – Finance Director
lparker@sacomaine.org
Phone: (207)282-1032

Mission Statement

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

City of Saco
Organizational Chart
Finance Department



City of Saco, Maine Code - § 4-14. Department of Finance

A. Establishment. There shall be a Department of Finance, the head of which shall be the Finance Director. The Finance Director shall be appointed by the City Administrator, with final confirmation of the City Council.

B. Duties. The Department of Finance shall be responsible, under the City Administrator, for financial planning, budget reporting and control. The Department shall also, under the administrative direction of the City Administrator, supervise the lease, rental or use and the maintenance of all city property not used by other departments of the city.

C. Divisions of the Department of Finance. This Department shall be divided into the following divisions:

(1) Division of Purchasing and Accounting. The head of this Division shall be the Finance Director, who shall be responsible for the proper pre audit and recording of all financial transactions. The Finance Director shall keep informed and maintain records as to the sources of supply for all classes of purchases, price trends or other related matters and shall perform such additional duties as prescribed by the City Council.

(2) Treasury Division. The head of this Division shall be the City Treasurer, whose duties shall be prescribed by the Finance Director. The Treasurer may appoint a Deputy Treasurer to assist in his/her duties, subject to confirmation by the City Administrator.

(3) Division of Tax Collection. There shall be a Division of Tax Collection in the Office of Finance. The head of this Division shall be the Tax Collector, who shall be appointed by the City Administrator on the recommendation of the Finance Director and confirmed by the City Council. The Collector is not an agent of the city. He/she is a public officer, owning to the public and not the city. His/her authority comes from the statutes, and he/she cannot be controlled by the city in the execution of his/her authority. The city cannot, by vote, increase, diminish or vary the duties imposed on the Collector by statute. The Tax Collector is responsible for the sound fiscal management of his/her Department.

D. Insurance. The Director of Finance shall audit and provide for the safe storage of all policies of insurance placed on city property.

E. Economic Development Fund.

(1) There is established a non-lapsing fund, known as the "Economic Development Fund," which shall be used to provide for industrial development, expansion and growth within the City of Saco, as specified in Subsection E(4).

(2) Unless the terms of the loan or grant, all income received by the city through the repayment of public loan or grant funds identified in Subsection E(3) shall be deposited to the Economic Development Fund. All income received through the sale, lease or option of property at the Saco Industrial Park shall be deposited to the Economic Development Fund.

(3) The following public loan or grant programs fall within the scope of this Subsection E:
(a) Federal urban development action grants.
(b) Federal grants from the Economic Development Administration.

(4) The City Council may make allocations from the Economic Development Fund only to accomplish the following purposes:
(a) To contrary to further develop and expand the existing Industrial Park.
(b) To develop new industrial parks within the City of Saco.
(c) To develop new office parks or distribution parks.

(5) The Director of Finance shall maintain records and prepare reports concerning the Economic Development Fund.

(6) The Economic Development Advisory Board may make recommendations to the City Council regarding allocations from the Economic Development Fund. The Economic Development Director may request, in his/her annual budget request or at subsequent times, allocations from the Economic Development Fund.

Scope of Operations

- Processed approximately 80,000 financial transactions and collected approximately $24.6 million in property tax revenues, as well as over $3.1 million in excise taxes and franchise fees. Overall, the department administered a budget of approximately $44 million in total expenses and $44 million in total revenues for the fiscal year.

Use of Resources

X full time employees (as compared to 8 in FY06).

Nearby similar towns, Biddeford and Scarborough, employ 11.25 and 10 in their Finance Departments, respectively.

Finance utilized 1.10%* of the FY07 (1.11%* FY06, .83% FY05; .94% FY04) city services budget to fund operations. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of $26.94* (FY06=$27.15*; FY05=$20.18; FY04=$20.87)

- For an average home valued at $230,000, $32.18* of the $2,928 property tax bill in FY07 funded Finance ($33.01* of the $2,981 property tax bill in FY06 and $19.80 of the $2,385 property tax bill in FY05)

*This figure now includes employee benefits

Department Service Delivery Goals, Objectives & Performance Data

Goal 1) *For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to City Hall to pay city taxes and fees.*

The Department processes a high volume of payments in person and focuses on maintaining high quality service while meeting the demands in financial activity.

The Department continues to focus on improvements in customer service: this year, staff had their first formal reviews and participated in an offsite retreat with a professional facilitator; process improvements, such as issuing license plates and automated payment processing options, also were introduced.

Objectives:

1(A) *At least 85% of the surveyed public note above average service received.*

Performance Data:

Citizen Satifaction Survey Results - Finance Department

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual
Percent somewhat or very satisfied	75.60%	73.30%	N/A	77.50%
Mean Rating (1-5)	4.02	4.11	N/A	4.22

Source: Pan Atlantic SMS Group, Portland, Maine

The Department continues to focus on improvements in Customer Service, however staffing changes in FY07 left the area short-handed for 5 months during its busiest times — spring and summer, which is likely reflected in this year's ratings which are not as strong as expected. On the positive side, the person brought in has excellent skills to bring to the team and has had a very positive influence on the group dynamics.

In the FY07 citizen survey, a question on reasonable wait times was added so that Finance could better understand citizen expectations. The Department is now working on ways to start tracking actual wait times in order to track that aspect of performance in FY08.

Goal 2) ***To assure that all city vendors are being paid timely through the city's accounts payable process.***

The Finance Department keeps on good terms with service providers by ensuring timely payments.

Objectives:

2(A) ***All vendors are paid within 20 days of invoice date, unless not possible due to improper documentation or discrepancies in documentation.***

Performance Data

Payment timing is improved over prior years, likely due to a new program implemented — but lack of proper documentation continues to slow the process and prevent the department from meeting its goal. An ongoing outreach to new vendors is being implemented to improve payment timing in FY08.

Finance Department - Vendor Invoice Payment

	FY04		FY05		FY06		FY07	
Performance Measure	Invoices	Paid	Invoices	Paid	Invoices	Paid	Invoices	Paid
Paid Within								
0 - 9 Days	1,196	11%	1,685	16%	1,690	17%	4,281	39%
10 -20 days	2,715	24%	4,004	38%	3,720	38%	3,171	29%
Total Within Target	3,911	35%	5,689	55%	5,410	56%	7,452	69%
21+ days	7,368	65%	4,721	45%	4,295	44%	3,419	31%
TOTAL	11,279	100%	10,410	100%	9,705	100%	10,871	100%

Goal 3) *To provide the highest levels of financial communication to our citizenry through timely and accurate financial and operational reporting and disclosure.*

The Department strives to meet and exceed national reporting standards for municipalities.

Objectives:

3(A) The Comprehensive Annual Audited Financial Report is completed and posted to the City's website within 6 months following year end and receives the Government Finance Officer's Association (GFOA) Award distinction.

Performance Data:

Performance Measure	Type of Meaasure	Goal	2004	2005	2006	Actual 2007	Estimate 2008	Projected 2009
Certificate of Achievement for Excellence in Financial Reporting (CAFR Program)	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Yes	Yes
Date CAFR Submitted and Posted on Web	Workload	Goal 3	11/30/2004	12/16/2005	12/11/2006	12/20/2007	12/20/2008	12/20/2009
Compliance with State and Federal Reporting Requirements	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Yes	Yes
Unqualified Audit Opinion	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Yes	Yes
Maintain Effective System of Internal Controls	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Yes	Yes

3(B) Distinguished Budget Presentation is completed and posted to the city's website within 90 days following the budget approval and receives the GFOA Award distinction.

Performance Data:

Performance Measure	Type of Meaasure	Goal	2004	2005	2006	Actual 2007	Estimate 2008	Projected 2009
Distinguished Budget Presentation Award (Budget Awards Program)	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Yes	Yes
Date Council Approved Budget	Workload	Goal 3	5/27/2003	6/14/2004	5/2/2005	5/1/2006	4/30/2007	6/2/2008
Date Budget Award Submitted and Posted on Web	Workload	Goal 3	8/25/2003	8/27/2004	7/25/2005	7/21/2006	7/23/2007	9/30/2008

Objectives:

3(C) Performance Measurement Report on operational efficiencies is completed in December of each year and posted

Performance Data:

Performance Measure	Type of Meaasure	Goal	2004	2005	2006	Actual 2007	Estimate 2008	Projected 2009
AGA Certificate of Excellence Award (Performance Measurement Program)	Efficiency	Goal 3	Yes	Yes	Yes	Yes	Pending	Planned
Date Submitted and Posted to Web	Efficiency	Goal 3	1/15/2005	1/15/2006	12/28/2006	12/28/2007	12/28/2008	12/28/2009

Goal 4) To provide the highest level of financial management of all resources

Various measures can be considered to assess the city's financial health and its management of its resources, and trends in performance can be monitored to alert the city administration of issues.

Objectives:

4(A) To improve or maintain the City's bond rating.

A municipality's bond rating affects the rate at which it can borrow money, which means the better a bond rating the City of Saco has, the less it will pay in interest to borrow. For example, the improved bond rating achieved in 2001 saved citizens approximately $2.4 million in interest payments over the 20-year term of the 2002 general obligation bond.

Explanation of Bond Ratings

AAA – Best quality; highest grade; extremely strong capacity to pay principal and interest; payment is secured by a stable revenue source.

AA – High quality; very strong capacity to pay principal and interest; revenue sources are only slightly less secure than for highest grade bonds.

A – Upper medium quality; strong capacity to pay principal and interest but revenue sources are considered to be susceptible to fluctuation in relevant economic conditions.

BBB – Medium grade quality; adequate capacity to pay principal and interest, but may become un-reliable if adverse economic conditions prevail.

BB and lower – Speculative quality; low capacity to pay principal and interest; represent long-term risk whether relevant economic conditions are favorable or not.

Year	Bond Rating
1938	A
1979	BBB
1982	BBB
1989	BBB+
1993	A-
2001	A+
2004	AA-

Objective 4(B)

Financial Ratios, which compare the relationship between various financial factors and with other influential factors (such as population size), provide indicators of the City's overall financial health:

For ratios, please refer to the City's Performance Measurement Report

Citizen Survey/Input

Citizen ratings of the perceived importance of Finance's service delivery goals are being gathered at this time. As part of the overall city administration, Finance rated fairly positively overall in FY07, FY05 and FY04 by citizens surveyed with mean ratings of 3.9, 3.86 and 3.73 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied."

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The City's administration, including the Administrator's Office, Finance Department, and City Clerk's Office	2004	2.8%	5.8%	24.5%	39.3%	19.3%	8.5%	**3.73**
	2005	2.3%	4.8%	18.5%	43.3%	22.0%	9.3%	**3.86**
	2007	2.0%	3.0%	16.5%	39.5%	20.5%	18.5%	**3.90**
The ease of doing business in person at City Hall	2004	2.8%	6.5%	13.0%	39.3%	36.3%	2.3%	**4.02**
	2005	1.8%	4.3%	15.8%	33.3%	40.0%	5.0%	**4.11**
	2007	1.3%	4.3%	11.0%	34.0%	43.5%	6.0%	**4.22**
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	2004	6.0%	14.0%	27.8%	28.8%	14.0%	9.5%	**3.34**
	2005	4.5%	10.0%	24.8%	32.0%	18.0%	10.8%	**3.55**
	2007	3.5%	9.8%	18.3%	32.5%	18.5%	17.5%	**3.64**

Regardless of the indicators that show the City's financial health is generally quite positive (as reported in GOAL 4 above), citizens either do not hear this good news or do not equate sound financial management with good news for citizens regarding the budget and use of taxpayer dollars; for example, when asked to rate "the quality of the information you receive regarding the City budget and the use of taxpayer dollars," the mean rating of 3.64 is similar to those of prior years and not a strongly positive rating.

Citizen lack of awareness of the city's positive financial situation may continue to reflect the larger communications issue discussed in prior years' reports: citizens continue to rate city communication efforts (see chart immediately below) between "neutral" and "somewhat satisfied." This level of response indicated there is room for improvement in the matter of communications with the public, and efforts such as a newsletter or this report, and the citizen friendly version of last year, do not seem to have solved this concern.

	2004	2005	2007
City programs and services	3.48	3.49	3.65
Local issues and public involvement opportunities	3.45	3.46	3.56

Citizens surveyed rated their "feelings about Saco property taxes relative to the city services you receive," at a mean response of just 2.92 in FY07, which is similar to ratings of 3.02 in FY05 and 2.9 in FY04, and remain one of the lowest ratings for the City overall. So, it also may be that citizens cannot separate concerns over property valuations and their property tax payments from how well city revenues are used and/or how well its resources are being financially managed.

Thus a continuing theme in this report process is to encourage the City overall to both improve its communications efforts, including about the Finance Department's successes, and also to work on educating citizens about the value they are getting for their money.

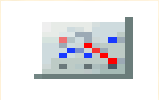
Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Finance Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Finance Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Begin process of application for city with Malcolm Balridge Award

Staff Lead: Lisa Parker, Finance Director

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To review the requirements necessary for the city to achieve the national Malcolm Baldridge Award and to review the application and identify potential deficiencies and develop a plan for the city to apply and be successful at achieving this prestigious award..

Implementation Milestones with Existing Funding

- ❑ To review requirements of the award program
- ❑ To document city weaknesses with the requirements
- ❑ To develop plan for overcoming potential weaknesses
- ❑ Review all findings with city Administrator
- ❑ Review deficiencies and discuss ways to overcome with all Senior staff
- ❑ To begin the process of application for the award program

Implementation Milestones with Additional Funding

None at this time.

Element: Define level of Service for Finance and write policy on the same
Staff Lead: Lisa Parker, Finance Director
Related to Goal Area: Meeting the Financial Needs for City Services

Strategic Objective: To review the current levels of service within the Finance Department, define them and document through policy.

Implementation Milestones with Existing Funding

☑ To define the levels of service within the Finance Department including asset management
☑ To write CIP policy to reflect asset management

Implementation Milestones with Additional Funding

None at this time

Element: New England Performance Measurement Project Advancement
Staff Lead: Lisa Parker, Finance Director
Related to Goal Area: Meeting the Financial Needs for City Services

Strategic Objective: To further the New England project by attaining 3 communities within Maine to be part of the project and to come up with 3 consistent measures to be utilized by all communities involved in the project

Implementation Milestones with Existing Funding

☑ To prepare grant application to the Sloan Foundation
☑ To receive grant application from the Sloan Foundation
☑ To send out applications to all communities in New England
☑ To select 3 communities from Maine to be part of the project
☑ To meet and agree upon three measures to be utilized by all communities involved in the project

Implementation Milestones with Additional Funding

None at this time.

Information Technology

Element: **Complete Update of the Technology Plan (2009)**
Staff Lead: Stephen Bedell
Goal area: ***Technological Innovation & Implementation***

Strategic Objective: Update Technology Plan, which will include voice service, cell phone and mobile devices for City and School.

Implementation Milestones with Existing Resources:
- ❑ Review and update current technology plans of the City and School to include voice service, cell phones and mobile devices
- ❑ Consolidate and manage all aspects of technology under the IT Department
- ❑ Predict or forecast future developments that the city should keep an eye on.

Implementation Milestones with Additional Funding:
None at this time

Element: **User Development (2009)**
Staff Lead: Stephen Bedell
Goal area: ***Technological Innovation & Implementation***

Strategic Objective: Continue with the newly implemented User Development program. Providing education to users on software packages and digital tools provided to them.

Implementation Milestones with Existing Resources:
- ❑ Provide 30 training opportunities for employees.

Implementation Milestones with Additional Funding:
None at this time

Element: **Complete the Policy and Procedure Manual (2009)**
Staff Lead: Stephen Bedell
Goal area: ***Technological Innovation & Implementation***

Strategic Objective: Continue with the updating and creation of the policy and day-to-day procedure manual. This assures that the system is well documented as well as every administrator is setting things up in the same manor for system consistency.

Implementation Milestones with Existing Resources:

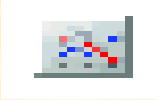
- ❑ Document complete backup procedures.
- ❑ Document complete disaster recovery program and procedures.
- ❑ Update server roles, to include the updated servers as well as re-implementation of the shared servers.
  Continued building of How To's within the Helpdesk knowledge base as a reference for all system users.

Implementation Milestones with Additional Funding:
None at this time

Fiscal Year 2008 Results of Goals and Objectives

Element: Review credit card service provider over web
Staff Lead: Lisa Parker, Finance Director

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To review current credit card service provider (Official Payments Corporation) for payments made over the web. Based on low volume of payments being made over the web, it would appear as though the fees being charged by OPC are a deterrent in this service being provided.

Implementation Milestones with Existing Funding

- ☑ Research other available companies that provide these types of services
- ☑ Review rates to be charged to determine if the City can provide the same service at lower rates
- ☑ If possible begin process of initiating contract with new provider
- ☑ Test interface with MUNIS program before going live with new provider
- ☑ Send adequate notice to Saco residents of provider change and new rates to increase awareness of this service offered
- ☑ Train Tax Collector and Deputy Collector on the payment import process as back up to Finance Director
- ☑ Go live with new provider

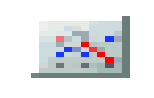
Implementation Milestones with Additional Funding

- ❑ None at this time.

Element: Implementation of Purchasing Card Program throughout city and school

Staff Lead: Lisa Parker, Finance Director

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To contract with a third party vendor to establish program of offering purchasing cards to all departments of the City including the School Department. This would allow city employees to make purchases with selected vendors for selected items without a purchase order. Department heads would receive payment activity via the web for approval before the third party processor paid the vendor. This will also minimize checks currently cut by the City's accounts payable department as there would be one check cut to the Purchasing card program vendor for all activity instead of the individual vendors where items were purchased. Depending on the volume, the City may also be entitled to monetary rebates.

Implementation Milestones with Existing Funding

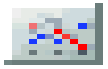
- ☑ Make contact with JP Chase Morgan with interest in program
- ☑ Review program details for implementation within Saco
- ☑ Review and sign contract with JP Chase Morgan
- ☑ Train pilot department (Public Works) on process
- ☑ Train accounts payable on web process and integration with MUNIS software
- ☑ Establish allowable vendors to be used and allowable items to be purchased
- ☑ Receive and distribute cards to all public works employees
- ☑ Review program with Mike after three months to see if program is working successfully
- ☑ If successful – train all city/school employees and make cards available to all

Implementation Milestones with Additional Funding

None at this time.

Element: Utilization of bank "Lock Box" payment processing service
Staff Lead: Lisa Parker, Finance Director

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To utilize the City's banking service provider to process payments. Payments would be mailed to a lock box owned by the bank, who would then prepare a digital file of the payments received which would then be simply down loaded into the MUNIS system. This would save much customer service rep time that is currently deployed to enter payments received via the mail.

Implementation Milestones with Existing Funding

- ☑ Meet with bank to review details of establishing this service
- ☑ Do cost benefit analysis to assure that it is saving the City money and is more efficient
- ☑ Train tax collector and deputy collector on how to import payment files to be received by the bank
- ☑ Set up and test process with MUNIS before going live
- ☑ Change remit address on all FORMUNIS forms generated by the City so that payments are sent to the lock box
- ☑ Begin offering this service with next billing cycles
- ☑ After three months meet with all affected to review process

Implementation Milestones with Additional Funding

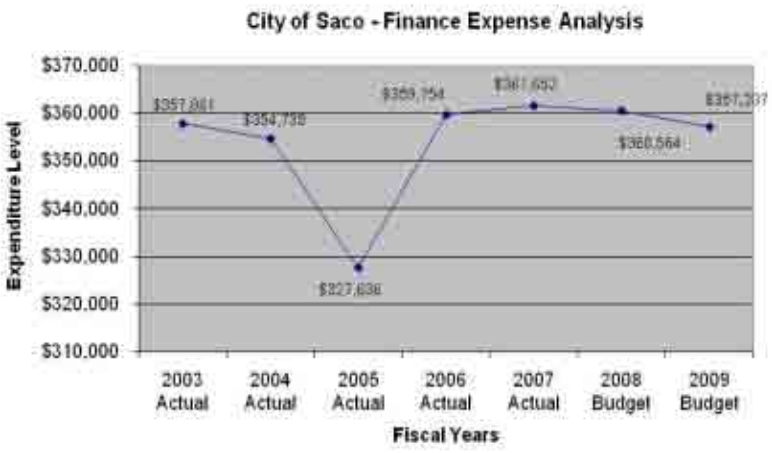
None at this time.

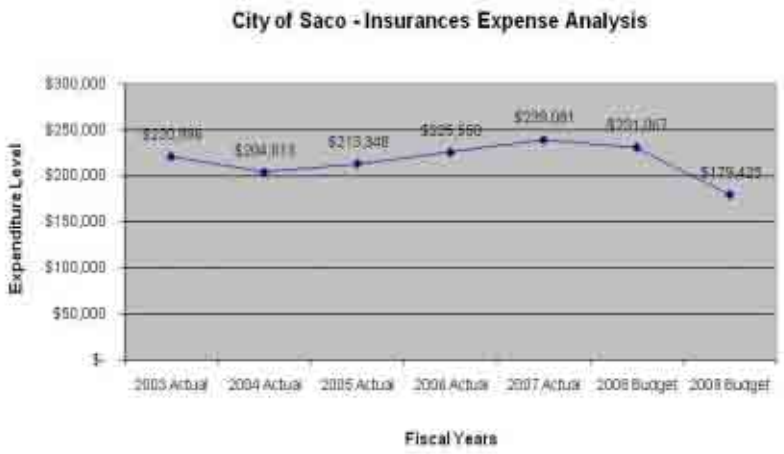
Expenditures

The expenditures within this department are related to the following activity centers:

- Finance
- Insurance

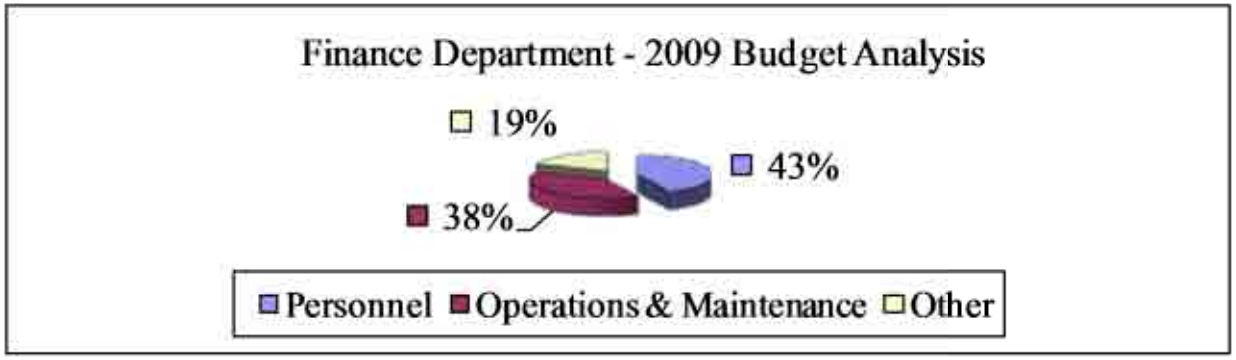
The following graphs depict the expenditure level of these activity centers over the last 6 years.





Finance/Technology Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 279,323	$ 346,700	$ 367,340	$ 403,841	$ 411,755	$ 382,576	$ 403,056
Operations & Maintenance	$ 82,763	$ 161,506	$ 174,233	$ 237,614	$ 379,813	$ 327,067	$ 354,403
Other	$ 220,996	$ 204,013	$ 213,348	$ 225,558	$ 239,081	$ 231,067	$ 179,425
Total	$ 583,082	$ 712,219	$ 754,921	$ 867,013	$ 1,030,649	$ 940,710	$ 936,884



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
FINANCE- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 61,010	$ 76,183	$ 81,078	$ 84,880	$ 88,810	$ 91,090	$ 85,000
500102	SUPERVISORY WAGES	$ -	$ 43,385	$ 40,578	$ 8,510	$ -	$ 46,231	$ 47,846
500104	COURT OFFICERS/CLERICAL WAGES	$ 213,562	$ 174,627	$ 149,945	$ 209,486	$ 215,776	$ 152,278	$ 148,626
500114	OVERTIME	$ 3,451	$ 1,995	$ 1,873	$ 1,007	$ 608	$ 2,000	$ 2,000
500118	STIPEND	$ 1,300	$ 1,300	$ 1,300	$ 1,350	$ 1,500	$ 1,500	$ 1,500
	Subtotal Finance - Personnel	**$ 279,323**	**$ 297,490**	**$ 274,774**	**$ 305,233**	**$ 306,694**	**$ 293,099**	**$ 284,972**
FINANCE- OPERATING								
500301	OFFICE SUPPLIES	$ 4,145	$ 4,559	$ 7,056	$ 1,387	$ 2,867	$ 4,500	$ 4,000
500304	COMPUTER SUPPLIES	$ 7,486	$ 1,407	$ 1,967	$ 3,313	$ 1,737	$ 3,000	$ 3,000
500317	MINOR EQUIPMENT	$ 65	$ 2,883	$ (1,771)	$ -	$ -	$ 1,000	$ 1,000
500322	TUITION / TRAINING	$ 6,694	$ 2,431	$ 3,666	$ 10,320	$ 7,150	$ 6,000	$ 6,000
500330	DUES & MEMBERSHIP	$ 278	$ 360	$ 965	$ 540	$ 645	$ 965	$ 645
500332	BOOKS & MANUALS	$ -	$ 275	$ 618	$ 476	$ 184	$ 300	$ 300
500336	TELEPHONE	$ 3,565	$ 2,453	$ 2,575	$ 3,041	$ 3,964	$ 2,800	$ 2,000
500337	POSTAGE	$ 9,365	$ 16,754	$ 14,069	$ 12,384	$ 13,749	$ 10,000	$ 15,000
500338	COPIER	$ 1,517	$ 4,442	$ 2,084	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 1,036	$ 711	$ 1,835	$ 2,552	$ 5,041	$ 1,600	$ 2,500
500344	PRINTING	$ 7,378	$ 4,207	$ 2,110	$ 3,204	$ 2,388	$ 3,500	$ 2,500
500350	FURNITURE & FIXTURES	$ 1,339	$ 1,486	$ 1,590	$ 224	$ -	$ 1,000	$ 1,000
500370	FILING FEES/LICENSES/PERMITS	$ 3,085	$ 4,728	$ 4,549	$ 5,455	$ 4,776	$ 5,400	$ 6,400
500400	TRANSFERS/MISCELLANEOUS	$ 66	$ 245	$ 1	$ (175)	$ 157	$ 100	$ 100
500410	REPAIRS/MAINTENANCE	$ 22,429	$ (496)	$ 198	$ -	$ -	$ 300	$ 300
500428	CONTRACTED SERVICES	$ -	$ -	$ -	$ -	$ -	$ 14,000	$ 14,000
500429	AUDIT SERVICES	$ 10,090	$ 10,800	$ 11,350	$ 11,800	$ 12,300	$ 13,000	$ 13,520
	Subtotal Finance- Operating	**$ 78,538**	**$ 57,245**	**$ 52,862**	**$ 54,521**	**$ 54,958**	**$ 67,465**	**$ 72,265**
	Total Finance Department	**$ 357,861**	**$ 354,735**	**$ 327,636**	**$ 359,754**	**$ 361,652**	**$ 360,564**	**$ 357,237**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
TECHNOLOGY								
500102	SUPERVISORY WAGES	$ -	$ -	$ 50,644	$ 53,503	$ 60,491	$ 60,523	$ 63,694
500103	NON SUPERVISORY WAGES	$ -	$ 49,210	$ 41,173	$ 45,105	$ 44,570	$ 54,614	$ 51,034
500113	TEMPORARY/SEASONAL WAGES - camera	$ -	$ 773	$ 749	$ -	$ -	$ 3,355	$ 3,355
500304	COMPUTER SUPPLIES	$ -	$ -	$ -	$ 1,578	$ 2,440	$ 750	$ 750
500317	MINOR EQUIPMENT	$ -	$ -	$ -	$ 11,074	$ 42,419	$ 10,000	$ 21,836
500322	TUITION/TRAINING	$ -	$ 300	$ -	$ 4,852	$ 7,166	$ 5,750	$ 5,750
500335	DSL FEES	$ 4,225	$ 11,012	$ 10,409	$ 22,010	$ 20,540	$ 20,700	$ 21,188
500336	TELEPHONE	$ -	$ -	$ -	$ -	$ -	$ 1,100	$ 2,000
500338	Copier	$ -	$ -	$ -	$ 25,683	$ 35,121	$ 39,002	$ 46,902
500339	TRAVEL	$ -	$ -	$ -	$ -	$ -	$ 1,500	$ 1,000
500360	COMPUTER SOFTWARE	$ -	$ 1,500	$ 24,340	$ 14,972	$ 17,419	$ 12,000	$ 18,000
500370	LICENSES/PERMITS AND FEES	$ -	$ 4,500	$ 12,480	$ 16,513	$ 62,222	$ 48,000	$ 123,426
500410	REPAIRS/MAINTENANCE	$ -	$ 4,866	$ 2,301	$ 9,609	$ 10,040	$ 7,500	$ 7,500
500421	SPECIAL PROGRAMS - WEB	$ -	$ 11,266	$ 23,536	$ 29,012	$ 70,966	$ 47,000	$ 22,786
500428	CONTRACTED SERVICES	$ -	$ 70,777	$ 48,305	$ 47,790	$ 56,522	$ 60,000	$ 11,000
	TOTAL TECHNOLOGY	**$ 4,225**	**$ 154,204**	**$ 213,937**	**$ 281,701**	**$ 429,916**	**$ 371,794**	**$ 400,222**
	Total Finance/Technology	**$ 362,086**	**$ 508,939**	**$ 541,573**	**$ 641,455**	**$ 791,568**	**$ 732,358**	**$ 757,459**

This Page Left Blank

City Clerk Department

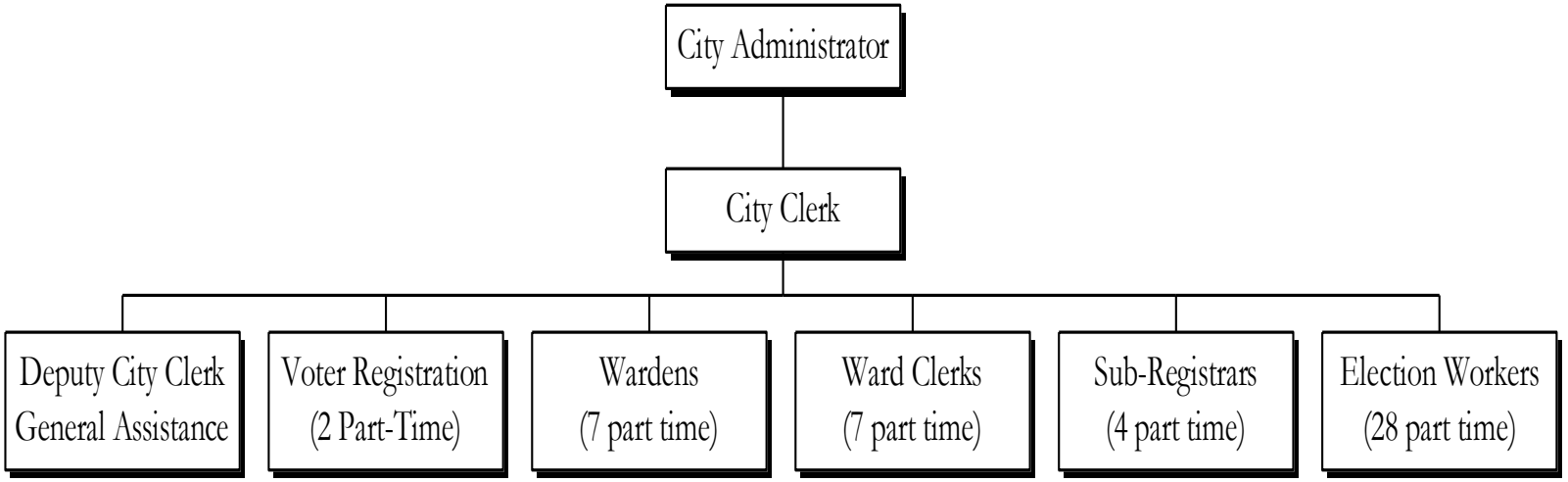
Lucette Pellerin, City Clerk
lpellerin@sacomaine.org
Phone (207) 284-4831

Mission Statement

The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will through dedicated employees continue to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their Constitutional rights and provide financial assistance to indigent people from our community.

City of Saco
Organizational Chart

City Clerk



City of Saco, Maine Code- § 4-15. City Clerk's Department

A. Establishment. There shall be a City Clerk's Department, the head of which shall be the City Clerk, who shall be appointed by the City

B. Administrator with approval from the City Council. The City Administrator shall appoint a Deputy City Clerk, to act as his/her agent, and as many assistant clerks as necessary, within a budget approved by Council.

C. Duties. The City Clerk shall:

(1) Serve as Clerk to the Council and perform all duties for the Council as it may require. He/she shall authenticate, by his/her signature, and be responsible for the filing, indexing and safekeeping of all proceedings of the Council, which shall be open to public inspection.

(2) Make all arrangements for elections and keep and maintain election records and have custody of all property used in connection with elections.

(3) Issue to every person appointed to any office by the City Council or by the City Administrator a certificate of such appointment and administer oath of such office.

(4) Publish all legal notices, unless otherwise provided.

(5) File and preserve all contracts, security bonds, oaths of office and other documents not required to be filed elsewhere.

(6) Issue all licenses and permits authorized by the municipal officers or the Council and collect the fee required thereof as provided by state law or city ordinance.

(7) Notify the Chief of Police on or within one week after the expiration date of each license or permit when a new license or permit to take effect on such expiration date has not been applied for, except when the City Clerk knows that no new license or permit is required.

(8) Obtain and maintain all statistics relating to births, marriages and deaths, as required by law.

(9) Be custodian of the City Seal.

(10) Perform all duties and exercise all power incumbent upon or vested in city clerks, generally, which are not inconsistent with the City Charter. Maintain in his/her office a public information service, to furnish information concerning the city government, relative to the public service.

(a) All requests for information shall be complied with promptly and courteously, provided that the required information is available in the office of the City Clerk. Otherwise, the City Clerk shall refer an individual applicant to the proper agency of the city for such information as is required, and such agency shall supply the same as quickly as reasonably possible, consistent with the extent or type of information requested.

(b) Nothing herein shall be construed to require the City Clerk to supply or to request any other department to supply the type information which either state law or the public interest requires to be kept confidential, nor shall any information be prepared or supplied when the cost of so doing would result in increased expense to the city; provided, however, that the estimated cost shall be supplied at the expense of the applicant, subject to final adjustment on the basis of actual cost, or at an agreed-upon charge paid by the applicant, in advance, to the City Clerk or the department undertaking such extra expense.

(12) Account for all public money received by him/her, in such manner as the Director of Finance may prescribe.

(13) Notify promptly all department heads of Council actions of concern to them.

(14) Issue all state licenses and collect the fees required of him/her to so issue and maintain records of the same.

(15) Compute, issue and collect all excise fees on motor vehicles owned and operated by the residents of Saco and turn these fees over to the Treasurer at least monthly.

C. Division of Welfare.

(1) There shall be a Division of Public Welfare in the Office of the City Clerk, the head of which shall be the Director of Welfare, who shall be appointed by the City Administrator upon the recommendation of the City Clerk.

(2) Duties of the Director of Welfare. The Director of Welfare shall be the General Assistance Administrator under Chapter 112, General Assistance Program, and shall:

(a) Determine the eligibility of each applicant for receipt of general assistance benefits. He/she must consider all applicants, set up interviews and certify or deny the applicant, according to uniform standards.

(b) Distribute vouchers under general assistance benefits, giving assistance for fuel, rent, food, medicine and light bills in an emergency, as he/she deems appropriate and according to uniform standards. He/she must make out reports for general assistance, pursuant to all applicable laws and regulations.

(c) Refer citizens needing assistance from other than the city to the proper federal, state or private agencies.

(d) Exercise all powers and perform all the duties confirmed or imposed by the state law upon overseers of the poor.

(e) Be responsible for the sound fiscal management of his/her Department.

Scope of Operations

- Maintains all municipal records, including Vital Statistics: births, marriages and deaths; those relating to State of Maine requirements: hunting and fishing licenses, dog licenses, and those relating to City of Saco requirements: business licenses, Camp Ellis permits, permits for miscellaneous vendors, moorings, taxi drivers and taxi businesses, and victualers.
- Maintains records of Annual Reports and City Council Meeting minutes.
- Maintains permanent records of the City, such as the easements it holds, titles to City owned vehicles, contracts the City has with vendors, etc.
- Oversees all Voter Registration efforts and all elections for the City.
- Responsible for administering the General Assistance Office, which provides assistance to community members requiring financial aid from the City.

VITAL STATISTICS	2007	2006	2005	2004	2003	2002
BIRTH	122	171	204	211	175	193
DEATH	225	205	179	157	152	185
MARRIAGE	130	135	130	146	114	169

Use of Resources

- 2 full time employees, 2 part-time employees (Voter Registration), and approximately 45 paid temporary helpers to man polls during elections.

  Comparison to City Clerk departments in neighboring towns of similar size and overall budget:
  Biddeford has 6 FT employees, while Scarborough has 2.5 FT, plus 3 PT employees.

- City Clerk's Office utilized .56%* of the FY07 (.53%* FY06; .44% FY05; .48% FY04) city services budget. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of $13.70* (FY06=$13.00*; FY 05=$10.90; FY 04=$10.65).

- For an average home valued at $230,000, $16.36* of the $2,928 property tax bill in FY07 funded the Clerk's office ($15.80* of the $2,981 property tax bill in FY06; $10.49 of the $2,385 property tax bill in FY05).

* This figure now includes employee benefits

The impact of the City Clerk's mission and three service delivery goals modestly influences the city's Technological Innovation and Implementation strategic goal.

Department Service Delivery Goals, Objectives & Performance Data

Goal 1) ***To assure that the Vital Records, as well as permanent records in our care, meet State required mandates in order to preserve the history for future generations.***

As mandated by State law, archived records must be refurbished as needed in order to preserve them. The condition and age of the books where statistics are recorded determines the restoration process. Records date back to 1796, so there are numerous volumes of records where the ink and paper, as well as the bindings, are seriously deteriorated, and many cannot be scanned electronically in order to archive them. One book of such recorded statistics costs about $2,000 to be permanently restored and about 4 months for an outside vendor to accomplish. Thus, this process is both costly and time consuming.

Objectives:

(1) ***To have at least one volume of older Vital Records that requires restoration successfully restored per year, and to continue to capture all older records through scanning process, such that all records are permanently archived electronically by 2015.***

Performance Data:

- Since 2001, all records have been electronically captured, as well as permanently archived.
- There are 60 volumes of old books, 38 of which are in good physical condition. Of the 22 remaining that require work, 17 (16 in FY06, 15 in FY05, and 12 in FY04), 78%, have been restored in the last 14 years. The amount of completed scanning work and work to be done will be tracked and reported in FY08 when a new Laser fiche system is implemented.
- Data from actual count of books of Vital Records.

Goal 2) ***To provide timely financial assistance to all people who apply for and are determined eligible for the assistance. The General Assistance Office will give referrals to other organizations that may also be able to provide financial assistance or services.***

The General Assistance Office has regular hours on Tuesdays and Thursdays, and offers emergency hours as needed on Mondays, Wednesdays and Fridays, for those seeking financial assistance.

Objectives:

(2) ***Tracking the time from when a qualified applicant enters the general assistance system to when their application is processed, with a goal of within 24 hours.***

Performance Data

General Assistance Applicants

Year	Total Clients	Clients Qualified	Percent Qualified
FY2004	100	79	79%
FY2005	109	85	78%
FY2006	121	106	88%
FY2007	148	130	88%

Source: Data from records maintained for the State of Maine

All qualified candidates were provided assistance within 24 hours

Department Service Delivery Goals, Objectives & Performance Data

Goal 3) ***To conduct elections in a manner that will enable our residents to exercise their Constitutional rights in a timely manner avoiding parking issues, ensuring child safety at the polls.***

The City Clerk coordinates with the School Department as a majority of all voting places are in local schools.

Objectives:

(3A) In years with no presidential election, no one voting waits more than two minutes to cast their ballot, and in years with presidential elections, no one voting waits more than ten minutes to cast their ballot per election;
(3B) to have no more than 2 parking complaints per election;
(3C) to have no complaints involving child safety at the polls per election; and
(3D) to have absentee ballots mailed out the same day as requested each election.

Performance Data:

City Clerk Department Election Performance Measures

Performance Measure	FY01 Actual	FY02 Actual	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual
Average Wait Time *(In Minutes)*	2	2	2	10	2	2	2
Parking Complaints	1	0	0	0	0	0	0
Child Safety Issues	0	0	0	0	0	0	0
Absentee Ballots Mailing Times	Same Day	Same Day	Same Day	Same Day	Same Day	(1)	(2)

* Data from anecdotal records of complaints kept by City Clerk.
(1) 1 absentee ballot request lost and mailed late.
(2) 1 complaint elated to waiting to be issued an absentee ballot.

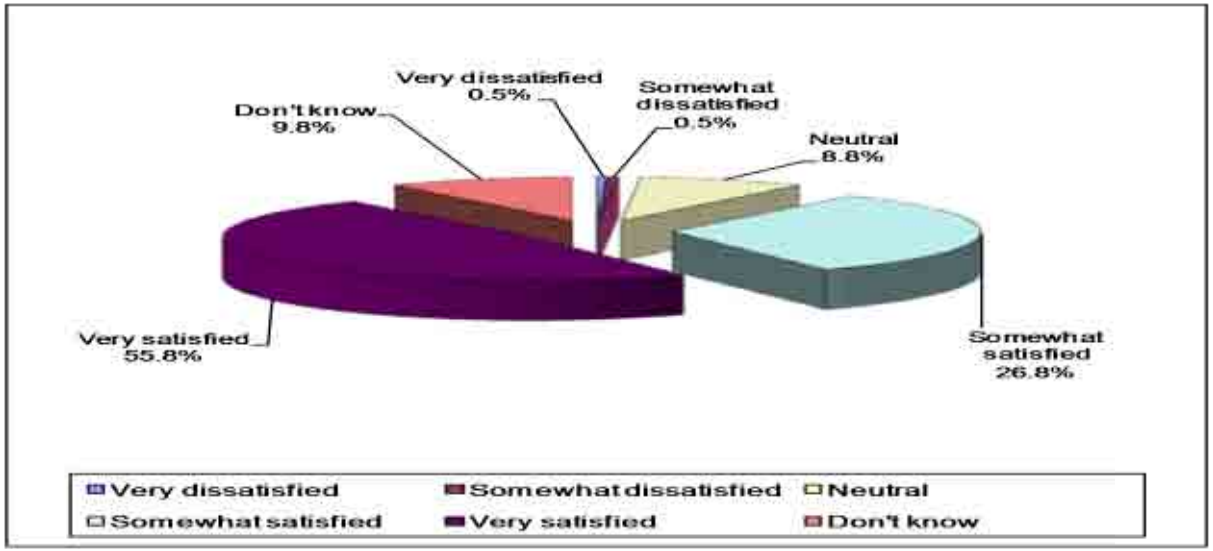
Next Steps

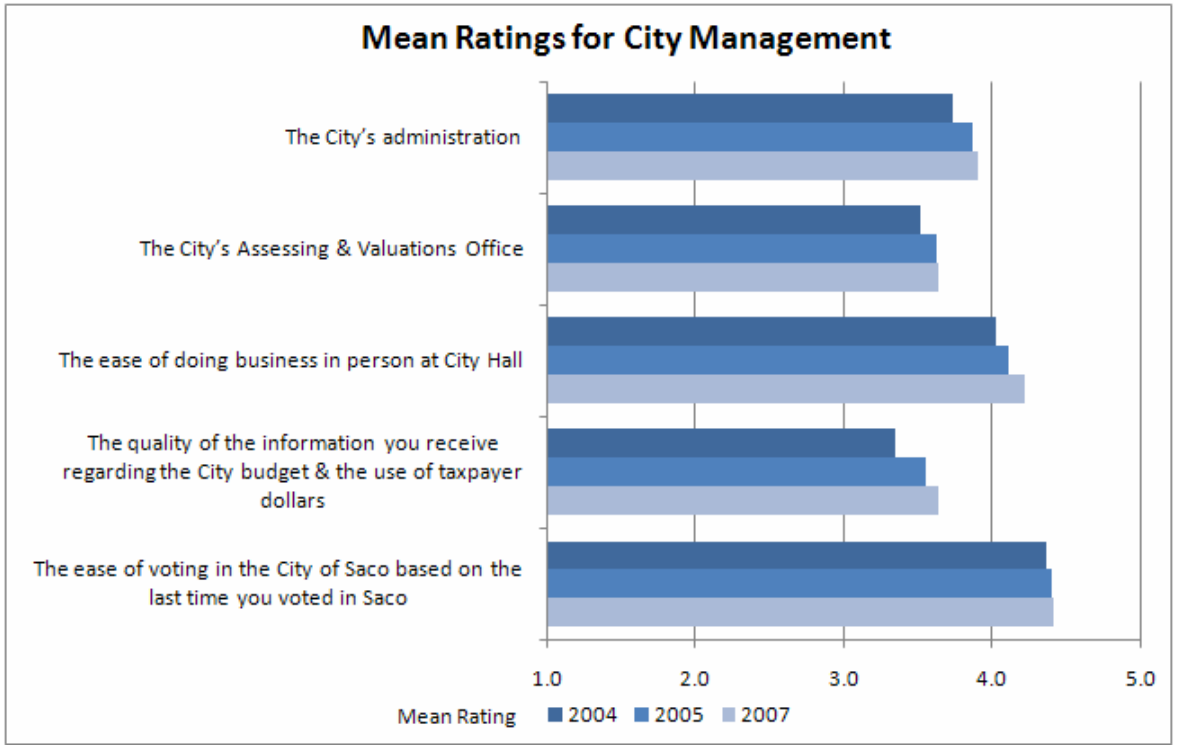
The City Clerk still plans to implement a system using laptops to resolve problems during elections, whereby registrars could access the complete permanent voter registration records at City Hall and not solely rely on paper reports at each individual voting place. The laptop system would cut down on the high volume of calls the City Clerk's office fields during elections regarding voter registration issues and improve the voting process, but it has yet to be prioritized for funding. For FY08, the City Clerk is reviewing processes for issuing of absentee ballots in anticipation of heavy voter turnout for he presidential election, along with increased use of voting by absentee ballot across the state.

Citizen Input/Survey

Citizen ratings of the perceived importance of the Clerk department's three service delivery goals are being gathered at this time. Citizens continued to rate the elections process positively for FY07. Over 80% of respondents were "very satisfied" (48.5%) or "somewhat satisfied" (32.0%), with a mean rating of 4.41 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," which results show no significant change from prior years.

As well, for FY07 77.5% of citizens surveyed responding that they are "somewhat satisfied" (34%) or "very satisfied" (43.5%), with the ease of doing business in person at City Hall, which includes transactions at the Clerk's Office. These ratings show slight improvement over FY05 and FY04 survey results.





Citizen rating of the Administrator's Office, Finance Department and City Clerk's Office combined were fairly positive with a mean rating of 3.9 in FY 07 (up from 3.86 in FY05 and 3.73 in FY 04) on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." However, a large percent of respondents (16.5%) remain "neutral," neither satisfied nor dissatisfied, with the overall performance of City Administration and another 18.5% "don't know" how to rate their satisfaction level. This indicates citizens feel there is room for improvement, especially for those younger or higher income, who were less satisfied than others.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the City Clerk Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the City Clerk Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: To offer early voting
Staff Lead: Lucette Pellerin

Related to Goal Area:
Human Resource Investment

Strategic Objective: To offer early vote; one polling place for minor elections and no absentee voting one day prior to election.

Implementation Milestones with Existing Resources

- ☐ Process absentee ballots at City Hall instead of sneidng ballots to the Wards; eliminating the pressure of trying to process absentees between rush periods.
- ☐ Establish the Community Center as the 'Central Polling Place' for minor elections. Having a central polling place would be economical as well.
- ☐ The office would not process absentee ballots the day prior to this election. This would be reviewed after the election.

Implementation Milestones with Additional Funding

None at this time.

Element: Scan permanent records into Laserfiche
Staff Lead: Lucette Pellerin
Related to Goal Area: Human Resource Investment

Strategic Objective: To scan all permanent legal records into Laserfiche. Attempt scan old minute books.

Implementation Milestones with Existing Resources

- ☐ The office currently two file cabinets with permanent records that need to be processed into Laserfiche.
- ☐ Scan Council minutes books to 1965.
- ☐ Have information captured on CD rom
- ☐ Purchase digital software and train all staff on the same
- ☐ Bring data into digital record system
- ☐ Present Dyer Library with copies of both mediums for use by the general public.

Implementation Milestones with Additional Funding

- ☐ Complete two to three books per year as funds permit.

Element: Review Customer Service Manual with OOB and Biddeford
Staff Lead: Lucette Pellerin
Related to Goal Area: Human Resource Investment

Strategic Objective: To review the customer service manual with Old Orchard Beach and Biddeford.

Implementation Milestones with Existing Resources

- ☐ Review and update the manual with OOB and Biddeford.
- ☐ Provide customer service training for the tri-community as a joint venture.
- ☐ Work with MMA to provide instructions and guidance.

Implementation Milestones with Additional Funding

None at this time.

Fiscal Year 2008 Results of Goals and Objectives

Element: Relocate City Clerk Office
Staff Lead: Lucette Pellerin

Related to Goal Area:
Human Resource Investment

Strategic Objective: To relocate the Clerk's Office to the Assessing space.

Implementation Milestones with Existing Resources

- ☑ Determine the proposed date of re-location.
- ☑ Determine how soon to make arrangements for change in signage.
- ☑ Determine how many days it will require to relocate three departments.
- ☑ Determine who will provide the manpower.
- ☑ Determine who will build the counter for Assessing.
- ☑ Determine the period for IT to set up PCs.
- ☑ Determine the period for phone assignments.
- ☑ Determine which office will make the first move.
- ☑ Determine date and time of move once consensus has been reached as to who will be move first.
- ☑ Prepare documents to be transferred to new locations.
- ☑ Set up shelving for Assessing in new office space.
- ☑ Vacate present vault and transfer to Assessing space.

Implementation Milestones with Additional Funding

None at this time. Project completed.

Element: Vital Statistics into laser fiche system
Staff Lead: Lucette Pellerin
Related to Goal Area: Human Resource Investment

Strategic Objective:: To scan into Laserfiche all births, death, marriage (non-confidential) and Council Minutes from 1960 to current.

Implementation Milestones with Existing Resources

☑ Scan Birth records from 1960 to present.
☑ Scan Death records from 1960 to present.
☑ Scan Marriage records from 1960 to present.
❑ Scan Council Minutes from 1960 to present.

Implementation Milestones with Additional Funding

None at this time.

Element: Documentation of Departmental Level of Service
Staff Lead: Lucette Pellerin
Related to Goal Area: Human Resource Investment

Strategic Objective: Document Level of Service (LOS) and capital policy failure.

Implementation Milestones with Existing Resources:

☑ Review services provided by the City Clerk's Office.
- The office has responsibility for issuing and maintaining all vital statistic (birth, marriage and death records, business licenses, flea market vendor licenses and mooring applications and wait list.
- The number of hours to complete these tasks as well as the turnaround time for specific tasks will be calculated and submitted at a later date.

☑ Review Customer Service Questionnaire. *The customer service questionnaire has been revised. Access to the survey is available in the main lobby.*
❑ Review needs pertaining to restorations of permanent records. *There are approximately 12 books that need restoration.*

Implementation Milestones with Additional Funding:

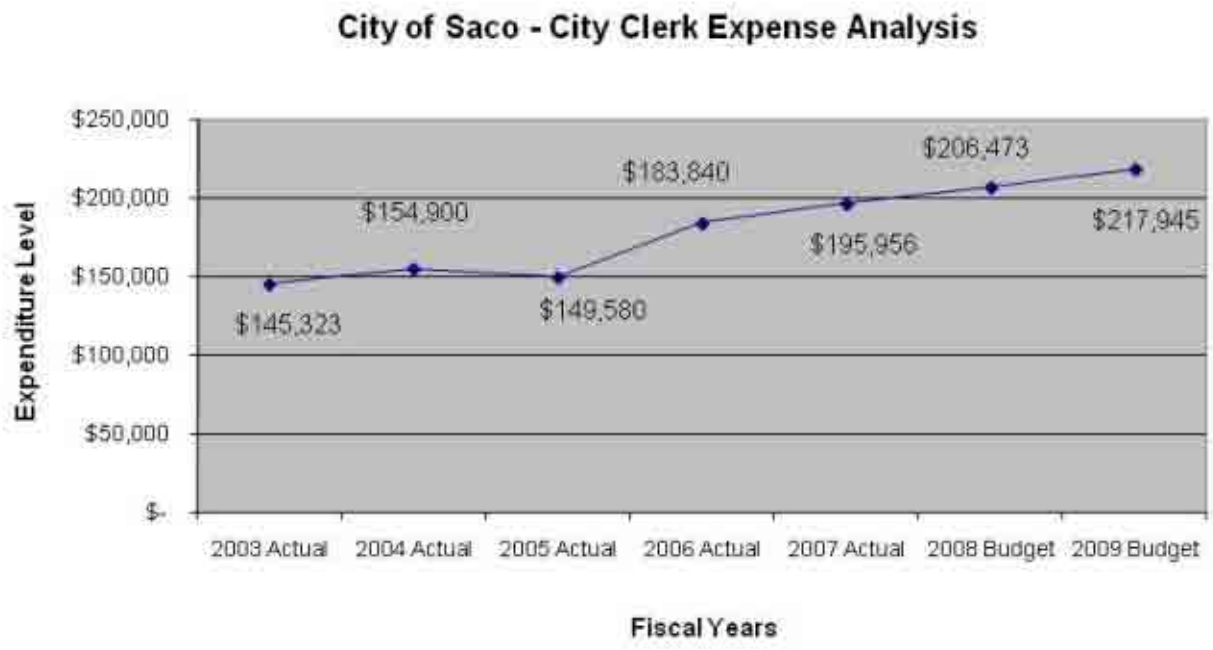
None at this time.

Expenditures

The expenditures within this department are related to the following activity centers:

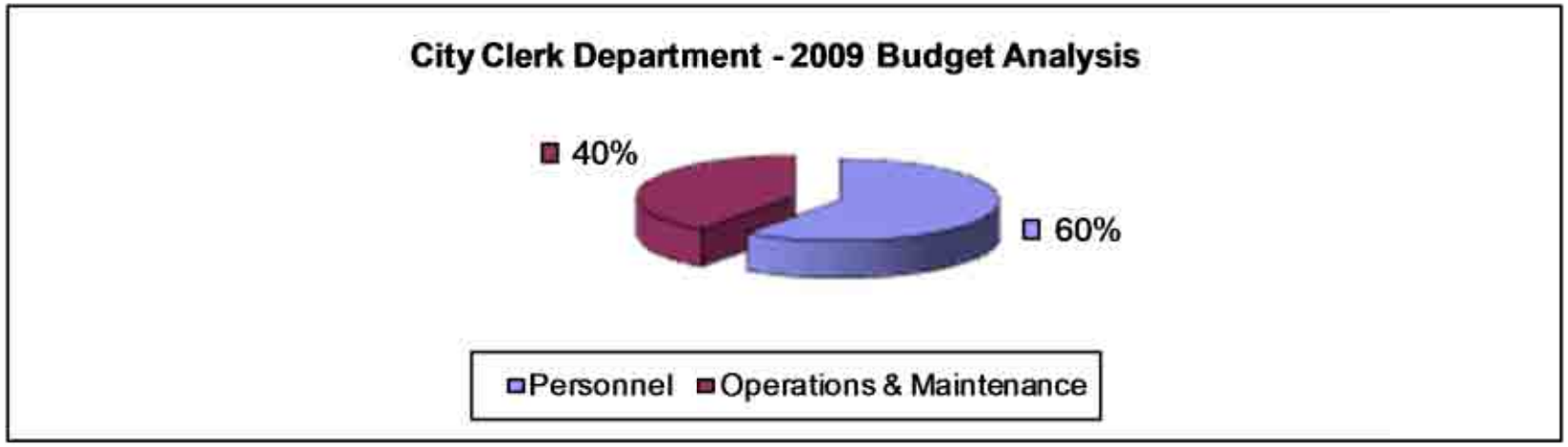
- City Clerk
- General Assistance
- Voter Registration

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City Clerk Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 96,251	$ 103,037	$ 102,817	$ 109,289	$ 115,289	$ 124,583	$ 130,680
Operations & Maintenance	$ 49,072	$ 51,863	$ 46,763	$ 74,551	$ 80,667	$ 81,890	$ 87,265
Total	$ 145,323	$ 154,900	$ 149,580	$ 183,840	$ 195,956	$ 206,473	$ 217,945



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CITY CLERK- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 46,517	$ 49,698	$ 51,726	$ 54,450	$ 58,052	$ 62,650	$ 64,858
500103	NON SUPERVISORY WAGES	$ 4,706	$ 51,406	$ 44,190	$ 48,847	$ 51,562	$ 8,911	$ 42,141
500104	COURT OFFICERS/CLERICAL WAGES	$ 35,580	$ 95	$ -	$ 488	$ 740	$ 41,522	$ 10,000
500113	TEMPORARY/SEASONAL WAGES	$ 8,225	$ -	$ 6,229	$ 4,052	$ 2,976	$ 10,000	$ 12,180
500114	OVERTIME	$ 1,223	$ 1,838	$ 672	$ 1,452	$ 1,959	$ 1,500	$ 1,500
	Subtotal City Clerk -Personnel	**$ 96,251**	**$ 103,037**	**$ 102,817**	**$ 109,289**	**$ 115,289**	**$ 124,583**	**$ 130,680**
CITY CLERK - OPERATING								
500301	OFFICE SUPPLIES	$ 1,120	$ 915	$ 640	$ 737	$ 841	$ 1,000	$ 1,000
500317	MINOR EQUIPMENT	$ 852	$ 400	$ 361	$ 399	$ 134	$ 500	$ 500
500322	TUITION / TRAINING	$ 1,262	$ 1,171	$ 1,080	$ 1,800	$ 3,505	$ 1,800	$ 1,800
500330	DUES & MEMBERSHIPS	$ 282	$ 167	$ 187	$ 346	$ 453	$ 450	$ 450
500332	BOOKS & MANUALS	$ 1,798	$ 1,210	$ 1,812	$ 1,344	$ 3,938	$ 1,800	$ 2,000
500336	TELEPHONE	$ 715	$ 1,645	$ 1,181	$ 1,053	$ 1,312	$ 1,000	$ 1,000
500337	POSTAGE	$ 1,155	$ 1,286	$ 1,738	$ 941	$ 1,671	$ 1,300	$ 1,300
500338	COPIER	$ 594	$ 594	$ 536	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 1,014	$ 1,026	$ 1,449	$ 1,724	$ 1,125	$ 1,200	$ 2,000
500341	ADVERTISING	$ 1,355	$ 1,411	$ 970	$ 1,803	$ 2,798	$ 1,200	$ 2,000
500344	PRINTING	$ 743	$ 535	$ 692	$ 557	$ 852	$ 1,000	$ 1,000
500350	FURNITURE & FIXTURES	$ -	$ -	$ -	$ -	$ 339	$ 200	$ 1,900
500360	COMPUTER SOFTWARE	$ 447	$ 495	$ 793	$ -	$ -	$ -	$ -
500410	REPAIRS/MAINTENANCE	$ 66	$ 110	$ 15	$ 504	$ -	$ -	$ -
	FIRE PREVENTION	$ -	$ -	$ 570	$ 155	$ (220)	$ -	$ -
500428	CONTRACTED SERVICES	$ 6,687	$ 5,171	$ 2,480	$ 4,253	$ 6,114	$ 5,000	$ 5,000
	Subtotal City Clerk- Operating	**$ 18,090**	**$ 16,136**	**$ 14,504**	**$ 15,616**	**$ 22,862**	**$ 16,450**	**$ 19,950**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CITY CLERK - GENERAL ASSISTANCE								
500301	OFFICE SUPPLIES	$ 220	$ 1,956	$ 42	$ 13	$ 31	$ 150	$ 150
500322	TUITION / TRAINING	$ 60	$ 160	$ 75	$ 45	$ 120	$ 200	$ 200
500336	TELEPHONE	$ 499	$ 370	$ 520	$ 458	$ 539	$ 450	$ 475
500337	POSTAGE	$ 11	$ 37	$ 16	$ 24	$ 21	$ 40	$ 40
500338	COPIER	$ 47	$ 32	$ -	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 34	$ 35	$ -	$ -	$ 25	$ 150	$ 150
500371	FOOD ASSISTANCE	$ 2,750	$ 3,736	$ 1,076	$ 2,824	$ 3,028	$ 4,000	$ 3,500
500372	FUEL ASSISTANCE	$ 307	$ 129	$ -	$ 266	$ 357	$ 1,500	$ 4,000
500373	ELECTRICITY ASSISTANCE	$ 902	$ 663	$ 549	$ 1,407	$ 1,536	$ 2,000	$ 2,000
500375	BURIAL ASSISTANCE	$ 1,489	$ 1,620	$ -	$ 1,695	$ -	$ 2,000	$ 2,000
500376	MEDICAL ASSISTANCE	$ -	$ -	$ -	$ 187	$ 25	$ 400	$ 400
500377	RENTAL ASSISTANCE	$ 17,746	$ 17,811	$ 22,656	$ 40,733	$ 43,099	$ 40,000	$ 40,000
500378	CLOTHING ASSISTANCE	$ -	$ -	$ 25	$ 80	$ -	$ 100	$ 100
500379	TELEPHONE ASSISTANCE	$ 32	$ (6)	$ -	$ -	$ -	$ 100	$ 100
	Subtotal City Clerk -General Assistance	**$ 24,097**	**$ 26,543**	**$ 24,959**	**$ 47,732**	**$ 48,781**	**$ 51,090**	**$ 53,115**
CITY CLERK - VOTER REGISTRATION								
500301	OFFICE SUPPLIES	$ 554	$ 596	$ 345	$ 411	$ 221	$ 250	$ 250
500322	TUITION / TRAINING	$ 25	$ 246	$ 466	$ -	$ 20	$ 400	$ 400
500337	POSTAGE	$ 303	$ 1,078	$ 481	$ 360	$ 886	$ 700	$ 1,000
500338	COPIER	$ 52	$ 9	$ -	$ -	$ -	$ -	$ -
500339	TRAVEL	$ -	$ 188	$ 46	$ -	$ -	$ 100	$ 150
500341	ADVERTISING	$ 608	$ 967	$ 806	$ 2,014	$ 1,892	$ 2,500	$ 2,500
500344	PRINTING	$ 3,133	$ 2,309	$ 3,125	$ 4,584	$ 4,435	$ 4,500	$ 4,500
500350	FURNITURE & FIXTURES	$ 152	$ -	$ -	$ -	$ -	$ 500	$ -
500410	REPAIRS/MAINTENANCE	$ 1,050	$ 1,116	$ 2,031	$ 1,225	$ 245	$ 1,900	$ 1,900
500428	CONTRACTED SERVICES	$ 1,008	$ 2,675	$ -	$ 2,609	$ 1,325	$ 3,500	$ 3,500
	Subtotal City Clerk -Voter Registration	**$ 6,885**	**$ 9,184**	**$ 7,300**	**$ 11,203**	**$ 9,024**	**$ 14,350**	**$ 14,200**
	Total City Clerk	**$ 145,323**	**$ 154,900**	**$ 149,580**	**$ 183,840**	**$ 195,956**	**$ 206,473**	**$ 217,945**

Assessing Department

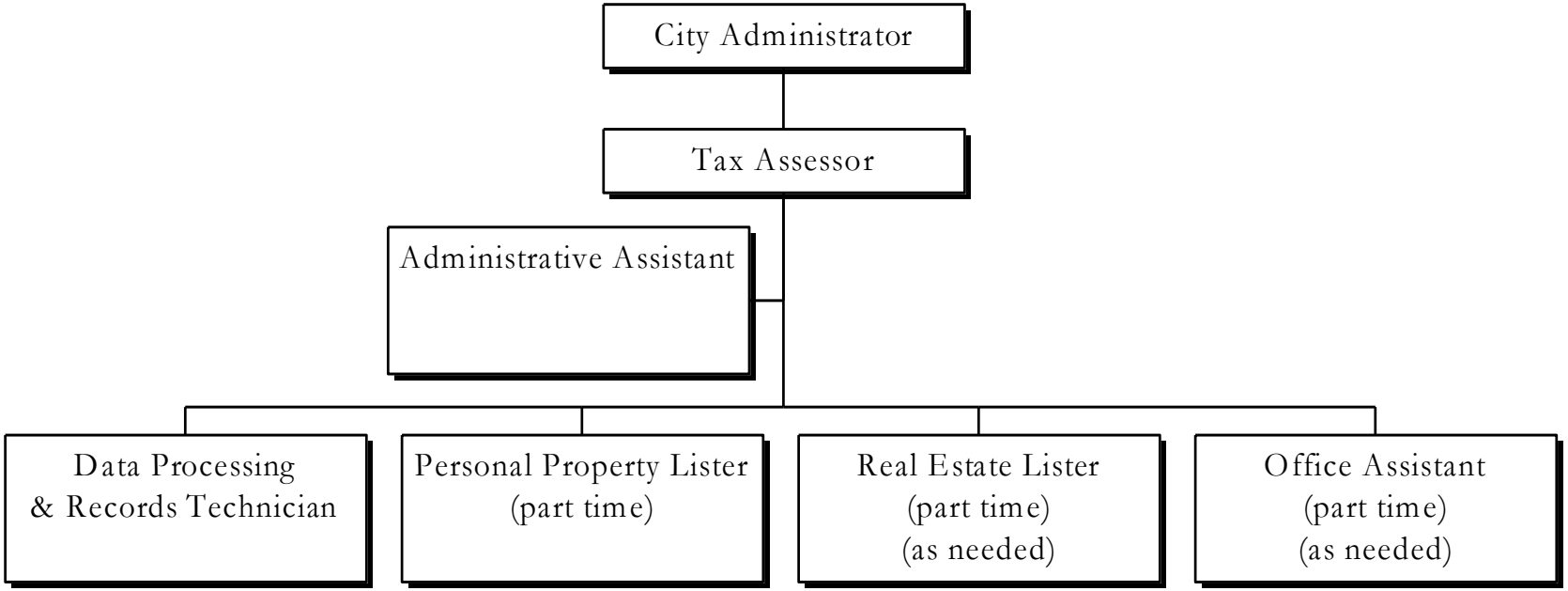
Dan Sanborn, Assessor
dsanborn@sacomaine.org
(207) 282-1611

Mission Statement

To assess all property in the city in a fair and equitable manner.

City of Saco
Organizational Chart

Assessing Department



City of Saco, Maine Code-§ 4-23. Department of Assessing

A. Establishment. There shall be a Department of Assessing, the head of which shall be the Assessor, who shall be appointed by the City Administrator and confirmed by the City Council.

B. Duties.

(1) The Assessor's qualifications and authority come from state statutes and cannot be controlled by the city. The city can not, by vote, increase, diminish or vary the duties imposed on the Assessor by statutes.

(2) The Assessor is responsible for the sound fiscal management of the Department and shall exercise all powers and per form all duties confirmed or imposed by state laws upon assessors.

Scope of Operations

- Responsible for assessing all property in the city in order to determine the value for taxation purposes; FY07 valuation was $1,995,962,500 at 91%. This included 7815 properties in five classes or types of properties: residential, agricultural, approximately 400 commercial, and about 50 total industrial and "special purpose" properties, such as those owned by utilities

Use of Resources

- 3 full time and 2 part time employees.
  Neighboring similar towns, Biddeford and Scarborough, employ 4 and 3 people, who are responsible for valuations of approximately $2,376,132,700 at 100% and $3,397,230,200 at 90%, respectively.

- Assessing utilized .52%* of the FY07 (.50%* FY06; .45% FY05; .42% FY04) city services budget to perform their duties. Here are two other ways to consider this cost to citizens:

  •Per capita cost to citizens in FY07 of $12.72* (FY06=$12.14*; FY05=$10.57; FY04=$9.33)

  •For an average home valued at $230,000, $15.20* of the $2,928 property tax bill in FY07 funded Assessing operations ($14.76* of $2,981property tax bill in FY06; $10.73 of the $2,385 property tax bill in FY05)
  *This figure now includes employee benefits

The impact of property values and the taxes they generate heavily influence on the city's strategic goal of meeting the city's financial needs to provide services.

Department Service Delivery Goals, Objectives and Performance Data

Goal 1) *Each assessment cycle will be at 90-100% of current market value with a quality rating of less than 10.*

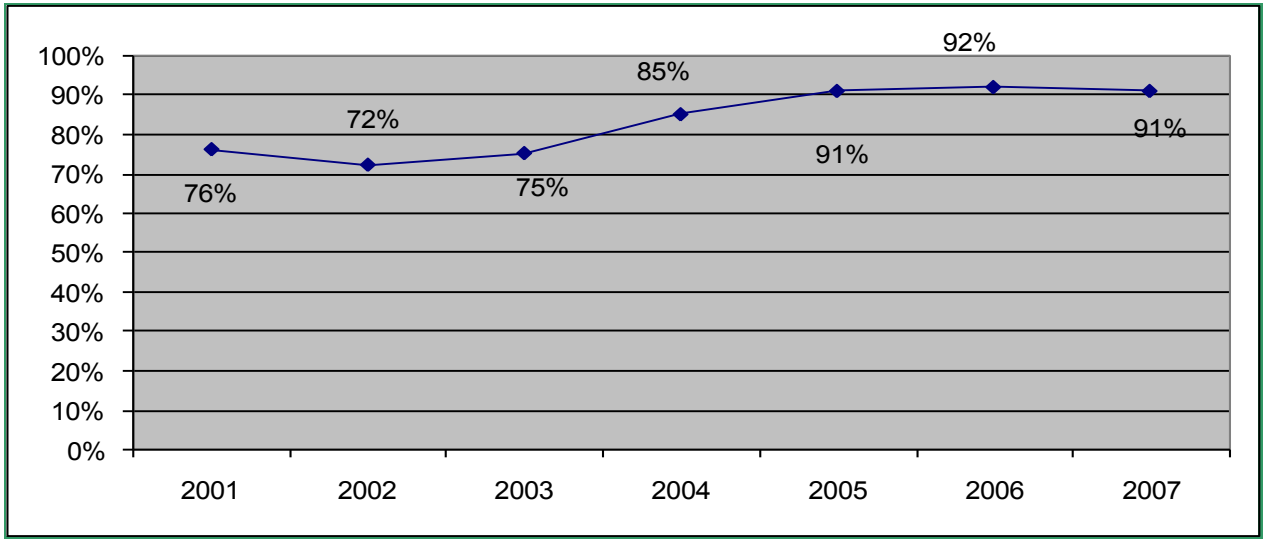
Currently, property values in Saco are assessed at approximately 91% of the current or real market value. A range approaching 100% is allowed by state law (when a municipality drops to below 70%, they must revalue all property in their town), and it reflects both the past inability of assessors' offices to accurately update values on an annual basis and so has become a defacto method used by municipalities to control property taxes, and it also reflects current limitations of the mass valuation process whereby some leeway is permitted in order to ensure equity.

Objectives:

(1A) Each assessment cycle will be at 90-100% of current market value with a quality rating of less than 10.

Performance Data:

Current assessment as percent of market value. Data from Assessing records, which is then audited by State annually .



Objectives:

(1B) State Annual Audit Quality Rating:

A quality rating is issued by the state and is a mathematical calculation of how close a municipality is to 100% of current market value and how much any single given property wavers from the municipality's stated assessment level for all properties. Any rating under 20 is acceptable by state standards. Data from State Assessor's annual rating

Performance Data:

Performance Measure	Type of Meaasure	Goal	2004	2005	2006	Actual 2007	Estimate 2008	Projected 2009
Quality Rating	Efficiency	Goal 1	10.2	10.1	9.6	10.0		

Objectives:

1(C) Accurately value properties in each cycle.

Performance Data:

Performance Measure	Type of Meaasure	Goal	2004	2005	2006	Actual 2007	Estimate 2008	Projected 2009
Assessment Ratio *(Percent of Market Value)*	Efficiency	Goal 1	85%	91%	92%	91%		
Valuation Inquiries Received	Workload	Goal 1	144	57	4	10		
Number of Valuation Appeals	Efficiency	Goal 1	2	1	0	0		
Appeals Upheld	Efficiency	Goal 1	0	0	0	0		

Goal 2) Incorporate additional approaches to establishing current market value in assessment cycles, in order to establish the most accurate value for each property.

Saco currently employs two standard techniques to devise property values, the cost approach -- that is, what it would cost to replace a property plus the land value is calculated for the valuation; and the comparable sales approach -- that is, considering sales of like properties to determine the value of a given property. The use of the comparable sales approach for condominiums and homes began in the 2005 assessment cycle and aided in achieving the goal of assessing all property at 90-100% of current market value. Lastly, an income based approach can be used for income generating properties, that is, what a property earns is the basis for establishing its value. This approach was delayed from adoption for the 2007 assessment cycle to the 2008 assessment cycle for apartment buildings as a refinement of the strategy

Goal 3) Contract with outside appraisers to do complete narrative appraisals for all commercial properties.

The majority of properties in Saco are residential and agricultural, and valuing of these properties is done reliably by in house staff. However, when other types of properties need to be appraised, qualified outsiders can be used in order to ensure these special classes of properties are being accurately valued and so pay their fair share.

The City had outside professionals perform new valuations on the following properties in 2005: 2 golf courses and 2 shopping centers (the State provided valuations of utilities), in 2006, the Water Company was done; in 2007, all of the Industrial Park commercial properties; and in 2008, all major apartment buildings, as noted above, and all of Route One properties will be professionally valued.

Initiatives to improve valuation accuracy are proposed and undertaken annually as approved and as budgets allow:

(1) Incorporate additional approaches to establishing current market value in assessment cycles, in order to establish the most ac curate value for each property.

Saco currently employs two standard techniques to devise property values, the cost approach -- that is, what it would cost to replace a property plus the land value is calculated for the valuation; and the comparable sales approach -- that is, considering sales of like properties to determine the value of a given property. The use of the comparable sales approach for condominiums and homes began in the 2005 assessment cycle and aided in achieving the goal of assessing all property at 90-100% of current market value. Lastly, an income based approach can be used for income generating properties, that is, what a property earns is the basis for establishing its value. This approach was delayed from adoption for the 2007 assessment cycle to the 2008 assessment cycle for apartment buildings as a refinement of the strategy.

(2) Contract with outside appraisers to do complete narrative appraisals for all commercial properties.

The majority of properties in Saco are residential and agricultural, and valuing of these properties is done reliably by in house staff. However, when other types of properties need to be appraised, qualified outsiders can be used in order to ensure these special classes of properties are being accurately valued and so pay their fair share.

The City had outside professionals perform new valuations on the following properties: in 2005: 2 golf courses and 2 shopping centers (the State provided valuations of utilities); in 2006, the Water Company; in 2007, all of the Industrial Park commercial properties ; and in 2008, all major apartment buildings, as noted above, and all of Route One properties will be professionally valued.

Citizen Survey/Input

Citizen ratings of the perceived importance of Assessing service delivery goal are being gathered at this time.

The Assessing Department continues to be seen as one of the less satisfactory areas of the city government, with mean ratings between "neutral" and "somewhat satisfied," which, relative to other ratings for city services, was not as positive. However, based on the small number of valuation inquiries over time, citizens appear fairly accepting of the core activity of providing accurate property valuation by the Assessing Department.. So, it still seems possible that there is a negative association between Assessing and high property taxes, which continues to be an issue throughout the state, that is reflected in the lower citizen satisfaction ratings for this department in the broader survey process.

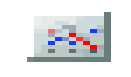
With the real estate market slow-down, the department should now will be able to offer in-house training on their website features, including GIS aerial photos, to realty related professionals in 2007, with the goal being improved access to information and to make

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Assessing Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Assessing Department are found below. As the milestones listed for achievement are successfully completed the boxes will be checked .

Element: To implement the "Work for Taxes Program
Staff Lead: Dan H. Sanborn, Assessor

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To use the 'Work for Taxes' program to accomplish specific projects that the City may need done by matching work skills to the volunteer.

Implementation Milestones with Existing Resources

- ❑ Review the new law to understand its rules and intent.
- ❑ Inform the Saco City Council of the new law to see if the City would participate.
- ❑ Draft an ordinance that complies with the new law. Consult with HR, City Clerk and Administration during the process..
- ❑ Bring the 1st draft to Council Workshop and revise as necessary.
- ❑ Begin the passage of new ordinance.
- ❑ Implement the program.

Implementation Milestones with Additional Funding

None at this time.

Element: **Complete the comparable sales by neighborhood.**
Staff: Daniel H Sanborn, Assessor & Kendi Norton, Admin Assistant

Goal Area:
Meeting Financial Needs for the City

Strategic Objective: By using the full version of the Comparables Sales module in the Vision Appraisal System better equity will be maintained City wide.

Implementation Milestones with Existing Resources:

- ❑ Attend training session at Vision Appraisal on the methods and skill set necessary to run application.
- ❑ With the skills learned from training begin to implement the system testing for errors and looking for accurate results.
- ❑ Review work flow to see where the new system will integrate with our cost driven system.
- ❑ Begin using the system but continue to improve it.

Implementation Milestones with Additional Funding:
None at this time

Element: Posting of deeds with focus on multiple deeds associated with one property.
Staff Lead: Daniel H Sanborn, Assessor & Claire Thurber, Data Processing

Goal Area:
Meeting Financial Needs for the City

Strategic Objective: Often times the various departments need to know when splits or out sales happen and when in relation to other parcels. Deeds may now be viewed at the Registry web site but for most non real estate professionals it can be confusing. Our intent is to post the current deed for all parcels in the city on our web site.

Implementation Milestones with Existing Resources:

- ❑ Finish the scanning of each current deed
- ❑ Maps 1 to 88 are done
- ❑ Maps 89 to 126 are still to be done.
- ❑ When all the currents deeds are done post those deeds on the web.
- ❑ Begin the study process to scan deeds that split or added to parcels.

Implementation Milestones with Additional Funding:
None at this time.

Element: Average assessment ratio/ 10% Quality Rating **Related to Goal Area:**
Staff Lead: Dan Sanborn Growth Management

Strategic Objective: The objective of this element is to assure that the city's average assessment ratio is at 95% as of April 1st each year. Also to achieve a 10% quality rating or better for all classes of property.

Implementation Milestones with Existing Resources

☑ Perform fieldwork to update valuations of all property within the city
☑ Review existing quality ratings for all classes of property
☑ Prepare plan to increase quality rating to at least 10% (State Report).

Implementation Milestones with Additional Funding

None known at this time

Element: Assessing Succession Plan **Related to Goal Area**:
Staff Lead: Dan Sanborn Human Resource Investment

Strategic Objective: To prepare a department succession plan including personal property, contract assessing and the replacing of an assistant who may be soon to retire in order to assure consistent services within this integral department.

Implementation Milestones with Existing Resources

☐ To review with existing staff and create a departmental succession plan around
☐ Personal Property
☐ Contract Assessing
☑ Departmental Assistant Replacement

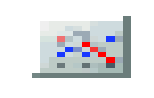
Implementation Milestones with Additional Funding

None known at this time.

Element: Independent Appraisals of Commercial Sectors/ Income Capitalization Approach for Multi-family units

Staff Lead: Dan Sanborn

Related to Goal Area: Meeting the Financial Needs for City Services



Strategic Objective: The objective of this element is to establish independent appraisals for all commercial sectors of the City. Also, to begin utilization of the income capitalization approach for the valuing of multi-family units within the City.

Implementation Milestones with Existing Resources

☑ To hire independent appraiser to do shopping centers and golf courses

☐ To perform calculations of multi-family units using the income capitalization approach

Implementation Milestones with Additional Funding

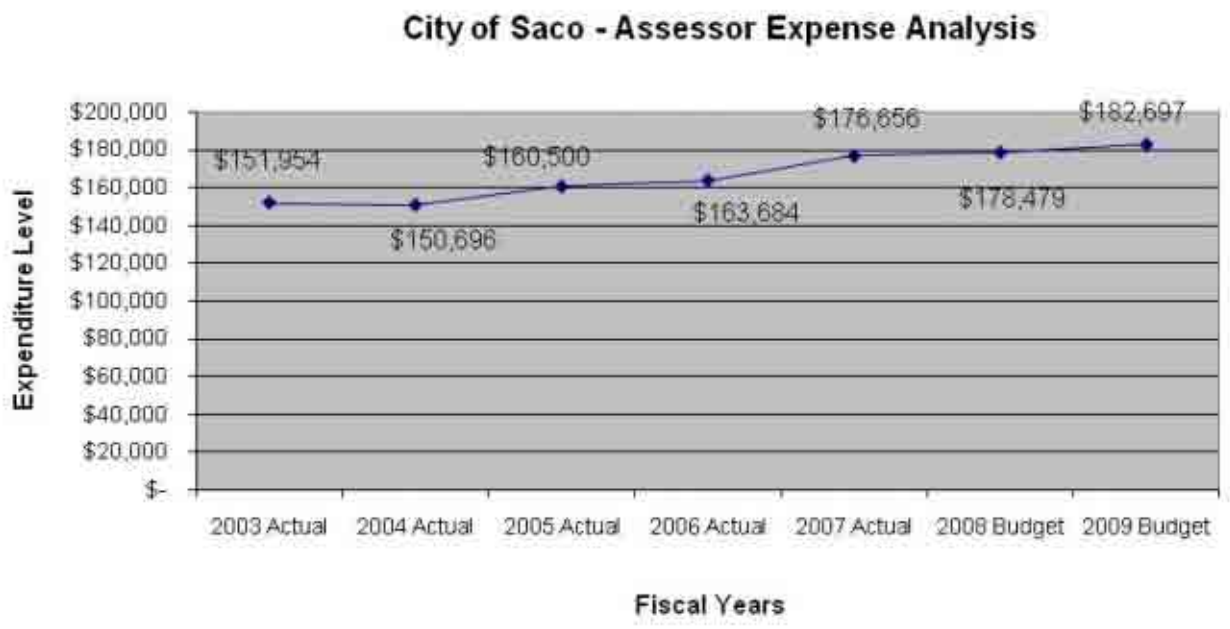
None known at this time.

Expenditures

The expenditures within this department are related to the following activity centers:

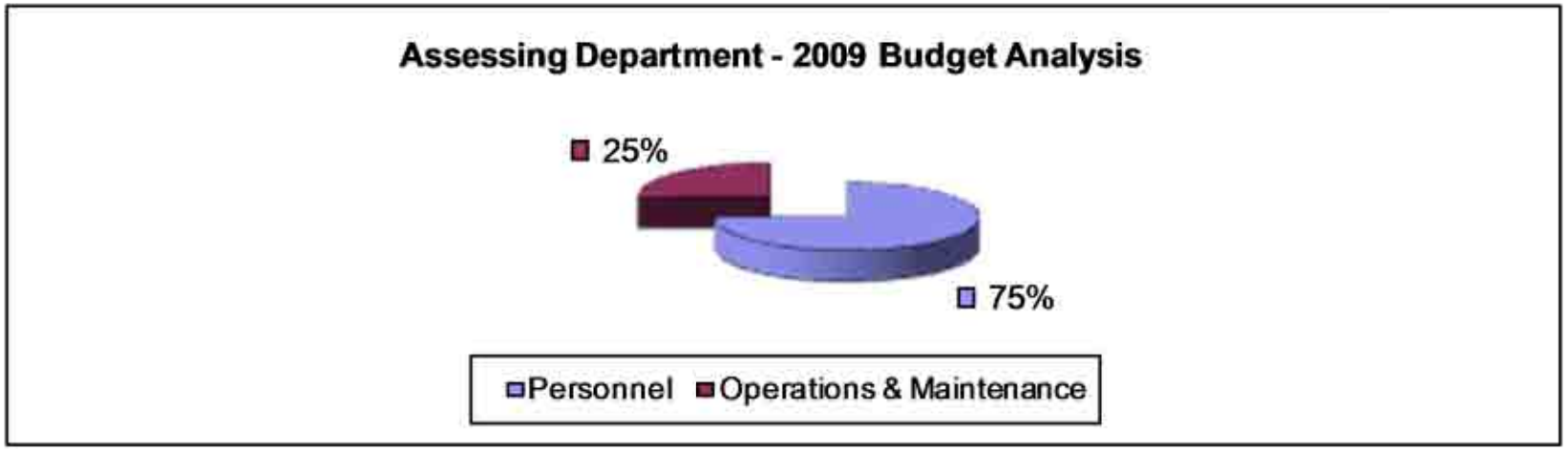
- Assessor

The following graphs depict the expenditure level of these activity centers over the last 6 years.



Assessing Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Budget
Personnel	$ 113,944	$ 118,857	$ 123,891	$ 127,618	$ 125,207	$ 129,729	$ 136,647
Operations & Maintenance	$ 38,010	$ 31,839	$ 36,609	$ 36,066	$ 51,449	$ 48,750	$ 46,050
Total	$ 151,954	$ 150,696	$ 160,500	$ 163,684	$ 176,656	$ 178,479	$ 182,697



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
ASSESSOR- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 55,271	$ 58,355	$ 59,960	$ 61,699	$ 68,580	$ 70,397	$ 72,845
500104	COURT OFFICERS/CLERICAL WAGES	$ 58,673	$ 60,502	$ 63,931	$ 65,919	$ 56,627	$ 59,332	$ 63,801
	Subtotal Assessor - Personnel	**$ 113,944**	**$ 118,857**	**$ 123,891**	**$ 127,618**	**$ 125,207**	**$ 129,729**	**$ 136,647**
ASSESSOR- OPERATING								
500301	OFFICE SUPPLIES	$ 2,244	$ 2,962	$ 1,110	$ 1,608	$ 1,338	$ 2,200	$ 2,200
500304	COMPUTER SUPPLIES	$ 213	$ 650	$ -	$ 280	$ -	$ 500	$ 500
500317	MINOR EQUIPMENT	$ 1,579	$ 179	$ 3,694	$ 380	$ -	$ 200	$ 200
500322	TUITION / TRAINING	$ 649	$ 714	$ 522	$ 821	$ 674	$ 2,000	$ 2,000
500325	CLOTHING/BOOT ALLOWANCE	$ 115	$ -	$ -	$ 121	$ -	$ 150	$ 150
500330	DUES & MEMBERSHIPS	$ 50	$ 50	$ 50	$ 50	$ 50	$ 300	$ 300
500332	BOOKS & MANUALS	$ 618	$ 1,933	$ 2,071	$ 2,149	$ 2,363	$ 2,500	$ 2,500
500336	TELEPHONE	$ 578	$ 506	$ 679	$ 573	$ 621	$ 700	$ 700
500337	POSTAGE	$ 2,685	$ 1,217	$ 3,370	$ 3,426	$ 1,236	$ 2,200	$ 2,200
500338	COPIER	$ 1,232	$ 800	$ 587	$ -	$ -	$ 800	$ 800
500339	TRAVEL	$ 3,450	$ 2,726	$ 2,673	$ 2,531	$ 2,295	$ 4,000	$ 4,000
500341	ADVERTISING	$ 27	$ -	$ -	$ -	$ -	$ 100	$ 100
500344	PRINTING	$ 661	$ 633	$ 449	$ 402	$ 1,143	$ 700	$ 700
500360	COMPUTER SOFTWARE	$ 6,696	$ 1,600	$ -	$ -	$ -	$ -	$ -
500410	REPAIRS/MAINTENANCE	$ 454	$ 691	$ 661	$ 595	$ 595	$ 700	$ 700
500428	CONTRACTED SERVICES	$ 9,605	$ 11,305	$ 17,673	$ 18,895	$ 39,306	$ 27,200	$ 27,200
500439	DEED SERVICES	$ 7,154	$ 5,873	$ 3,070	$ 4,235	$ 1,828	$ 4,500	$ 1,800
	Subtotal Assessor- Operating	**$ 38,010**	**$ 31,839**	**$ 36,609**	**$ 36,066**	**$ 51,449**	**$ 48,750**	**$ 46,050**
	Total Assessor	**$ 151,954**	**$ 150,696**	**$ 160,500**	**$ 163,684**	**$ 176,656**	**$ 178,479**	**$ 182,697**

This Page Left Blank

Legal Department

City of Saco, Maine Code-§ 4-24. Legal Division

A. There shall be a City Solicitor who shall be appointed by the City Administrator and confirmed by the City Council. The City Solicitor shall serve at the will of both the Mayor and the City Council. The City Solicitor shall serve as chief legal advisor to the Mayor and the City Council, the City Administrator and all city departments, boards, agencies, committees and commissions. The City Solicitor shall represent the city in all legal proceedings and shall perform any other duties prescribed by ordinance and law. The City Council shall have the right to employ or retain special attorneys, if it deems it to be in the best interests of the city.

B. Duties. The City Solicitor shall:

(1) Draft all instruments which may be required of him/her by any ordinance or by the Mayor, City Council, City Administrator or any other city official and which, by law, custom or agreement, are to be drawn at the expense of the city.

(2) Prosecute or defend, as the case may be, all suits in which the city may be a party in interest; and shall do all and every professional act incident to the office which may be required of him/her by the city government or by any joint or special committee thereof or any order or ordinance of the City Council.

(3) Serve as chief legal advisor to the Mayor and the City Council, the City Administrator and all city department heads, boards, agencies, committees and commissions.

(4) Render professional advice to the overseers of the poor or other officers of the city government who may require his/her opinion on any subject touching the duties of their respective offices.

(5) Account for and pay over to the City Treasurer all moneys received by him/her for costs in any prosecution or defense wherein the city is or may be interested.

(6) Perform such additional duties as may be presented by the City Council. Nothing herein shall preclude the City Council from hiring alternate counsel as it may choose.

C. Compensation. He/she shall receive for his/her services such compensation as the City Council may determine.

D. Annual report. The City Solicitor shall annually, before the close of the municipal year, make a report, in writing, to the City Council concerning the unfinished business in his/her Department.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Legal Department are also established through the City Council's endorsement of the city's completed Strategic Plan. The Legal Department does not have individual strategic goals but rather supports all of the other departments in their goals if legal issues should arise.

Fiscal Year 2008 Results of Goals and Objectives

As noted above, this department does not have individual goals and objectives so there is nothing to report for last year.

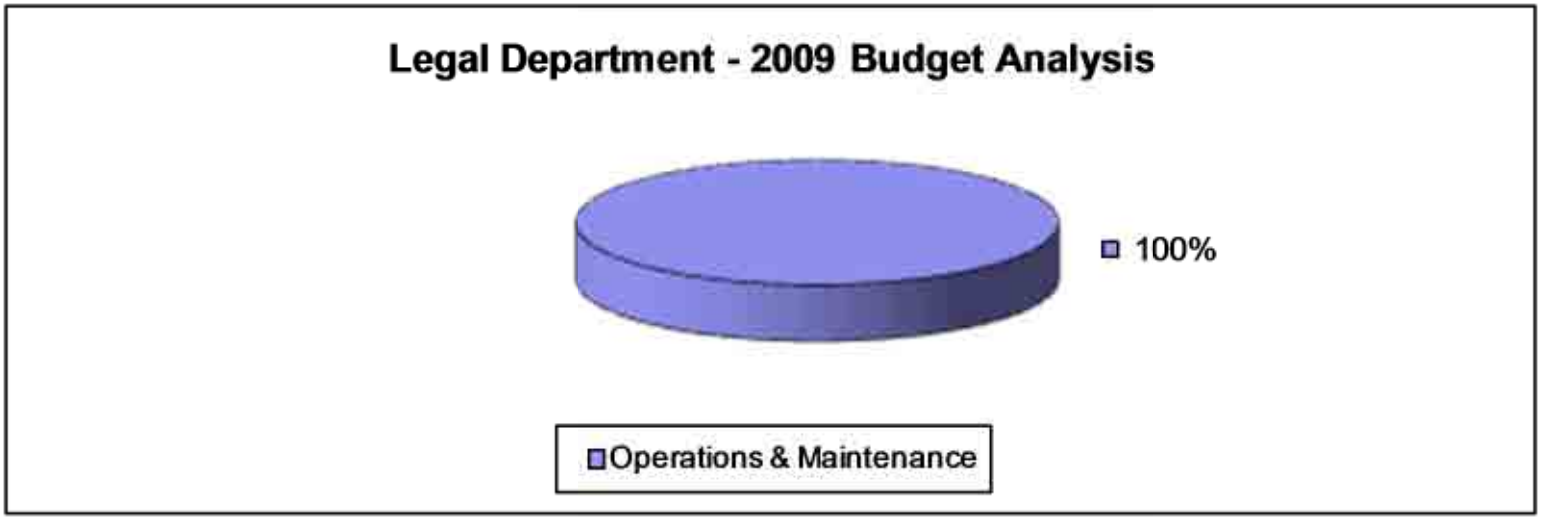
Expenditures

The expenditures within this department are related to the following activity centers:

- Legal

The following graphs depict the expenditure level of these activity centers over the last 6 years.

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
LEGAL								
500425	CONTRACTED SOLICITOR	$ 248,201	$ 73,012	$ 90,748	$ 182,424	$ 246,631	$ 210,000	$ 80,000
500428	CONTRACTED SERVICES	$ 25,690	$ 71,745	$ 44,618	$ 27,157	$ 113,001	$ 25,000	$ 35,000
	Subtotal Legal:	**$ 273,891**	**$ 144,757**	**$ 135,366**	**$ 209,581**	**$ 359,632**	**$ 235,000**	**$ 115,000**



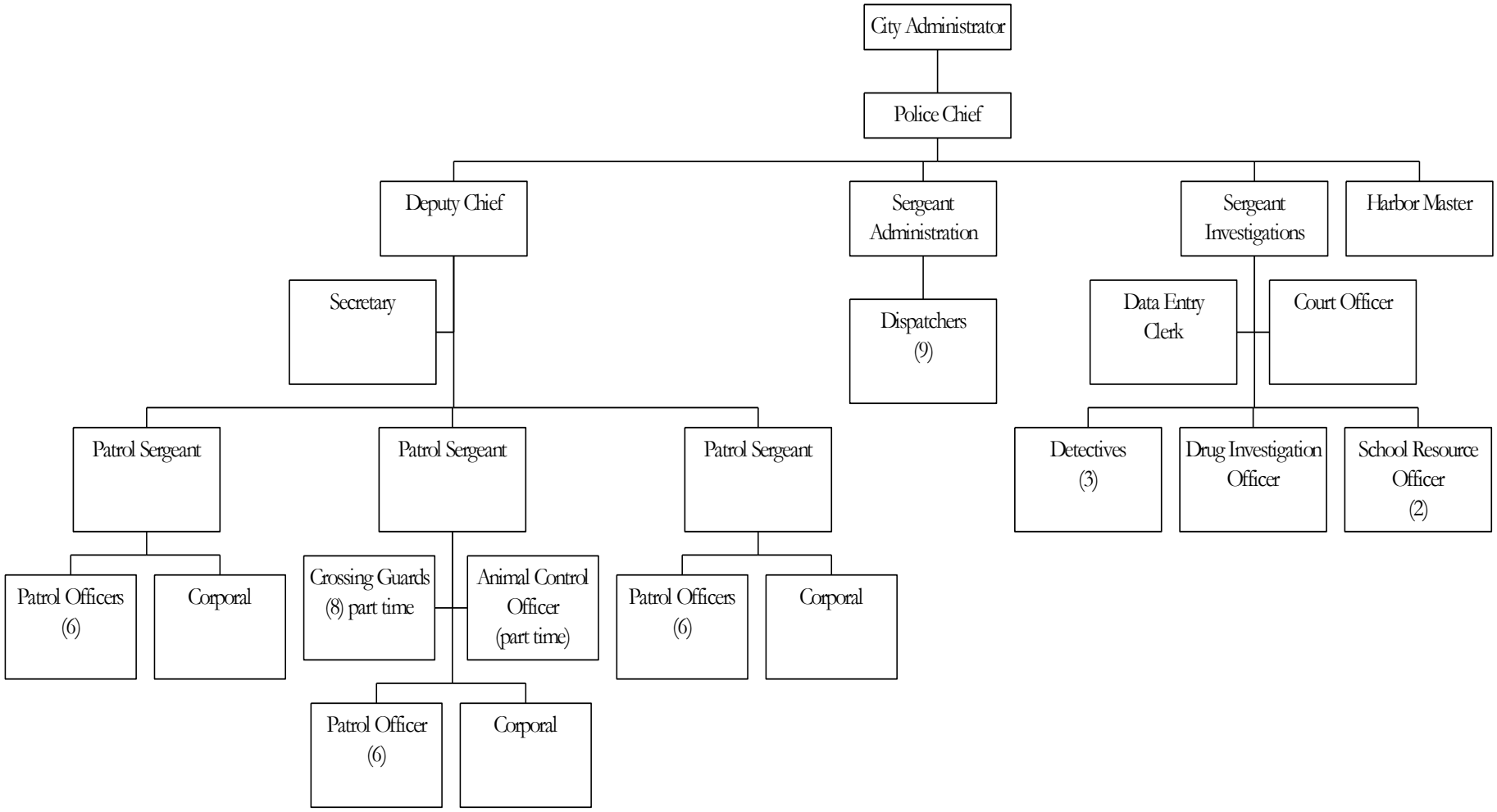
Police Department

Brad Paul, Police Chief
bpaul@sacomaine.org
Phone (207) 282-8214

Mission Statement

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

City of Saco
Organizational Chart
Police Department



City of Saco, Maine Code-§ 4-16. Police Department

A. Establishment.

(1) There shall be a Police Department, the head of which shall be the Police Chief. The Chief of Police shall be appointed by the City Administrator and confirmed by the City Council. There shall also be a Harbor Master and a Canine Control Officer, who shall be directly responsible to the Chief.

(2) The number of regular policemen shall be determined by the City Council, and each policeman shall be appointed by the City Administrator after hearing recommendations from the Police Chief. Special policemen shall have all the powers vested in the regular city policemen. The special policemen shall, however, serve only when and as specifically required by the Police Chief whenever called upon, as the City Administrator may determine. No special policeman shall be on duty as a special policeman at any time or place without being ordered to do so by the Police Chief.

B. Duties of the Police Chief. The Police Chief shall be the commanding officer of the police force.

(1) The Chief shall:

(a) Be responsible for the enforcement of law and order.
(b) Direct the police work of the city.
(c) Arrange for the attendance of one or more police officers at every fire, to preserve order and to prevent theft and destruction of property, at the request of the Fire Chief.
(d) Cause the streets, ways and lands of the city to be inspected regularly and cause the removal of all nuisances, obstructions or impediments therein, causing offenders to be prosecuted when necessary to abate such nuisances.
(e) Cause to be observed and reported immediately to the Street Superintendent all defects and repairs required in streets and sidewalks.
(f) Receive and deliver all notices and papers to members of the City Council and to the City Administrator and officers appointed by either, when requested by the City Clerk or the City Administrator, and make due return thereof.

(h) instruct all police officers to report to him/her such accidents and notify the City Administrator promptly of all such accidents. Whenever the attention of any police officer shall, in any manner, have been called to any accident for which the city may be liable, it shall be the duty of such police officer forthwith to communicate such facts and information as he/she may have to the Police Chief.

(i) Investigate promptly all applicants for any license or permit when application requires certification by the Police Chief and either deliver promptly to the City Clerk a certificate approving such license or permit or promptly advise, in writing, the City Clerk of his/her refusal to so certify.

(j) Be responsible for the sound fiscal management of his/her Department.

(2) The Chief of Police is authorized to represent the city in District Court in the prosecution of alleged violations of those ordinances which the Police Department is empowered to enforce, if he is duly certified in accordance with 25 M.R.S.A. § 2803, Subsection 3A.EN The Chief of Police may designate any officer under his command to perform this prosecutorial function, if that officer is certified under 25 M.R.S.A. § 2803, Subsection 3A.

C. Canine Control Officer. The Police Chief shall, with the approval of the City Administrator, designate one or more persons to be titled "Canine Control Officer," whose duties shall be to enforce state and local laws regarding dogs.

D. Harbor Master. The City Administrator shall appoint a Harbor Master. It shall be the duty of the Harbor Master to enforce the rules and regulations enacted by the City Council or the State of Maine for the keeping of convenient channels for the passage of vessels in the harbors and waterways located in the City of Saco and the supervision of the boundary lines of such portions of the harbors as assigned for anchorage by the City Council; and to enforce the laws of the State of Maine and Coast Guard regulating the operation of motor vessels.

Scope of Operations

- Responded to 25,165 calls for service in FY07, including both traffic stops (about 35% of total calls) and responses to incidents such as robberies, assaults, burglaries, thefts and vehicle thefts (about 65% of total calls). Aside from traffic stops, the majority of the calls for police service involve theft and assault, including domestic violence incidents.

Use of Resources

33 full time sworn officers (plus a full time regional drug enforcement position whose work is primarily outside of the city) , 3 support staff and 9 dispatchers.

According to data gathered from the US Department of Justice, a New England city of Saco's size can be expected to have a total Police Department staff of about 37 (Ammons, p 300), not including Dispatch personnel.

Law Enforcement Staffing Levels in US Cities, 1998

Full-time law enforcement employees and officers per 1,000 inhabitants by population cluster:

	All Cities		10,000 - 24,999	
Region	Employees	Officers	Employees	Officers
All Cities	3.1	2.4	2.4	1.9
Northeast	3.5	2.8	2.1	1.8
New England	2.7	2.2	2.2	1.9
Saco	N/A	N/A	2.14*	1.96

Source: Ammons, pg 300

* Does not include Dispatch because comparative data does not include it .

Department Service Delivery Goals and Performance Data

Goal 1) ***To make our community safer by increasing compliance with posted speed limits through the thoughtful and creative allocation of sufficient resources.***

The majority of police calls involve traffic stops, thus the department works to address this issue with a specific program geared to re-educating drivers to obey speed limits through deterrence, including before-and-after assessments conducted with the aid of an automated traffic recorder to accurately tabulate traffic speed and peak usage times.

Objective 1) ***To reduce speeding violations in a targeted neighborhood by 20% following the implementation of a remediation effort.***

Performance Data

The STEP (Selective Traffic Enforcement Program) was implemented this year at Water St only, due to ongoing issues with equipment. Results show that that a multifaceted approach to speed reduction: enforcement, publicity and education, achieve some measurable results. For FY08, the STEP program will be continued but further measures are planned for assessing Police performance as this program has not proven highly sustainable.

Selective Traffic Enforcement Program (STEP)

Fiscal Year	Location	Pre-Step Compliance	Post-Step Compliance	Change in Percentage
2005	Franklin Street	43%	56%	13%
2005	Jenkins Road	60%	67%	7%
2005	Ferry Road	91%	91%	No Change
2005	Maple Street	30%	25%	-5%
2006	Maple Street	20.3%	41.5%	12.2%
2006	Cumberland Avenue	N/A	N/A	N/A
2007	Water Street	72%	82%	10%

Source: Data from Police Department records. FY06 data for Cumberland Ave effort was lost when the automated traffic recorder failed.

Goal 2) ***To reduce the amount of time between the initial report of an incident of domestic violence and the arrival of officers on-scene to provide intervention and support to victims.***

Rapid police response to domestic violence incidents can often be a primary factor in keeping victims safe and preventing further injury to victims and family members.

Objective 2) ***To arrive at the scene of a reported domestic disturbance within five minutes at least 80% of the time.***

Performance Data

Actual results for FY07 are short of the goal; influencing this is the volume of such calls, which have almost doubled, yet average response time still falls within the target. For FY08, the department will look at this issue as well, especially the increase in calls and possible problems with logging call times correctly.

Domestic Violence Rate

Reporting Period	Number of Complaints	Number Responded < 5 Minutes	Percent Meeting Goal	Average Reponse Time In Minutes
CY2004	121	79	65%	5.23
CY2005	113	90	80%	3.40
FY2006	123	95	77%	3.30
FY2007	212	132	62%	4.64

Source: Data from dispatch software. Note shift from calendar year to fiscal year reporting.

Goal 3) ***To improve officer/citizen relationships by increasing the number of non-enforcement contacts between uniformed officers and citizens.***

Objective 3) ***Officers achieve and maintain an average of at least one positive community contact per week during the year.***

Performance Data:

In FY07, the weekly average that is flat from FY06 means senior staff has to more strongly endorse making and accurately tracking contacts.

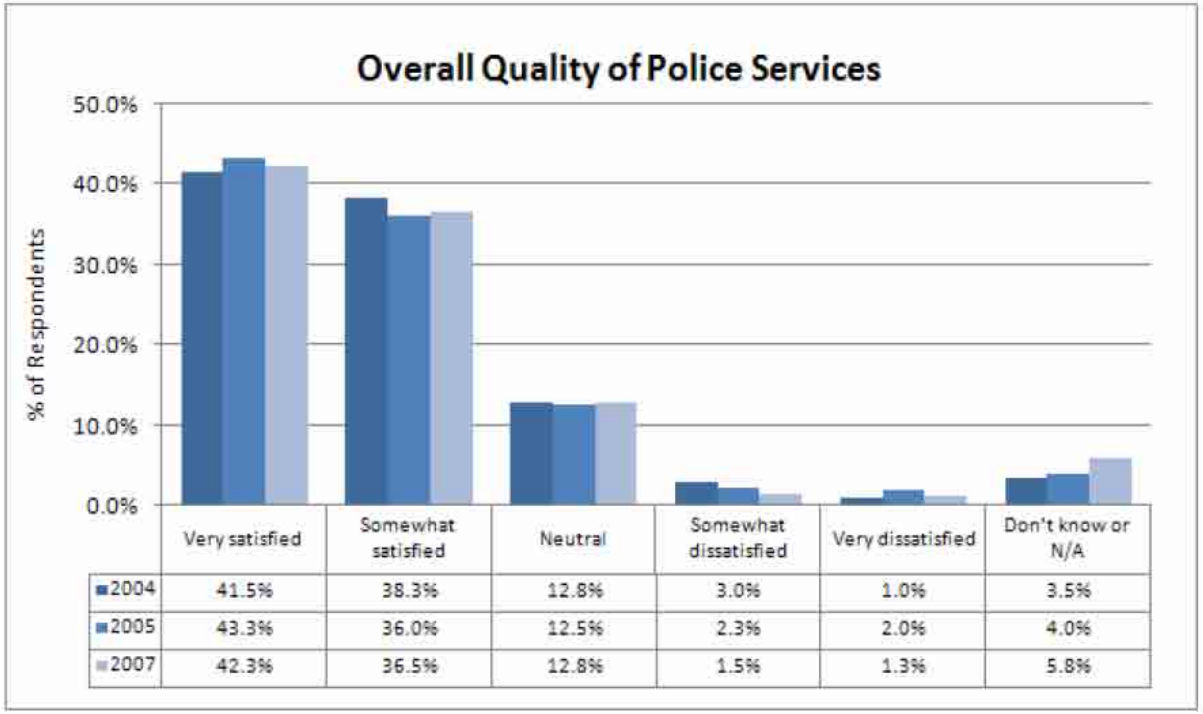
Report of Positive Community Contacts

Reporting Period	Total Contacts	Contacts Per Officer	Weekly Average Per Officer
CY2004	921	41.8	0.81
CY2005	571	25.9	0.49
FY2006	816	37.09	0.71
FY2007	822	37.36	0.72

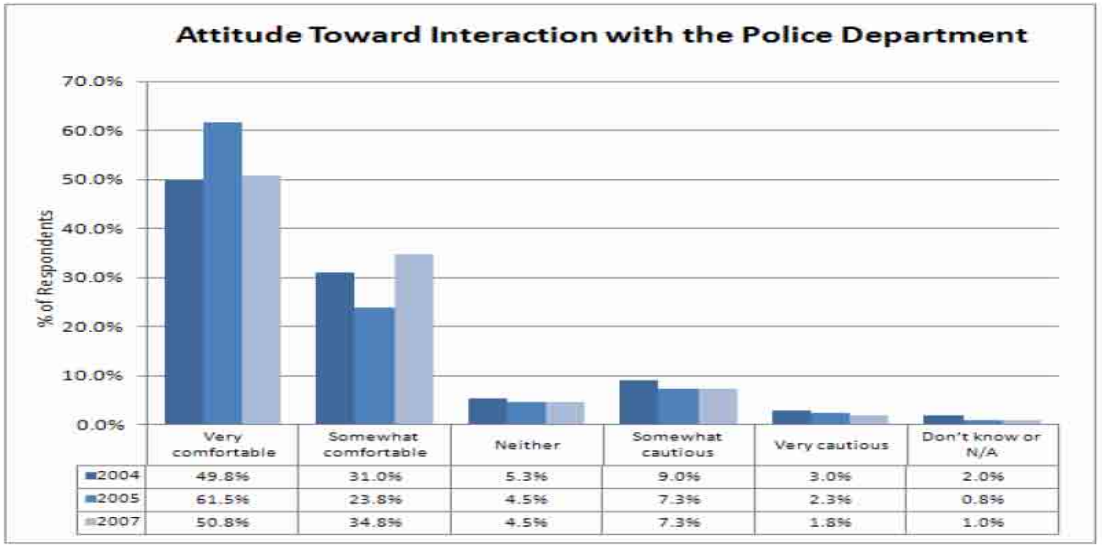
Source: Data from police department records. Note shift from calendar year to fiscal year reporting

Citizen Survey/Input

Citizen ratings of the perceived importance of the Police Department's three service delivery goals are being gathered at this time. The Police Department continued to rate positively overall for service delivery in FY07, especially among residents 55 and older and women.



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know or N/A
2004	41.5%	38.3%	12.8%	3.0%	1.0%	3.5%
2005	43.3%	36.0%	12.5%	2.3%	2.0%	4.0%
2007	42.3%	36.5%	12.8%	1.5%	1.3%	5.8%



When asked about interacting with the Saco Police Department in FY07, over 85% of citizens surveyed responded that they would feel "very comfortable" or "somewhat comfortable," regardless of respondents' demographics. This is similar to prior survey results and echoes citizens ongoing reported feelings of safety within the City.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
Neighborhood policing, including domestic violence prevention	2004	1.3%	2.8%	11.5%	26.5%	22.8%	35.3%	**4.03**
	2005	3.3%	3.5%	19.0%	25.5%	25.5%	23.3%	**3.87**
	2007	1.0%	3.0%	14.0%	30.5%	30.3%	21.3%	**4.09**
The City's overall efforts to prevent crime	2004	1.0%	2.0%	14.5%	44.8%	28.8%	9.0%	**4.08**
	2005	1.0%	3.3%	14.3%	43.8%	28.0%	9.8%	**4.05**
	2007	1.5%	0.5%	14.5%	39.5%	29.5%	14.5%	**4.11**
The enforcement of local traffic laws	2004	2.8%	10.3%	20.8%	37.8%	25.5%	3.0%	**3.75**
	2005	4.8%	8.3%	18.5%	38.5%	25.8%	4.3%	**3.75**
	2007	2.0%	9.0%	16.8%	40.0%	29.3%	3.0%	**3.88**

FY07 survey results continue to indicate citizens are less satisfied with traffic enforcement than with other areas of police performance, especially among residents aged 18-54. The ratings of "Neighborhood Policing, including domestic violence prevention" was influenced by a high percent of respondents who answered "don't know.", but it is still a rating to consider in light of response time concerns police have based on FY07 results.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Police Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Police Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked .

Element: **Improve Safety Awareness (2009)** **Related to Goal Area:**
Staff Lead: Brad Paul, Police Chief Public Safety

Strategic Objectives: To improve safety awareness among citizens by educating them on appropriate steps they can take to prepare for natural disasters and severe weather events.

Implementation Milestones with Existing Resources:

- ❑ Form a working committee consisting of police, fire, public works and EMA personnel
- ❑ Determine the scope and nature of efforts to cost effectively inform the public of resources available to them
- ❑ Improve and update the City website to provide links to educational and disaster planning information
- ❑ Prepare a series of seasonal articles to run quarterly in the Pepperrell Post.

Implementation Milestones with Additional Funding

- ❑ Determine the feasibility f working with TATV to develop a short info-mercial to educate citizens and direct them to the appropriate assistance.

Element: Patrol Officer Certification (2009)
Staff Lead: Brad Paul, Police Chief
Related to Goal Area: Public Safety

Strategic Objective: To bring 50% of the Patrol Officers to the intermediate level certification standard as established by the academy.

Implementation Milestones with Existing Resources:

- ❑ Conduct an audit of the training records for all patrol officers to determine whether any training they may have had falls under the criteria acceptable to the MCJA and is within an acceptable time frame.
- ❑ Meet with employees to develop buy in and ownership of the training process;
- ❑ Develop a training plan to achieve a first year level of 40 hours of training for selected employees – ensure these training hours are met by years end.
- ❑ Research training opportunities – seek online opportunities to reduce training cost, as well as MCJA offerings, in-house trainings, and out-sourced trainings.
- ❑ Review and evaluate the process and progress quarterly.

Implementation Milestones with Additional Funding:
None at this time

Element: CALEA Accreditation (2009)
Staff Lead: Brad Paul, Police Chief
Related to Goal Area: Public Safety

Strategic Objective: To bring the Police Department to CALEA standards for recognition level.

Implementation Milestones with Existing Resources

- ❑ Form a working group to be charged with addressing standards
- ❑ Form standards committee that will be charged with review of working group's products and to make recommendations to the chief.
- ❑ Enact policy and procedural changes to facilitate compliance; re-write and reformat the Police Department SOP to be consistent with CALEA accreditation standards
- ❑ Evaluate progress on ongoing basis

Implementation Milestones with Additional Funding:
None at this time

Fiscal Year 2008 Results of Goals and Objectives

Element: Review and re-write City Code Chapter 211 (Vehicles & Traffic)
Staff Lead: Chief Bradley Paul

Related to Goal Area
Pubic Safety

Strategic Objective: To revise and re-write Chapter 211 and bring it into compliance with current state law concerning the enforcement of parking and traffic violations.

Implementation Milestones With Existing Resources:

- ❑ Establish working committee with representation from Public Works, Fire Department and City Council
- ❑ Research current Maine law for applicability
- ❑ Determine parameters for City Code revision
- ❑ Initial draft readied
- ❑ Draft revision to take place
- ❑ Draft revision/proposed changes brought before City Council workshop for commentary
- ❑ Proposed changes brought to full City Council meeting for enactment/action

Implementation Milestones with Additional Funding

- ❑ None at this time

Element: Standardization of Mutual Aid Response to Critical Incidents
Staff Lead: Chief Bradley Paul

Related to Goal Area
Public Safety

Strategic Objective: To develop clearly defined standards in conjunction with the State to promulgate the establishment, formation, and specifications concerning police response teams.

Implementation Milestones with Existing Resources:

- ☑ Coordinate with the Maine Criminal Justice Academy to contact existing teams to encourage input to discuss the topic
- ☑ Meet with the representation of all teams to establish the parameters of regulation and specification necessary to ensure that standardization is accomplished
- ☑ Establish standards, including standards for activation, selection process, qualification, documentation of response, etc...
- ☑ Encourage Maine Criminal Justice Academy adoption of standards

Implementation Milestones with Additional Funding

- ❑ None at this time

Element: Enforcement of Code Violations
Staff Lead: Chief Bradley Paul

Related to Goal Area:
Public Safety

Strategic Objective: To review codes and ordinance of the City in order to increase enforcement for violators. The focus will be on junk yards within the City in order to get them cleaned up.

Implementation Milestones with Existing Resources

- ☑ Review of Codes and ordinances currently in place that relate to enforcement of violations
- ☑ Review current enforcement plan for violators
- ❑ Bring code and ordinance changes to City Council, if needed to increase enforcement—especially of target areas

Implementation Milestones with Additional Funding

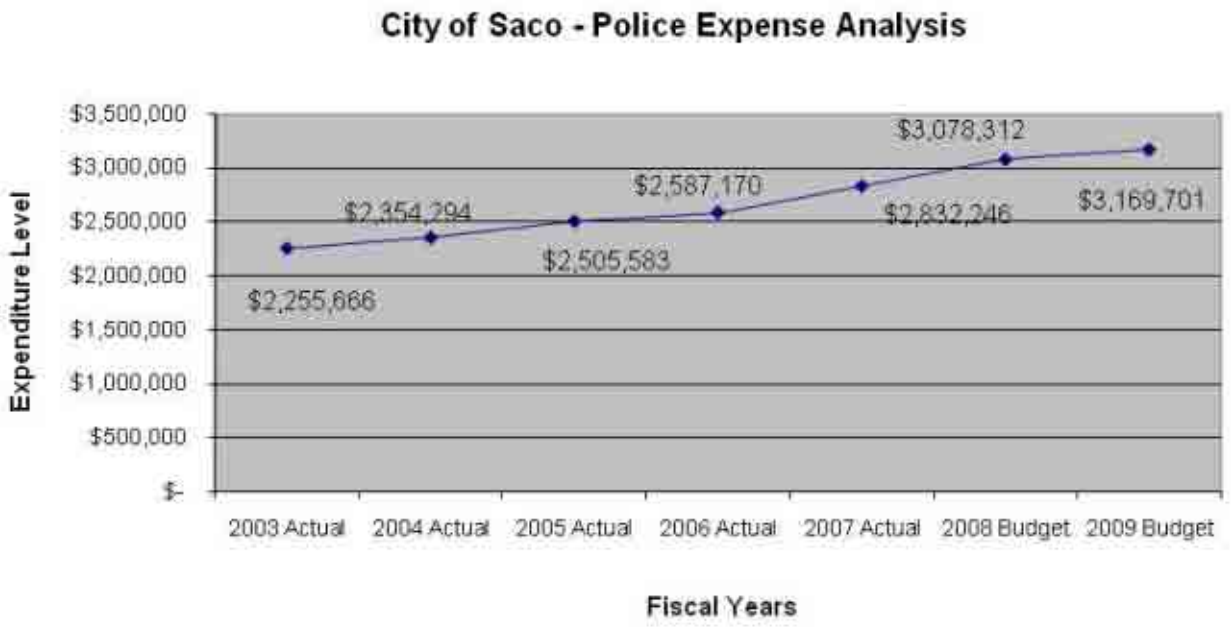
- ❑ None at this time

Expenditures

The expenditures within this department are related to the following activity centers:

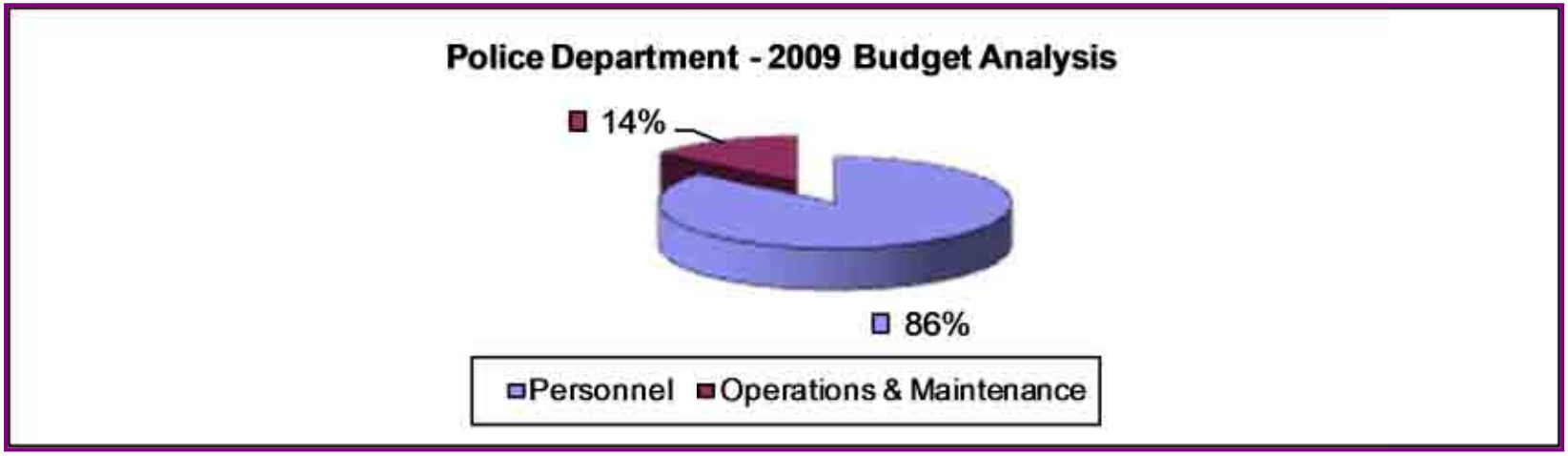
- Central Dispatch
- Police

The following graphs depict the expenditure level of these activity centers over the last 6 years.



Police Department
Expenditure Analysis

Police Department	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 1,878,759	$ 2,008,962	$ 2,128,162	$ 2,176,799	$ 2,407,595	$ 2,650,641	$ 2,721,889
Operations & Maintenance	$ 376,907	$ 345,332	$ 377,421	$ 410,371	$ 424,651	$ 427,671	$ 447,812
Total	$ 2,255,666	$ 2,354,294	$ 2,505,583	$ 2,587,170	$ 2,832,246	$ 3,078,312	$ 3,169,701



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CENTRAL DISPATCH- PERSONNEL								
500107	DISPATCHER WAGES	$ 290,943	$ 313,884	$ 326,658	$ 313,306	$ 328,484	$ 411,991	$ 415,056
	PSAP COSTS	$ -	$ -	$ -	$ -	$ -	$ 13,500	$ 42,055
500114	OVERTIME	$ 36,828	$ 42,795	$ 39,741	$ 46,885	$ 56,050	$ 50,000	$ 55,000
	Subtotal Central Dispatch- Personnel	**$ 327,771**	**$ 356,679**	**$ 366,399**	**$ 360,191**	**$ 384,534**	**$ 475,491**	**$ 512,111**
							$ 461,991	**$ 470,056**
POLICE- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 63,946	$ 67,467	$ 70,495	$ 74,673	$ 78,630	$ 84,076	$ 87,919
500102	SUPERVISORY WAGES	$ 63,373	$ 89,037	$ 137,376	$ 55,940	$ 71,339	$ 76,654	$ 80,158
500104	COURT OFFICER/CLERICAL WAGES	$ 63,468	$ 68,878	$ 79,179	$ 75,662	$ 80,768	$ 84,916	$ 87,942
500105	POLICE INVESTIGATORS	$ 347,700	$ 431,213	$ 414,063	$ 555,723	$ 587,178	$ 654,860	$ 657,331
500106	POLICE PATROLMEN	$ 615,374	$ 673,641	$ 764,880	$ 731,356	$ 882,852	$ 955,603	$ 960,227
500108	CROSS GUARDS/ANIMAL CONTROL	$ 49,290	$ 56,855	$ 62,921	$ 62,996	$ 67,777	$ 67,041	$ 66,201
500109	COPS GRANT OFFICERS	$ 74,643	$ 28,165	$ -	$ -	$ -	$ -	$ -
500114	OVERTIME	$ 219,812	$ 236,339	$ 227,227	$ 243,855	$ 249,651	$ 240,000	$ 260,000
500115	HOLIDAY PAYMENTS	$ 45,085	$ -	$ -	$ -	$ -	$ -	$ -
500116	OUTSIDE ASSIGNMENTS	$ 8,297	$ 688	$ 5,622	$ 16,403	$ 4,866	$ 12,000	$ 10,000
	Subtotal Police Personnel	**$ 1,550,988**	**$ 1,652,283**	**$ 1,761,763**	**$ 1,816,608**	**$ 2,023,061**	**$ 2,175,150**	**$ 2,209,778**
POLICE - OPERATING								
500301	OFFICE SUPPLIES	$ 10,915	$ 2,115	$ 5,702	$ 5,007	$ 4,095	$ 4,500	$ 4,500
500302	GENERAL SUPPLIES	$ 2,100	$ 1,109	$ 950	$ 1,866	$ 3,235	$ 3,000	$ 3,000
500304	COMPUTER SUPPLIES	$ 10,637	$ 3,124	$ 2,955	$ 4,316	$ 3,789	$ 8,500	$ 8,500
500308	CLEANING SUPPLIES	$ 1,931	$ 1,288	$ 2,024	$ 2,174	$ 3,281	$ 2,200	$ 2,200
500313	HEATING FUEL	$ 7,790	$ 9,370	$ 11,935	$ 14,951	$ 19,589	$ 14,300	$ 17,750
500317	MINOR EQUIPMENT	$ 33,810	$ 19,235	$ 24,526	$ 25,580	$ 15,852	$ 28,100	$ 28,125
500319	GAS & OIL	$ 21,652	$ 26,371	$ 36,541	$ 40,289	$ 49,478	$ 34,500	$ 43,125
500320	CITY VEHICLE REPAIRS	$ 16,924	$ 23,828	$ 20,914	$ 26,236	$ 25,563	$ 23,000	$ 24,000
500322	TUITION / TRAINING	$ 14,760	$ 18,402	$ 16,425	$ 19,983	$ 17,643	$ 20,000	$ 20,000

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500324	UNIFORMS/SAFETY EQUIPMENT	$ 23,312	$ 20,192	$ 28,659	$ 20,192	$ 21,634	$ 27,500	$ 27,500
500325	CLOTHING/BOOT ALLOWANCE	$ 1,420	$ 2,949	$ 1,839	$ 3,145	$ 1,434	$ 2,900	$ 2,900
500330	DUES & MEMBERSHIP	$ 557	$ 428	$ 460	$ 590	$ 918	$ 500	$ 500
500332	BOOKS & MANUALS	$ 3,109	$ 1,362	$ 2,053	$ 1,596	$ 1,745	$ 2,000	$ 2,000
500333	ELECTRICITY	$ 31,369	$ 26,441	$ 26,571	$ 33,455	$ 38,548	$ 33,000	$ 34,000
500334	WATER	$ 974	$ 1,155	$ 1,108	$ 1,060	$ 1,035	$ 1,200	$ 1,200
500336	TELEPHONE	$ 28,122	$ 24,401	$ 28,745	$ 31,901	$ 32,441	$ 34,800	$ 36,487
500337	POSTAGE	$ 987	$ 995	$ 1,249	$ 1,247	$ 1,491	$ 1,300	$ 1,500
500338	COPIER	$ 1,636	$ 1,275	$ 1,466	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 4,266	$ 6,929	$ 4,781	$ 5,613	$ 5,847	$ 5,000	$ 5,000
500344	PRINTING	$ 1,220	$ 1,432	$ 3,650	$ 1,128	$ 2,132	$ 2,000	$ 4,000
500350	FURNITURE & FIXTURES	$ 2,288	$ 1,469	$ 3,775	$ 3,563	$ 3,015	$ 4,095	$ 4,110
500351	BUILDING REPAIRS & MAINTENANCE	$ 12,720	$ 11,668	$ 9,793	$ 17,468	$ 16,184	$ 16,500	$ 16,500
500354	RENTAL EQUIPMENT	$ 5,498	$ 5,216	$ 1,208	$ 1,166	$ 790	$ -	$ -
500360	Computer Software	$ -	$ 100	$ 1,549	$ 3,650	$ 3,031	$ 4,000	$ 4,179
500394	MEDICAL	$ 610	$ 3,000	$ 1,883	$ 2,999	$ 3,179	$ 2,200	$ 2,200
500410	REPAIRS/MAINTENANCE	$ 31,570	$ 34,466	$ 39,493	$ 44,852	$ 48,402	$ 47,498	$ 48,443
500411	ELECTRONIC EQUIPMENT REPAIR	$ 9,588	$ 10,041	$ 11,753	$ 8,914	$ 9,681	$ 11,500	$ 11,500
500428	CONTRACTED SERVICES	$ 32,417	$ 20,108	$ 18,105	$ 20,464	$ 21,220	$ 23,093	$ 24,108
500501	CRUISERS	$ 64,725	$ 66,863	$ 67,309	$ 66,966	$ 69,399	$ 70,485	$ 70,485
	Subtotal Police- Operating	**$ 376,907**	**$ 345,332**	**$ 377,421**	**$ 410,371**	**$ 424,651**	**$ 427,671**	**$ 447,812**
	Total Police Department	**$ 2,255,666**	**$ 2,354,294**	**$ 2,505,583**	**$ 2,587,170**	**$ 2,832,246**	**$ 3,078,312**	**$ 3,169,701**

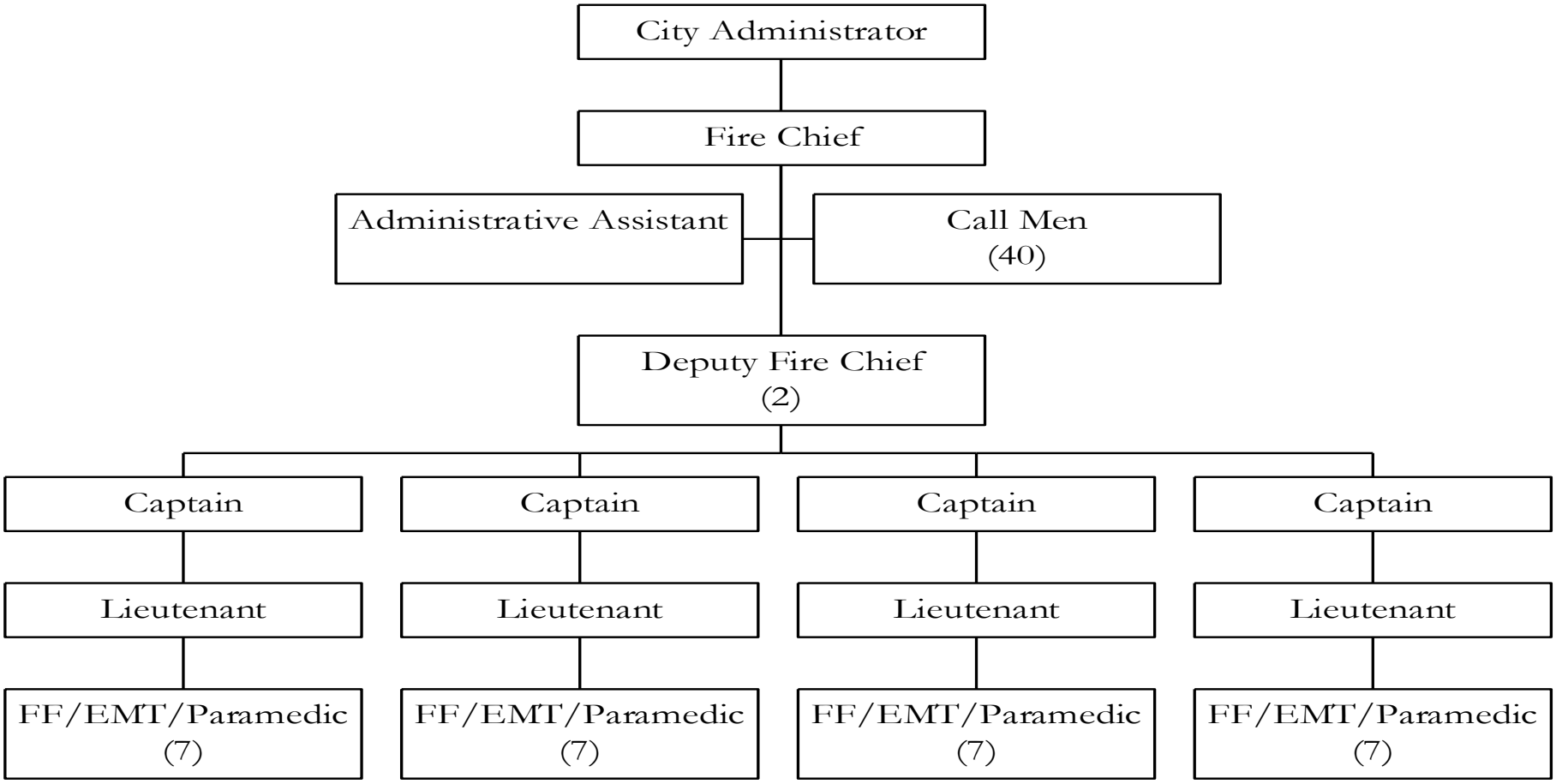
Fire Department

Alden Murphy, Fire Chief
amurphy@sacomaine.org
(207) 282-3244

Mission Statement

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

City of Saco
Organizational Chart
Fire Department



City of Saco, Maine Code-§ 4-17. Fire Department.

A. Establishment. There shall be a Fire Department, the head of which shall be the Fire Chief. The Fire Chief shall be appointed by the City Administrator and confirmed by the City Council.

B. Appointments. The number of regular fire fighters on the force shall be determined by the City Council. Each fire fighter shall be appointed by the City Administrator upon hearing the recommendations of the Fire Chief. Call fire fighters shall have all the powers vested in the regular city firemen, but call fire fighters shall serve only when and as specifically required by the Fire Chief and shall function only under the direction of the Fire Chief. Call fire fighters shall assist the Fire Chief whenever called upon as the City Administrator may determine. No call fire fighter shall be on duty as a special fireman at any time or place without being ordered to do so by the Fire Chief.

C. Duties of the Fire Chief. The Fire Chief is charged with fire prevention and extinguishment of fires, the protection of life and property against fire and the removal of fire hazards. The Fire Chief shall be responsible for the care and maintenance of all property used by the Fire Department. He shall inspect promptly all premises for which a license or permit is applied which requires certification by the Fire Chief and either deliver promptly to the City Clerk a certificate approving the license or permit applied for or promptly advise the City Clerk of his refusal to so certify. The Fire Chief shall also be held responsible for the enforcement of all state laws and local ordinances which are fire-related. He/she shall administer all tests to prospective employees and shall recommend to the City Administrator the appointment of those deemed most qualified. The Fire Chief shall be responsible for the sound fiscal management of the Department.

Department Service Delivery Goals & Performance Data

Goal 1: *To ensure that the initial fire and emergency medical services units arrive on scene with adequate staffing to safely and effectively begin immediate emergency scene operations while the emergency is still at a manageable stage.*

The fundamental assumption is that a speedy response will increase the likelihood of fire containment, survival of an accident victim, etc. The goal is the initial district engine will begin suppression or provide basic life support within 4 minutes of leaving the station.

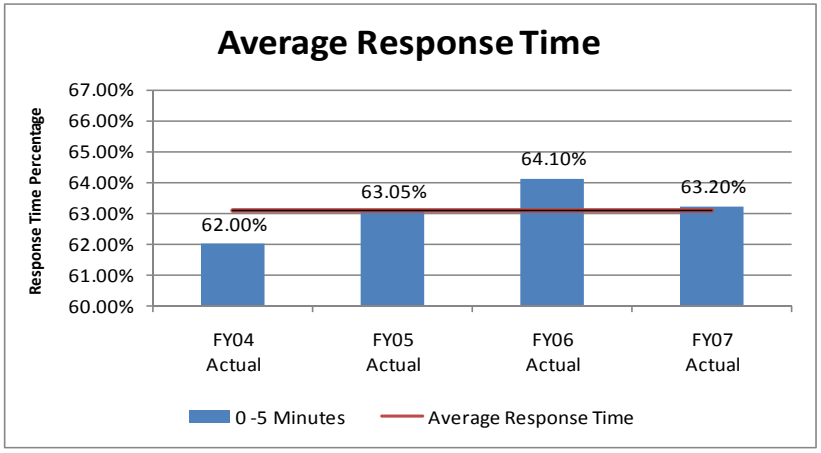
Objectives:

1(A) *All Emergency Response: Dispatch to Arrival on Scene.*

Percentage of incidents where the initial apparatus arrives on the scene within 5 minutes (1 minute for turnout time and 4 minutes for actual travel time) from the time it is dispatched from the station or is dispatched from a remote location, with a goal of 65%. The original goal of 90% was adjusted last year when results consistently showed that response to outlying regions was bringing the total times down.

Performance Results:

The percent of calls where the initial apparatus arrives on the scene within 5 minutes averages has averaged 63.09% over the last 4 years. It decreased slightly in FY2007 from the previous year.



Response Time- All Emergency Response *(Dispatch to arrival on scene)*

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	Average	FY07 Goal
0 -5 Minutes	62.00%	63.05%	64.10%	63.20%	63.09%	65.00%
5-9 Minutes	24.50%	24.30%	24.10%	25.50%	24.60%	27.50%
9-13 Minutes	8.90%	9.35%	9.10%	7.80%	8.79%	7.50%
13+ Minutes	4.60%	3.30%	2.70%	3.50%	3.53%	0.00%

Objectives:

1(B) ***RESCUE: Dispatch to Arrival on Scene (includes 1 minute turnout time) The percentage of incidents where the initial apparatus arrives on the scene within 5 minutes (1 minute for turnout time and 4 minutes for actual travel time) from the time it is dispatched from the station or is dispatched from a remote location is 65%. Fire department rescue response data based on fire department dispatch information.***

Performance Results:

The average response to rescue calls was 63.0% in FY2007 and over the last 4 years is 62.03%.

EMS Rescue Response Time *(Dispatch to arrival on scene)*

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	Average	FY07 Goal
0 -5 Minutes	55.65%	65.25%	64.20%	63.00%	62.03%	65.00%
5-9 Minutes	30.95%	25.55%	24.10%	25.40%	26.50%	27.50%
9-13 Minutes	9.90%	7.25%	9.10%	8.10%	8.59%	7.50%
13+ Minutes	3.50%	1.90%	2.60%	3.50%	2.88%	0.00%

Objectives

1(C) ***Fire: Dispatch to Arrival on Scene Fire Department suppression response time brought the combined response time below goal. The primary cause of the slower response was due to Main Street reconstruction efforts, which are now complete and so should yield some improvements in future response times. Fire suppression response data based on Fire Department dispatch information and does not include non-emergency department details.***

Performance Results:

The average response time for fire suppression calls for FY2007 was 63.5% and over the last 4 years has averaged 63.4%. Due to factors previously stated the goal of 65.0% has not consistently achieved. See *"Next Steps"* for additional information on improving response time.

Next Steps: The Fire Department expects to see improved response times, now that Main St reconstruction is completed and now that traffic light preemption is underway, allowing fire apparatus to automatically change traffic lights to their favor in order to facili-

Fire Response Time *(Dispatch to arrival on scene)*

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	Average	FY07 Goal
0 -5 Minutes	63.85%	61.05%	65.20%	63.50%	63.40%	65.00%
5-9 Minutes	22.15%	23.05%	21.00%	23.00%	22.30%	27.50%
9-13 Minutes	8.65%	11.15%	9.90%	8.50%	9.55%	7.50%
13+ Minutes	5.35%	4.75%	3.90%	5.00%	4.75%	0.00%

Goal 2 ***To provide employees training in accordance with state and national standards.***

Objectives:
2(A): ***All new career and volunteer firefighters obtain state certification as Firefighter 2 (FF2).***

Performance Results:

Beginning in July 2001 all new department members, both career and call, are required to attain a State Certification, but Firefighter 1 (FF1) has since been eliminated by the state as a category. Some career members have not advanced to FF2 yet, but we continue to support all department members in their attainment of FF2. For FY07, Saco is now supporting the Fire Officer 1 & 2 state training

Fire Department Training

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual
State Firefighter I Certification				
Career Division	63%	56%	18%	22%
Call Division	46%	43%	38%	48%
State Firefighter II Certification				
Career Division	23%	28%	40%	42%
Call Division	1%	1%	18%	18%
Hazmat Operations				
Career Division	100%	100%	97%	100%
Call Division	27%	27%	74%	74%
State Instructor				
Career Division	12%	12%	17%	29%
Call Division	1%	1%	17%	12%
Fire Officer				
Career Division	-	-	-	8%
Call Division	-	-	-	0%

* The career firefighters without FF1 or FF2 are all 20 plus year department veterans.

Objectives:

2(B): ***All career firefighters maintain their emergency medical licenses. All call department member are encouraged to attain and maintain emergency medical licenses.***

Performance Results:

Currently 100% of the career force has obtained some form of an emergency medical license.

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual
EMT Basic				
Career Division	33%	33%	32%	28%
Call Division	**19%**	**19%**	**20%**	**15%**
EMT Intermediate				
Career Division	26%	26%	24%	28%
Call Division	**14%**	**14%**	**1%**	**9%**
EMT Paramedic				
Career Division	41%	41%	43%	43%
Call Division	**0%**	**0%**	**1%**	**6%**

Objective:

2(C) To maintain compliance with all state safety mandates.

Performance Results:

The Department as a whole complies with new requirements for firefighter and emergency medical services safely incorporating new technologies and methodologies. Saco Fire Department meets all new state mandates and strives to train all members in new technologies.

In FY 04 we qualified all career and many call department members in low angle rope rescue and firefighter self rescue. In FY 05, we acquired a fully equipped rope rescue vehicle with ice rescue capabilities and began training on this new equipment. In FY 06, 48 department members were certified in Rapid Intervention and 38 members attended an AVOC ambulance vehicle operations course.

Goal 3: ***To reduce loss of life and property through code compliance for buildings under construction, fire safety inspections for existing buildings, and public fire education specifically targeting nationally recognized age groups of the young and elderly (as possible).***

Objective:
3(A): ***Provide 100% of K-5 students with annual fire prevention training; inspect all new homes; and inspect all new and 80% of all other active businesses, prioritizing those where the public congregates.***

Performance Results:
The Fire Department achieved 100% compliance with the objectives established for FY2007.

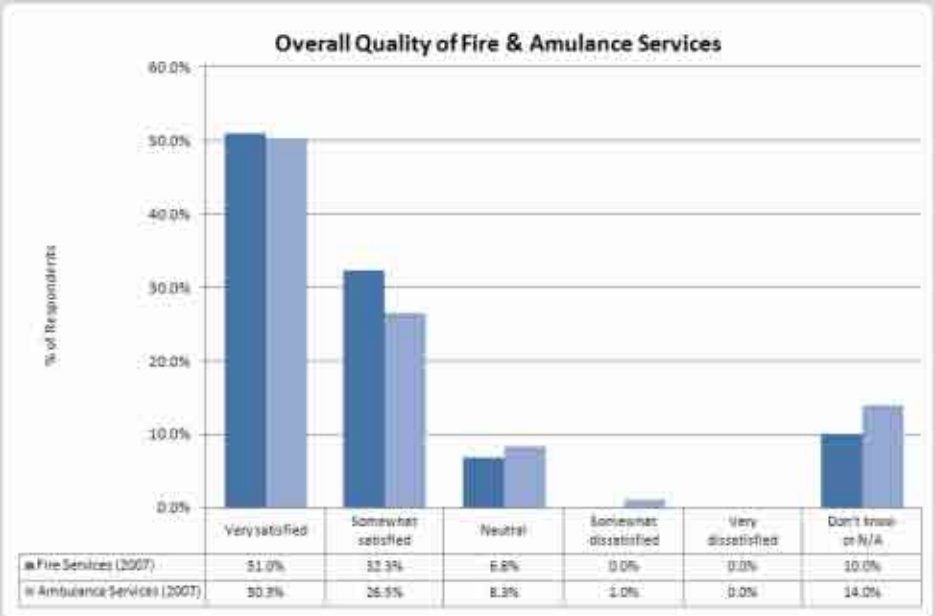
Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Budget
K-5 Fire Prevention Training	1315	800+	955	1350/100%		100%
Occupany & Other Inspections	25	30	100	104/100%		
Business Inspections (New)	250	230	211	244/100%		
Business Inspections (Other)				80%		

Citizen Input/Survey

***GOAL 4**: It is the goal of the Fire Department to obtain citizen satisfaction rating survey data once every two years.*

Objective 4(a): The Fire Department's goal is to maintain a mean citizen satisfaction rating of TBA.

Performance Results: Citizen ratings of the perceived importance of the Fire Department's three service delivery goals are being gathered at this time. The Fire Department (Fire and EMS) rated strongly in FY07 for service delivery by citizens surveyed, with mean rating of 4.49 (Fire) and 4.47 (EMS) on a scale of 1 to 5 where 1 means :very dissatisfied" and 5 means "very satisfied," with older and long time residents the most satisfied. Fire and EMS were surveyed as one category in FY04 and FY05 and has similar mean ratings (4.51) to FY07.



Citizen Satifaction Survey Results - Fire Departmnet

Performance Measure	FY04 Actual	FY05 Actual	FY06 Actual	FY07 Actual
Fire % somewhat or very satisfied	**N/A**	**N/A**	**N/A**	**83.30%**
EMS % somewhat or very satisfied	N/A	N/A	N/A	76.80%
Fire Mean Rating (1-5)	**N/A**	**N/A**	**N/A**	**4.49**
EMS Mean Rating (1-5)	N/A	N/A	N/A	4.47

Source: Pan Atlantic SMS Group, Portland, Maine

**** Note: The wording of this question has changed from 2004 and 2005; therefore, the results cannot be benchmarked to previous surveys.***

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Fire Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Fire Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: **Sloan Foundation Project for fire department performance measurement (2009)**

Goal Area: Public Safety

Staff Lead: Chief Alden Murphy

Strategic Objective: To participate in the New England Project

Implementation Milestones with Existing Resources:
Forthcoming

Element: **Residential Sprinkler Ordinance (2009)** **Goal Area:**
Staff Lead: Chief Alden Murphy Public Safety

Strategic Objective: To improve fire suppression by updating the subdivisions requirements for fire protection water supply. Eliminate dry hydrant acceptance and require cisterns or residential sprinkler systems.

Implementation Milestones with Existing Resources:

- ❑ Research neighboring community requirements
- ❑ Evaluate areas where cistern placement would be advantageous
- ❑ Research and become knowledgeable about residential sprinklers – including costs, insurance savings, installation requirements, and concerns;
- ❑ Provide information to planning board
- ❑ Write changes to existing ordinance
- ❑ Seek council approval

Implementation with Additional Funding:
None

Element: **Fire Department Communications (2009)** **Goal Area:**
Staff Lead: Chief Alden Murphy Public Safety

Strategic Objective: Write a communications plan for the fire department to provide future guidance. Encourage Biddeford Fire Department to coauthor the plan to maximize available frequencies and eliminate unnecessary duplication.

Implementation Milestones with Existing Resources:

- ❑ Examine all current fire department radio capabilities
- ❑ List all available frequencies and their use
- ❑ Consider all available technologies
- ❑ If necessary, secure agreements to share frequencies
- ❑ Examine possibilities and advantages of fire department sharing a single dispatch
- ❑ Write a plan to maximize radio performance.

Implementation with Additional Funding:
None

Fiscal Year 2008 Results of Goals and Objectives

Element: Department Realignment
Staff Lead: Chief A. Murphy

Related to Goal Area
Public Safety

Strategic Objective: To realign department responsibilities to gain additional efficiencies and improve accountability.

Implementation Milestones with Existing Funding

- ☑ Examine duties and associated workload to determine best assignment to better balance and maximize efficiency
- ☑ Write annual plan based on 2007 budget
- ☑ Change Deputy Chief responsibilities from including running as Officer in Charge
- ☑ Increase overtime budget to cover additional costs
- ☑ Change contract to allow an appointed training assistant and Emergency Medical Service Coordinator
- ☑ Write job description, interview, and appoint training assistant for both career and call divisions
- ☑ Write job description, interview, and appoint EMS coordinator
- ☑ Seek council approval and funding in 2007 budget for 4 additional employees if SAFER Grant can be obtained
- ☑ Write SAFER Grant and if successful hire 4 additional employees
- ☑ If SAFER Grant is unsuccessful, present alternative plan of 1 new employee per year for the next 4 years using City share of SAFER Grant
- ☑ Negotiate innovative manpower pool for new employee hours to maximize efficiency and savings until fully staffed
- ☑ Increase administrative assistant responsibilities
- ☑ Work on implementing improvements suggested in annual plan

Implementation Milestones with Additional Funding

None at this time

Element: Mutual aid response equitability
Staff Lead: Chief A. Murphy

Related to Goal Area
Public Safety

Strategic Objective: To examine mutual aid responses and their impact on future service delivery.

Implementation Milestones with Existing Funding

- ☑ Examine data collection methods and accuracy
- ☑ Extract calendar year 2005 run data and bench mark improvement toward meeting set calendar year 2005 goals
- ☑ Meet individually with Saco City Administrator and discuss data and how it affects Saco Fire Department
- ☑ Meet with area chiefs and discuss calendar year 2005 data
- ☑ Area chiefs meet with area City Administrators and discuss findings
- ☑ Discuss possible solutions for improvement
- ☑ Discuss with City Administrators their vision of area fire service
- ☑ Plan to meet their future vision

Implementation Milestones with Additional Funding

None at this time until plan is completed

Element: : Write a 10 year capital plan for the fire department
Staff Lead: Chief A. Murphy

Related to Goal Area
Pubic Safety

Strategic Objective: To develop a 10 year capital plan to provide a planning tool for apparatus replacement, facility requirements and placement, and capital expenditures

Implementation Milestones with Existing Funding

- ☑ List property meeting established city definition of capital items
- ☑ Define life expectancy of apparatus and equipment based on historical data
- ☑ Write apparatus plan to meet city requirement with fewest number of vehicles
- ☑ Write apparatus replacement schedule with projected associated costs
- ☑ Write equipment replacement schedule with associated costs
- ☑ Gain access to city GIS for distance evaluation
- ☑ Begin call analysis based on IMC district
- ☑ Establish capacity for IMC plotting calls on city GIS if possible
- ☑ Perform response time analysis by district
- ☑ Examine station location and number based on 4 minutes response time goal
- ☑ Determine maximum usefulness of current Central Station

Implementation Milestones with Additional Funding

None at this time.

Expenditures

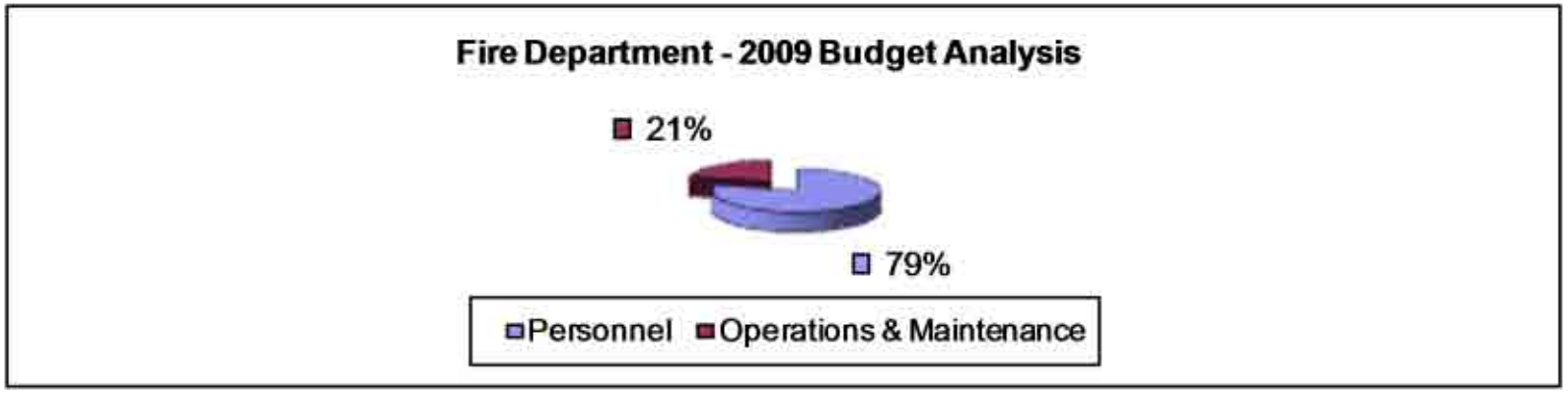
The expenditures within this department are related to the following activity centers:

- Fire- Central Station
- Fire- North Saco
- Fire- Bayview
- Ambulance
- Public Water

The following graphs depict the expenditure level of these activity centers over the last 6 years.

Fire Department
Expenditure Analysis

Fire Department	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 1,307,545	$ 1,523,826	$ 1,609,146	$ 1,683,435	$ 1,816,638	$ 1,911,053	$ 2,037,235
Operations & Maintenance	$ 390,021	$ 384,951	$ 430,061	$ 424,275	$ 446,377	$ 488,730	$ 538,370
Total	$ 1,697,566	$ 1,908,777	$ 2,039,207	$ 2,107,710	$ 2,263,015	$ 2,399,783	$ 2,575,605



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
FIRE/AMBULANCE - PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 63,193	$ 67,416	$ 71,935	$ 76,364	$ 81,694	$ 86,617	$ 92,409
500102	SUPERVISORY WAGES	$ 118,800	$ 114,022	$ 126,972	$ 132,379	$ 138,277	$ 147,789	$ 148,543
500104	COURT OFFICERS/CLERICAL WAGES	$ 26,009	$ 28,246	$ 24,785	$ 34,076	$ 36,103	$ 36,921	$ 38,239
500110	FIREFIGHTER/EMT WAGES	$ 984,677	$ 1,192,559	$ 1,263,122	$ 1,299,531	$ 1,351,586	$ 1,423,046	$ 1,474,711
	SAFER GRANT	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	CALL BOX INCENTIVES	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 20,000
500114	OVERTIME	$ 67,299	$ 74,049	$ 70,397	$ 89,065	$ 151,314	$ 125,000	$ 189,502
500125	CALL DIVISION	$ 47,567	$ 47,534	$ 51,935	$ 52,020	$ 57,664	$ 71,680	$ 73,830
	Subtotal Fire/Ambulance - Personnel	**$ 1,307,545**	**$ 1,523,826**	**$ 1,609,146**	**$ 1,683,435**	**$ 1,816,638**	**$ 1,911,053**	**$ 2,037,235**
							$ 1,890,701	**$ 1,890,701**
FIRE/AMBULANCE - OPERATING								
500301	OFFICE SUPPLIES	$ 1,165	$ 1,280	$ 941	$ 895	$ 1,053	$ 1,350	$ 1,350
500302	GENERAL SUPPLIES	$ -	$ 9,389	$ 12,534	$ 12,267	$ 13,211	$ 14,000	$ 14,000
500304	COMPUTER SUPPLIES	$ 1,259	$ 1,109	$ 1,558	$ 759	$ 524	$ 1,500	$ 1,500
500308	CLEANING SUPPLIES	$ 1,733	$ 1,448	$ 1,383	$ 1,538	$ 1,520	$ 1,750	$ 1,750
500313	HEATING FUEL	$ 11,411	$ 11,925	$ 17,814	$ 19,109	$ 32,535	$ 20,000	$ 37,000
500317	MINOR EQUIPMENT	$ 67,923	$ 26,342	$ 44,305	$ 40,836	$ 30,828	$ 50,640	$ 50,640
500319	GAS & OIL	$ 6,917	$ 8,936	$ 13,066	$ 16,708	$ 18,823	$ 19,000	$ 27,000
500320	CITY VEHICLE REPAIRS	$ 20,658	$ 15,454	$ 18,681	$ 29,155	$ 20,177	$ 25,000	$ 25,000
500322	TUITION / TRAINING	$ 9,046	$ 10,177	$ 9,246	$ 12,830	$ 11,622	$ 20,000	$ 20,000
500324	UNIFORMS/SAFETY EQUIPMENT	$ 21,501	$ 40,534	$ 25,667	$ 14,591	$ 31,261	$ 27,240	$ 27,240
500325	CLOTHING/BOOT ALLOWANCE	$ 11,066	$ 11,004	$ 10,352	$ 12,472	$ 11,645	$ 13,300	$ 13,300
500330	DUES & MEMBERSHIPS	$ 3,003	$ 3,264	$ 2,388	$ 2,945	$ 3,683	$ 4,250	$ 4,250
500331	LAUNDRY SERVICE	$ 627	$ 789	$ 963	$ 944	$ 1,098	$ 900	$ 1,098
500332	BOOKS & MANUALS	$ 991	$ 158	$ 996	$ 982	$ 1,474	$ 1,050	$ 1,050
500333	ELECTRICITY	$ 9,402	$ 9,309	$ 9,635	$ 12,091	$ 12,417	$ 14,000	$ 13,000

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500334	WATER & SEWER	$ 2,233	$ 2,761	$ 2,982	$ 2,272	$ 2,384	$ 3,000	$ 2,500
500336	TELEPHONE	$ 8,015	$ 5,978	$ 10,330	$ 7,446	$ 10,862	$ 8,500	$ 10,862
500337	POSTAGE	$ 461	$ 353	$ 1,374	$ 1,312	$ 1,533	$ 1,666	$ 2,236
500338	COPIER	$ 177	$ 136	$ 456	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 151	$ 168	$ 116	$ 354	$ 1,071	$ 2,000	$ 2,000
500344	PRINTING	$ 159	$ 182	$ 342	$ 907	$ 87	$ 750	$ 500
500349	MEAL ALLOWANCE	$ 253	$ 170	$ 178	$ -	$ 432	$ 1,000	$ 1,000
500350	FURNITURE & FIXTURES	$ 5,484	$ 9,163	$ 7,883	$ 5,866	$ 2,374	$ 15,300	$ 8,000
500351	BUILDING REPAIRS & MAINTENANCE	$ 9,956	$ 16,270	$ 24,633	$ 15,319	$ 20,069	$ 25,000	$ 25,000
500360	COMPUTER SOFTWARE	$ 3,435	$ -	$ -	$ -	$ -	$ -	$ -
500394	MEDICAL	$ 3,964	$ 923	$ -	$ 1,025	$ -	$ -	$ -
500410	REPAIRS/MAINTENANCE	$ 5,464	$ 2,564	$ 1,580	$ 2,332	$ 2,262	$ 2,200	$ 2,200
500411	ELECTRONIC EQUIPMENT REPAIR	$ 1,950	$ 1,853	$ 2,402	$ 2,451	$ 1,553	$ 3,450	$ 3,450
500428	CONTRACTED SERVICES	$ 2,199	$ 3,652	$ 4,074	$ 2,850	$ 6,585	$ 6,000	$ 6,000
500441	FIRE PREVENTION	$ 1,105	$ 861	$ 331	$ 943	$ 850	$ 1,200	$ 1,200
500442	FIRE INVESTIGATION	$ 97	$ 80	$ -	$ -	$ -	$ 450	$ 450
500443	FIRE ALARM MAINTENANCE	$ 2,033	$ 190	$ -	$ -	$ -	$ -	$ -
500500	DRY HYDRANT	$ 323	$ -	$ 118	$ (657)	$ 711	$ 500	$ 500
	Subtotal Fire/Ambulance- Operating	**$ 214,161**	**$ 196,422**	**$ 226,328**	**$ 220,542**	**$ 242,644**	**$ 284,996**	**$ 304,076**
							$ 58,668	**$ 19,080**
PUBLIC WATER								
500334	WATER	$ 175,860	$ 188,529	$ 203,733	$ 203,733	$ 203,733	$ 203,734	$ 234,294
	Subtotal Public Water:	**$ 175,860**	**$ 188,529**	**$ 203,733**	**$ 203,733**	**$ 203,733**	**$ 203,734**	**$ 234,294**
	Total Fire/Ambulance	**$ 1,697,566**	**$ 1,908,777**	**$ 2,039,207**	**$ 2,107,710**	**$ 2,263,015**	**$ 2,399,783**	**$ 2,575,605**

City of Saco, Maine
FIRE DEPARTMENT
Service Efforts and Accomplishments

Performance Measures	Type of Measure	Goal	Actual 2005	Actual 2006	Actual 2007	Estimate 2008	Projected 2009
COMMUNITY CONDITION INDICATORS							
Insurance Services Offices (ISO) PPC™Rating (1-10 scale; 1=best)	Effectiveness	Goal 9	Class 4/4	Class 4/4	Class 4/4	Class 4/4	Class 4/4
CITIZEN SATISFACTION SURVEY							
Citizen satisfaction rating for fire department	Effectiveness	Goal 9	n/a	n/a	n/a	n/a	n/a
INPUT MEASURES							
Fire Department Budget							
Approved	Financial	Goal 1,2	$ 1,814,455	n/a	$ 2,395,989	$ 2,399,783	$ 2,575,605
Actual	Financial	Goal 1,2	$ 2,039,207	$ 2,107,710	n/a	n/a	n/a
Variance (Favorable/<Unfavorable>)	Financial	Goal 1,2	$ (224,752)	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Operating Expenditures per $100,000 of property protected	Efficiency	Goal 1,2	n/a	n/a	n/a	n/a	$1,356
Firefighers per capital (10,000)	Staff	Goal 1,2	n/a	n/a	n/a	n/a	7.7
Fire Stations per capita (10,000)/Square Mile	Input	Goal 1,2	n/a	n/a	n/a	n/a	.36/.15
FIRE SUPPRESSION PROGRAM							
Demand (Workload) Measures							
Number of Structure Fires	Workload	Goal 1	n/a	n/a	n/a	n/a	n/a
Number of Brush Fires	Workload	Goal 1	n/a	n/a	n/a	n/a	n/a
Number of Vehicle Fires	Workload	Goal 1	n/a	n/a	n/a	n/a	n/a
Number of Other Fires	Workload	Goal 1	n/a	n/a	n/a	n/a	n/a
Mutual Aid Given			n/a	n/a	n/a	n/a	n/a
Mutual Aid Received			n/a	n/a	n/a	n/a	n/a
Total Number of Fire Responses	Workload	Goal 1		2,375	2,837		
Efficiency Measures							
Calls per capita (1,000)	Efficiency	Goal 1	n/a	n/a	n/a	n/a	117
Percent change	Efficiency	Goal 1	n/a	n/a	n/a	n/a	6%
Effectiveness Measures							
Dollar Property Loss Per Building Fire	Effectiveness	Goal 2					
Percent of fires confined to room of origin	Effectiveness	Goal 2	84%	93%	88%	88%	85%
Response Time To Fire Calls							
Percent of incidents with call processing time is 1 minute or less	Effectiveness	Goal 2	42%	65%	53%	90%	90%
Percent of incidents with turnout time is 1 minute or less	Effectiveness	Goal 2	42%	65%	53%	90%	90%
Percent of incidents with travel ime is 4 minutes or less	Effectiveness	Goal 2	42%	65%	53%	90%	90%
Average Response Time	Effectiveness	Goal 2					
Percentage of responses taking X minutes or less	Effectiveness	Goal 2					

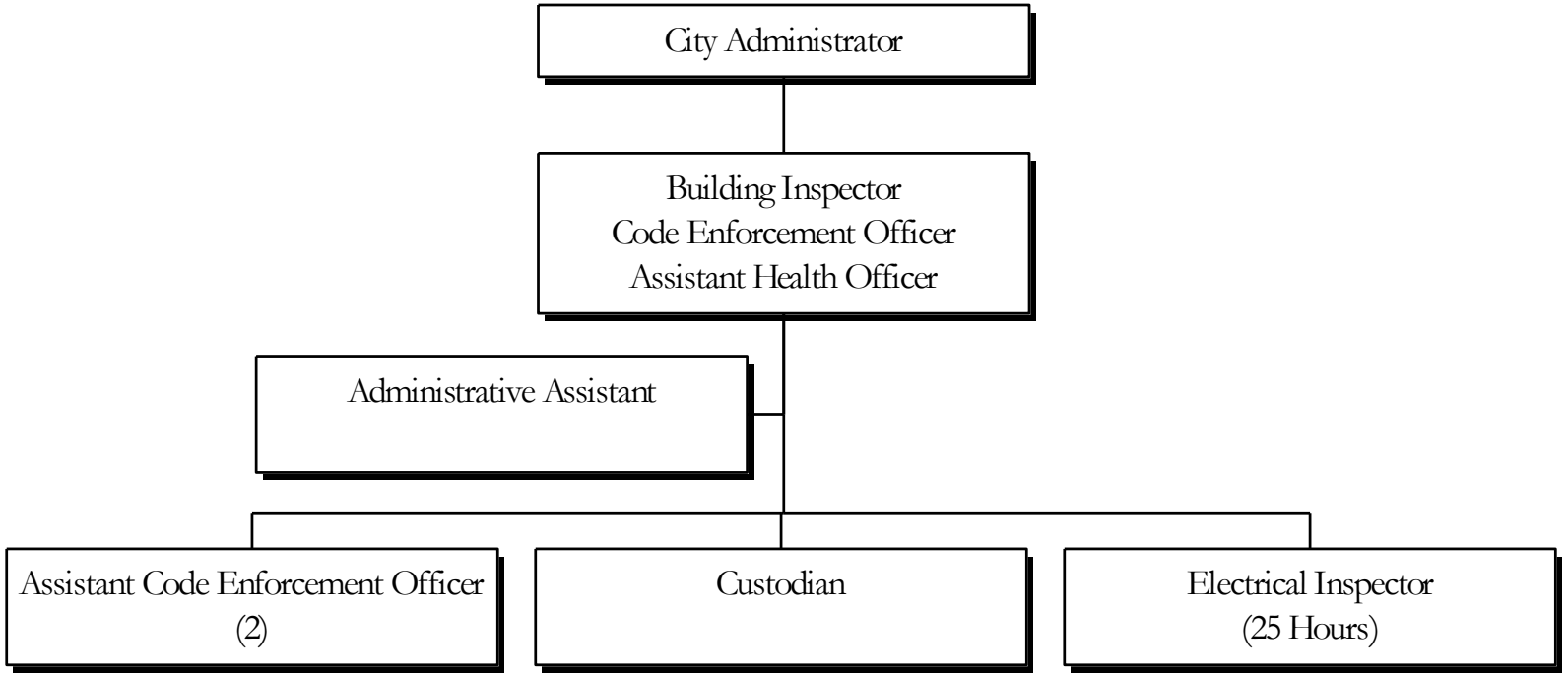
Building Inspection Department

Richard Lambert, Code Enforcement Officer
dlambert@sacomaine.org
Phone (207) 284-6983

Mission Statement

The mission of the Saco Code Enforcement Department is to ensure the public's safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations; continued compliance with occupancy and building regulations; Zoning regulation enforcement and all necessary administrative support services.

City of Saco
Organizational Chart
Building Inspection Department



City of Saco, Maine Code- § 4-18. Department of Building Inspection and Code Enforcement

A. Establishment. There shall be a Department of Building Inspection and Code Enforcement, the head of which shall be the Building

B. Inspector. The Building Inspector shall be appointed by the City Administrator, with Council confirmation. The Building Inspector shall be assisted by a Plumbing and Electrical Inspector, who will also be appointed by the City Administrator. In addition, these Inspectors will coordinate their work with the Fire Chief to assure that all safety regulations are being complied with.

C. Duties of the Building Inspector. The Building Inspector shall:

(1) Be responsible for the issuing of permits to build, alter, move or erect all buildings, signs or structures, to install equipment or to occupy. The Building Inspector shall also be responsible for the overseeing of all duties performed by the Plumbing and Electrical Inspector. The Building Inspector shall inspect existing buildings to ensure their continu ing safety. He/she shall perform related duties at the direction of the City Administrator.

(2) Be responsible for the sound fiscal management of the Department.

D. Duties of the Electrical Inspector. The Electrical Inspector shall be responsible for the issuing of all electrical permits and shall report to the Building Inspector and be under his/her direction.

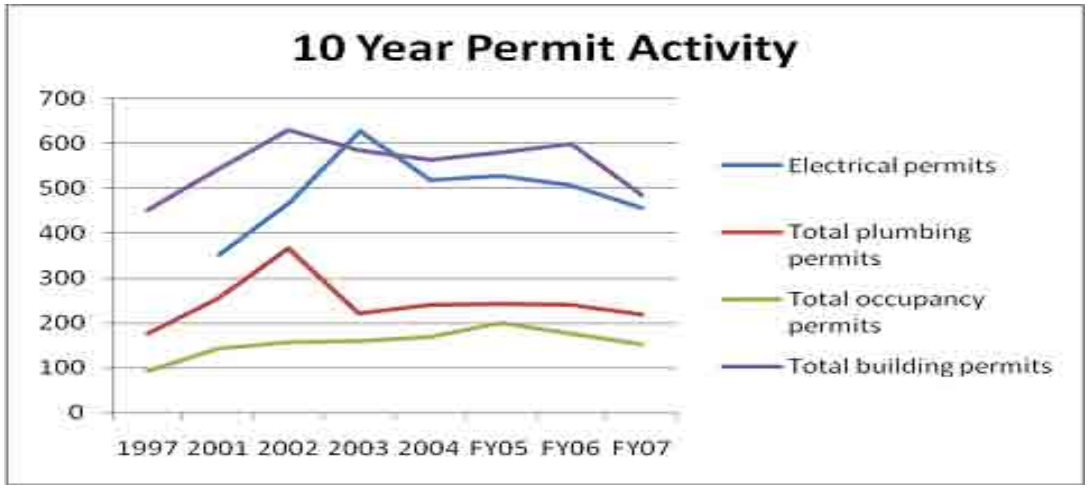
E. Duties of the Plumbing Inspector. The Plumbing Inspector shall be responsible for the issuing of all plumbing permits and shall report to the Building Inspector and be under his/her direction.

F. The above Inspectors shall also be responsible for the enforcing of building, zoning or other related ordinances and shall enforce these ordinances by notifying violators, in writing, that violations must be corrected. If the violation continues past the time prescribed by state or local law, the Inspector shall take the necessary action to enforce compliance with the law.

Scope of Operations

The Code Enforcement Department responsibilities include:

- Plan review of all building permit applications and enforcement of local Building Code. Approximately 484 building permits issued.
- Enforce State Plumbing Code on 166 internal plumbing installations and Sub-surface Wastewater Disposal regulations on 53 new or replacement systems.
- Enforce National Electric Code on 458 electrical installations.
- Enforce the requirements of Site Plan, Conditional Uses and subdivision approvals granted by the Saco Planning Board.
- Inspect and issue 153 Certificates of Occupancy.
- Assist the Local Health Officer in the performance of his duties.
- Assist the City Attorney in preparation of court action when necessary.
- Process and review all appeals made to the Zoning Board of Appeals.
- Enforce Floodplain Management Ordinance on all areas of special flood hazard, and coordinate the Community Rating System for flood plain management.
- Enforce Shoreland Performance standards mandated by state.
- Enforce provisions of the local Historical Preservation Ordinance.
- Assist the Department of Environmental Protection and the Saco River Corridor Commission in the enforcement of all applicable state regulations.
- Collect all impact fees established by ordinance or by the Planning Board.
- Oversee City Hall building renovations, maintenance and procurement of related supplies.
- Enforce Property Maintenance standards to resolve complaints on substandard housing.
- In cooperation with the Police Department, remove 39 illegal junkyards from the City.



Note: The Permit Activity Chart for FY07 has been corrected— prior years over-stated totals.

Use of Resources:
4 full and 1 part-time employee.

Nearby city Biddeford employs 5 full time and two part-time, while nearby town Scarborough employs 5 full time in their Code Enforcement Departments.

The Code Enforcement Department utilized .72%* of the FY07 (.68%* FY06; .48% FY05;. 50% FY04) city services budget. Here are two ways to consider this cost to citizens:

•Per capita cost to citizens in FY07 of $17.69* (FY06= $16.70*; FY05 = $11.70; FY04 =$11.09)

•For an average home valued at $230,000, $21.13* of the $2,928 property tax bill in FY07 funded code enforcement operations ($20.31* of the $2,981 property tax bill in FY06; $11.45 of $2,385 property tax bill in FY05)

*This figure now includes employee benefits

Department Service Delivery Goals, Objectives & Performance Data

Goal 1: ***To assure that contractors and homeowners receive prompt and accurate inspection when requested.***

Objective 1) *To initiate response to all complaints within 12 hours of receipt of complaint; to conduct a physical inspection of each related situation with 24 hours of complaint; and to take any warranted action within 48 hours of receipt of complaint.*

Performance Data:

The measures used by the Code Enforcement Department to gauge their performance in achieving this objective is average response time as shown in the following table. The Department meets two of the three stated objectives and is continuing to improve each year.

Targets/Complaints:	Initiate a response within 12 hours of initial complaint	Conduct physical inspection of related situation within 24 hours of complaint	Take resolution action within 48 hours of complaint
Average Response Time - FY 04 *	5 hours	Unknown	Unknown
Average Response Time - FY 05 **	4 hours	Unknown	39.6 hours
Average Response Time - FY 06 **	4.5 hours	Unknown	18 hours
Average Response Time - FY 07 **	1.67 hours	Unknown	7 hours

* anecdotal
** software system tracking information
>>>> Data from department records.

Goal 2: ***To assure that contractors and homeowners receive prompt and accurate inspections when requested.***

Objective 2) To schedule inspections within 1 business day of request.

Performance Data:

The Department measures their performance in achieving this objective by tracking average response time from request to inspection. As indicated in the following table, the Department has met the objective over the past several years.

Time Targets:	From Request to inspection within 24 hours	Notes
FY 04- Building, Plumbing, Septic *	100%	95% of cases, time requested for inspection was met.
FY 04 - Electric *	100% within 2 hours of request	
FY 05 - **	24 hours	96.5% of cases, time requested for inspection was met.
FY 06 - **	100% within 8.8 hours of request	
FY 07 - **	100% within 3.75 hours of request	

* anecdotal

** software system tracking information

>>>> Data from departmental records.

Goal 3: ***To maintain a high degree of professionalism within the department by achieving Advanced Certification in all areas of Code Enforcement, as conferred by the State of Maine Planning Office's Code Enforcement Officer Training and Certification Program.***

Objective 1) All full-time code enforcement officers achieve advanced certification in at least two areas.

Performance Data:

- For FY07, all full-time code enforcement officers have achieved advanced certification in at least two areas (in FY06, all full-time employees had completed certifying in one area).
- One officer has obtained International Code Council Certification in Housing Inspection.
- The Department maintained a rating by the Insurance Services Office (ISO) of 4 for both commercial and residential construction code enforcement, and an 8 for Floodplain Management. Communities are rated from 1 to 10, 1 being the highest. No community within the State of Maine currently is rated higher than a 4 for construction code enforcement.

Note: Data from departmental records.

Citizen Survey/Input

Citizen ratings of the perceived importance of the Code department's three service delivery goals are being gathered at this time.

The Code Enforcement Department rated positively in FY07 for aspects of its service delivery performance by citizens surveyed, with mean ratings ranging from 3.81 to 3.91 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," representing slight improvement over prior years. Large segments of the total responses are in the "don't know" categories. Given the general nature of the Code Enforcement Department's work, this trend makes sense, as many citizens will have had no reason to directly interact with Code Enforcement and so have no reason to have formed an opinion.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The overall enforcement of City codes and ordinances including the Building Inspection Department	2004	2.8%	5.0%	20.5%	26.8%	13.8%	31.3%	**3.64**
	2005	3.3%	7.5%	15.3%	28.3%	14.8%	31.0%	**3.63**
	2007	1.5%	4.3%	12.8%	29.3%	14.0%	38.3%	**3.81**
The quality of new construction in the City	2004	2.5%	3.0%	19.8%	28.8%	16.0%	30.0%	**3.75**
	2005	2.5%	9.3%	17.0%	31.8%	18.8%	20.8%	**3.69**
	2007	1.0%	5.3%	13.8%	35.0%	18.8%	26.3%	**3.88**
The timeliness and ease of the City's permitting process	2004	1.8%	4.3%	18.0%	26.5%	14.3%	35.3%	**3.73**
	2005	2.3%	8.0%	18.8%	22.5%	10.3%	38.3%	**3.49**
	2007	1.3%	3.3%	13.3%	22.3%	13.8%	46.3%	**3.82**
The enforcement of codes designed to protect public health and safety	2004	2.3%	4.5%	20.3%	37.0%	15.0%	21.0%	**3.73**
	2005	1.0%	3.5%	20.0%	25.5%	14.8%	35.3%	**3.76**
	2007	1.8%	3.3%	12.0%	28.5%	18.0%	36.5%	**3.91**

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Building Inspection Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Building Inspection Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked .

Element: Neighborhood Blight Removal
Staff Lead: Dick Lambert

Related to Goal Area:
Public Safety

Strategic Objective: To require removal or restoration of blighted buildings where they occur.

Implementation Milestones with Existing Funding:

- ❑ Inventory all blighted or seriously deteriorated buildings within the City. Target neighborhoods where there are two or more of these buildings and where these buildings seem to be having a negative impact on the neighborhood. (20 hours)
- ❑ Establish a set procedure for inspecting these buildings including notice to owners, notice of violation, set times for compliance and procedures involved with condemning a building. (20 hours)
- ❑ Investigate funding sources available for removal or renovation of buildings. This could include working with agencies like Habitat for Humanity in converting some of these buildings into affordable housing.
- ❑ If necessary, bring non-complaint building owners to court for fines as well as working with the City Attorney in bringing condemnation proceedings to Council for removal of buildings.

Implementation Milestones with Additional Funding:

None at this time.

Element: Adoption of the International Energy Conservation Code

Staff Lead: Dick Lambert

Related to Goal Area:
Public Safety

Strategic Objective: To review and propose for adoption the 2003 edition of the International Energy Conservation Code for use in all new construction within the City.

Implementation Milestones with Existing Funding:

- ❑ Obtain copied of the International Energy Conservation Code for review by staff. Assign each staff member a number of chapters for review and comment. (20 hours)
- ❑ Have at least three staff meetings of 2-3 hours each going over all of the recommended changes. (9 hours)
- ❑ Organize a meeting with all building contractors in the area to seek their input and suggestions on the adoption of this code.
- ❑ Prepare a direct mailing to contractors who have obtained building permits within the past 12 months, post public notices on bulletin boards and issue a press release on the proposal. (20 hours)
- ❑ Develop a final proposal and present it to the City Council for adoption. The proposal is to make the effective date far enough down the line so that training of contractors can be offered before the code becomes law. (10 hours)
- ❑ Send inspectors to be trained at an ICC sponsored training event. (15 hours
- ❑ Organize at least one and possibly two training sessions for contractors to learn the details of the code and what they need to do to comply with it. (30 hours)

Implementation Milestones with Additional Funding:

- ❑ Provide professional training by ICC and provide code books for all participants.

Element: Investigate Steps for Accreditation of the Code Enforcement Enforcement Department.

Staff Lead: Dick Lambert

Related to Goal Area:
Public Safety

Strategic Objective: To determine what would be needed to apply for accreditation of the Building Inspections/Code Enforcement Department.

Implementation Milestones with Existing Resources:

- ❑ Download and review the Criteria for Accreditation form the ICC/IAS website.(4 hours)
- ❑ Contact other municipalities that have gone through the process and determine if there are major pitfalls that would automatically disqualify the City from being eligible for this accreditation. (20 hours)
- ❑ Determine the known and potential costs associated with accreditation and prepare a budget showing these costs (10 hours)
- ❑ Determine to what extent other departments will need to be involved with the process of accreditation. (15 hours)
- ❑ Prepare a cost/benefit statement on this task (2 hours)
- ❑ Determine, along with all staff and management, if this program is worth pursuing. (10 hours)

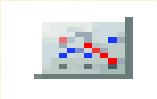
Implementation Milestones with Additional Funding:

None at this time.

Fiscal Year 2008 Results of Goals and Objectives

Element: Compile and Implement Asset Management Program for Codes Office and City Hall
Staff Lead: Dick Lambert

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To compile and list all assets, both fixed (things) and service (personnel) related.

Implementation Milestones with Existing Funding:

- ☑ Inventory all assets both fixed and personnel related to establish current level of services. (20 hours)
- ☑ Establish chart indicating all fixed assets for City Hall and City Hall Annex that are to include:
  Name of asset, make & model, serial number, historical cost, life expectancy, expected year of replacement and failure modes. (20 hours)
- ☑ Establish chart indicating all services provided by Codes & City Hall Building personnel including:
- ❑ Services provided, timeliness of delivery and anticipated failure modes. (30 hours)
- ☑ Set future budgets according to asset management plan.

Implementation Milestones with Additional Funding:

None at this time.

Element: Housing enforcement
Staff Lead: Dick Lambert

Related to Goal Area:
Growth Management

Strategic Objective: To decrease the number of sub-standard housing units in the City through the enforcement of the adopted Life Safety and Property Maintenance Codes. The goal is to inspect 150 housing units within the next fiscal year (July 1, 2007 – June 30, 2008)

Implementation Milestones with Existing Funding:

- ☑ Work cooperatively with the Saco Fire Department and the Electrical Inspector to develop a checklist that is comprehensive in detecting serious life safety code violations (10 hours)
- ☑ Develop a set procedure on how buildings will be inspected, how violations will be noticed to the responsible parties and a follow-up system (20 hours)
- ☑ Target the Pleasant, Green, Temple and Pearl St. neighborhood (as part of neighborhood redevelopment project being under-taken by DPW) as a primary focus with the Main St. Maine District being the secondary focus.
- ☑ Develop a map and database on the primary and secondary areas of focus showing all multi-family residential structures. Use this information to set up inspections and primary points of contacts.(5 hours)
- ☑ Dedicate 5 hours per week per inspector for inspections and paperwork/follow-up. (150 hours)

Implementation Milestones with Additional Funding:

- ❑ With an additional inspector, a system of inspections and licensing of apartments (similar to the Town of Old Orchard Beach) could be implemented. Rental units could be inspected on a rotating 3 year schedule.

Element: Rewrite the Shoreland Zoning Ordinance Related to Goal Area:
Staff Lead: Dick Lambert & Bob Hamblen **Growth Management**

Strategic Objective: To have first draft of re-written Shoreland Zoning Ordinance complete and in review process by the City Council and the State Department of Environmental Protection

Implementation Milestones with Existing Resources:

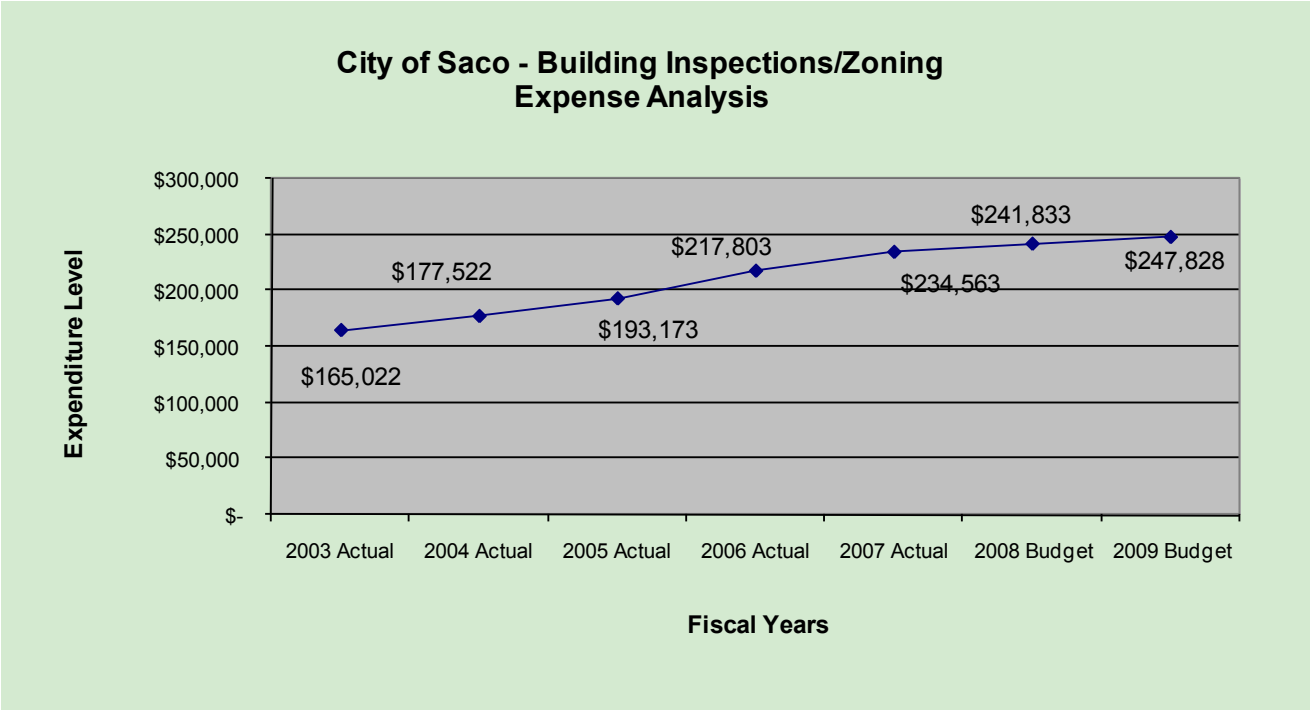
- ☑ Compare current Shoreland Zoning Ordinance with new State Model and highlight additions, deletions and new language (10 hours)
- ☑ Draft new language to meet State model (20 hours)
- ☑ Review first draft with Planning Board for their input (3 hours)
- ❑ Review current Zoning Map to determine what changes need to be made to reflect new ordinance as well as current development patterns (10hrs)
- ❑ Identify stakeholders, including City Boards and Commissions that would have an interest in the new regulations and hold one or more meetings with them to gather input. (20 hrs)
- ☑ Make changes to reflect public input and write a final draft. Send copy to DEP and Planning Board for public hearing by last meeting in January, 2008. (15 hrs)
- ☑ Hold first reading and public hearing with City Council, March, 2008 after receipt of comments from the public and the Maine DEP. (10 hours)
- ☑ Have rules ready for implementation by June 2009.

Implementation Milestones with Additional Funding:
None at this time.

Department Expenditures

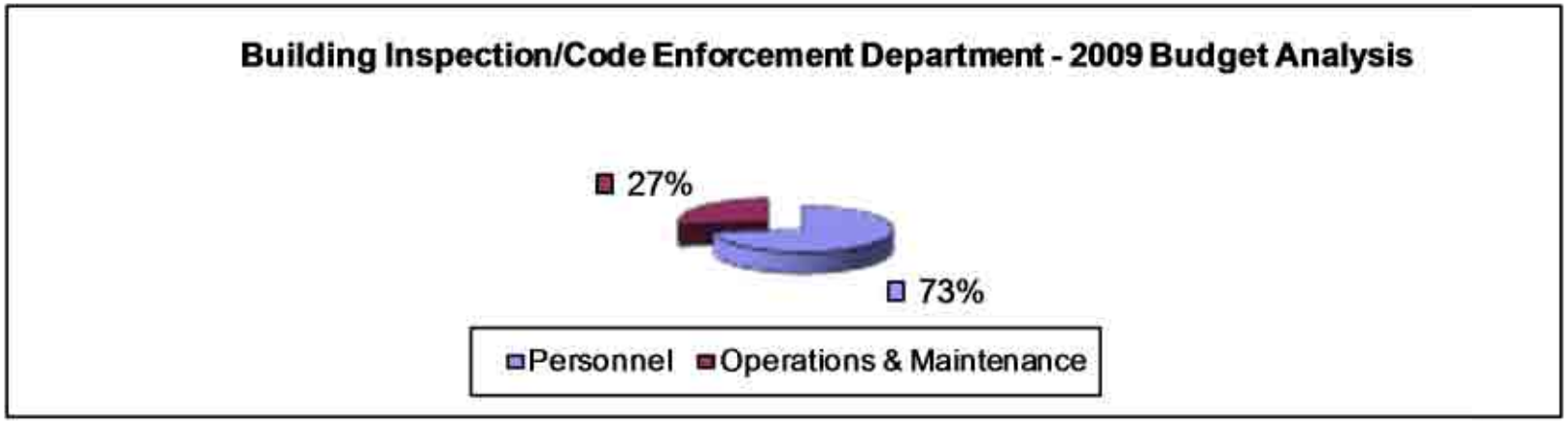
The expenditures within this department are related to the following activity centers:

- Building Inspections/Zoning
- City Building Maintenance



Building Inspection/Code Enforcement Department
Expenditure Analysis

Building Insp/Code	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 177,760	$ 194,517	$ 204,206	$ 231,095	$ 245,036	$ 256,378	$ 264,506
Operations & Maintenance	$ 124,277	$ 69,856	$ 79,142	$ 89,640	$ 91,548	$ 85,350	$ 99,535
Total	$ 302,037	$ 264,373	$ 283,348	$ 320,735	$ 336,584	$ 341,728	$ 364,041



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
BUILDING INSPECTIONS/ZONING- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 51,625	$ 54,813	$ 54,715	$ 56,499	$ 60,730	$ 61,893	$ 64,059
500103	NON SUPERVISORY WAGES	$ 41,695	$ 49,479	$ 45,701	$ 88,470	$ 92,838	$ 99,978	$ 101,833
500104	COURT OFFICERS/CLERICAL WAGES	$ 35,695	$ 37,941	$ 47,931	$ 29,266	$ 31,064	$ 31,727	$ 33,487
500114	OVERTIME	$ 687	$ 315	$ 386	$ -	$ -	$ 500	$ -
500119	ELECTRICAL INSPECTOR	$ 20,086	$ 22,206	$ 24,650	$ 24,786	$ 26,899	$ 27,835	$ 28,798
	Subtotal Building Inspections/Zoning - Personnel	**$ 149,788**	**$ 164,754**	**$ 173,383**	**$ 199,021**	**$ 211,531**	**$ 221,933**	**$ 228,178**
BUILDING INSPECTIONS/ZONING - OPERATING								
500301	OFFICE SUPPLIES	$ 905	$ 699	$ 682	$ 873	$ 710	$ 800	$ 850
500317	MINOR EQUIP	$ 596	$ 631	$ 1,217	$ 537	$ 983	$ 1,500	$ 1,200
	GAS & OIL	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ 1,000
	CITY VEHICLE REPAIRS	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ 400
500322	TUITION/TRAINING	$ 1,493	$ 1,459	$ 1,538	$ 2,608	$ 3,089	$ 3,500	$ 3,000
500325	CLOTHING/BOOT ALLOWANCE	$ 200	$ 281	$ 269	$ 303	$ 325	$ 600	$ 600
500330	DUES & MEMBERSHIP	$ 375	$ 250	$ 215	$ 145	$ 673	$ 600	$ 600
500332	BOOKS	$ 10	$ 115	$ 1,061	$ 99	$ 275	$ 700	$ 700
500336	TELEPHONE	$ 2,574	$ 2,512	$ 3,501	$ 2,820	$ 4,082	$ 3,000	$ 2,500
500337	POSTAGE	$ 745	$ 806	$ 575	$ 605	$ 3,751	$ 700	$ 1,200
500338	COPIER	$ 884	$ (108)	$ 3,483	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 6,154	$ 5,150	$ 5,832	$ 9,325	$ 7,258	$ 5,000	$ 6,300
500341	ADVERTISING	$ 39	$ 196	$ 269	$ 281	$ 181	$ 300	$ 300
500344	PRINTING	$ 683	$ 697	$ 768	$ 1,051	$ 1,555	$ 1,000	$ 1,000
500350	FURNITURE/FIXTURES	$ -	$ 80	$ 230	$ -	$ -	$ -	$ -
500354	RENTAL EQUIPMENT	$ 116	$ -	$ -	$ -	$ -	$ -	$ -
500360	COMPUTER SOFTWARE	$ 460	$ -	$ -	$ -	$ -	$ -	$ -
500370	FILING FEES/LICENSES/PERMITS	$ -	$ -	$ 150	$ 135	$ 150	$ 200	$ -
	Subtotal Building Inspections/Zoning- Operating	**$ 15,234**	**$ 12,768**	**$ 19,790**	**$ 18,782**	**$ 23,032**	**$ 19,900**	**$ 19,650**
	Total Building Inspections/Zoning	**$ 165,022**	**$ 177,522**	**$ 193,173**	**$ 217,803**	**$ 234,563**	**$ 241,833**	**$ 247,828**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CITY BUILDING MAINTENANCE- PERSONNEL								
500103	NON SUPERVISORY WAGES	$ 27,972	$ 29,763	$ 30,823	$ 32,074	$ 33,505	$ 34,445	$ 36,329
	Subtotal Buidling Maintenance - Personnel	**$ 27,972**	**$ 29,763**	**$ 30,823**	**$ 32,074**	**$ 33,505**	**$ 34,445**	**$ 36,329**
CITY BUILDING MAINTENANCE - OPERATING								
500301	OFFICE SUPPLIES	$ -	$ -	$ 132	$ 179	$ 388	$ 100	$ 300
500302	GENERAL SUPPLIES	$ 151	$ 392	$ 649	$ 630	$ 252	$ 500	$ 500
500308	CLEANING SUPPLIES	$ 1,055	$ 516	$ 821	$ 1,020	$ 648	$ 600	$ 700
500313	HEATING FUEL	$ 7,921	$ 9,381	$ 13,874	$ 14,282	$ 20,146	$ 16,000	$ 24,135
500317	MINOR EQUIPMENT	$ 22,260	$ (6,188)	$ 5,722	$ 14,995	$ 6,754	$ 5,800	$ 1,000
500321	STAFF VEHICLE-OPER/MAINT	$ 1,730	$ 2,542	$ 3,049	$ 1,437	$ 2,431	$ 600	$ 3,000
500325	CLOTHING/BOOT ALLOWANCE	$ 99	$ -	$ 125	$ 125	$ 250	$ 150	$ 150
500333	ELECTRICITY	$ 22,911	$ 17,553	$ 18,452	$ 23,168	$ 27,081	$ 23,000	$ 24,000
500334	WATER	$ 1,621	$ 1,853	$ 1,613	$ 1,578	$ 1,520	$ 2,300	$ 1,700
500336	PHONE MAINTENANCE	$ 999	$ 66	$ 238	$ 2,118	$ 215	$ 2,000	$ 1,500
500339	TRAVEL ALLOWANCE	$ 18	$ 46	$ 32	$ 220	$ 45	$ 100	$ 100
500351	BUILDING REPAIRS & MAINTENANCE	$ 40,977	$ 24,127	$ 10,647	$ 4,850	$ 8,359	$ 10,000	$ 18,500
500428	CONTRACTED SERVICES	$ 9,301	$ 6,800	$ 4,130	$ 6,256	$ 427	$ 4,300	$ 4,300
	Subtotal City Building Maintenance:	**$ 109,043**	**$ 57,088**	**$ 59,352**	**$ 70,858**	**$ 68,516**	**$ 65,450**	**$ 79,885**
	Total City Building Maintenance	**$ 137,015**	**$ 86,851**	**$ 90,175**	**$ 102,932**	**$ 102,021**	**$ 99,895**	**$ 116,214**

THIS PAGE LEFT BLANK

Planning & Economic Development Department

Mission Statement

Meeting the needs of residents, whether those proposing a new use in their homes or those concerned with new development nearby, and helping the City Council and Planning Board to guide the city's growth, are the roles of the Planning and Development Department.

Mission Statement

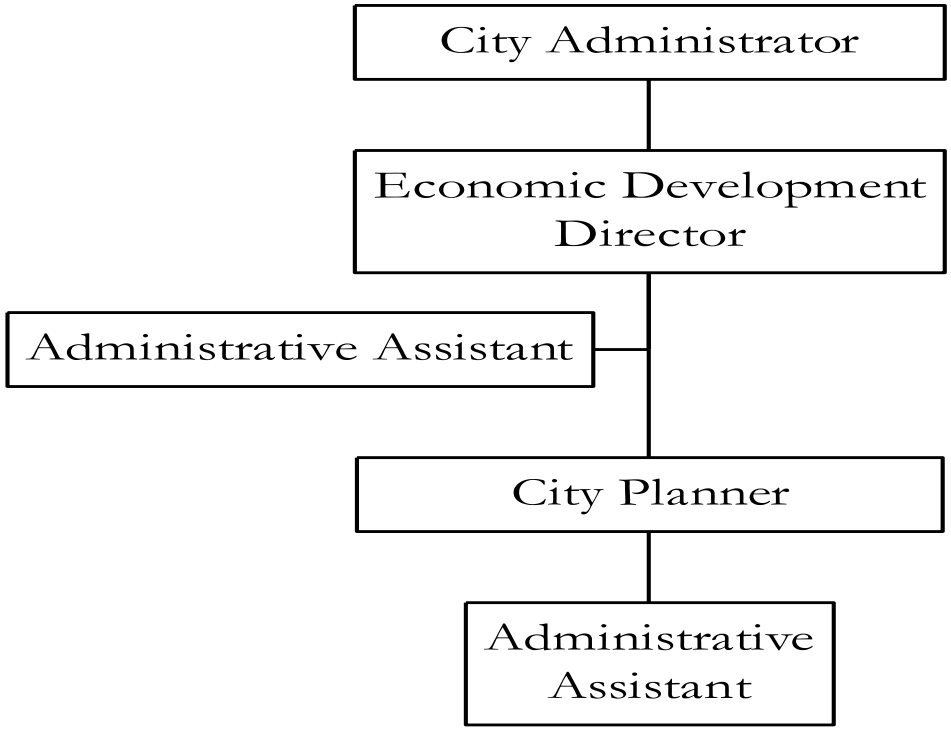
Assuring high quality and more sustainable development in Saco.

Peter Morrelli, Development Director
pmorelli@sacomaine.org
(207) 282-3487

Robert Hamblen, City Planner
rhamblen@sacomaine.org
(207) 282-3487

City of Saco
Organizational Chart

Economic Development and Planning Department



City of Saco, Maine Code- § 4-11. Powers and duties of department heads

The heads of departments shall:

A. Perform all duties required by their office by the City Charter, by ordinance or by any other laws, and it shall be the duty of the department head to perform such duties not in conflict therewith as may be assigned by the City Administrator.

B. Be held immediately responsible to the City Administrator for effective administration of their departments and duties, unless otherwise stipulated in the City Charter.

C. Keep abreast with the latest practices and developments in their particular field and inaugurate, with the approval of the City Administrator, any new practice that appears to be of benefit to the service and to the public.

D. Submit reports of the activities of their departments annually and when requested by the City Administrator.

E. Establish and maintain a system of records and reports in sufficient detail to furnish all information necessary for proper control of departmental activities and to form a basis for the reports required by the City Administrator.

F. Have the power to delegate to members of the departments or divisions coming under their jurisdiction any duties and responsibilities as seem advisable, together with proportionate authority for their fulfillment, but in no case may they delegate their overall responsibility or any of their accountability.

G. Have the authority to appoint and remove, subject to the personnel regulations and the authority of the City Administrator, all persons under their employ.

H. Be responsible for the proper custody and maintenance of all city property used in their departments.

I. Be appointed by the City Administrator and confirmed by the City Council and serve for an indefinite term at the pleasure of the City Administrator.

J. Establish and maintain a system of performance evaluation for all of the personnel within the department.

Scope of Operations

- Processing an average of 10-12 conditional use permits annually to consider special uses that are not allowed as a matter of right within a zoning district.
- Processing an average of 15 site plan applications annually for multiple family developments, and commercial and industrial developments.
- Processing 10-20 subdivision reviews annually and managing construction monitoring and street acceptance.
- Ongoing work with various organizations for improvements to downtown Saco.
- Ongoing work with private, regional and state entities on development of former mill complexes and individual mill sites, as well as new industrial and business parks and other commercial enterprises.
- Working on planning issues within the city organization to achieve city goals, such as with Parks & Recreation and outside professionals on planning and development of the Landfill Reuse Plan and other open space opportunities.
- Working on long range goals and planning issues with the City Council, the Planning Board and the Economic Development Commission, and developing long range plans such as the Comprehensive Plan and the Downtown Plan.
- Identifying and applying for appropriate grants for funding of all levels of projects ongoing within the city.
- Administering the historic preservation ordinance.

Use of Resources

- 3 full time employees. Neighboring towns of similar size, Biddeford and Scarborough, employ 4 and 5 respectively in their Planning and Development Departments.

- Planning and Development utilized 77%* (73%* FY06; 58% FY05; 54% FY04) of the FY07 city services budget. Here are two other ways to consider this cost to citizens:

  - Per capita cost to citizens in FY07 of $18.82* (FY06=$17.88*; FY05=$14.05; FY04=$11.91)

  - For an average home valued at $230,000, $22.48* of the $2,928 property tax bill in FY07 funded the Planning and Development department ($21.75* of the $2,981 property tax bill in FY06; $13.84 of the $2,385 property tax bill in FY05)

Department Service Delivery Goals, Objectives & Performance Data

Goal 1: ***To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable time frame.***

Objectives

1A) ***Upon receipt of a conditional use application, Planning Board review will be scheduled within 30 days for at least 95% of all such Applications.***

Performance Data

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

Year	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled and approved within 30 days - Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	13	4	100%	9	100%
2006	10	5	100%	5	100%
2007	9	7	100%	2	100%

Objectives

1B) ***Upon receipt of a site plan application, Planning Board review will be scheduled within 45 days for at least 95% of all such applications.***

Performance Data

The department has been successful in achieving it's objective as shown in the following performance measures.

Year	Site Plan Review Applications Received	Number Requiring Planning Board Review	Review scheduled within 45 days- Target of 95%	Number Requiring Staff Review Only	Review scheduled within 45 days Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	12	8	100%	4	100%
2006	11	9	100%	2	100%
2007	11	6	100%	5	100%

Source: Data from department records

* - Anecdotal Information

Goal 2: ***The Department will complete one major plan each calendar year, except for a year immediately following the completion of the Comprehensive Plan.***

Performance Data

Plan	2000	2002	2004	2005	2006	2007
Comprehensive Plan	x					
Regional Beach Management Plan	x					
Saco Spirit for Business Recommendation		x				
Bicycle Pedestrian Plan			x			
Rte. 112 Study				x		
Main Street Access Study				x		
York County Economic Development Plan Update				x		
Downtown Market Study				x		
PACTS Destination Tomorrow Update					x	
Downtown Plan Update						x

Source: Data from department records

GOAL 3: **The Department will complete at least one major, substantive set of ordinance revisions each calendar year.**

Performance Data:

Ordinance	2000	2001	2002	2003	2004	2005	2006	2007
Cluster Housing	x							
Extensive Comprehensive Plan Amendments	x	x						
Cell Towers			x					
Recreation & Open Space Impact Fees			x					
Private Roads				x				
Extensive Housekeeping Amendments				x				
Net Density, Signs					x			
Design Standards						x		
Sign Standards							x	
Stormwater Standards							x	
Historic Preservation Updates							x	
Traffic Ordinance								x
Stormwater Fee Compensation Plan								x

Source: Data from departmental records

Citizen Survey/Input

Citizen ratings of the perceived importance of the Planning and Development department's three service delivery goals are being gathered at this time. Questions for the FY07 citizen opinion survey were reworked in order to better capture citizen opinion regarding the Planning and Development Department. While the mean ratings remained similar for this year to prior years' ratings for this department, between "neutral" and "somewhat satisfied" for service delivery performance by citizens surveyed on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," a significant change should be noted. That is, the "Don't Know" category of responses climbed to over 50% for each question, which heavily influenced the final mean rating; this reinforces prior assessments that departmental ratings reflect lack of awareness of what this area actually does for the City.

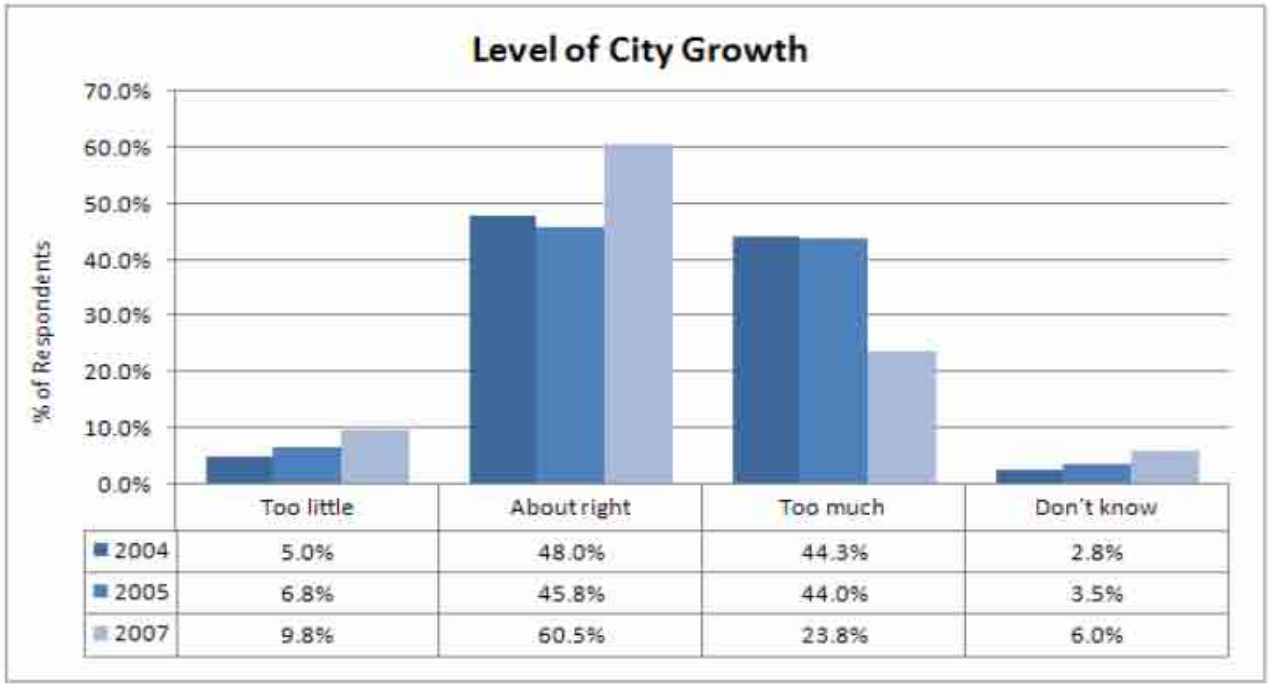
	The administration of site plan and subdivision permitting and economic development programs by the Department	The timeliness of the City's reviews of subdivision and site plan applications
	2007*	2007*
5 – Very satisfied	8.8%	7.8%
4 – Somewhat satisfied	18.5%	16.5%
3 – Neutral	12.8%	10.5%
2 – Somewhat dissatisfied	6.8%	4.0%
1 – Very dissatisfied	2.5%	1.8%
Don't know or N/A	50.8%	59.5%
Very / Somewhat satisfied combined	27.3%	24.3%
Very / Somewhat dissatisfied combined	9.3%	5.8%
Mean Response (1 to 5)	**3.49**	**3.60**

**Note: These questions were first introduced in 2007.*

Another noteworthy outcome of this year's survey was the rating of the City's planning for growth (below), which showed significant improvement over prior years. This may be attributable to the finalization of two major development projects, which have been widely publicized in the media and so have raised the profile of the department's work.

	2004	2005	2007
5 – Excellent	9.5%	6.8%	11.8%
4 – Good	26.5%	29.8%	33.3%
3 – Average	39.8%	38.0%	29.0%
2 – Poor	13.8%	13.0%	7.8%
1 – Very poor	3.3%	6.0%	2.8%
Don't know	7.3%	6.5%	15.5%
Good / Excellent combined	36.0%	36.6%	45.0%
Poor / Very Poor combined	17.1%	19.0%	10.5%
Mean Response (1 to 5)	**3.27**	**3.20**	**3.51**

Finally, the rating by citizens of the level of growth in Saco for this year's survey yielded one of the most significant findings for the year. In prior year's, about 44% of respondents rated growth in the City as "too much," while a narrow majority rated it as "about right" or as "too little," but in this year's survey the "too much" rating fell to 23.8%. A solid majority (60.5%) rated growth as about right" and the percent respondents for "too little" also increased noticeably (9.8%). While these shifts in opinion may be anomalies, it does seem possible that the recent finalization of two major and highly publicized projects has played a role in changing citizen opinion about the appropriateness of Saco's level of growth, especially among respondents who are men and citizens who have been in Saco 5 years or fewer.



	Too little	About right	Too much	Don't know
2004	5.0%	48.0%	44.3%	2.8%
2005	6.8%	45.8%	44.0%	3.5%
2007	9.8%	60.5%	23.8%	6.0%

As noted in past reports, these departmental ratings seem to reflect possible dissatisfaction but also likely reflect lack of awareness about departmental performance (as so many respondents did not know how to rate the actual department). When coupled with the improved ratings by citizens for planning for growth and the increased approval ratings of Saco's level of growth, areas that impact every citizen, it appears that the Planning and Economic Development Department has achieved some significant satisfaction gains.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Planning and Economic Development Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Planning and Economic Development Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: **Affordable Housing**
Staff Lead: Peter Morelli, Development Director
Goal Area: ***Growth Management***

Strategic Objective: To develop affordable housing and/or elder housing in the city.

Implementation Milestones with Existing Resources

- ❑ Analyze existing affordable housing projects under current zoning and find sites for expansion of existing projects. Work with housing providers to develop projects resulting from analysis.
- ❑ Engage statewide housing trust in conversion and development of cooperative-ownership mobile home park.
- ❑ Apply for grant for housing plan. If successful create housing plan and comprehensive plan chapter on housing.
- ❑ Amend zoning ordinance to permit accessory apartment in additional zones.
- ❑ Amend zoning ordinance to permit density bonuses in subdivisions.

Implementation Milestones with Additional Funding:
None at this time

Element: **Comprehensive Plan Update (2009)**
Staff Lead: Peter Morelli, Development Director\
Goal Area: ***Growth Management***

Strategic Objective: To begin 2+ year process of updating Comprehensive Plan

Implementation Milestones with Existing Resources:
- ❑ Review existing plan and revised state law and rules and identify topics and issues which will require attention.
- ❑ Update demographic chapter and at least four other data chapters.
- ❑ Engage Planning Decisions to assist
- ❑ Develop base maps and data analysis maps.

Implementation Milestones with Additional Funding:
None at this time.

Element: **Manage city's participation in CMP's transmission line project permitting. (2009)**
Staff Lead: Peter Morelli, Development Director
Goal Area: ***Growth Management***

Strategic Objective: To influence PUC process on double 115 kv line to minimize impact on Saco residents..

Implementation Milestones with Existing Resources

- ❑ Continue to represent city in PUC proceedings in double 115 kv lines in Saco.
- ❑ Present proposed stipulation agreement to City Council and residents.
- ❑ If Council enters stipulation, finalize negotiations with CMP, other intervenors, public advocates and PUC. If Council does not wish to enter stipulation, define litigation strategy with Council and attorney.
- ❑ Monitor project in western corridor for adverse impacts.

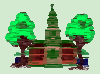
Implementation Milestones with Additional Funding:
None at this time.

Fiscal Year 2008 Results of Goals and Objectives

The goals and objectives of the Planning and Economic Development Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2008 strategic objectives for the Planning and Economic Development Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Transportation Center on Saco Island
Staff Lead: Peter Morelli

Related to Goal Area
Downtown Revitalization



Strategic Objective: To build a Transportation Center on Saco Island.

Implementation Milestones with Existing Funding:

- ☑ Contract for additional architectural and engineering services.
- ☑ Evaluate "green" building features to be included.
- ☑ Complete design and design documents
- ☑ Obtain Council authorization for final architecture, to bid project, and for construction.
- ☑ Begin construction.

All but construction complete.

Implementation Milestones with Additional Funding

- ❑ Completion of architecture and construction of building require further Council authorization

Element: Heritage Program Development
Staff Lead: Peter Morelli

Related to Goal Area
Downtown Revitalization

Strategic Objective: Implement program of promotion for heritage tourism and development.

Implementation Milestones with Existing Resources

☑ Complete City Profile brochure and expanded web version.
☑ Complete Heritage Tourism brochure and expanded web version.
❑ Compete Main Street Walk Brochure, and revise web version.
☑ Complete updated Main Street Walking tour brochure, and revised web version.
☑ Create Marketing materials for Mill Brook Business Park and design and execute new marketing program.
☑ Complete heritage tourism grant application to Preserve America program.

(Item 5 completed, all pothers in progress)

Implementation Milestones with Additional Funding
None at this time.

Element: Update Downtown Plan
Staff Lead: Peter Morelli

Related to Goal Area
Downtown Revitalization

Strategic Objective: To update the Downtown Plan.

Implementation Milestones with Existing Resources

☑ Review downtown plan recommendations.
☑ Review downtown achievements since 1998 plan.
☑ Review current data needs.
☑ Form committee with Saco Spirit and City to guide process.
☑ Develop report including new goals for downtown.

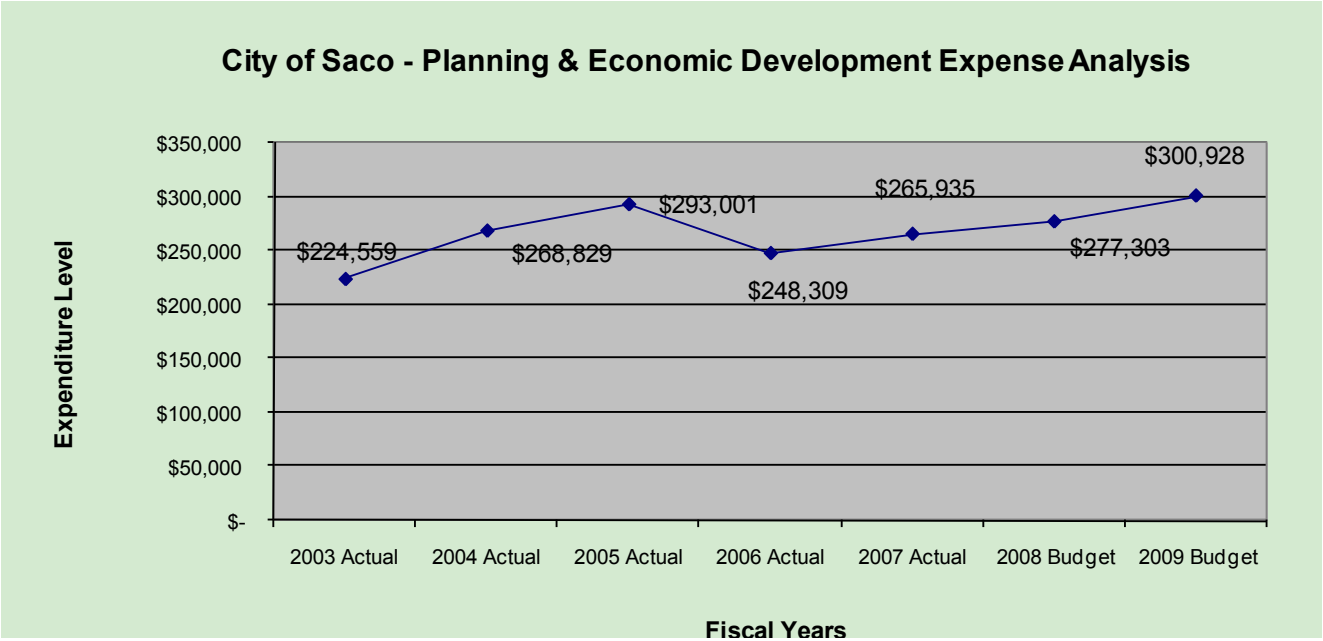
Implementation Milestones with Additional Funding
None noted at this time.

Expenditures

The expenditures within this department are related to the following activity centers:

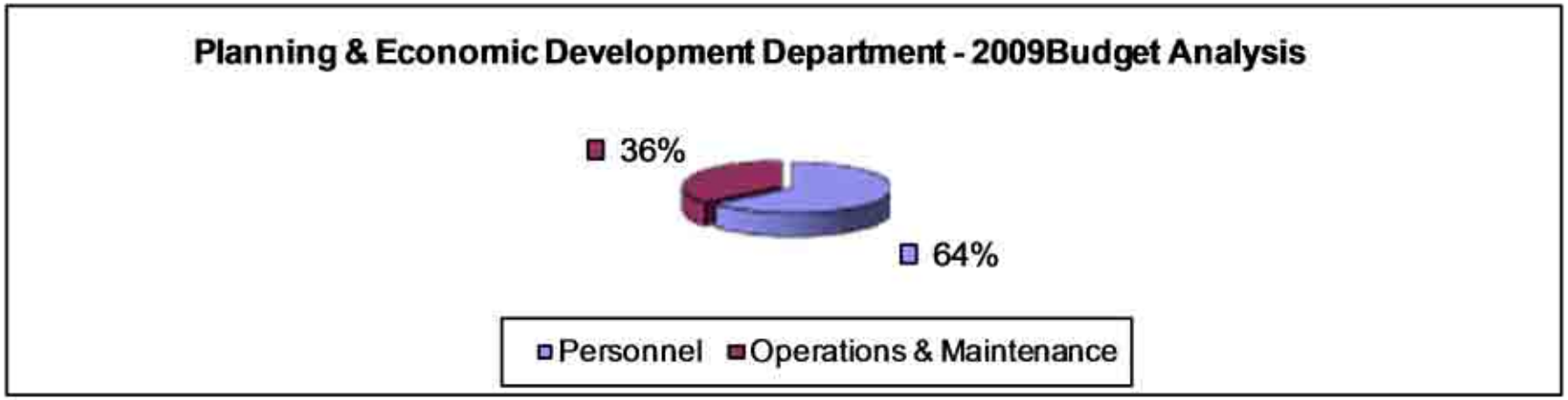
- Planning & Economic Development

The following graphs depict the expenditure level of these activity centers over the last 6 years.



Planning & Economic Development Department
Expenditure Analysis

Planning & Econ Dev	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 133,375	$ 153,007	$ 152,569	$ 165,140	$ 169,626	$ 187,553	$ 192,578
Operations & Maintenance	$ 91,184	$ 115,822	$ 140,432	$ 83,169	$ 96,309	$ 89,750	$ 108,350
Total	$ 224,559	$ 268,829	$ 293,001	$ 248,309	$ 265,935	$ 277,303	$ 300,928



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PLANNING & ECONOMIC DEVELOPMENT- PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ -	$ 62,386	$ 64,974	$ 68,390	$ 69,985	$ 79,566	$ 80,962
500103	NON SUPERVISORY WAGES	$ 107,394	$ 55,295	$ 57,980	$ 62,955	$ 66,568	$ 70,287	$ 72,786
500104	COURT OFFICERS/CLERICAL WAGES	$ 24,861	$ 35,326	$ 28,712	$ 28,252	$ 30,071	$ 31,700	$ 32,830
500118	STIPENDS/ INTERNS	$ 1,120	$ -	$ 903	$ 5,543	$ 3,002	$ 6,000	$ 6,000
	Subtotal Planning & Economic Dev. - Personnel	**$ 133,375**	**$ 153,007**	**$ 152,569**	**$ 165,140**	**$ 169,626**	**$ 187,553**	**$ 192,578**
PLANNING $ ECONOMIC DEVELOPMENT - OPERATING								
500301	OFFICE SUPPLIES	$ 1,556	$ 2,264	$ 1,677	$ 2,619	$ 1,707	$ 2,200	$ 2,200
500304	COMPUTER SUPPLIES	$ 546	$ -	$ -	$ -	$ 1,398	$ 500	$ 500
500317	MINOR EQUIPMENT	$ 3,534	$ 63	$ -	$ 475	$ 190	$ 500	$ 500
500322	TUITION/TRAINING	$ 2,085	$ 118	$ 535	$ 1,256	$ 1,417	$ 2,000	$ 2,000
500330	DUES & MEMBERSHIPS	$ 664	$ 473	$ 1,272	$ 708	$ 969	$ 700	$ 800
500332	BOOKS & MANUALS	$ 330	$ 159	$ 91	$ 130	$ 75	$ 600	$ 400
500336	TELEPHONE	$ 1,395	$ 1,360	$ 1,535	$ 1,218	$ 1,296	$ 1,650	$ 1,650
500337	POSTAGE	$ 2,495	$ 3,333	$ 2,604	$ 3,032	$ 2,959	$ 2,600	$ 3,000
500338	COPIER	$ 2,114	$ 1,057	$ 2,560	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 1,748	$ 1,976	$ 2,252	$ 2,442	$ 5,698	$ 2,500	$ 3,000
500341	ADVERTISING	$ 1,806	$ 1,989	$ 2,843	$ 3,035	$ 1,382	$ 3,000	$ 3,000
500344	PRINTING	$ 294	$ 645	$ 108	$ -	$ 81	$ 1,000	$ 1,000
500350	FURNITURE & FIXTURES	$ -	$ 80	$ -	$ 163	$ -	$ 1,000	$ 1,000
500360	COMPUTER SOFTWARE	$ -	$ 1,181	$ -	$ -	$ -	$ -	$ -
500370	FILING FEES/LICENSES/PERMITS	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ -
500410	REPAIRS/MAINTENANCE	$ 244	$ -	$ -	$ -	$ -	$ 300	$ -
	ENGINEERING PROJECTS - REIMBURSED	$ 69,892	$ 77,891	$ 119,354	$ 69,208	$ 77,237	$ 52,000	$ 70,000
500428	CONTRACTED SERVICES	$ -	$ 11,300	$ 4,191	$ 1,026	$ 840	$ 4,000	$ 4,000
500483	HISTORIC PRESERVATION	$ 386	$ 11,111	$ 35	$ 7,161	$ (7,080)	$ 8,000	$ 8,000
500484	SO.ME.REGIONAL PLANNING	$ 909	$ -	$ -	$ -	$ 5,976	$ 5,200	$ 5,300

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
	MDOT Signage Grant	$ -	$ -	$ (625)	$ (9,304)	$ -	$ -	$ -
500550	COMPREHENSIVE PLAN	$ 1,186	$ 822	$ 1,000	$ -	$ 2,164	$ 2,000	$ 2,000
	Subtotal Planning & Econ Development- Operating	**$ 91,184**	**$ 115,822**	**$ 140,432**	**$ 83,169**	**$ 96,309**	**$ 89,750**	**$ 108,350**
	Total Planning & Economic Development	**$ 224,559**	**$ 268,829**	**$ 293,001**	**$ 248,309**	**$ 265,935**	**$ 277,303**	**$ 300,928**

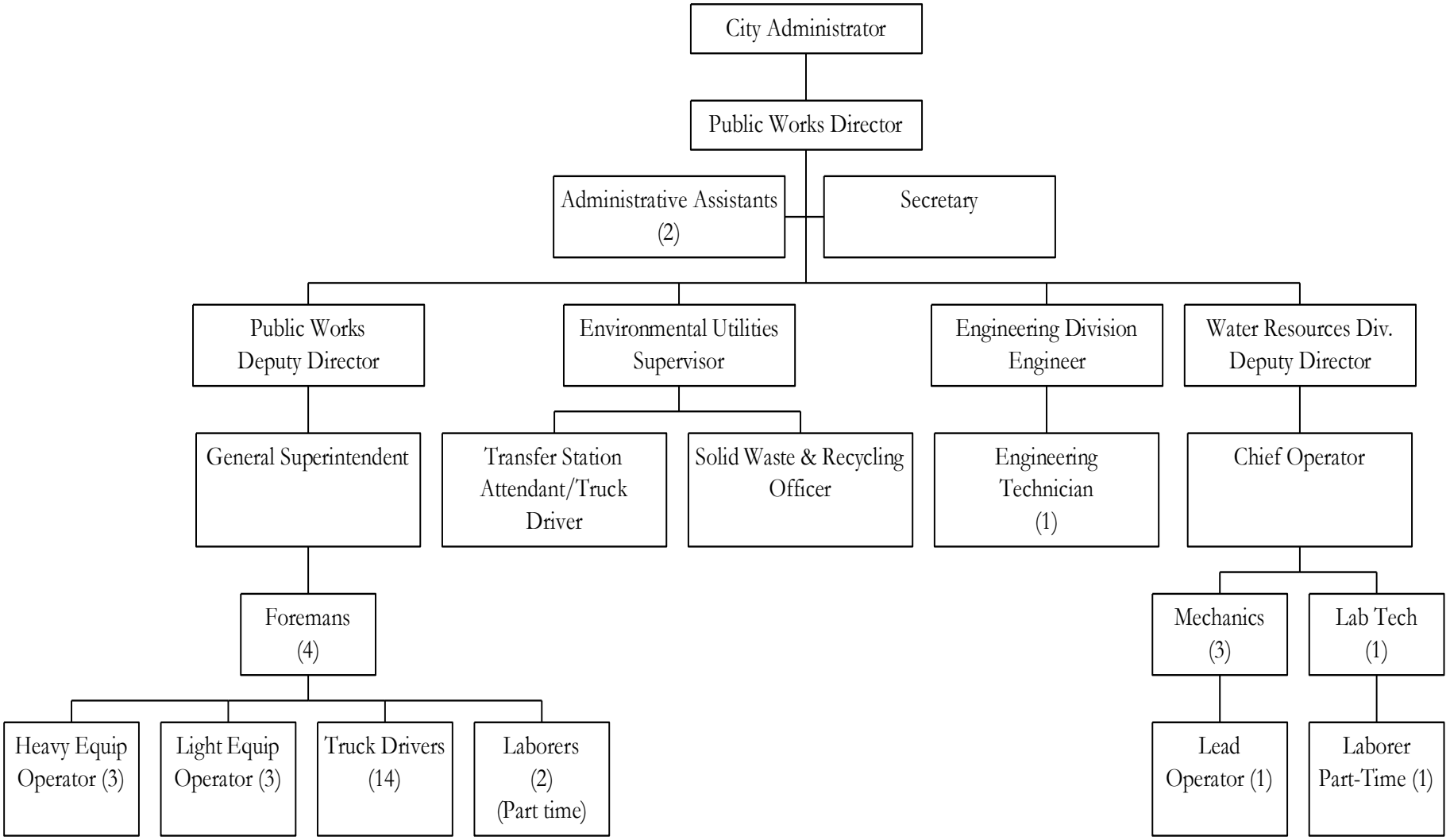
Public Works Department

Michael Bolduc, Director of Public Works
mbolduc@sacomaine.org
(207) 284-6641

Mission Statement

We will serve our citizens by providing and maintaining a safe, clean and functional community.

City of Saco
Organizational Chart
Public Works Department



City of Saco, Maine Code- § 4-19. Department of Public Works

A. Establishment. There shall be a Department of Public Works. The head of this Department shall be the Director of Public Works, who shall be appointed by the City Administrator with confirmation from the City Council. The number of employees shall be determined by the City Council and each employee shall be appointed by the City Administrator, after hearing recommendations of the Director.

B. Duties of the Director of Public Works. The Director of Public Works shall:

(1) Be responsible for the administration and professional work in the supervision of the city's public works operation, except treatment plants.

(2) Be responsible for directing all phases of municipal public works, except treatment plants, including landfills, sewers, streets, motor vehicle maintenance and garbage and refuse collection and disposal and snow plowing and removal.

(3) Be responsible for aggressively seeking all funds from any sources owed to this Department.

(4) Be responsible for researching and implementation of improvements to the operation of the Department in his/her charge.

(5) Be responsible for the formulation of policies and coordinate activities in accordance with general policies established by the City Council and City Administrator.

(6) Be responsible for the supervision over unskilled, semiskilled, skilled and supervisory maintenance and construction employees.

(7) Be responsible for the sound fiscal management of his/her Department.

Scope of Operations

- Maintained 118 center line road miles (both plowing and road maintenance as needed).
- Maintained 46 miles of sidewalks (repairs, new construction and reconstruction as needed).
- Maintained 124 traffic signals, 2660 sign posts, 3566 signs and 135 guardrails (in cooperation with the Maine Department of Transportation).
- Maintained 64 miles of sewer televised and 41 miles of storm drains.
- Maintained a fleet of 134 City-wide vehicles (not including small equipment, such as pumps).
- Oversee the collection of approximately 5125 tons of garbage and the recycling of approximately 1690 tons of solid waste by outside contractors.

Use of Resources

- 37 full time employees.

  Neighboring similar towns, Biddeford and Scarborough, employ 49 and 32 in their Public Works Departments.

- Public Works utilized 11.34%* of the FY07 (10.22%* FY06; 9.34% FY05; 9.02% FY04) city services budget. Here are two other ways to consider this cost to citizens:

  - Per capita cost to citizens in FY07 of $278.00* (FY06=$250.40*; FY 05=$225.96; FY04=$199.62)
  - For an average home valued at $230,000, $332.07* of the $2,928 property tax bill in FY07 ($304.50* of the $2,981 property tax bill in FY06; $222.76 of the $2,385 property tax bill in FY05) funded Public Works

Department Service Delivery Goals

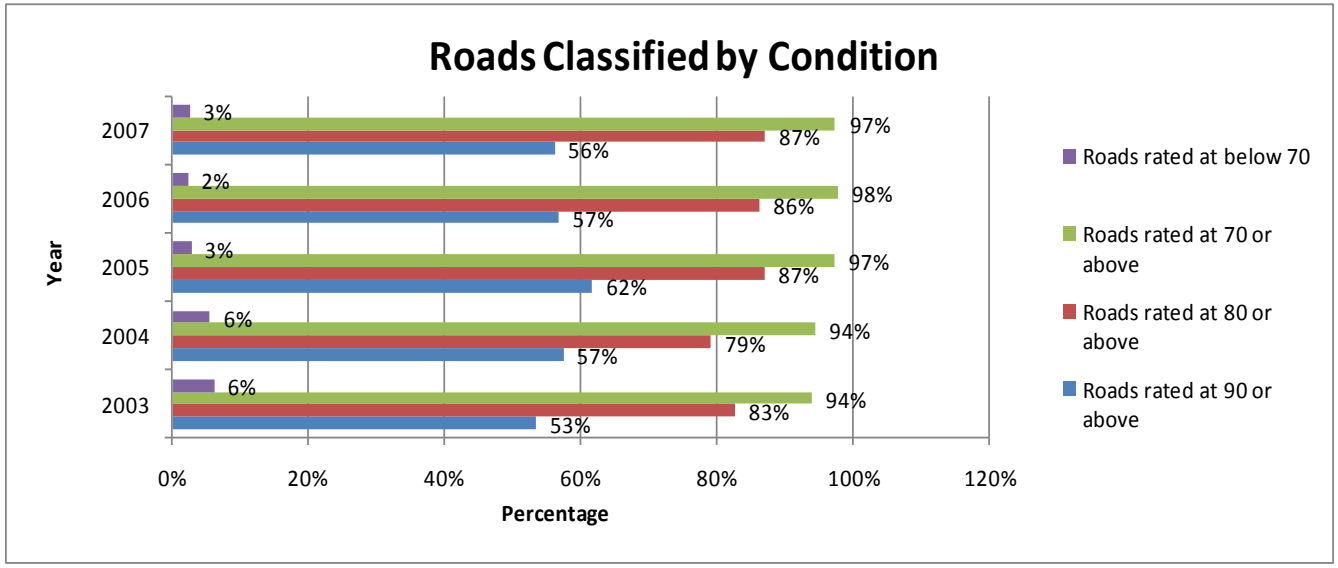
Goal 1: ***To maintain City streets and roads to a high standard.***

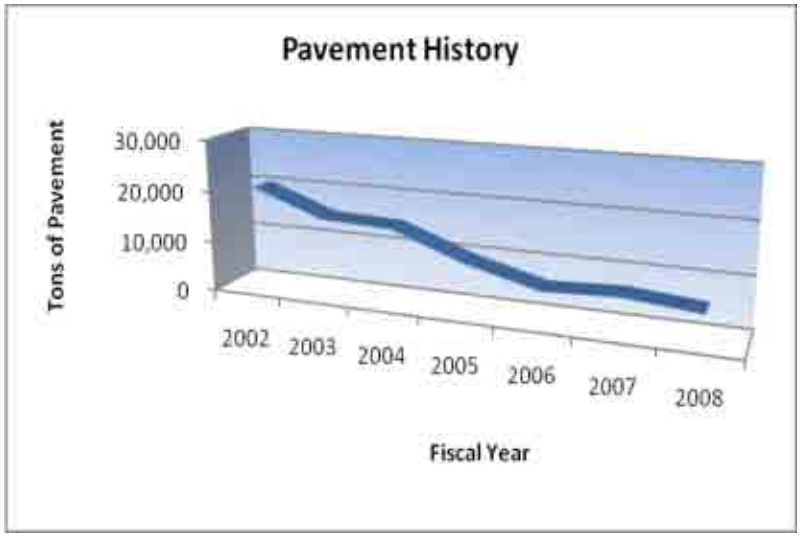
Using the latest technology, such as the mapping technologies Geographic Information Systems (GIS) and Global Positioning Satellites (GPS) and the Maine Department of Transportation's Road Surface Management System (RSMS), the Public Works Department has been able to create and keep up-to-date an inventory and condition rating system of all its roads and sidewalks. These tools help the department prioritize projects and utilize resources more effectively.

Objective 1) To achieve a minimum satisfactory Pavement Condition Index rating of 70, based on the RSMS scale, for 80% of the City's total lane miles.

Performance Data

The measures used by the Public Works Department to gauge their performance in achieving these goals are as follows:





Data from department records.

This year's decline in road maintenance is due to the significant increase in asphalt costs, such that it costs more to do less. At flat funding, the city will likely see continued decreases in paving activity as asphalt prices are not likely to decrease. This issue is echoed for the state roads in the city, which include 5 of the 15 miles rated at less than 80%, for the same reason, plus overall declines in state support.

Goal 2: ***A reduction in total and preventative maintenance costs per unit and classifications per year.***

Objective 2) ***To reduce the annual vehicular maintenance cost by expanding and refining the preventative maintenance programs and re placing vehicles according to a schedule devised from Government Accounting Standards Board (GASB) Statement 34.***

To support its maintenance programs, the Public Works Department has undertaken a series of detailed cost analyses of the fleet of vehicles maintained in order to best understand when and why vehicles need to be repaired or replaced. This includes graphing various dimensions such as vehicle types, miles driven, age, costs to maintain, and comparing performance for the last two years, in order to see trends and issues that would otherwise be difficult to track and identify.

Performance Data

City of Saco Average Annual Maintenance Cost per Vehicle

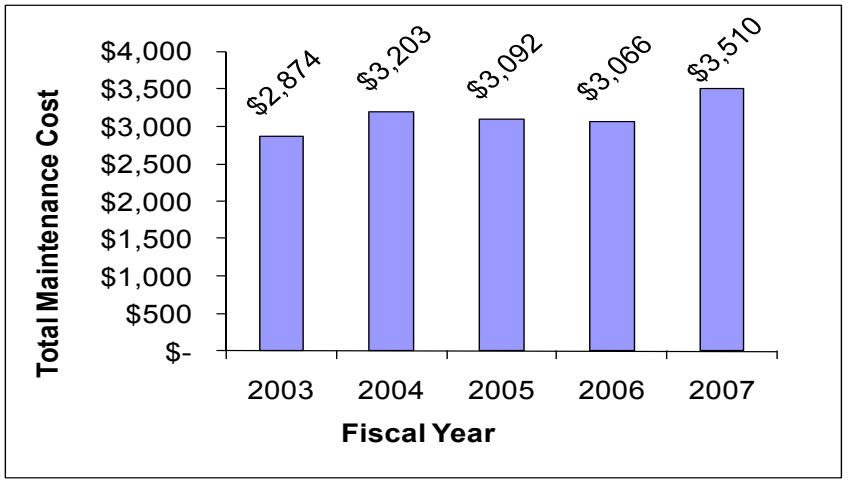


Figure 1 values have been adjusted to the 2007 dollar value using a 4 percent inflation rate
>>>>Data from department records.

All Jurisdictions		
Mean	$	3,822
Median	$	3,307
Pop. 100,000 and Above		
Mean	$	4,248
Median	$	4,533
Pop. Under 100,000		
Mean	$	3,490
Median	$	2,742

Figure 1: FY 2000 average expenditure per vehicle obtained from ICMA Center for Performance Measurement, September 2001 Report

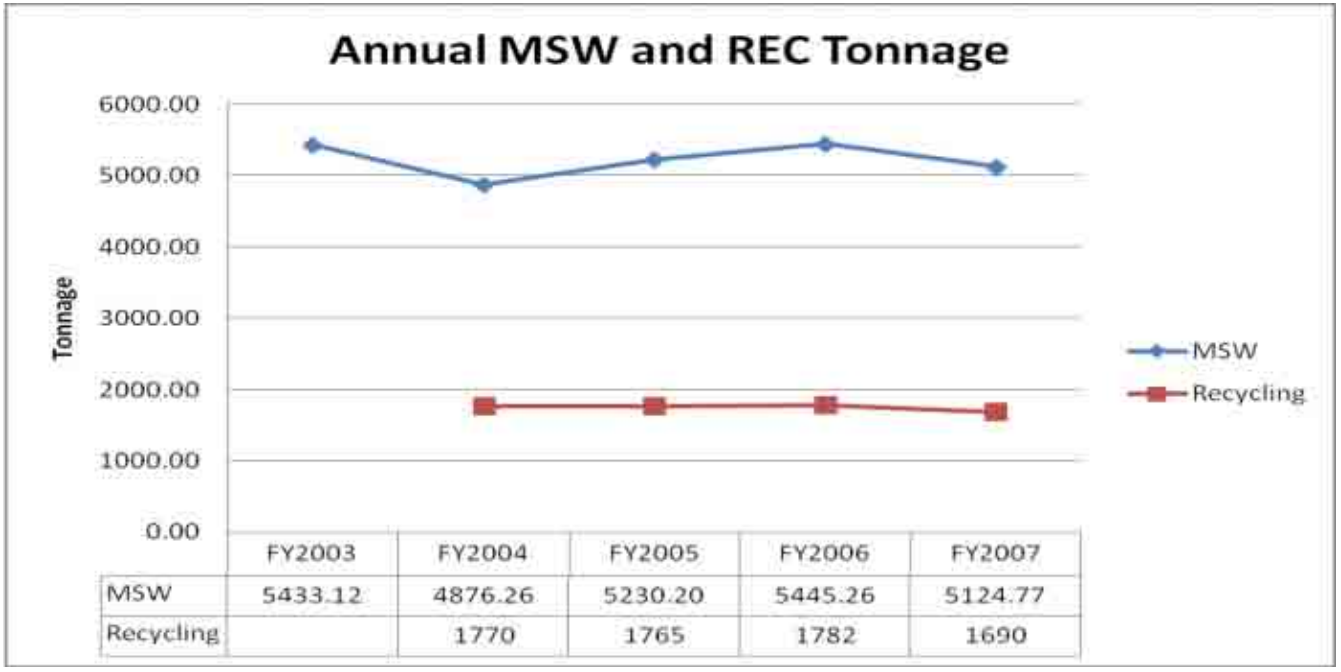
As compared to adjusted data from ICMA (International City/County Management Association), Saco has exceeded expected spending for fleet maintenance for a city of its size. Unfortunately, given the city's fleet size, several catastrophic incidents heavily influenced the average in FY07; as well, Public Works notes that as the fleet ages, maintenance costs have risen (as expected). If the FY03 dollars are adjusted using the Municipal Cost Index (reported to be a 15% change since FY03), Saco is spending about what it did then per vehicle as it is in FY07. A new measure for FY 07: tracking the percent of time a mechanic is on a specific job, in order to streamline processes such that a goal of actual work being performed 80% of the time could be set, has been delayed to FY08.

Goal 3: ***To reduce the City's dependence on traditional refuse disposal and develop alternative strategies and programs to promote recycling, reuse and source reduction of disposable materials.***

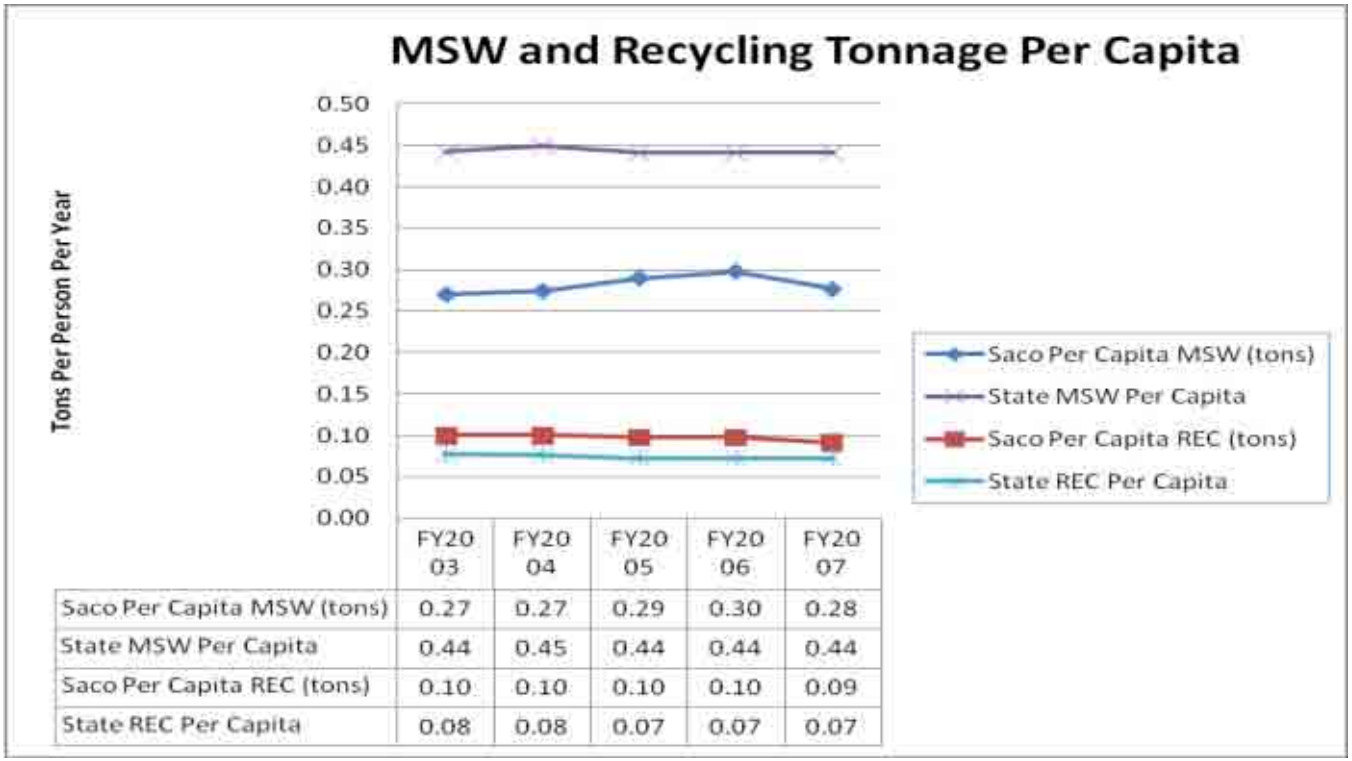
The Recycling Program, the most visible example of the Public Works Departments execution of the above goal, brought both automation and simplification into the system in order to streamline the process, manage costs and achieve the desired result of reduction in garbage that needed to be disposed of through incineration.

Objective 3: ***A reduction in household tonnage of solid waste and recycling annually.***

Performance Data



	FY2003	FY2004	FY2005	FY2006	FY2007
MSW	5433.12	4876.26	5230.20	5445.26	5124.77
Recycling		1770	1765	1782	1690



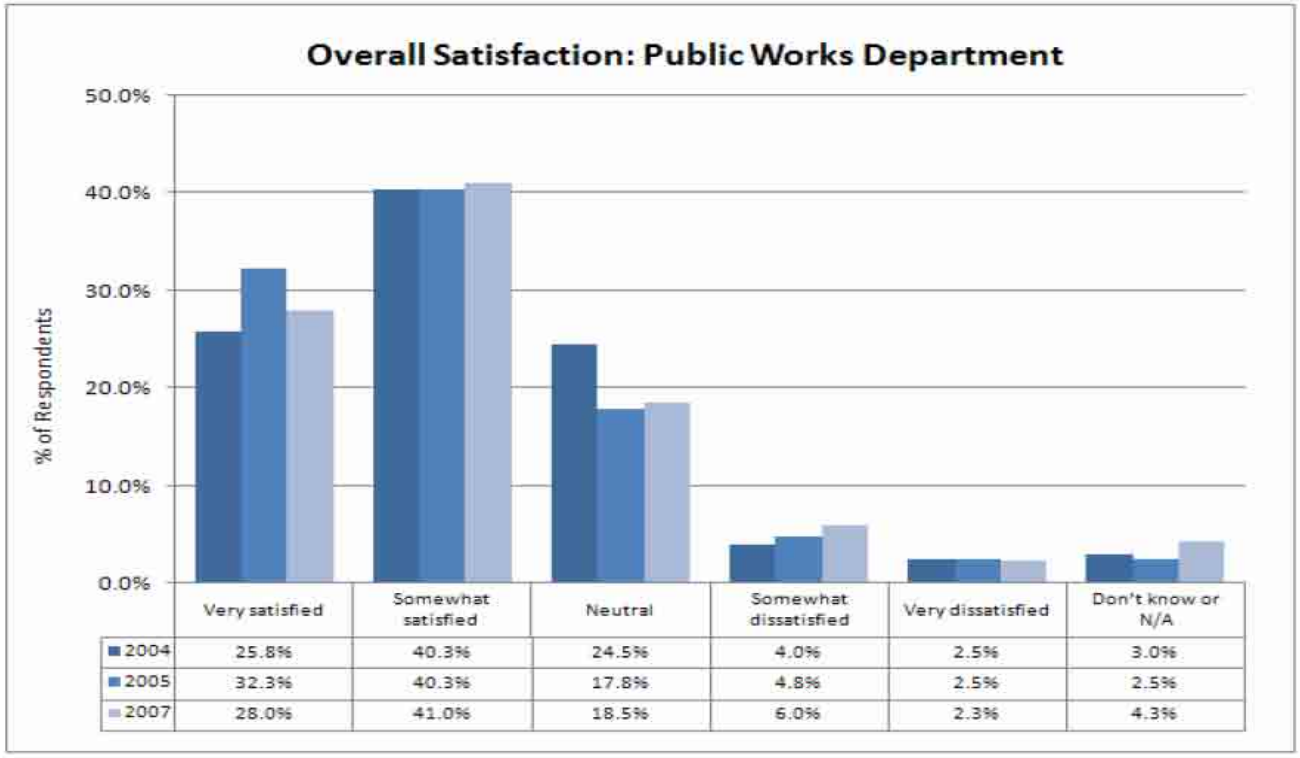
	FY2003	FY2004	FY2005	FY2006	FY2007
Saco Per Capita MSW (tons)	0.27	0.27	0.29	0.30	0.28
State MSW Per Capita	0.44	0.45	0.44	0.44	0.44
Saco Per Capita REC (tons)	0.10	0.10	0.10	0.10	0.09
State REC Per Capita	0.08	0.08	0.07	0.07	0.07

Municipal Solid Waste (MSW) per capita for FY07 is down to levels close to FY04, which is good, however is likely due in part to overall residential growth. So, there are more people to divide the tonnage across, but there are also fewer tons. However, as compared to State of Maine Planning Office estimates of MSW per capita, Saco residents fall below what the State expects for MSW outputs, which is positive.

Recycling (REC) per capita in FY07 is down slightly from FY06, which also is attributed to overall residential growth — that is, REC tonnage is similar to FY06 but there are more people, so citizens are not recycling as much. When compared to State of Maine Planning Office estimates of REC per capita, Saco residents exceed what the State expects for REC outputs, which also is positive. Modest outreach efforts in FY07 appear to have failed to influence REC levels, so a new proposal is being considered to start replacing MSW bins with somewhat smaller ones, such that citizens have less room for trash and are forced to recycle more. As well, single stream recycling has been available this past year but could be more heavily publicized, bringing the issue of recycling to citizens anew and also possibly helping REC rates as it is an easier process for citizens to use.

Citizen Survey/Input

Citizen ratings of the perceived importance of Public Work's service delivery goal are being gathered at this time. For FY07, Public Works rated positively for overall service delivery performance by citizens surveyed, with mean ratings of 3.9 on a scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." These findings are similar to past ratings, and also indicate older residents and those who have lived here longer are more satisfied.



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know or N/A
2004	25.8%	40.3%	24.5%	4.0%	2.5%	3.0%
2005	32.3%	40.3%	17.8%	4.8%	2.5%	2.5%
2007	28.0%	41.0%	18.5%	6.0%	2.3%	4.3%

Ratings about specific aspects of Public Works' operations tended to be higher than that of the overall rating for the department; important exceptions remain in the areas of maintenance of city streets and sidewalks.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The maintenance of City buildings and facilities	2004	0.3%	0.5%	16.8%	49.3%	25.5%	7.8%	**4.08**
	2005	0.5%	3.0%	13.5%	45.3%	31.5%	6.3%	**4.11**
	2007	0.0%	2.0%	13.8%	45.3%	30.8%	8.3%	**4.14**
The maintenance of City streets	2004	3.0%	6.5%	27.8%	41.0%	21.3%	0.5%	**3.71**
	2005	3.3%	5.8%	26.8%	39.3%	24.3%	0.8%	**3.76**
	2007	2.8%	8.8%	21.3%	38.8%	27.3%	1.3%	**3.80**
The maintenance of sidewalks in the City	2004	2.5%	9.3%	23.3%	40.0%	22.5%	2.5%	**3.73**
	2005	2.5%	7.3%	20.8%	40.8%	25.5%	3.3%	**3.82**
	2007	3.0%	10.0%	18.5%	37.0%	27.8%	3.8%	**3.79**
The maintenance and preservation of the character of downtown Saco	2004	1.3%	2.3%	13.8%	44.0%	37.3%	1.5%	**4.15**
	2005	0.5%	3.5%	10.8%	41.5%	42.3%	1.5%	**4.23**
	2007	0.0%	2.5%	10.0%	39.5%	46.5%	1.5%	**4.32**
Snow plowing and removal on city streets during the past 12 months	2004	1.3%	4.5%	17.0%	41.3%	34.5%	1.5%	**4.05**
	2005	2.5%	6.5%	15.0%	35.3%	38.5%	2.3%	**4.03**
	2007	1.8%	7.3%	15.3%	36.8%	37.3%	1.8%	**4.02**
The overall cleanliness of City streets and other public areas	2004	0.3%	2.0%	11.5%	47.8%	38.5%	0.0%	**4.22**
	2005	0.5%	0.8%	10.8%	47.8%	39.5%	0.8%	**4.26**
	2007	0.8%	1.0%	11.5%	45.0%	41.0%	0.8%	**4.25**

Public Works continues to strive for improvements in these two areas (streets and sidewalks), but, as noted, there are serious budgetary challenges to street improvements due to asphalt prices (and state budget issues). The sidewalk rating system is fully implemented and being used to compile a list of recommended projects, however no funding has been approved for this citizen priority.

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Public Works Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Public Works Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: **Asset Management (2009)**
Staff Lead: Mike Bolduc, Public Works Director

Goal Area: ***Infrastructure and Capital Improvement***

Strategic Objective: Continued implementation and development of Asset Management.

Implementation Milestones with Existing Resources:
- ❑ Determine replacement costs and date
- ❑ Today at 50% - to reach 90%
- ❑ Set target level of service (LOS) – today at 10%
- ❑ Determine appropriate CIP – today at 25%

Implementation with Additional Resources:
None at this time.

Element: **Public Works Facility (2009)**
Staff Lead: Mike Bolduc, Public Works Director
Goal Area: ***Infrastructure and Capital Improvements***
Strategic Objective: Develop strategies to secure funding for reconstruction of Public Works Building

Implementation Milestones with Existing Funding:
- ❑ Currently looking at a second option that would utilize more of the Saco Steel site into the Phase 1 budget. Developing a workaround for the obstacles of no vehicular storage in the first phase (a valuable selling point)
- ❑ Consider alternative proposals
  - ❑ Design build (October 2008-December 2008)
  - ❑ Public/private options (October 2008-December 2008)
- ❑ Formulate and implement an informational campaign strategy
  - ❑ Consider video – no video consider revamping the existing video
  - ❑ Public meetings – none beyond the council workshop and
  - ❑ Open house – close to the election

*This project looks like it will not see a referendum vote until spring of 2009 at the earliest.
Significant obstacles:
- ❑ Economic Downturn
- ❑ Funding

Implementation with Additional Resources:
None at this time

Element: **Develop Public Works Sustainability Plan (2009)**
Staff Lead: Mike Bolduc, Public Works Director
Goal Area: ***Meeting the Financial Needs of the City***
Strategic Objectives: Develop a 10 year revenue and expense projection for the Public Works Department.

Implementation Milestones with Existing Resources:
- ❑ Identify needs to be addressed in the next decade
- ❑ Develop strategies to address needs
- ❑ Allocation of costs
- ❑ Develop 10 year revenue projection needs
- ❑ Assist with the 10 year budget

Implementation with Additional Resources:
None at this time

Fiscal Year 2007 Results of Goals and Objectives

Element: Asset Management
Staff Lead: Michael Bolduc

Related to Goal Area:
Infrastructure and Capital Development and Maintenance

Strategic Objective: Continued implementation and development of asset management.

Implementation Milestones with Existing Resources

Task	% Completion	Date Due
Inventory Assets	100%	September 2007. *This has been completed.*
Condition Assessments	95%	*Most departments have completed this.*
Determine Residual Life	95%	September 2007. *This is the department head est. of equipment life.*
Determine Replacement costs and date	95%	September 2007. *This is a formula that will be created in the database or likely Crystal using historical and calculated data.*
Set target Level of Service (LOS)	100%	December 2007. *Initial LOS's are done. This will be a perpetual dynamic project.*
Assign BRE Rating	0%	June 2007. *Looking at this as one of the last items of AM to be done.*
Determine Appropriate CIP	60%	December 2007. *Will need to be rescheduled based on new critical milestones.*
Funding Strategy	0%	December 2007. *Will not be addressed until FY10*
Build Asset Management Plan	30%	December 2007. *As of May 2008.*

Implementation Milestones with Additional Resources
None at this time.

Element: Public Works Facility
Staff Lead: Michael Bolduc,

Related to Goal Area:
Infrastructure and Capital Improvement

Strategic Objective: Develop strategies to secure funding for reconstruction of Public Works building.

Implementation Milestones with Existing Resources

☑ Meet with engineers and staff to develop strategies for bond referendum in June 2008 (this was delayed for political reasons)
☑ Consider project phasing
☑ Vehicular storage will be deferred to future phase to minimize costs.
☑ New cost estimates - *Complete.*
☑ Met with architect and engineer to develop a different scenario to preserve vehicular storage.
☑ Site visit at the Saco Steel Facility.
☑ Initiate conceptual design based on revised scenario.

Currently looking at a second option that would utilize more of the Saco Steel site into the Phase 1 budget. Developing a workaround for the obstacle of no vehicular storage in the first phase (a valuable selling point.)

❑ Formulate and implement an informational campaign strategy.
- O Consider video—No video
- O Public Meetings—None beyond the council workshop and
- O Open house—end of May 2008

A consultant, Randy Seaver, was hired to assist the City in the development of a communication plan. This project looks like it will not see a referendum vote until spring of 2009. Council will review this on June 2, 2008.

Implementation Milestones with Additional Resources

None at this time.

Element: Bond Projects
Staff Lead: Michael Bolduc

Related to Goal Area
Infrastructure and Capital Improvement

Strategic Objective: Implement construction projects established in the 2006 infrastructure bond.

Implementation Milestones with Existing Resources

Garfield and Shadagee sidewalk and road improvements

- ☑ Design complete—September 2007
- ☑ Bids due – October 2007
- ☑ Award of Contract – November 2007
- ☑ Start Construction – May 2008
- ❑ Substantial Completion – August 2008

Project moving forward as scheduled. Project is projected to come in at budget.

Fenderson Road Construction

- ☑ Legal Issues resolved – September 2007
- ☑ Design complete – October 2007
- ☑ Bids due – October 2007
- ☑ Award of Contract – November 2007
- ☑ Start Construction – May 2008
- ☑ Substantial Completion – August 2008
- ☑ Finished June 2008

Project was fast tracked to get base pavement in before winter. Developed an innovative, streamlined property acquisition process to expedite the project. Customers seemed very satisfied with the outcome. The PW finished loam and seed, curbing, and culvert installation in May to save costs.

Main Street Lighting Project

- ☑ Design complete – August 2007 (*December 2007)*
- ☑ Bids due – September 2007 (*May 2008; October 2008)*
- ❑ Award of Contract – October 2007 *(October 2008; November-December 2008)*
- ❑ Start Construction – May 2008 *(Spring 2009)*
- ❑ Substantial Completion – May 2009 *(Fall 2009)*

Temple, Green, Pleasant CSO Project

☑ Award of Contract
☑ Start Construction – June 2007
☑ Substantial Completion – August 2008 *(June 2008)*

Project is 90% finished and is expected to come in under budget as amended with scope changes. This project was delayed in finishing due to the installation of new water service. This was a positive move given the age and fragility of the water system. Additional sewer was added on Pleasant (between Main and Elm). Project is projected to come in at budget.

Fairfield Street

☑ Sewer and storm drain work completed—fall of 2007
☑ Right turn lane installed—fall of 2007
☑ New sidewalk and handicap ramps installed—spring 2008
☑ Coordination with MDOT on traffic signal installation—fall, spring of 2007 & 2008
☑ Install traffic signals—June 2008
☑ Final overlay—June 2008

Project is projected to be finished under budget.

Middle School

☑ Road constructed—summer of 2007
☑ Lighting installed—fall of 2007
☑ Utility relocation and final light installed—spring of 2008
☑ Final overlay—by July of 2008

Project is projected to be finished under budget.

Implementation Milestones with Additional Resources

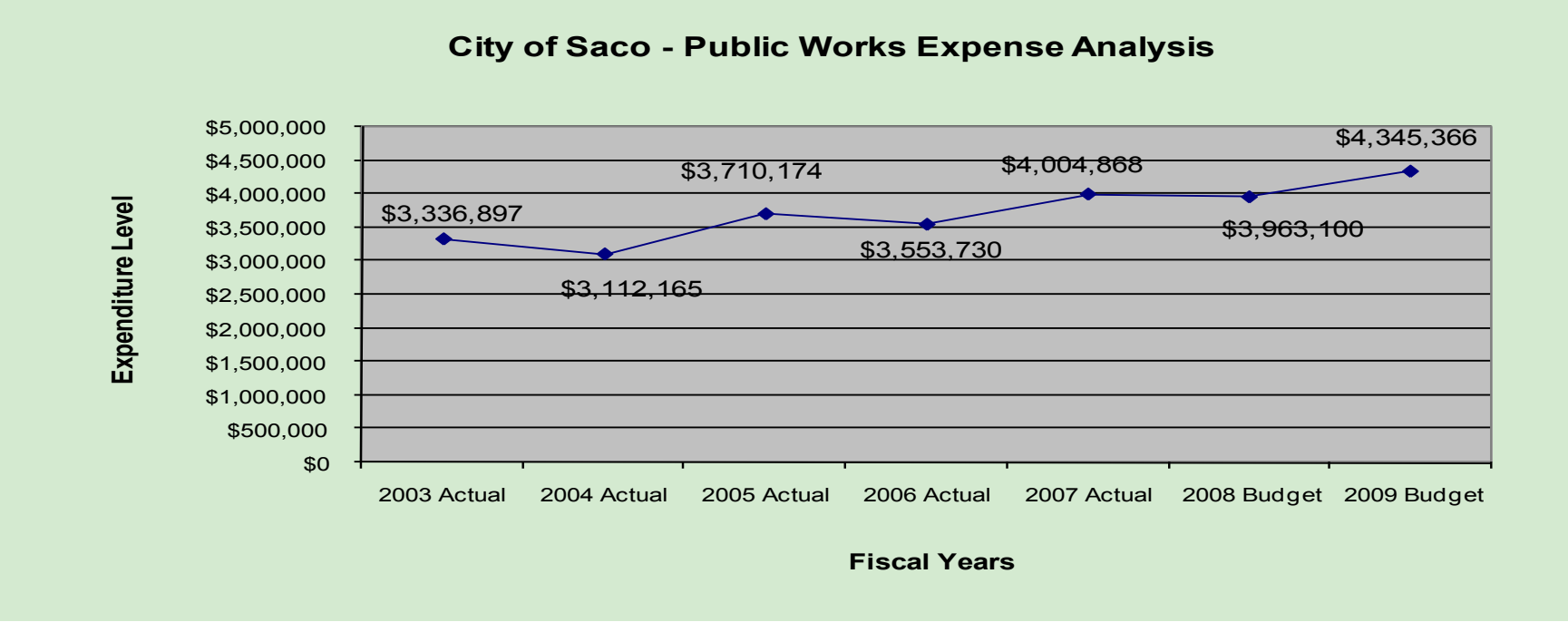
None at this time.

Expenditures

The expenditures within this department are related to the following activity centers:

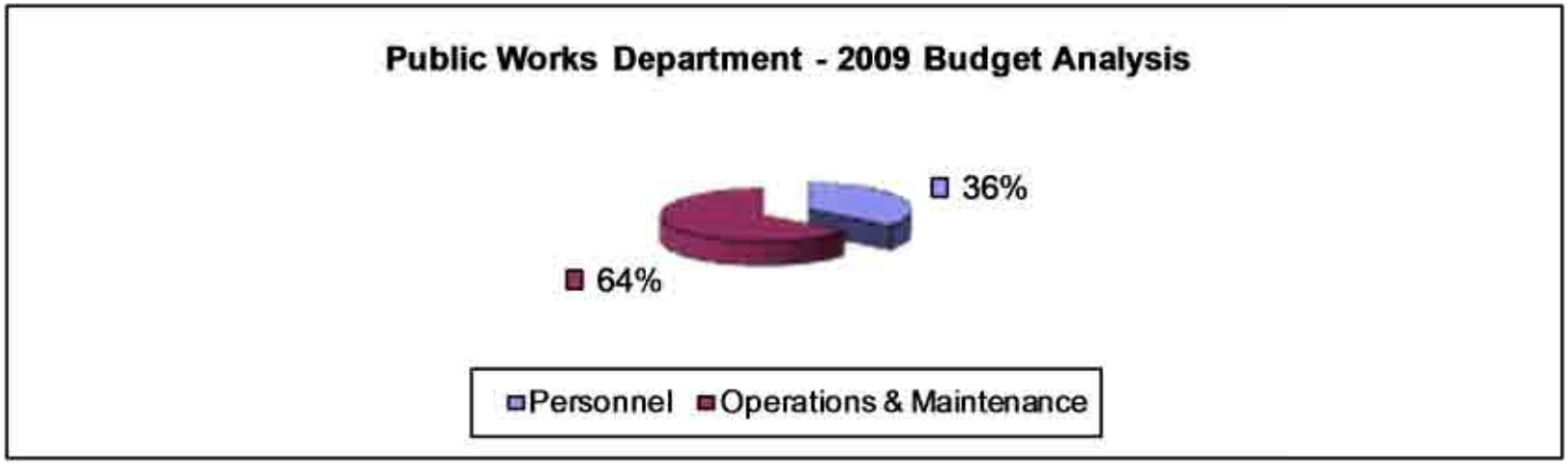
- Street Lights
- Traffic Lights
- Public Works-Administration
- Public Works-General Maintenance
- Public Works-Winter Maintenance
- Waste Pick-up
- Transfer Station
- Public Works-Garage Facility

The following graphs depict the expenditure level of these activity centers over the last 6 years.



Public Works Department
Expenditure Analysis

Public Works	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 1,271,152	$ 1,306,417	$ 1,471,171	$ 1,471,171	$ 1,558,523	$ 1,484,726	$ 1,548,815
Operations & Maintenance	$ 2,065,745	$ 1,805,748	$ 2,239,003	$ 2,239,003	$ 2,446,345	$ 2,478,374	$ 2,796,551
Total	$ 3,336,897	$ 3,112,165	$ 3,710,174	$ 3,710,174	$ 4,004,868	$ 3,963,100	$ 4,345,366



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PUBLIC WORKS - PERSONNEL BUDGET								
500101	DEPARTMENT HEAD WAGES	$ 73,225	$ 72,066	$ 75,232	$ 79,621	$ 85,055	$ 91,042	$ 94,284
500102	SUPERVISORY WAGES	$ 287,612	$ 311,508	$ 340,338	$ 335,162	$ 190,155	$ 345,599	$ 369,602
500103	NON SUPERVISORY WAGES	$ 23,256	$ 38,732	$ 56,721	$ 98,519	$ 266,134	$ 45,707	$ 29,120
500104	COURT OFFICERS/CLERICAL WAGES	$ 31,394	$ 50,723	$ 52,028	$ 54,260	$ 57,236	$ 60,583	$ 63,365
500113	TEMPORARY/SEASONAL WAGES	$ 23,408	$ 11,081	$ 28,006	$ 23,227	$ 7,828	$ 20,054	$ 23,800
500114	OVERTIME WAGES - Based on 6099 hours	$ 143,606	$ 95,315	$ 194,126	$ 80,552	$ 118,913	$ 130,410	$ 148,745
500130	LABORER	$ 26,598	$ 30,823	$ 40,791	$ 33,114	$ 21,320	$ -	$ -
500131	EQUIPMENT OPERATOR WAGES	$ 157,297	$ 228,951	$ 208,631	$ 221,155	$ 213,272	$ 248,308	$ 298,313
500132	TRUCK DRIVER WAGES	$ 313,993	$ 318,468	$ 320,995	$ 309,916	$ 360,829	$ 340,080	$ 310,541
500133	MECHANIC WAGES	$ 164,195	$ 135,110	$ 132,878	$ 173,331	$ 218,679	$ 185,593	$ 193,533
500134	CALL TIME WAGES	$ 26,568	$ 13,640	$ 21,425	$ 14,778	$ 19,102	$ 17,350	$ 17,511
	Subtotal Public Works - Personnel	**$ 1,271,152**	**$ 1,306,417**	**$ 1,471,171**	**$ 1,423,635**	**$ 1,558,523**	**$ 1,484,726**	**$ 1,548,815**
PUBLIC WORKS - OPERATIONS BUDGET								
500301	OFFICE SUPPLIES	$ 6,885	$ 7,881	$ 4,275	$ 5,272	$ 4,698	$ 6,000	$ 6,000
500305	WINTER SAND	$ 29,379	$ 8,666	$ 18,917	$ 7,885	$ 15,486	$ 38,200	$ 38,200
500306	CHEMICALS	$ -	$ 38,287	$ 123,919	$ 78,008	$ 70,831	$ 106,874	$ 166,468
500308	CLEANING SUPPLIES	$ 542	$ 904	$ 3,293	$ 4,212	$ 3,540	$ 4,000	$ 4,000
500310	AGGREGATES	$ 67,477	$ 20,838	$ 28,284	$ 29,491	$ 32,324	$ 25,000	$ 25,000
500313	HEATING FUEL	$ 87	$ 3,048	$ 4,292	$ 6,003	$ 5,743	$ 10,000	$ 1,000
500317	MINOR EQUIPMENT	$ 38,669	$ 6,810	$ 29,018	$ 50,342	$ 64,514	$ 59,000	$ 53,404
500322	TUITION/TRAINING	$ 4,403	$ 7,321	$ 4,809	$ 8,759	$ 8,925	$ 8,000	$ 10,000
500324	UNIFORMS/SAFETY EQUIPMENT	$ 2,246	$ 4,112	$ 5,598	$ 2,489	$ 2,850	$ 3,000	$ 3,000
500325	CLOTHING/BOOT ALLOWANCE	$ 11,942	$ 9,514	$ 11,114	$ 11,823	$ 13,557	$ 17,500	$ 17,500
500330	DUES & MEMBERSHIPS	$ 773	$ 1,990	$ 9,686	$ 4,002	$ 2,963	$ 2,000	$ 2,500
500332	BOOKS/MANUALS	$ 539	$ 247	$ 1,087	$ 291	$ 812	$ 800	$ 800
500333	ELECTRICITY	$ 21,977	$ 28,468	$ 31,072	$ 36,250	$ 46,029	$ 41,000	$ 49,149

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500334	WATER	$ 721	$ 850	$ 18,099	$ 1,326	$ 1,139	$ 1,300	$ 1,300
500336	TELEPHONE	$ 17,495	$ 12,085	$ 15,192	$ 11,942	$ 13,842	$ 12,000	$ 12,000
500337	POSTAGE	$ 596	$ 493	$ 393	$ 2,588	$ 955	$ 1,000	$ 1,200
500338	COPIER	$ 126	$ 2,200	$ 2,319	$ -	$ -	$ -	$ -
500339	TRAVEL	$ 2,865	$ 1,650	$ 1,050	$ 7,865	$ 5,541	$ 6,000	$ 7,250
500341	ADVERTISING	$ 901	$ 9,127	$ 2,150	$ 9,619	$ 7,621	$ 5,000	$ 6,800
500344	PRINTING	$ 672	$ 773	$ 341	$ 1,906	$ 1,687	$ 1,500	$ 1,500
500345	ASPHALT - COLD PATCH	$ 10,504	$ 16,821	$ (1,662)	$ 14,607	$ 13,788	$ 25,000	$ 25,000
500346	STREET SUPPLIES	$ 13,363	$ 9,848	$ 15,180	$ 20,882	$ 26,439	$ 18,000	$ 18,000
500347	SIGNS	$ 11,596	$ 11,600	$ 9,258	$ 5,183	$ 5,353	$ 15,000	$ 15,000
500349	MEAL ALLOWANCE	$ 2,703	$ 1,460	$ 5,675	$ 1,336	$ 2,640	$ 1,500	$ 1,700
500350	FURNITURE & FIXTURES	$ 1,178	$ 4,273	$ 1,555	$ 1,691	$ 1,022	$ 1,200	$ 1,200
500351	BUILDING REPAIRS & MAINTENANCE	$ 27,531	$ 28,837	$ 14,276	$ 13,855	$ 22,184	$ 15,000	$ 15,000
500354	RENTAL EQUIPMENT	$ 12,544	$ 3,695	$ 6,857	$ 2,888	$ 1,784	$ 10,000	$ 10,000
500360	COMPUTER SOFTWARE	$ 4,944	$ 394	$ 2,546	$ 1,198	$ 4,413	$ -	$ -
500370	FILING FEES/LICENSES/PERMITS	$ 435	$ 530	$ 2,367	$ 14,860	$ 2,945	$ 10,000	$ 12,000
500394	MEDICAL	$ 1,232	$ 1,154	$ 1,073	$ 1,074	$ 966	$ 1,050	$ 1,500
500410	REPAIRS/MAINTENANCE	$ 18,108	$ 7,924	$ 5,112	$ 14,550	$ 6,144	$ 10,000	$ 10,000
500421	SPECIAL PROGRAMS - RECYCLING	$ 876	$ 14,679	$ 36,437	$ 2,095	$ 12,278	$ 41,390	$ 22,971
500428	CONTRACTED SERVICES	$ 106,330	$ 28,696	$ 65,539	$ 70,642	$ 24,916	$ 98,000	$ 129,000
500430	MONITORING COSTS/LAB ANALYSIS	$ 22,375	$ 1,214	$ -	$ -	$ 11,114	$ -	$ -
500431	SOLID WASTE TIPPING FEES	$ 430,342	$ 379,218	$ 415,990	$ 396,439	$ 570,601	$ 365,400	$ 384,930
500432	RECYCLING CURBSIDE COLLECTION	$ 132,202	$ 147,000	$ 147,500	$ 170,000	$ 180,500	$ 220,800	$ 241,055
500434	PROCESSING/DISPOSAL/TRUCKING	$ 103,655	$ 174,986	$ 198,071	$ 169,937	$ 186,553	$ 160,000	$ 140,000
500435	SOLID WASTE CURB SIDE COLLECTION	$ 221,840	$ 215,387	$ 233,949	$ 243,109	$ 242,458	$ 290,819	$ 315,044
500447	GUARD RAILS	$ 1,200	$ 4,690	$ 7,750	$ 3,995	$ 4,625	$ 8,000	$ 8,000
500475	ROAD STRIPING	$ 50,167	$ 9,901	$ 63,058	$ 52,357	$ 26,836	$ 59,000	$ 64,000
	CAMP ELLIS EROSION	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000
	TRAIN STATION EXPENSES	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,730
500551	HAZARDOUS WASTE COLLECTION	$ 17,785	$ 15,677	$ 1,080	$ 15,992	$ 5,754	$ 6,000	$ 7,000
500552	UNIVERSAL WASTE COLLECTION	$ -	$ 8,919	$ 7,853	$ 9,033	$ 5,135	$ 6,500	$ 6,500
	Subtotal - Public Works Operating	**$ 1,399,205**	**$ 1,252,167**	**$ 1,554,372**	**$ 1,505,796**	**$ 1,661,505**	**$ 1,735,833**	**$ 1,882,701**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PUBLIC WORKS - SEWERS & DRAINS								
500306	CHEMICALS	$ 498	$ 316	$ -	$ -	$ -	$ -	$ -
500317	MINOR EQUIPMENT	$ 8,090	$ 6,565	$ -	$ -	$ -	$ -	$ -
500324	UNIFORMS/SAFETY EQUIPMENT	$ 646	$ 1,819	$ -	$ -	$ -	$ -	$ -
500348	CONSTRUCTION MATERIALS	$ 5,815	$ 11,430	$ -	$ -	$ -	$ -	$ -
500354	RENTAL EQUIPMENT	$ 299	$ -	$ -	$ -	$ -	$ -	$ -
500428	CONTRACTED SERVICES	$ 13,986	$ 21,228	$ -	$ -	$ -	$ -	$ -
	Subtotal Public Works Sewers & Drains:	**$ 29,334**	**$ 41,358**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
PUBLIC WORKS - GARAGE FACILITY								
500306	CHEMICALS	$ 2,439	$ 2,590	$ 632	$ (23)	$ -	$ -	$ -
500308	CLEANING SUPPLIES	$ 3,818	$ 3,342	$ 2,540	$ -	$ 66	$ -	$ -
500315	OILS & LUBRICANTS	$ 5,891	$ 7,496	$ 7,889	$ 8,518	$ 12,433	$ 10,000	$ 10,000
500316	TOOL ALLOWANCE	$ 2,304	$ 2,011	$ 2,082	$ 1,709	$ 2,413	$ 2,050	$ 2,050
500317	MINOR EQUIPMENT	$ 9,896	$ 2,480	$ 4,755	$ 7,496	$ 5,428	$ 6,000	$ 6,000
500318	VEHICLE CONSUMABLES	$ -	$ 23,515	$ 35,143	$ 19,842	$ 29,714	$ 29,000	$ 44,000
500319	GAS & OIL	$ 138,836	$ 99,090	$ 151,404	$ 133,543	$ 253,105	$ 235,000	$ 302,925
500320	CITY VEHICLE REPAIRS	$ 190,185	$ 119,242	$ 156,087	$ 151,071	$ 168,293	$ 145,000	$ 230,875
500322	TUITION/TRAINING	$ 70	$ 125	$ 175	$ 679	$ 301	$ 1,000	$ 1,000
500324	UNIFORMS/SAFETY EQUIPMENT	$ 1,766	$ 1,250	$ 1,432	$ 3,661	$ 1,355	$ 2,500	$ 2,500
500354	RENTAL EQUIPMENT	$ -	$ 52	$ 85	$ 1,173	$ 67	$ 1,500	$ 1,500
500410	REPAIRS/MAINTENANCE	$ 649	$ 734	$ 2,600	$ 1,589	$ 7,237	$ 2,500	$ 2,500
500428	CONTRACTED SERVICES	$ 35,753	$ 22,861	$ 41,058	$ 41,630	$ 21,921	$ 29,991	$ 29,000
	Subtotal PW Garage Facility:	**$ 391,607**	**$ 284,788**	**$ 405,882**	**$ 370,888**	**$ 502,333**	**$ 464,541**	**$ 632,350**

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
STREET LIGHTS								
500354	RENTAL EQUIPMENT	$ 227,226	$ 198,500	$ 220,021	$ 237,688	$ 253,737	$ 260,000	$ 260,000
	Subtotal Street Lights:	**$ 227,226**	**$ 198,500**	**$ 220,021**	**$ 237,688**	**$ 253,737**	**$ 260,000**	**$ 260,000**
TRAFFIC LIGHTS								
500333	ELECTRICITY	$ 11,025	$ 7,975	$ 7,509	$ 12,400	$ 14,993	$ 11,000	$ 14,000
500410	REPAIRS/MAINTENANCE	$ 7,348	$ 20,960	$ 51,219	$ 3,323	$ 13,777	$ 7,000	$ 7,500
	Subtotal Traffic Lights:	**$ 18,373**	**$ 28,935**	**$ 58,728**	**$ 15,723**	**$ 28,770**	**$ 18,000**	**$ 21,500**
	TOTAL PUBLIC WORKS	**$ 3,336,897**	**$ 3,112,165**	**$ 3,710,174**	**$ 3,553,730**	**$ 4,004,868**	**$ 3,963,100**	**$ 4,345,366**

THIS PAGE LEFT BLANK

Parks & Recreation Department

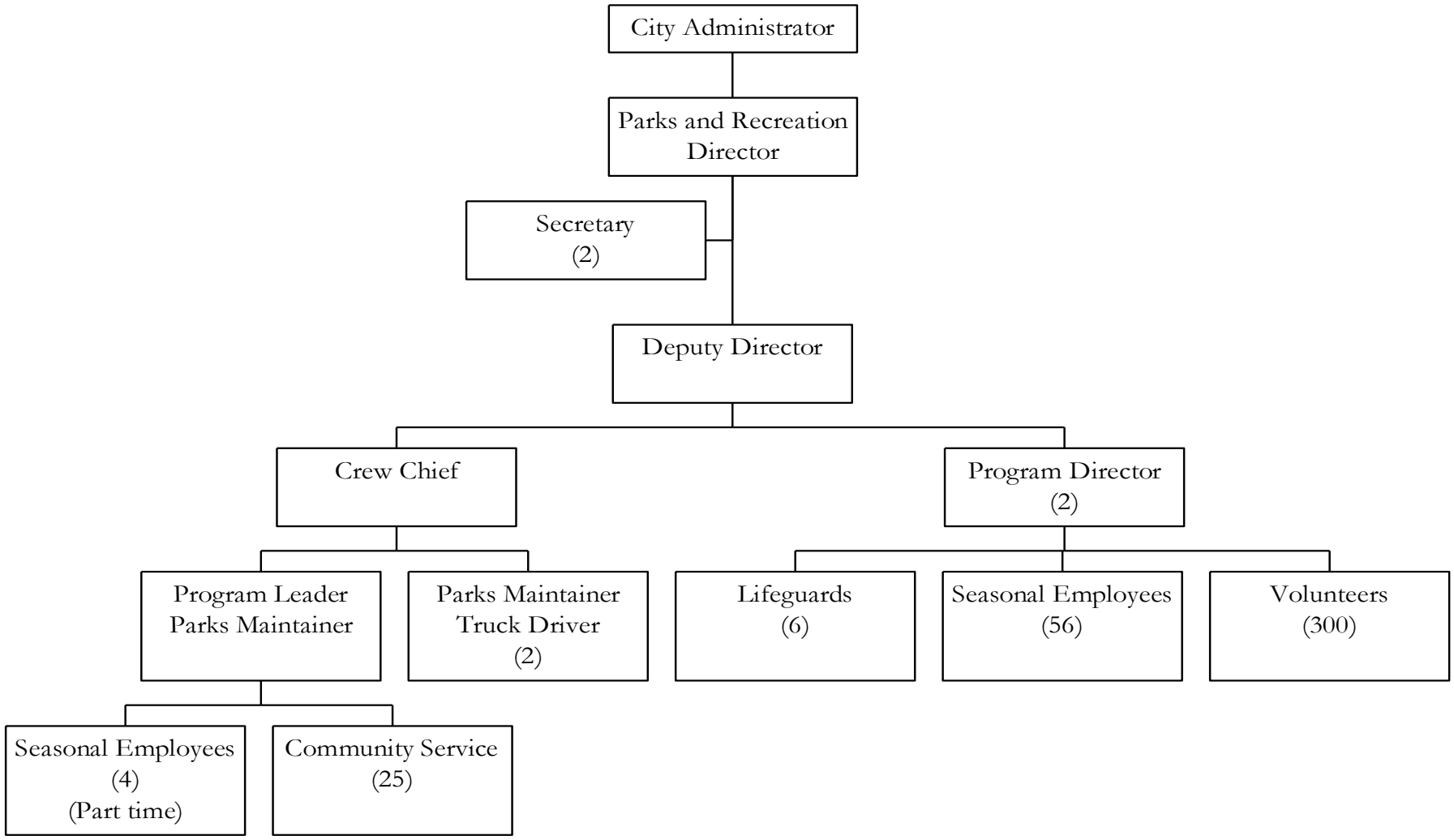
Mission Statement

The Parks & Recreation Department is dedicated to providing and promoting active and passive recreation opportunities, programs and facilities to the citizens of Saco. The Parks & Recreation Department strives to provide safe and quality facilities for the enjoyment of the citizens of Saco, be it a well maintained athletic facility or a small corner park with benches to provide a quiet resting place, or a flower bed to add color to a drab or dreary site. We strive to provide quality programs at affordable prices for all community members.

Joe Hirsch, Parks & Recreation Director
jhirsch@sacomaine.org
(207) 283-3139

City of Saco
Organizational Chart

Parks and Recreation Department



City of Saco, Maine Code- § 4-21. Department of Parks and Recreation

A. Establishment. This Department shall be divided into the following two Divisions:

(1) The Division of Parks, the head of which shall be the Director of Parks and Recreation, who shall be responsible for the maintenance of the city's park system and recreation facilities. He/she must also act as the city's Tree Warden, supervising the care of the shade trees.

(2) The Division of Recreation, the head of which shall be the Director of Parks and Recreation, who shall be responsible for the administrative work in planning and directing the municipal recreation program. He/she must be responsible for the planning and implementing of recreation programs so that they are suitable to the needs and interests of the City of Saco.

B. The Director of Parks and Recreation shall be responsible for the sound fiscal management of this Department.

Scope of Operations

- Maintains approximately 60 acres (up from 30 acres last year) of passive use parks, including playgrounds, picnic areas, nature trails, and multi-use sports fields.
- Maintains approximately 75 acres (up from 70 acres last year) of active use recreation areas, including ice skating ponds, fields, soccer fields, and basketball courts, some of which the City owns. Some privately owned facilities the city accesses for programming include Thornton Academy fields, track and tennis courts, and Rotary Park in Biddeford for the summer teen program, which is run in conjunction with the Biddeford Parks & Recreation Department program.
- The Parks & Recreation Department, on its own and/or in collaboration with various civic and volunteer groups, offers a variety of programs.

Use of Resources

3 full time and 2 part-time employees in the Recreation area, and 3 full-time and 2 part-time employees in the Parks area. Approximately 50 seasonal employees who run seasonal programs and events or who serve as life guards. Approximately 100 citizen volunteers assist in various programs.

Parks & Recreation utilized 2.31%* (1.88%* FY06, 1.45% FY05; 1.37% FY04) of the FY07 city services budget to operate. Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of $56.54* (FY06=$46.13*; FY05=$35.17; FY04=$30.37)
- For an average home valued at $230,000, $67.54* of the $2,928 property tax bill in FY07 funded Parks & Recreation services ($56.10* of the $2,981 property tax bill in FY06; $34.58 of the $2,385 property tax bill in FY05)

*this figure now includes employee benefits

The following is summarized data on various regional Parks & Recreation offerings for comparison.
Parks and Recreation Department
Census (2000) and Program Data (2007)

City Name	Population (2000Survey)	# of Households	Median Household Income	# of Recreation Programs per Year	Advisory, Policy Making or No Committee
Saco	16,822	6,773	45,105	130	Advisory Committee
Old Orchard Beach	8,856	4,289	36,568	100	Advisory Committee
Kennebunk	10,476	4,211	50,914	425	Policy Making
South Portland	23,324	10,042	42,770	180	No Committee
Wells	9,400	3,995	46,314	150	Advisory Committee
Scarborough	16,970	6,471	56,491	235	Advisory Committee

The impact of the Parks & Recreations Department's mission and three service delivery goals influence on the city's Leisure Services Investment strategic goal.

Department Service Delivery Goals, Objectives & Performance Data

Goal 1: ***To provide programs that will meet the leisure needs of the citizens of Saco.***

The Department focuses on offering a variety of programs to serve the various individual populations within the community – pre-school, youth, teens, adults and senior citizens.

Objectives

1) ***To increase from year to year the variety of programs offered to the various populations within the community – pre-school, youth, teens, adults and senior citizens.***

Performance Data:

The Parks & Recreation Department is finalizing implementation of a new software system which will allow them to track the number of participants in each program, as well as what ward of the city they are from, in order to improve the appropriateness of programs offered based on this important demographic information. They hope to have this software fully on line during FY08.

Programs Offered For:	2003	2004	2005	2006	2007
Pre	6	5	8	9	10
Youth	18	25	33	33	35
Teen	10	17	17	18	19
Adult	9	11	10	9	9
Seniors *	0	1	4	3	3
TOTAL **	**43**	**59**	**72**	**72**	**76**

Source: Data from department records

* Does not include activities in the senior center

**This total does not equal the 130 programs discussed on the prior page, which total includes various divisions within each program, such as for different grade levels, or interest levels.

Goal 2: *To provide all programs in a financially sound and responsible manner. The Parks & Recreation Department will continue to be guided by cost-of-service principles with regard to our rates, fees and charges. We are committed to continuous improvements in all programs and will provide value to our participants. To keep the leisure pursuits of Saco's citizens within financial reach of all community members is a guiding principle to the Parks & Recreation Department's operations.*

Objective 2(A) *To maintain a fair and stable fee structure while keeping within 85% of the local municipal market (a fee that is greater by 15% than another community's like fee is highlighted) and to add a number of scholarship funding from outside sources (future goal).*

City of Saco Program Comparison Costs for Surrounding Communities

	Saco 06	Saco 07	Biddeford 07	Scarborough 07	YMCA 07 (Member)	Kennebunk 07
	Last Year	Current Fee	Current Fee	Current Fee	Current Fee	Current Fee
Programs						
Summer Day Camp	$575	$625	$685	$1,150	$1,145	$595
Weekly	$85	$95	N/A	$170	$130	N/A
Before/After Care	N/A	N/A	N/A	$370/wk	N/A	N/A
Before or After Care	N/A	N/A	$270	$155/wk	N/A	N/A
Extended Camp	$75/wk	N/A	N/A	$170/wk	N/A	N/A
Fall Soccer	$35	$35	$35	$40-55	$30	$25
Pre-School Program	$75/wk	$75/ wk	N/A	$110	$140/wk	$35/wk
Before School Care	$15	$15	N/A	$ 150/mo	$49	N/A
After School Care	$50/wk	$55/wk	N/A	$ 365/mo	$65	N/A
Vacation Camp	$75	$75	$65	$135/ wk	$147	$18/day
Teen Camp	$75	$30/wk	$35	$185/ mo	$65	$365
Basketball	$35	$35	$35	$45-$55	N/A	$35
Travel Basketball	$95	$95	$35	N/A	N/A	$65/+40 Dep.
Junior Dribblers	N/A	$45	N/A	N/A		$30
7/8 Travel B-Ball	$55	$55	N/A	N/A	N/A	N/A
Men's Basketball	$35	$35	$2/time	$2/time	N/A	$40.00 or $2/Time
Cheerleading	$30	$30	N/A	N/A	N/A	N/A
Co-ed Volleyball	$25	$25	$2/time	$2/ time	N/A	N/A
Tennis	$30	$30	$ 35	$70	N/A	$55
Walk/Jog Fitness	$25	$1/visit	FREE	$60	N/A	N/A
T-Ball	$35	$35	N/A	N/A	N/A	N/A

Objective 2(B) ***To increase the percent of revenues from program fees in Parks & Recreation budget in order to maintain and broaden program offerings.***

Fiscal Year	Revenues	Total Budget	Recreation Budget Estimated	Revenues % of Total P & R Budget	Revenues % of Recreation Budget
2001	$75,930.00	$359,578.00	$165,405.00	21.12%	45.91%
2002	$58,378.00	$408,307.00	$187,821.00	14.30%	31.08%
2003	$78,684.00	$456,610.00	$210,040.00	17.23%	37.46%
2004	$84,176.00	$485,750.00	$223,445.00	17.33%	37.67%
2005	$99,615.00	$585,146.00	$269,167.00	17.02%	37.01%
2006	$181,065.86	$612,822.00	$281,898.00	29.55%	64.23%
2007	$278,313.00	$715,131.00	$330,142.00	38.92%	**84.30%**
2008	$345,000.00	$894,989.00	$439,012.00	38.55%	**78.59%**

Projected FY08

Goal 3: ***To assure continued maintenance, expansion and procurement of Parks & Recreation facilities, both active and passive.***

The Parks & Recreation Department has to anticipate both new demand and continually evaluate and refine its ongoing operations in order to meet Saco's needs as it continues to grow and change.

Objective 3) ***To provide safe, clean and aesthetically pleasing facilities in order to: maintain and/or meet the growing needs and demands of the community; and increase the number of passive and active facilities maintained by the Department; and increase the use of existing facilities.***

Performance Data

The measures used by the Parks & Recreation Department to gauge their performance in achieving these goals are as follows:

Facility Name	*Maintained in 2003*	*Maintained in 2004*	*Maintained in 2005*	*Maintained in 2006*	*Maintained in 2007*
75 Franklin Street (Community Center)	NO	YES	YES	YES	YES
80 Common Street (Community Center)	YES	YES	YES	YES	YES
Open Door (Senior Center)	YES	YES	Partially	Partially	NO
School Street Maintenance Building	YES	YES	YES	YES	YES
Front Street Parks Maintenance Area	YES	YES	YES	YES	YES
Pepperell Park	YES	YES	YES	YES	YES
Front Street Boat Ramp	YES	YES	YES	YES	YES
Riverfront Park	YES	YES	YES	YES	YES
Cataract Substation Park	YES	YES	YES	YES	YES
Jubilee Park	YES	YES	YES	YES	YES
Haley Park	YES	YES	YES	YES	YES
Eastman Park	YES	YES	YES	YES	YES
Joe Riley Park	YES	YES	YES	YES	YES
Diamond Riverside Park	YES	YES	YES	YES	YES
Plymouth Recreation Area	YES	YES	YES	YES	YES
Memorial Field	YES	YES	YES	YES	YES
Dyer Library and Saco Museum	YES	YES	YES	YES	YES
Young School Recreation Area	YES	YES	YES	YES	YES
Shadagee Woods Recreation Area	YES	YES	YES	YES	YES
Ryan Farms Recreation Area	YES	YES	YES	YES	YES
Saco Middle School Recreation Area	YES	YES	YES	YES	YES
Boothyby Park	YES	YES	YES	YES	YES
Saco Landfill Recreation Area	YES 1-2 ACRES	YES 1-2 ACRES	YES 6 ACRES	YES 8 ACRES	YES 8 ACRES
Hillview Heights Tot Lot	YES	YES	YES	YES	YES
Thornton Academy Baseball and Softball field lining	YES	YES	YES	YES	YES
Mowing all pump stations, PD,City Hall and DPW	YES	YES	YES	YES	YES
Brookside II	NO	NO	YES	YES	YES
Train Station	NO	YES	YES	YES	YES

Data from department records.

Maintenance Standards*

The following standards of maintenance apply to Saco's municipal holdings of over 102 acres:

All ballfields, park areas and publicly owned lands are mowed at least once per week throughout the growing season, ball fields and other intensive use areas require more mowing as weather conditions dictate. Trash is removed at all sites no less than once per week with school grounds being checked bi-weekly and three times a week during summer day camp activities. Parks staff is responsible for checking safety of all play equipment when performing trash removal activities and summer day camp leaders check the playgrounds at their respective day camps daily.

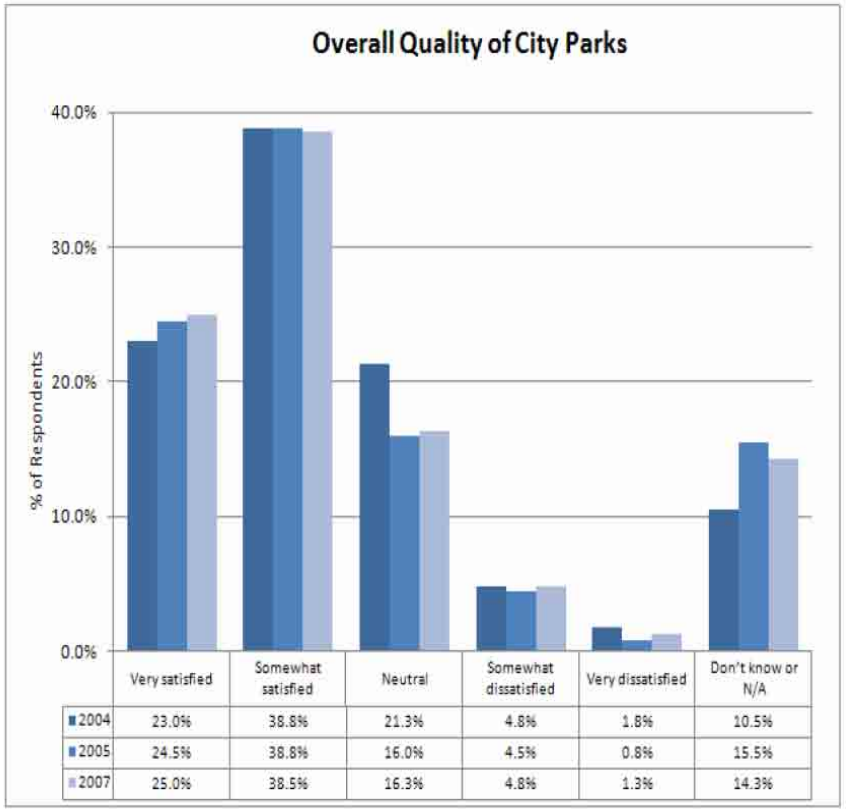
Again, as noted above, the software being implemented now will allow the department to track the number of uses of each facility in FY08.

(B) Adding scholarship fundings from outside sources will enhance programs offered by making them available to those participants who cannot pay the full fee. Donors will be assured that their contributions are utilized by Parks & Recreation in full.

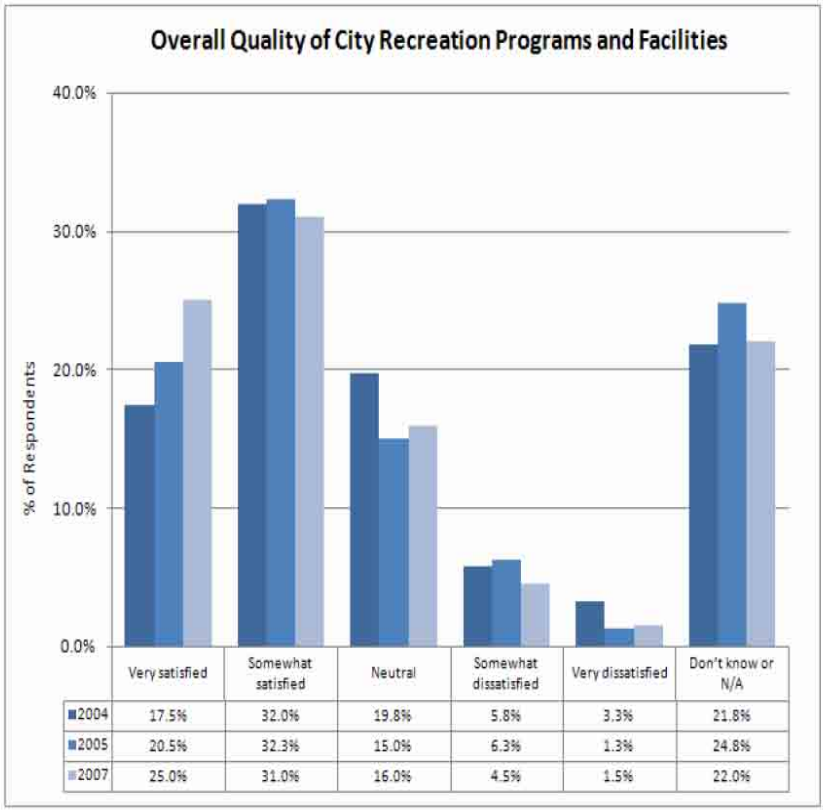
3) To provide safe, clean and aesthetically pleasing facilities to maintain and/or meet the growing needs and demands of the community in order to increase the number of passive and active facilities maintained by the Department as well as increase the use of existing facilities.

Citizen Survey/Input

Citizen ratings of the perceived importance of the Park & Recreation department's three service delivery goals are being gathered at this time. The Parks & Recreation Department rated fairly positively by citizens surveyed across the various dimensions of its service delivery performance examined, with mean ratings ranging from 3.88 to 4.40 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." In several areas, a considerable percent of respondents are "neutral," neither satisfied nor dissatisfied with, or "don't know" how to rate, the department, likely indicators that there is still room for improvement in most areas, especially among residents with higher incomes who generally rated the area lower than other citizen groups. However, the latest survey data does indicate modest improvements in some areas, which is encouraging as the City has invested additional resources



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know or N/A
2004	23.0%	38.8%	21.3%	4.8%	1.8%	10.5%
2005	24.5%	38.8%	16.0%	4.5%	0.8%	15.5%
2007	25.0%	38.5%	16.3%	4.8%	1.3%	14.3%



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know or N/A
2004	17.5%	32.0%	19.8%	5.8%	3.3%	21.8%
2005	20.5%	32.3%	15.0%	6.3%	1.3%	24.8%
2007	25.0%	31.0%	16.0%	4.5%	1.5%	22.0%

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The walking and biking trails in the City	2004	3.3%	10.0%	20.3%	28.8%	22.0%	15.8%	**3.67**
	2005	3.3%	8.8%	19.3%	25.3%	22.3%	21.3%	**3.69**
	2007	2.0%	5.8%	16.8%	29.5%	24.8%	21.3%	**3.88**
The availability of, and access to, City community centers	2004	2.8%	7.0%	21.5%	29.3%	16.0%	23.5%	**3.64**
	2005	2.0%	7.3%	17.0%	24.8%	15.0%	34.0%	**3.66**
	2007	0.8%	5.8%	15.3%	26.3%	21.8%	30.3%	**3.90**
The maintenance of City parks and athletic facilities	2004	1.0%	2.8%	18.8%	43.8%	23.8%	10.0%	**3.96**
	2005	1.0%	3.8%	16.0%	38.3%	21.5%	19.5%	**3.94**
	2007	1.3%	2.5%	13.8%	36.3%	28.0%	18.3%	**4.07**
The City's youth and adult recreation programs	2004	3.0%	7.3%	15.0%	30.5%	14.5%	29.8%	**3.66**
	2005	1.0%	5.5%	18.5%	27.3%	14.0%	33.8%	**3.72**
	2007	1.8%	3.3%	17.0%	26.5%	20.3%	31.3%	**3.88**
Other City community events, such as the Sidewalk Art Fair and Pumpkin Fest	2004	1.3%	2.3%	8.8%	33.0%	49.0%	5.8%	**4.34**
	2005	0.5%	1.5%	9.5%	29.5%	47.8%	11.3%	**4.38**
	2007	1.0%	0.3%	10.8%	28.3%	50.5%	9.3%	**4.40**
The reasonableness of fees charged for recreational programs	2004	2.3%	6.5%	16.8%	28.0%	18.3%	28.3%	**3.75**
	2005	0.8%	3.3%	15.0%	27.3%	22.3%	31.5%	**3.98**
	2007	0.8%	2.5%	13.3%	29.8%	23.3%	30.5%	**4.04**

Citizen response to performance of the Parks & Recreation Department continues to be given careful attention by City management. This is because of the importance of citizen opinion in understanding the performance of Parks & Recreation, which directly impacts the City's strategic goal of Leisure Service Investment.

The Parks & Recreation Department also contributes to citizens' experiences of the overall quality of life in Saco. While not a heavy consumer of financial resources, Parks & Recreation as a department is responsible in part for what many citizens can do to pursue their quality of life.

Therefore, as noted, citizen surveys have influenced budget choices and resource allocation favorably for Parks & Recreation over the past several years. In FY08, the department should take delivery of their new bus, which will allow them to take more trips in order to enhance programs, such as field trips for summer camp; the department also is having a reconditioned school bus allocated to them for these purposes. Another example mentioned in prior years, the department's new facility, a renovated Amory building, continues to be allocated funds for annual improvements, such as a new roof for FY08. This larger building has allowed for expanded and improved operations department-wide, while the old building continues to house civic meetings and other activities as needed. As well, the ongoing development of the former landfill into a multi-use open space is another improvement for Parks & Recreation and the City, which will bring another 6 acres of field space to the citizens in FY08.

The Parks & Recreation Department continues its major transformation in order to keep up with the growing and changing needs of citizens. Future surveys should provide further guidance to performance of this department and how well citizen preferences and needs are being satisfied.

For further information about the ongoing improvements planned for the Parks & Recreation Department, please see: Recreation Advisory Board Needs Assessment (2004) and A Plan for the Parks (2001).

Fiscal Year 2009 Established Goals and Objectives

The goals and objectives of the Parks & Recreation Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2009 strategic objectives for the Parks & Recreation Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Complete all 75 Franklin Street Projects
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment

Strategic Objective: To ensure substantial completion of all recreation impact funded projects at 75 Franklin Street and all 2006 Bond Projects.

Implementation Milestones with Existing Resources

- ❑ Develop budget spreadsheets for Council revue of all projects
- ❑ Continue to acquire vendors for finish work on all smaller projects
- ❑ Work with in-house staffing to perform preparation work in areas where needed
- ❑ Coordinate Bathroom and Kitchen completion
- ❑ Coordinate projects while maximizing use of building for Community Center purposes

Implementation Milestones with Additional Funding

None noted at this time.

Element: Landfill/Recreation Reuse

Related to Goal Area: Leisure Services Investment

Staff Lead: Joseph Hirsch

Strategic Objective: Determine avenues and means for Landfill/Transfer Station separation from recreation activities and areas.

Implementation Milestones with Existing Resources

- ❑ Develop alternatives for Transfer/ Recreation separation at the Saco Landfill
- ❑ Develop timeline for separation activities at the Saco Landfill
- ❑ Construct design plans to be used for construction of the new Transfer Station at various alternative locations
- ❑ Ensure that all permits and reviews are obtained
- ❑ Develop cost analysis for various alternatives

Implementation Milestones with Additional Funding

- ❑ Proceed with soliciting contractors for Transfer relocation

Element: Establish and proceed to acquisition with a list of potential projects appropriate for the remaining Land For Saco's Future and Recreation Impact Funds (2009)

Related to Goal Area: Leisure Services Investment

Staff Lead: Joseph Hirsch

Strategic Objective: Insure that projects are developed for land acquisition that meets the needs and wishes of the Land for Saco's Future Committee..

Implementation Milestones with Existing Resources

- ❑ Work with Land for Saco's Future Committee to develop list of projects to be funded with remaining monies
- ❑ Achieve Committee Approval
- ❑ Solicit Saco City Council Approval on projects
- ❑ Initiate purchase agreements for approved projects
- ❑ Accept final projects

Implementation Milestones with Additional Funding

None noted at this time.

Fiscal Year 2008 Results of Goals and Objectives

Element: Forestry Management Plan
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment

Strategic Objective: Develop a citywide forestry plan to evaluate and successfully mitigate potential tree issues while promulgating the greening of Saco concept.

Implementation Milestones with Existing Resources

- ☑ Install Tree Works Software with IT's assistance, acquire handheld units for data collection, become proficient at inventory and database management
- ☑ Initialize a City wide tree inventory for work order development
- ☑ Research all previous tree inventory work, compile these inventories with proposed new data into an individual plan as a basis for future decisions in the inner City area with regards to tree work and planting
- ☑ Tie the 1998 Ice Storm grant work into the Forestry plan with species selection and pruning maintenance
- ❑ Development of an Final Urban Forestry Nursery Plan on the Tapley Road Site
- ❑ Produce a plan for the City of all Municipally owned tree areas using the City Planning Zones and GIS to assist in establishment of recommendations

Implementation Milestones with Additional Funding

- ❑ Work with Public Works to install front property and right of way markers and prepare road into planting area as well as evaluate drainage needs
- ❑ Acquire plant stock as funding allows and begin planting with monies provided from civic groups

Element: Place all Recreation Impact Fee Projects under contract
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment

Strategic Objective: Insure that all projects related to the 2007 Recreation Impact Fee Usage proposal that deal with Parks and Recreation have been placed under contract.

Implementation Milestones with Existing Resources

- ☑ Prepare and take Recreation Impact Fee Usage Proposal to City Council for approval
- ☑ Develop timeline for all projects recommended under the Recreation Impact Fee Usage Proposal
- ☑ Construct design plans to be used for construction of projects under the Recreation Impact Fee Usage Proposal
- ☑ Apply for all permits and reviews as Site Foreman
- ☑ Act as site foreman through bid development, solicitation and construction
- ☑ Schedule and oversee all contract services related to actual construction and reconstruction activities
- ❑ Accept final projects

Implementation Milestones with Additional Funding

None at this time.

Element: Kindergarten and After School Program Development
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment

Strategic Objective: Evaluate all after and before school camps and develop an all day Kindergarten program.

Implementation Milestones with Existing Resources

- ☑ Build Kindergarten function area with monies allocated from Recreation Impact Fee Usage Proposal
- ☑ Evaluate all after school camp programs and determine needs for expansion
- ☑ Work with staff to evaluate findings of needs for expansion
- ☑ Implement programming changes in staff, locations and rules and regulations
- ❑ Evaluate equipment needs for expansion of programming

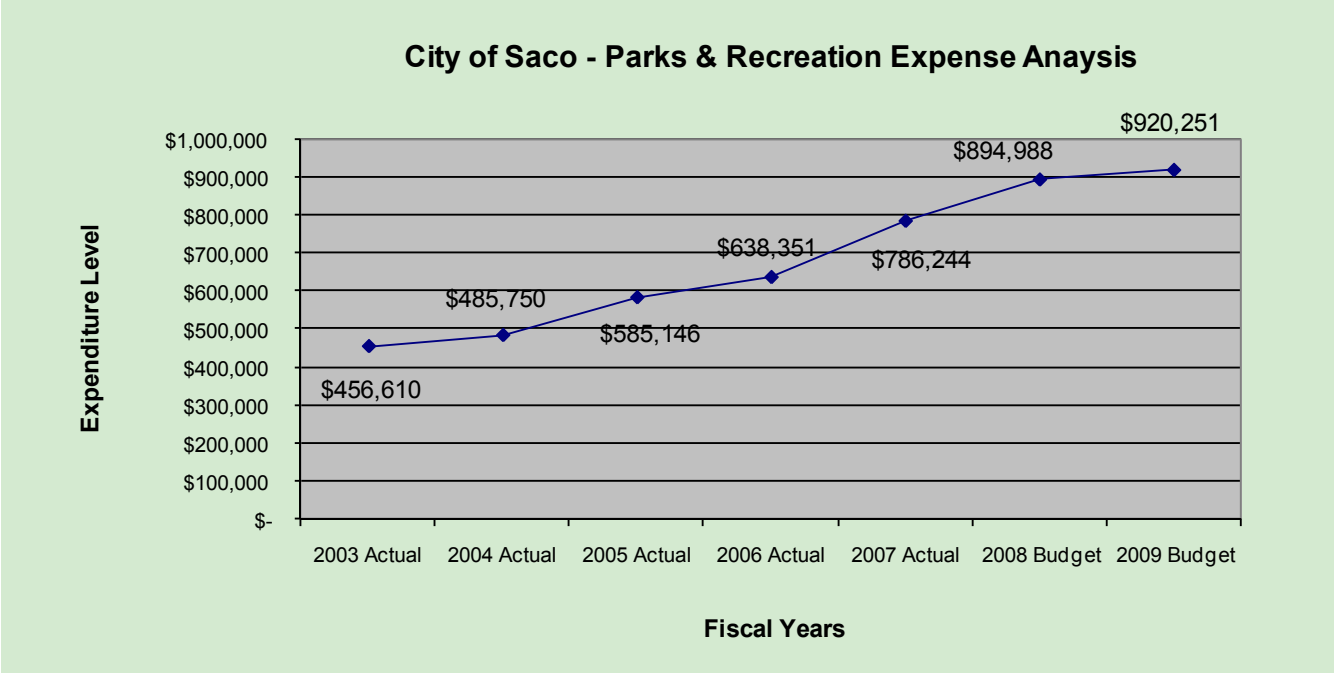
Implementation Milestones with Additional Funding

- ☑ Acquire additional equipment to promote better and more effective after/ before and Kindergarten camps
- ☑ Create new areas for after school day camps and kindergarten camp
- ☑ Hire professional educators to run key positions within camps

Expenditures

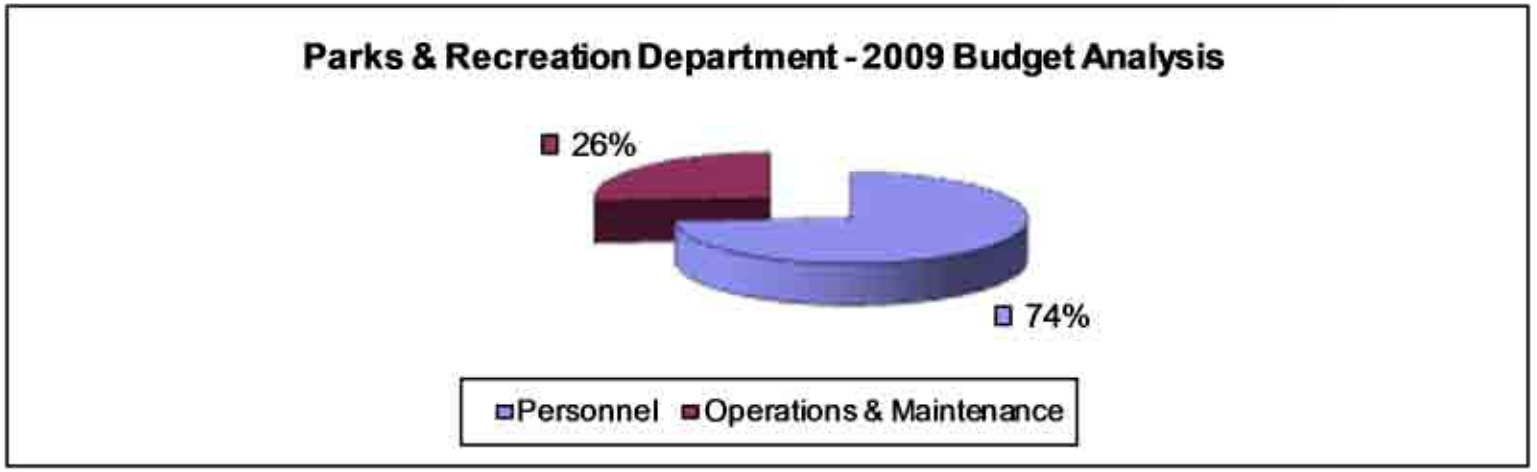
The expenditures within this department are related to the following activity centers:

- Parks
- Recreation Programs
- Senior Citizens
- Life Guards
- Trees



Parks & Recreation Department
Expenditure Analysis

Parks & Recreation	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 347,636	$ 382,853	$ 398,287	$ 433,060	$ 549,566	$ 656,388	$ 680,501
Operations & Maintenance	$ 108,974	$ 102,897	$ 186,859	$ 205,291	$ 236,678	$ 238,600	$ 239,750
Total	$ 456,610	$ 485,750	$ 585,146	$ 638,351	$ 786,244	$ 894,988	$ 920,251



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
PARKS & RECREATION - PERSONNEL								
500101	DEPARTMENT HEAD WAGES	$ 54,019	$ 56,759	$ 56,712	$ 56,184	$ 59,446	$ 63,635	$ 65,878
500102	SUPERVISORY WAGES	$ 36,073	$ 41,396	$ 84,178	$ 87,417	$ 123,226	$ 94,138	$ 97,457
500103	NON SUPERVISORY WAGES	$ -	$ -	$ 28,928	$ 1,875	$ 1,648	$ 37,085	$ -
500104	COURT OFFCIER/CLERICAL WAGES	$ 24,385	$ 26,142	$ 26,167	$ 26,936	$ 49,823	$ 61,355	$ 63,487
500113	TEMPORARY/SEASONAL WAGES	$ 134,646	$ 136,962	$ 125,243	$ 171,093	$ 224,477	$ 291,242	$ 302,242
500114	OVERTIME	$ 4,457	$ 5,253	$ 2,781	$ 2,582	$ 3,004	$ 2,500	$ 3,000
500130	LABORER WAGES	$ 93,785	$ 116,303	$ 73,845	$ 86,483	$ 87,290	$ 105,933	$ 147,686
500134	CALL TIME WAGES	$ 271	$ 38	$ 433	$ 490	$ 652	$ 500	$ 750
	Subtotal Parks & Recreation - Personnel	**$ 347,636**	**$ 382,853**	**$ 398,287**	**$ 433,060**	**$ 549,566**	**$ 656,388**	**$ 680,501**
							$ 258,101	$ 24,113
PARKS & RECREATION - OPERATING								
500301	OFFICE SUPPLIES	$ 1,131	$ 2,128	$ 871	$ 692	$ 1,676	$ 1,800	$ 1,800
500302	GENERAL SUPPLIES	$ 1,088	$ 1,787	$ 5,706	$ 4,774	$ 4,207	$ 4,000	$ 4,000
500303	AGRICULTURAL SUPPLIES	$ 11,806	$ 4,984	$ 4,342	$ 6,110	$ 8,488	$ 14,000	$ 14,000
500305	SAND & GRAVEL	$ 591	$ -	$ 3,094	$ 549	$ -	$ 2,000	$ 2,000
500308	CLEANING SUPPLIES	$ 874	$ 923	$ 2,165	$ 3,238	$ 3,662	$ 3,500	$ 5,000
500313	HEATING FUEL	$ 3,126	$ 14,972	$ 26,951	$ 30,406	$ 38,114	$ 20,800	$ 23,000
500317	MINOR EQUIPMENT	$ 16,095	$ 4,360	$ 13,410	$ 11,569	$ 9,332	$ 15,000	$ 15,000
500319	GAS & OIL	$ 2,386	$ 3,568	$ 4,143	$ 5,205	$ 7,555	$ 4,500	$ 7,500
500320	CITY VEHICLE REPAIRS	$ 8,905	$ 5,868	$ 5,614	$ 3,912	$ 6,447	$ 7,000	$ 7,000
500322	TUITION/TRAINING	$ 854	$ 788	$ 838	$ 2,011	$ 551	$ 2,000	$ 2,000
500323	ATHLETIC EQUIPMENT	$ 2,878	$ 4,089	$ 7,339	$ 5,268	$ 9,670	$ 12,500	$ 12,500
500324	UNIFORMS/SAFETY EQUIPMENT	$ 685	$ (319)	$ 87	$ -	$ 314	$ 300	$ 300
500325	CLOTHING/BOOT ALLOWANCE	$ 1,701	$ 1,880	$ 1,655	$ 1,402	$ 1,873	$ 2,300	$ 2,300
500329	PROGRAM CLOTHING	$ 6,199	$ 6,771	$ 6,704	$ 14,204	$ 8,205	$ 12,000	$ 12,000
500330	DUES & MEMBERSHIPS	$ 460	$ 450	$ 340	$ 305	$ 470	$ 500	$ 500
500332	BOOKS/MANUALS	$ -	$ -	$ 15	$ 45	$ -	$ 300	$ 300
500333	ELECTRICITY	$ 4,877	$ 8,054	$ 10,516	$ 14,122	$ 14,720	$ 13,600	$ 10,000

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500334	WATER	$ 1,937	$ 1,524	$ 1,539	$ 1,309	$ 2,059	$ 2,000	$ 2,000
500336	TELEPHONE	$ 1,629	$ 2,007	$ 3,934	$ 7,450	$ 9,679	$ 5,500	$ 4,200
500337	POSTAGE	$ 197	$ 235	$ 345	$ 277	$ 344	$ 2,000	$ 2,000
500338	COPIER	$ 1,400	$ 776	$ 213	$ -	$ -	$ 300	$ 300
500339	TRAVEL	$ 155	$ 1	$ 15	$ 400	$ 102	$ 600	$ 300
500341	ADVERTISING	$ -	$ 426	$ 507	$ 208	$ 209	$ 500	$ 750
500344	PRINTING	$ 724	$ 2,235	$ 2,733	$ 208	$ 589	$ 4,000	$ 5,000
500350	FURNITURE & FIXTURES	$ -	$ -	$ 350	$ -	$ 563	$ 1,000	$ 1,000
500351	BUILDING REPAIRS & MAINTENANCE	$ 7,617	$ 3,575	$ 26,896	$ 23,213	$ 26,107	$ 10,000	$ 10,000
500354	RENTAL EQUIPMENT	$ 3,225	$ (2,695)	$ 2,747	$ -	$ 212	$ 1,000	$ 1,000
500421	SPECIAL PROGRAMS	$ 3,815	$ 4,907	$ 9,179	$ 19,326	$ 36,021	$ 30,000	$ 40,000
	OFFICIALS	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000
500428	CONTRACTED SERVICES	$ 24,619	$ 29,603	$ 44,611	$ 49,088	$ 45,509	$ 65,600	$ 50,000
	Subtotal - Parks & Recreation - Operating	**$ 108,974**	**$ 102,897**	**$ 186,859**	**$ 205,291**	**$ 236,678**	**$ 238,600**	**$ 239,750**
	Total Parks and Recreation	**$ 456,610**	**$ 485,750**	**$ 585,146**	**$ 638,351**	**$ 786,244**	**$ 894,988**	**$ 920,251**

Education Department

Vision Statement

Our vision statement, "Home, School and Community, A Collaborative Adventure in Life-Long Learning," guides the efforts of the Saco School Community. We are firmly committed to making this vision a reality for all our wonderful students.

Mike LaFortune,
Superintendent of Schools
@sacomaine.org
(207) 284-4505

City of Saco, Maine Charter- Section 4.01. Board of Education

A. Composition and Election. The Board of Education shall consist of five (5) members elected at large from the qualified voters of the City to serve terms of three years. The present duly elected members of the Board of Education shall continue to hold office until the expiration of their respective terms. The nomination and election procedures shall be by non-partisan election as provided for in Article VII Section 7.02. The Board of Education shall fill a vacancy by an appointment of an eligible person of the same political affiliation, in accordance with the Statutes of the State of Maine until the next general municipal election.

B. Organization.
1. The members of the Board of Education shall take office the first Monday in December.
2. Three (3) members of the Board shall constitute a quorum.
3. The Board of Education shall elect a chairman from its membership.
4. The Superintendent of Schools shall be the Secretary to the Board of Education.

C. Powers and Duties. The Board of Education shall have such powers and duties as are conferred by law upon school committees in regard to the care, management and operation of the public schools, except as otherwise provided in this Charter, including the appointment, removal and setting of compensation for the Superintendent of Schools. The Board of Education shall furnish (line by line) budget estimates in detail of the several sums required during the ensuing budget year for the support of the public schools and shall make such financial and activity reports in writing whenever and in such form to the City Administrator as he may require and to the Mayor and the City Council at their request.

D. Procedure. The Board of Education shall adopt rules and orders for its procedure and maintain a journal. The journal or authenticated copies thereof shall be on file at the office of the Superintendent of Schools and the City Clerk..

E. Compensation. The members of the Board of Education shall receive an annual salary, payable quarterly, in an amount set by the City Council. The City Council may change the amount of salary paid to the Board of Education, by following the procedure outlined in Article II, Section 2.01, with the same restrictions. The Board of Education members shall receive their actual and necessary expenses incurred in the performance of their duties of office.

F. The nomination of all candidates for the Members of the Board of Education shall be by petition as provided in e above and all qualifying candidates will be listed in the ballot in alphabetical order, in the general municipal election. The nomination and election for this office shall be non-partisan.

Fiscal Year 2009 Established Goals and Objectives

The Education Department is governed by a separately elected Board of Education and therefore does not establish goals and objectives through the City Council's Strategic Plan. The Board of Education is responsible for providing quality education to the school aged children within our community and separately establishes goals and objectives in order to do so, outside of the City Council goal setting process.

Fiscal Year 2008 Results of Goals and Objectives

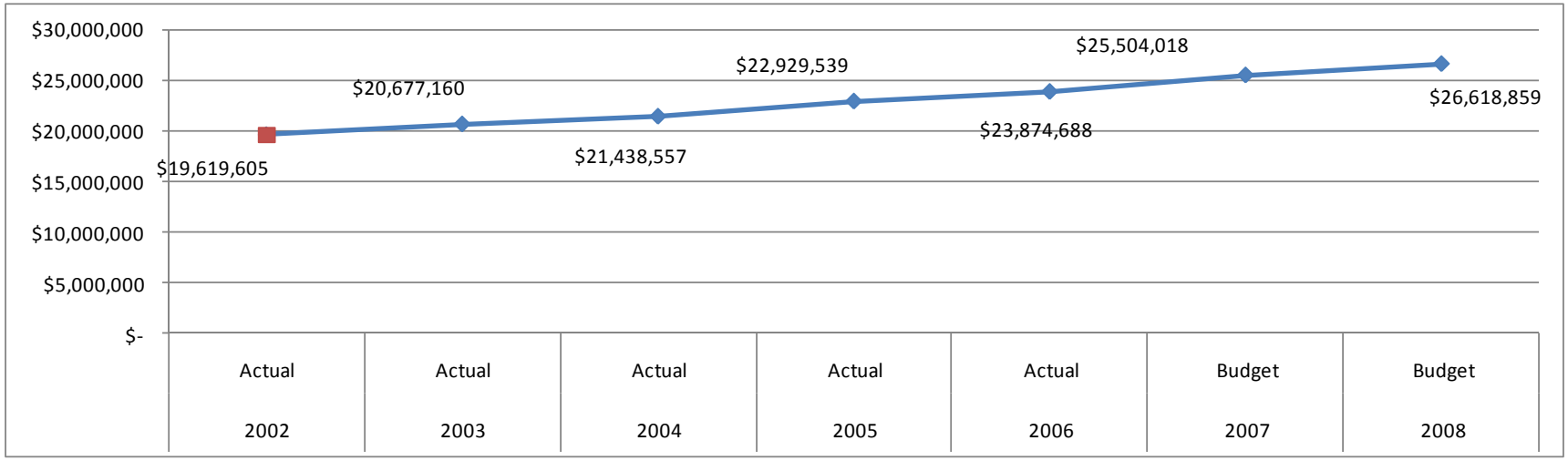
As noted above, this department does not have individual goals and objectives within the city's Strategic Plan so there is nothing to report for last year.

Expenditures

The expenditures within this department are related to the following activity centers:

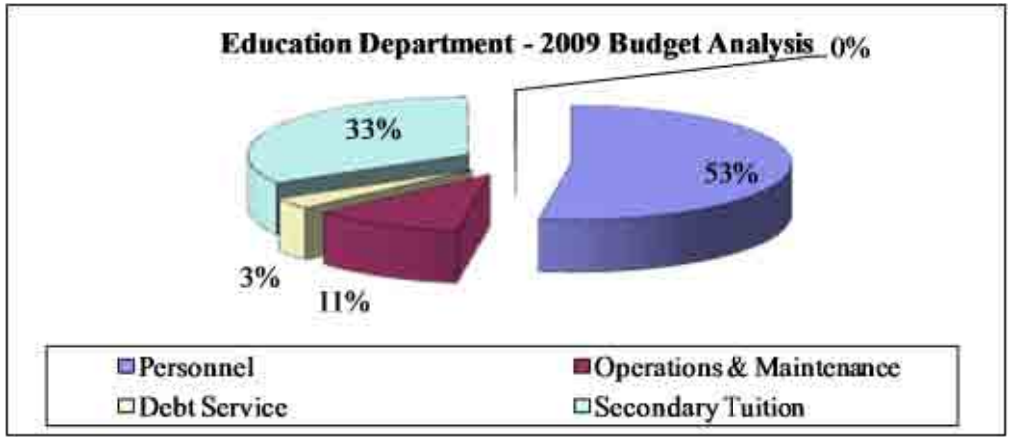
- Education

The following graphs depict the expenditure level of these activity centers over the last 6 years.



Education Department
Expenditure Analysis

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Personnel	$ 10,963,287	$ 11,489,838	$ 12,024,710	$ 12,024,710	$ 13,237,276	$ 13,229,684	$ 14,449,674
Operations & Maintenance	$ 2,129,779	$ 2,521,541	$ 2,779,170	$ 2,779,170	$ 2,888,577	$ 3,830,011	$ 3,067,639
Debt Service	$ 1,030,411	$ 1,003,771	$ 975,882	$ 975,882	$ 947,991	$ 918,602	$ 889,212
Secondary Tuition	$ 7,120,327	$ 7,607,178	$ 8,008,780	$ 8,008,780	$ 8,298,796	$ 8,540,562	$ 9,148,370
Capital Improvements	$ 194,753	$ 307,211	$ 86,146	$ 86,146	$ 131,378	$ 100,000	$ 25,000
Total Education	$ 21,438,557	$ 22,929,539	$ 23,874,688	$ 23,874,688	$ 25,504,018	$ 26,618,859	$ 27,579,895



THIS PAGE LEFT BLANK

DEBT SERVICE

THIS PAGE LEFT BLANK

Debt Service

Debt Policy

The Saco City Council adopted a Debt Policy on March 31, 2008 which sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers regarding the purposes for which debt may be issued, types and amounts of permissible debt, timing and method of sale that may be used, and structural features that may be incorporated. Adherence to the debt management policy helps ensure that the City government maintains a sound debt position and that credit quality is protected. The intent of the City Council in establishing the debt management policy is to:

- Ensure high quality debt management decisions;
- Impose order and discipline in the debt issuance process;
- Promote consistency and continuity in the decision making process;
- Demonstrate a commitment to long-term financial planning objectives; and
- Ensure that the debt management decisions are viewed positively by rating agencies, the investment community and taxpayers.

Legal Debt Limits

The legal debt limits for the City of Saco are governed by State law *(see Title 30-A, Maine Revised Statutes, Section 5702)*. Under this law, the debt limit of the City of Saco for general municipal purposes is 7 1/2% of its full State Valuation which for the 2009 municipal budget is $162,776,250. In addition to the general limit, the City may incur debt for school purposes to an amount outstanding at any time not exceeding 10% of its last full State valuation, for storm or sanitary sewer purposes to an amount outstanding at any time not exceeding 3% of its last full State valuation, and for municipal airport, water and special district purposes to any amount outstanding at any time not exceeding 3% of its last full State valuation. However, in no event may the City incur debt which would cause its total debt outstanding at any time to exceed 15% of its last full State valuation which for the 2009 municipal budget is $325,552,500 *(see Table 1— City of Saco, Maine, Statutory Debt Limits)*.

City of Saco, Maine Statutory Debt Limits June 30, 2008						
2008 State Valuation					$	2,170,350,000
Debt Limit - 15% of State Valuation					$	325,552,500
	Amount of Debt Applicable to Debt Limit (By Category)					
Purpose:	**Legal Limit**		**Legal Maximum**		**Outstanding**	
Municipal Purposes(1)	7.50%	$	162,776,250	$	12,452,757	
School Purposes	10.00%	$	217,035,000	$	6,374,073	
Storm/Sanitary Sewer	7.50%	$	162,776,250	$	1,975,000	
Airport, Water and Special Districts	3.00%	$	65,110,500	$	-	
Total Debt Outstanding					$	20,801,830
Available Debt - Per Debt Margin					$	304,750,670

(1) Includes general obligation bonds and capital leases.

Bonded Debt – Current Levels vs Legal Limits

The City of Saco, Maine uses general obligation bond debt as a tool to finance capital facilities and projects with relatively long useful lives and relatively large costs. Fortunately, the City only occasionally requires the use of bonded debt. The objective in managing debt is to secure debt at the best rates available while ensuring a level payment over time, which produces a high degree of security when preparing future budgets. For the year ended June 30, 2008, the City has a total of $20,801,830 of general debt obligation including capital leases. The City has a good bond rating of (AA-) which reduces the cost of borrowing for the City when it has to use bonded debt to finance its obligations. The City is committed to maintaining its good bond rating and has received 2 rating increases within the last 4 years.

The City is using 6.39% of it's available statutory debt margin limitation. It is appropriate to conclude that the City has a manageable amount of debt that is carefully maintained.

Debt Summary By Fund

A summary of general obligation debt for the various public improvements and equipment purposes are set forth in the following table. The total general obligation debt outstanding at June 30, 2008 is $18,105,543 which includes general municipal debt, school debt and enterprise (wastewater treatment) debt. All of the City's debt is general obligation debt backed by its full faith and credit, ad valorem taxing power. However, the Sewer Department is established as an Enterprise Activity, whereby the intent of the City is for the department to provide services on a continuing basis financed entirely through user charges and therefore be self-supporting. The following table displays the respective fund responsible for its portion of debt service on the City's bonds, by issue, as of June 30, 2008.

General Obligation Bonds	Interest Rate	Original Issue Amount	Final Maturity Date	Balance End of Year	Due Within One Year
Governmental Activities:					
2007 Infrastructure Bond	4.15% - 4.20%	$4,355,000	10/1/2027	$4,355,000	$220,000
2006 Open Space Bond	4.00% - 4.50%	$1,500,000	1/1/2026	$1,350,000	$75,000
2003 Refunding Bond	3.85%	$2,977,057	10/1/2018	$2,046,727	$186,066
2002 Refunding Bond (50%)	2.00% - 4.50%	$1,092,500	10/1/2014	$555,000	$85,000
2002 School Renovation (1)	None	$1,159,789	2012	$463,916	$115,979
2002 School Renovation	3.25% - 5.00%	$5,940,000	1/1/2022	$4,140,000	$300,000
1996 Police Station	5.60%	$2,000,000	10/1/2016	$900,000	$100,000
1996 Route One Sewer (50%)	5.55%	$2,900,000	10/1/2016	$1,305,000	$145,000
1991 School Construction	7.40% - 7.50%	$4,700,000	9/1/2010	$705,000	$235,000
1989 Capital Improvement	7.25% - 7.30%	$3,100,000	10/25/2009	$310,000	$155,000
Total - Governmental Activities				$16,130,643	$1,617,045
(1) The original amount of this note was $2,456,690 of which $1,296,901 has been forgiven by the State.					
Business-Type Activities:					
2002 Refunding Bond (50%)	2.00% - 4.50%	$1,092,500	10/1/2014	$555,000	$85,000
1996 Route One Sewer (50%)	5.55%	$2,900,000	10/1/2016	$1,305,000	$145,000
1988 Sewer Project	5.70% - 7.70%	$2,300,000	10/25/2008	$115,000	$115,000
Total Enterprise Fund				$1,975,000	$345,000
Grant Total All Funds				**$18,105,643**	**$1,962,045**

Debt Ratios

A criteria generally used to evaluate and compare a municipality's credit-worthiness is the ratio of bonded debt to assessment valuation. Although legally the City may incur debt up to a limit of 15% of it's last full State valuation, it is generally recommended that the a city's total debt not exceed 5% of assessed valuation. As illustrated in the following table, the ratio of bonded debt to assessed valuation in Saco is 0.83%, far below the legal and recommended limits.

A second criteria generally used to evaluate and compare a municipality's credit-worthiness is per capita debt (total debt divided by population). Saco's per capita debt at June 30, 2008 was $1,076.

City of Saco, Maine
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Years

Fiscal Year	Population	State Valuation	General Obligation Debt	Ratio of Bonded Debt to Assessed Value	Per Capita Debt
1999	15,280	$792,650,000	$20,219,000	2.55%	$1,323
2000	15,280	$818,850,000	$18,587,000	2.27%	$1,216
2001	16,822	$892,000,000	$16,975,000	1.90%	$1,009
2002	16,822	$1,011,250,000	$22,574,789	2.23%	$1,342
2003	16,822	$1,155,650,000	$20,955,867	1.81%	$1,246
2004	16,822	$1,310,350,000	$19,213,823	1.47%	$1,142
2005	16,822	$1,553,400,000	$17,476,778	1.13%	$1,039
2006	16,822	$1,805,400,000	$17,239,733	0.95%	$1,025
2007	16,822	$1,987,550,000	$15,492,688	0.78%	$921
2008	16,822	$2,170,350,000	$18,105,643	0.83%	$1,076

Project Principal Payments—By Purpose

The table on page 364 sets forth the projected payments by purpose or issue on outstanding general obligation debt for the City of Saco, Maine as of June 30, 2008 and includes the 2007 Infrastructure Bond.

Debt Service Requirements

The fiscal year 2009 budget recommends debt service expenditures of $1,753,585 that is 3.60 percent of budget expenditures and includes debt service, bonds and leases. The City's total current debt obligation on June 30, 2008 was $22,888,586, which includes outstanding principle of $18,105,643 and interest of $4,782,943.

The City of Saco authorized general obligation issues that are summarized in this section. Additionally, the City uses lease-purchasing procedures to secure some equipment that has an expected useful life of five years or more and a purchase price of over $50,000. Leases are listed and funded within the debt service department budget.

Summary of Bond Issue Purposes

The City of Saco is conservative in its approach to entering into long-term debt through low interest bonds, and this position closely mirrors the attitude of Saco, Maine taxpayers. The City Finance Director routinely monitors interest rates to assess possible refinance options. The City has a history of refinancing debt to gain a more favorable interest rate when appropriate. Current interest rates on City bonds range from 2.00 - 8.90 depending on due date. More importantly, the rates paid currently are favorable in comparison with those available through refinancing. Total debt carried by the City of Saco is listed in the attached schedule of long-term debt. Per the also attached debt margin calculation, the total debt outstanding is far from any allowable maximum, but the City is not interested in any more debt than absolutely necessary.

1988 Sewer Bond Issue

The 1988 bond is a twenty-year bond, bearing interest rates from 5.70% to 7.70%, due in annual installments of $115,000 plus interest through October 25, 2008. The money from this bond issue of $2,300,000 was used for sewer projects throughout the City. The principal and interest payments on this bond issue are not reflected within the City's General Fund but rather within the Waste Water Treatment Plant Enterprise Fund.

1989 Capital Improvement Bond Issue

The 1989 bond is a twenty-year bond, bearing interest rates from 7.25% to 7.30%, due in annual installments of $155,000 plus interest through October 25, 2009. The money from this bond issue of $3,100,000 was used for various city-wide capital improvements.

1996 Sewer Bond Issue

The 1996 bond is a twenty-year bond, bearing an interest rate of 5.55%, due in annual installments of $290,000 plus interest through October 1, 2016. The money from this bond issue of $5,800,000 was used for a sewer project on Route One in Saco, Maine. Only 50% of the principal and interest payments on this bond issue are reflected within the City's General Fund with the remaining amounts within the Waste Water Treatment Plant Enterprise Fund.

1990 School Construction Bond Issue

The 1990 bond issue is a twenty-year bond, bearing interest rates from 7.40% to 7.50%, due in annual installments of $235,000 plus interest through September 1, 2010. The money from this bond issue of $4,700,000 was used for construction at the C.K. Burns School.

1996 Police Bond Issue

The 1996 bond issue is a twenty-year bond, bearing an interest rate of 5.60%, due in annual installments of $100,000 plus interest through October 1, 2016. The money from this bond issue of $2,000,000 was used to construct a new police station.

2002 School Renovation Bond Issue

The 2002 bond issue is broken out into 2 parts; (1) a twenty-year bond, bearing interest rates from 3.25% to 5.00%, due in annual installments of $300,000 through 2010 and $295,000 for the remainder of the issue plus interest through January 1, 2022. The money from this bond issue of $5,940,000 was used to renovate the various school buildings within the City of Saco. (2) a ten-year bond, bearing no interest, due in annual installments of $115,979 through 2012. The money from this bond issue of $1,159,789 was secured through the State Revolving Loan Fund.

2002 Refunding Bond Issue

The 2002 bond issue was a refunding of the 1994 Sewer Bond Issue. The 2002 bond issue is a thirteen-year bond, bearing an interest rate from 2.0% to 4.5% due in annual installments of $185,000 to $150,000 plus interest through October 1, 2014. Only 50% of the principal and interest payments on this bond issue are reflected within the City's General Fund with the remaining amounts within the Waste Water Treatment Plant Enterprise Fund.

2003 Refunding Bond Issue

The 2003 bond issue was a refunding of the 1998 Landfill Closure Bond Issue. The 2003 bond issue is a sixteen-year bond, bearing an interest rate of 3.85%, due in annual installments of $186,066.05 plus interest through October 1, 2018.

2006 Open Space Bond Issue

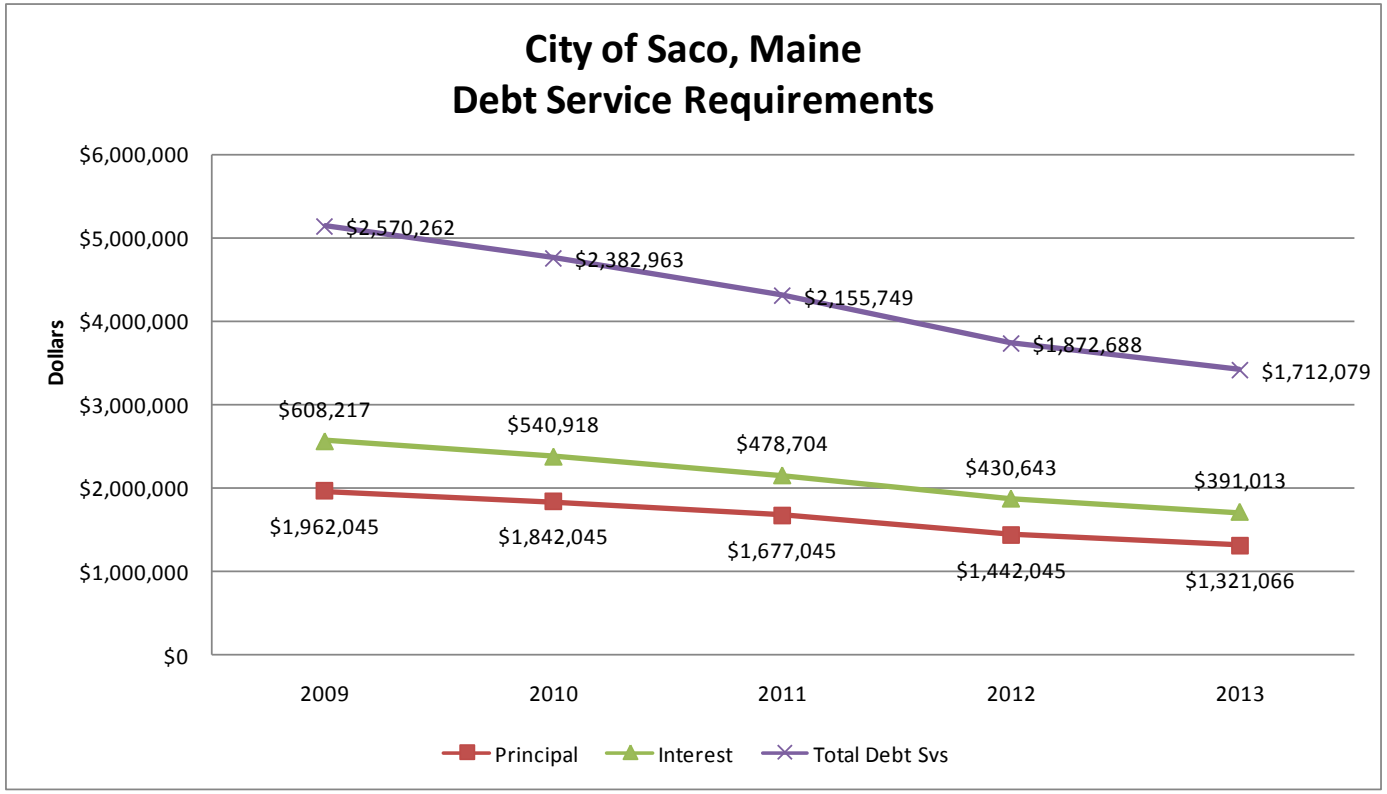
The 2006 bond issue is a twenty-year bond, bearing an interest rate from 4.0% to 4.5%, due in annual installments of $75,000 through January 1, 2026. The money from this bond issue of $1,500,000 was used to purchase large parcels of land within the City to preserve open space.

2007 Infrastructure Bond

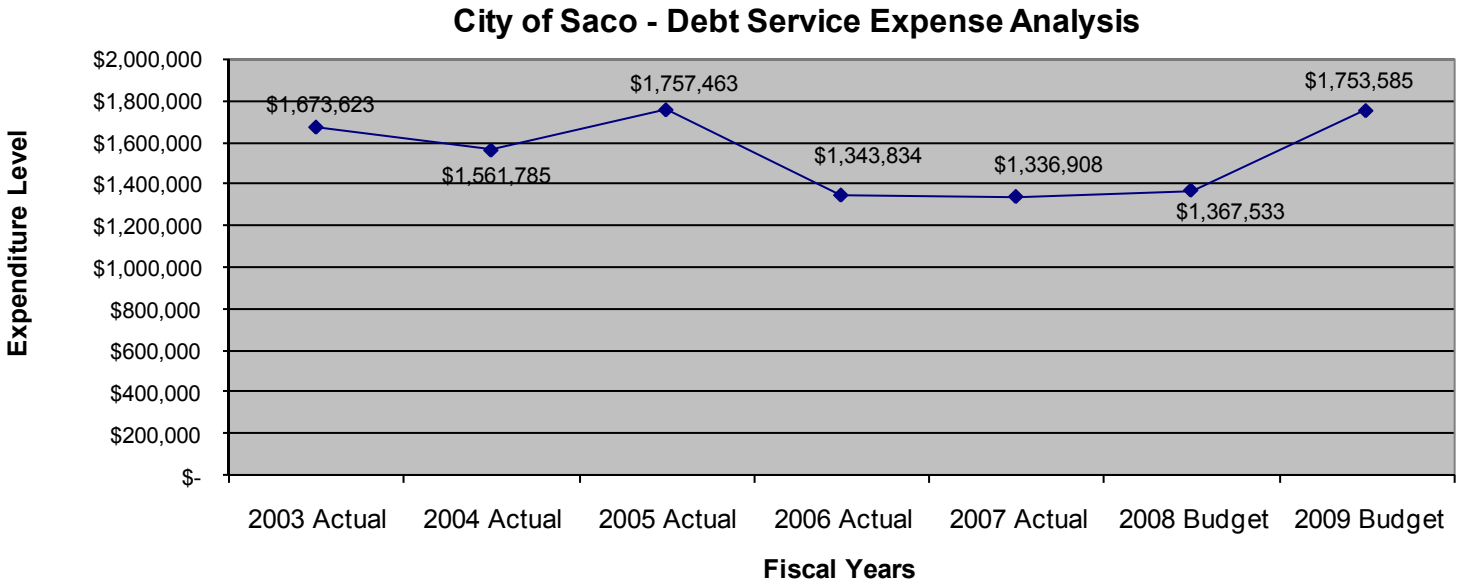
The 2007 bind issue is a twenty-year bond, bearing an interest rate of 4.5%, due in annual installments of $220,000 through October 1, 2027. The money from this bond issue of $4,355,000 was used to complete a variety of infrastructure improvements. The Project includes: *Parks Department Maintenance Building* construction and equipping of a Parks Department Maintenance building on City property adjacent to the current Community Center at 75 Franklin Street; *Main Street Improvements* construction and installation improvements including, as necessary, lighting and related service, poles, fixtures and other related equipment, appurtenances and building service connections, and sidewalk, curbing and turn lane improvements; *Middle School Entrance* construction of an access drive and other improvements related to parking spaces at the Saco Middle School; *Temple, Pleasant, Green and Pearl Street* construction improvements including roadway and surface and subsurface, curbing, sidewalk and separation of sewer and storm water lines; *Parks & Recreation Community Building* construction of exterior renovations to the existing Community Center building including masonry repair and replacement, re-pointing and sealing; *Garfield Street Sidewalk* construction of a new sidewalk from Bradley Street to Miranda Circle, approximately 1,000 feet in length, including roadway and subsurface, curbing, sidewalk, sewer, turning lane and traffic signal lighting; *Fenderson Road* construction of road improvements including improvements to upgrade the road to an acceptable public way; *Shadagee Road* construction of road improvements, including widening, intersection realignment and improvement, roadway surface and subsurface, curbing, sidewalk and drainage; and *School Space Needs* construction of improvements and renovations to the existing City building at 80 Common Street including improvements and renovations for air quality, code compliance and programming needs, and demolition of the existing Open Door building.

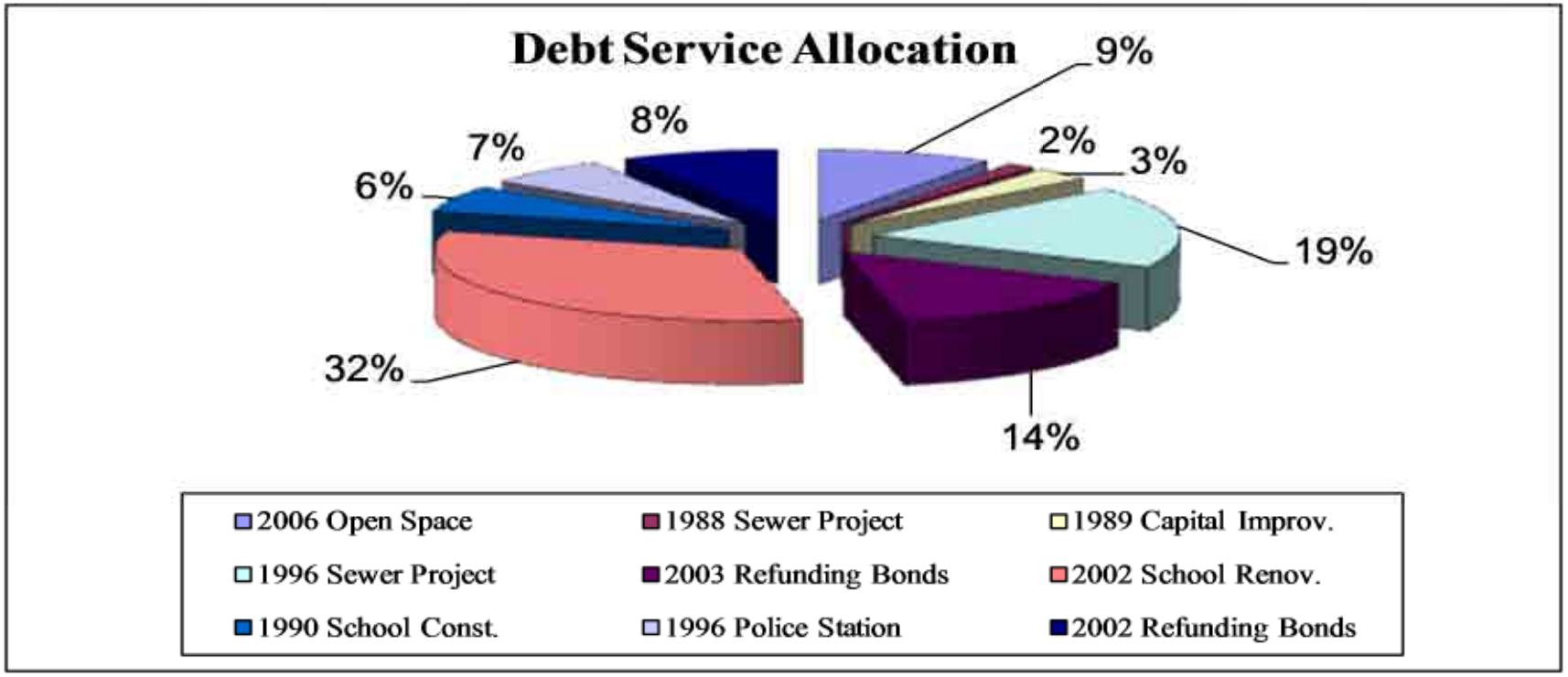
The Operational Impact of Debt

Debt commitments consume 2.97% of the City fiscal year 2009 budget but are scheduled into the regular pattern of City expenditures. Debt offerings were structured to make repayments manageable and predictable. No additional staff, new service activities, or operational components will be required as a result of the bonded debt in this budget. Sizable capital projects are also listed in the CIP for planning and informational purposes but no plans have been offered to undertake these projects in the near-term and funding options have not yet been considered with their impacts on future bonded debt levels.



Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
DEBT SERVICE								
500826	DEBT -PRINCIPAL	$ 952,520	$ 1,091,066	$ 1,086,066	$ 736,066	$ 746,066	$ 746,066	$ 966,066
500827	DEBT -INTEREST	$ 483,924	$ 273,855	$ 363,325	$ 214,250	$ 251,862	$ 221,807	$ 370,484
500828	DEBT -AGENT FEES	$ 24,545	$ 22,423	$ 20,640	$ 8,477	$ 5,958	$ 6,019	$ 5,930
500829	LEASE PAYMENTS	$ 212,634	$ 174,441	$ 287,432	$ 385,041	$ 333,022	$ 393,641	$ 411,105
	Subtotal Debt Service:	**$ 1,673,623**	**$ 1,561,785**	**$ 1,757,463**	**$ 1,343,834**	**$ 1,336,908**	**$ 1,367,533**	**$ 1,753,585**





		Balance Outstanding	% Of Total
2006 Open Space	$	1,425,000	9.20%
1988 Sewer Project	$	230,000	1.48%
1989 Capital Improv.	$	465,000	3.00%
1996 Sewer Project	$	2,900,000	18.72%
2003 Refunding Bonds	$	2,232,793	14.41%
2002 School Renov.	$	5,019,895	32.40%
1990 School Const.	$	940,000	6.07%
1996 Police Station	$	1,000,000	6.45%
2002 Refunding Bonds	$	1,280,000	8.26%
	$	15,492,688	100.00%

City of Saco, Maine
Combined Debt to Maturity Schedule
As of June 30, 2008

Fiscal Year	1988 Sewer Project	1989 Capital Improv.	1990 School Constr.	1996 Police Station	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2002 School Renov. (no int)	2003 Refunding Bond	2006 Open Space	2007 Infrastructure Bond	Total Principal Payments
Principal	100% sewer				50% sewer	50% sewer						
2009	$ 115,000.00	$ 155,000.00	$ 235,000.00	$ 100,000.00	$ 290,000.00	$ 170,000.00	$ 300,000.00	$ 115,979.00	$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,962,045.05
2010		$ 155,000.00	$ 235,000.00	$ 100,000.00	$ 290,000.00	$ 165,000.00	$ 300,000.00	$ 115,979.00	$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,842,045.05
2011			$ 235,000.00	$ 100,000.00	$ 290,000.00	$ 160,000.00	$ 295,000.00	$ 115,979.00	$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,677,045.05
2012				$ 100,000.00	$ 290,000.00	$ 160,000.00	$ 295,000.00	$ 115,979.00	$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,442,045.05
2013				$ 100,000.00	$ 290,000.00	$ 155,000.00	$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,321,066.05
2014				$ 100,000.00	$ 290,000.00	$ 150,000.00	$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,316,066.05
2015				$ 100,000.00	$ 290,000.00	$ 150,000.00	$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,316,066.05
2016				$ 100,000.00	$ 290,000.00		$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,166,066.05
2017				$ 100,000.00	$ 290,000.00		$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 1,166,066.05
2018							$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 776,066.05
2019							$ 295,000.00		$ 186,066.05	$ 75,000.00	$ 220,000.00	$ 776,066.05
2020							$ 295,000.00			$ 75,000.00	$ 215,000.00	$ 585,000.00
2021							$ 295,000.00			$ 75,000.00	$ 215,000.00	$ 585,000.00
2022							$ 295,000.00			$ 75,000.00	$ 215,000.00	$ 585,000.00
2023										$ 75,000.00	$ 215,000.00	$ 290,000.00
2024										$ 75,000.00	$ 215,000.00	$ 290,000.00
2025										$ 75,000.00	$ 215,000.00	$ 290,000.00
2026										$ 75,000.00	$ 215,000.00	$ 290,000.00
2027											$ 215,000.00	$ 215,000.00
2028											$ 215,000.00	$ 215,000.00
Total	$ 115,000.00	$ 310,000.00	$ 705,000.00	$ 900,000.00	$ 2,610,000.00	$ 1,110,000.00	$ 4,140,000.00	$ 463,916.00	$ 2,046,726.55	$ 1,350,000.00	$ 4,355,000.00	$ 18,105,642.55

City of Saco, Maine
Combined Debt to Maturity Schedule
As of June 30, 2008

Fiscal Year	1988 Sewer Project	1989 Capital Improv.	1990 School Constr.	1996 Police Station	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2003 Refunding Bond	2006 Open Space	2007 Infrastructure Bond	Total Interest Payments
Interest	100% sewer				50% sewer	50% sewer					
2009	$ 4,427.50	$ 16,972.50	$ 43,945.00	$ 46,325.00	$ 69,733.83	$ 40,075.00	$ 193,787.50	$ 19,421.01	$ 56,156.26	$ 176,705.00	$ 667,548.60
2010		$ 5,657.50	$ 26,437.50	$ 41,100.00	$ 61,441.61	$ 34,425.00	$ 181,487.50	$ 17,571.39	$ 53,156.26	$ 167,575.00	$ 588,851.76
2011			$ 8,812.50	$ 35,787.50	$ 53,249.40	$ 28,537.50	$ 168,887.50	$ 15,721.77	$ 50,156.26	$ 158,445.00	$ 519,597.43
2012				$ 30,400.00	$ 45,057.19	$ 22,337.50	$ 156,202.50	$ 13,872.15	$ 47,156.26	$ 149,315.00	$ 464,340.60
2013				$ 24,975.00	$ 36,864.97	$ 16,037.50	$ 143,222.50	$ 12,022.53	$ 44,156.26	$ 140,185.00	$ 417,463.76
2014				$ 19,500.00	$ 28,672.75	$ 9,843.75	$ 129,947.50	$ 10,172.91	$ 41,156.26	$ 131,055.00	$ 370,348.17
2015				$ 13,975.00	$ 20,480.54	$ 3,375.00	$ 116,377.50	$ 8,323.29	$ 38,156.26	$ 121,925.00	$ 322,612.59
2016				$ 8,400.00	$ 12,288.33		$ 102,512.50	$ 6,473.67	$ 35,156.26	$ 112,795.00	$ 277,625.76
2017				$ 2,800.00	$ 4,096.11		$ 88,500.00	$ 4,624.05	$ 32,156.26	$ 103,665.00	$ 235,841.42
2018							$ 73,750.00	$ 2,774.43	$ 29,156.26	$ 94,535.00	$ 200,215.69
2019							$ 59,000.00	$ 924.81	$ 26,156.26	$ 85,405.00	$ 171,486.07
2020							$ 44,250.00		$ 23,156.26	$ 76,378.75	$ 143,785.01
2021							$ 29,500.00		$ 19,968.76	$ 67,456.25	$ 116,925.01
2022							$ 14,750.00		$ 16,781.26	$ 58,533.75	$ 90,065.01
2023									$ 13,500.00	$ 49,611.25	$ 63,111.25
2024									$ 10,125.00	$ 40,635.00	$ 50,760.00
2025									$ 6,750.00	$ 31,605.00	$ 38,355.00
2026									$ 3,375.00	$ 22,575.00	$ 25,950.00
2027										$ 13,545.00	$ 13,545.00
2028										$ 4,515.00	$ 4,515.00
Total	$ 4,427.50	$ 22,630.00	$ 79,195.00	$ 223,262.50	$ 331,884.73	$ 154,631.25	$ 1,502,175.00	$ 111,902.01	$ 546,375.14	$ 1,806,460.00	$ 4,782,943.13

City of Saco, Maine
Combined Debt to Maturity Schedule
As of June 30, 2008

Fiscal Year	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2003 Refunding Bond	Total Agent Fees	School	City General Fd	Business Type Sewer
Agent fees	50% sewer	50% sewer						
2009	$ 5,394.51	$ 300.00	$ 500.00	$ 3,082.30	$ 9,276.81	$ 500.00	$ 5,929.56	$ 2,847.26
2010	$ 5,271.63	$ 300.00	$ 500.00	$ 3,054.56	$ 9,126.19	$ 500.00	$ 5,840.38	$ 2,785.82
2011	$ 5,148.74	$ 300.00	$ 500.00	$ 3,026.82	$ 8,975.56	$ 500.00	$ 5,751.19	$ 2,724.37
2012	$ 5,025.86	$ 300.00	$ 500.00	$ 2,999.08	$ 8,824.94	$ 500.00	$ 5,662.01	$ 2,662.93
2013	$ 4,902.98	$ 300.00		$ 2,971.32	$ 8,174.30		$ 5,572.81	$ 2,601.49
2014	$ 4,780.09	$ 300.00		$ 2,943.58	$ 8,023.67		$ 5,483.63	$ 2,540.05
2015	$ 4,657.21	$ 300.00		$ 2,915.84	$ 7,873.05		$ 5,394.45	$ 2,478.61
2016	$ 4,534.33			$ 2,888.10	$ 7,422.43		$ 5,155.27	$ 2,267.17
2017	$ 4,411.44			$ 2,860.34	$ 7,271.78		$ 5,066.06	$ 2,205.72
2018				$ 2,832.60	$ 2,832.60		$ 2,832.60	
2019				$ 2,804.86	$ 2,804.86		$ 2,804.86	
2020								
2021								
2022								
2023								
2024								
2025								
2026								
Total	$ 44,126.79	$ 2,100.00	$ 2,000.00	$ 32,379.40	$ 80,606.19	$ 2,000.00	$ 55,492.80	$ 23,113.40

This Page Left Blank

CAPITAL IMPROVEMENT PROGRAM

THIS PAGE LEFT BLANK

Introduction

The Capital Improvement Program (CIP) provides a basis for prioritizing and implementing the short and long range plans for city acquisitions and projects. The CIP is intended to be a planning document for the departments and a coordination and scheduling document for the entire city organization. It further assists in coordinating the schedule of large expenditures over a period of years both for better fund management and for cash management purposes.

The effectiveness of the CIP relies on the professional assessments made by practitioners employed by city departments. The completed city CIP schedule will be assembled from the assessments and priorities defined by departments on a combined priority matrix. Special consideration is given to projects, which should be combined for maximum efficiency. The City Administration Department will assemble and coordinate the final city CIP document that will be presented to the City Council.

The CIP is updated annually as a precursor to budget preparation, at which time individual project timing can be adjusted, new projects added, and outdated projects removed. It is important to note that even though funds reserved for capital improvements are dedicated and maintained separately from other City funds, the CIP forecasts are only informational and are based on current expectations and priorities, which are not binding. However, annual budget decisions are made as a result of the information assembled in the CIP process. The goal of the CIP is to create the most accurate view of future city needs so informed coordinated decisions can be made throughout the budget process. The City is never obligated to proceed with a project simply because it was approved as part of the CIP. If a project is no longer needed the City will realign reserved capital funds to reflect the most urgent capital needs each year.

Benefits Expected From A CIP

A carefully planned and prepared Capital Improvement Program enables the City to realize a number of benefits.

1. Major expenditures can be anticipated in advance rather than being overlooked until needs become critical.
2. Coordinating projects can reduce total costs through bulk discounts, competitive pricing, and project coordination.
3. City projects can be evaluated based on relative need and importance.
4. Projects can be timed to capitalize on sales in the marketplace.
5. Projects can be coordinated to capitalize on the best available funding options including grants and bonds.
6. By identifying capital needs prior to budget preparation all requests can be evaluated and prioritized, then adopted and integrated into the budget as a whole.

CIP Integrates Future Needs

The Capital Improvement Program (CIP) was instituted in 1999 as both a managerial tool and a financial vehicle. The focus of the City of Saco's active CIP is to dampen the impact of large capital expenditure on the City budget. The CIP process identifies and prioritizes all known capital needs for the next five years and proposes funding for the coming year. Current year projects are segregated by department and classified separately under the Capital Construction department. The goal of the CIP in relation to the budget is to use priority planning to identify upcoming projects and prevent having an unexpected critical need. The measure of goal attainment comes each year as the budget is assembled and capital needs are known.

The CIP dampens the Financial Impact of Capital Needs on the Current Budget

Even in the short time the CIP has been in place, it has helped in budgeting by providing better understanding of citywide needs and flexibility in accomplishing needed capital projects. The CIP is much more than just a budgetary segment because it gives management a better understanding of coming needs. Once the five year plan is adopted, the CIP assists the City in reserving current funds to pay for future needs.

Operational Impact of the CIP

The fiscal year 2009 CIP will have a mixed impact on the operational budgets of City departments. The department most strongly impacted by the CIP is the Public Works Department, because the bulk of CIP implementation lies with that department. Other CIP impacts improve operational efficiency through cost savings issues.

Project savings are considered on each CIP and made known, if available. The nature of projects undertaken by the City, limit their potential savings because savings typically do not occur for several years, so it is difficult to recommend reducing a line item in Operations and Maintenance because of spending on capital.

The capital improvement budget in fiscal year 2009 was reduced greatly from prior years due to the fact that the citizens of Saco recently approved a $4.3 million general obligation bond for various infrastructure projects throughout the city. These projects will be completed during fiscal year 2008 and 2009 with much assistance from the public works department staff.

The Public Works Department will also be directly responsible for the majority of the capital projects in this budget year. The department is prepared to meet the demands placed on them by the various CIP projects and will rely on careful scheduling to accomplish the varied assignments during 2009 in support of City operations and goals. The actual dollar impact of the CIP on operational items is minimal because each project contains resources for its implementation, and projects are scheduled to be completed using staff time funded through departmental budgets.

The narrative section following describes if and to what extent each capital improvement will impact the city's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that result from capital spending.

Fiscal Year 2009 Budgeted Capital Improvement Projects

Per the recently revised Capital Improvement Program Policy, this section is meant to describe if and to what extent each capital improvement will impact the city's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that result from capital spending. If there are no or nominal impacts, this will be stated within this section.

- Sidewalk Improvement Projects: This funding of $154,000 is to continue funding the City's commitment to addressing various sidewalk improvement needs throughout the City. GASB Statement No. 34 requires the city to maintain its infrastructure assets, including sidewalks, at acceptable levels and to perform condition assessments every three years to assure that these levels are being maintained. This budget allows for this type of maintenance to assure acceptable condition levels. The savings to be incurred by the city is direct in nature. By maintaining sidewalks at acceptable levels, we are preserving the value and hence avoiding future major reconstruction costs once major deterioration takes over.

- Storm Drain Projects- The current year budgets $41,000 for storm drain maintenance type projects. This amount will be a needed future budget appropriation as well. As mentioned above, with the implementation of GASB Statement No. 34 necessitates the city to maintain its infrastructure assets, including storm drains, at acceptable levels and to perform condition assessments every three years to assure that these levels are being maintained. This budget allows for this type of maintenance to assure acceptable condition levels. The savings to be incurred by the city is direct in nature. By maintaining storm drains at acceptable levels, we are preserving the value and hence avoiding future major reconstruction costs once major deterioration takes over.

- Grant Match Projects: This funding $50,000 is to provide matching grant funds for projects that require a matching grant. Specific operating savings will be determined based on each specific grant.

- Conservation Projects: This funding of $50,730 is to continue funding the City's commitment to addressing various energy conservation needs. These projects are expected to provide future savings in lower energy costs.
- Tri-County Camera Project: This funding of $4,000 is to fund the City's share of the Tri-County Camera Project.

- Park & Recreation Radio Project: This funding of $9,000 is to fund the purchase of radios for Parks & Recreation Department staff.

- City Clerk Project: This funding of $35,146 is to fund the Laserfiche project in the Office of the City Clerk for digital records.

- Downtown Light Pole Banners: This funding of $20,000 will provide banners for downtown light poles.

Summary

As a planning and scheduling document, the CIP does not represent authorization to expend city resources. Rather, the CIP provides an index of proposed short and long range acquisitions. Each CIP project must then be funded as part of a regular budget process and authorized by a department head in the budget year the funds are allocated. CIP development requires thoughtful planning and program development to construct. Annual CIP development will become repetitive as each new year builds on the foundation of past projections.

The following pages detail the City of Saco Capital Improvement Plan Policy.

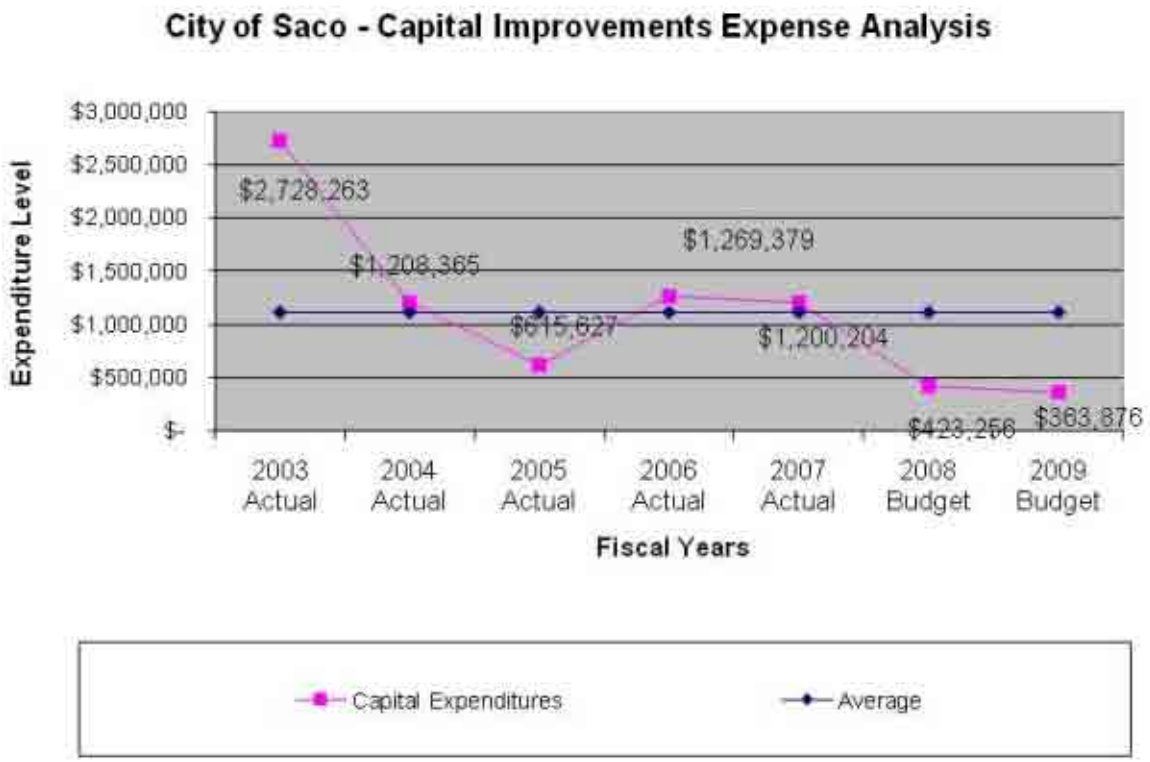
City of Saco, Maine
FY 2009 Budget
Capital Improvement Projects

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
CAPITAL IMPROVEMENT PROJECTS								
500910/03700	SIDEWALK IMPROVEMENTS	$ 19,994	$ 26,404	$ 14,901	$ 1,988	$ 11,847	$ -	$ 154,000
500910/03702	STREET OVERLAY/RECONSTRUCTI	$ 475,206	$ 459,526	$ 300,542	$ 305,975	$ 400,779	$ 283,167	$ -
	Plus Carryover funds from fiscal year 2007						$ 232,720	
	Total available funds						$ 515,887	
500910/03710	SEWER SEPERATION/ST RECON	$ 39,407	$ 78,295	$ -	$ 4,729	$ -	$ -	$ -
500910/03714	STORM DRAIN PROJECTS	$ 66,172	$ 110,216	$ 7,765	$ 254	$ 8,138	$ 62,500	$ 41,000
	Plus Carryover funds from fiscal year 2007						$ 100,719	
	Total available funds						$ 163,219	
500910/03726	CAMP ELLIS RECONSTRUCTION/CA	$ 9,840	$ 500	$ -			$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 26,356	
	Total available funds						$ 26,356	
500910/03720	GRANT MATCH	$ 41,469	$ 28,616	$ 24,952	$ 8,989	$ -	$ -	$ 50,000
500910/03829	PARK IMPROVEMENTS	$ 67,184	$ 5,334	$ 3,412	$ 221,700	$ -	$ -	$ -
500910/03722	INDUST PK RR	$ 33,528	$ 1,567	$ 7,521			$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 36,666	
	Total available funds						$ 36,666	
500910/	CSO MASTER PLAN	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -
500910/03801	INFRASTRUCTURE STUDY-GASB 34	$ 14,769	$ -	$ -	$ -	$ -	$ -	$ -
500910/05101	CITY HALL ROOF	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 10,000	
	Total available funds						$ 10,000	
500910/03752	CITY HALL WIDE AREA NETWORK	$ 49,834	$ -	$ 110	$ 7,629	$ 66,250	$ -	$ -
500910/03815	POLICE - COMPUTERS	$ 134,605	$ -	$ -	$ -	$ -	$ -	$ -
500910/03756	AMTRAK STATION	$ -	$ -	$ 1,497	$ 20,468	$ -	$ -	$ -
500910/04004	FIRE-FORD EXPLORER/PICK UP TRI	$ -	$ -	$ -	$ -	$ 26,407	$ -	$ -

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500910	FORD F-350 AMBULANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 130,000	
	Total available funds						$ 130,000	
500910/03764	OPEN DOOR REPAIRS	$ 11,889	$ 25,140	$ 21,916	$ 11,844	$ -	$ -	$ -
500910/	PARKS & REC - 1 TON TRUCK	$ 24,807	$ -	$ -			$ -	$ -
500910	POLICE DEPT PUMP STATION	$ -	$ -	$ 37,813			$ -	$ -
500910/04008	P/W- C-10 pick up truck/ 1 ton	$ -	$ -	$ -	$ 17,689	$ -	$ -	$ -
500910/	P/W- sander	$ 127,416	$ -	$ -	$ -	$ -	$ -	$ -
500910/03831	EPA Audit findings	$ 43,205	$ -	$ -	$ -	$ -	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 26,596	
	Total available funds						$ 26,596	
500910	GIS development/ Aerial Photo	$ 70,350	$ -	$ -	$ -	$ -	$ -	$ -
500910	City Signage	$ -	$ 368	$ -	$ -	$ -	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 7,632	
	Total available funds						$ 7,632	
500910/03805	Appraisal/GIS Conversion / Data Verific	$ 66,239	$ 27,472	$ 23,213	$ 24,571	$ 40,922	$ 35,000	$ -
	Plus Carryover funds from fiscal year 2007						$ 36,279	
	Total available funds						$ 71,279	
500910	Microfilming - multi year plan	$ -	$ 14,000	$ 22,478	$ 14,016	$ 24,015	$ -	$ -
500910	Saco 67 Business park		$ 13,244	$ -	$ -	$ -	$ -	$ -
500910/	Central Station repairs- doors	$ 26,076	$ -	$ -	$ -	$ -	$ -	$ -
500910/03806	North Saco Fire Station	$ 15,652	$ 64,933	$ 2,596	$ -	$ -	$ -	$ -
500910/	P&R- pick up truck	$ 3,793	$ -	$ -			$ -	$ -
500910/	Community Center repairs	$ 37,000	$ -	$ -			$ -	$ -
500910	Turfcat Mower/ 12' Front deck mower	$ -	$ -	$ -	$ 17,523	$ -	$ -	$ -
500910	Young School Playstructures	$ -	$ -	$ -			$ -	$ -
500910/03813	Athletic fields at landfill (Rec & Open Sp	$ -	$ 4,190	$ 79,649	$ 14,584	$ 55,092	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 23,103	
	Total available funds						$ 23,103	
500910	P/W- vehicle	$ -	$ -	$ -		$ 54,387	$ -	$ -
500910	P/W- sander	$ -	$ -	$ -			$ -	$ -

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500910	P/W- snowblower	$ -	$ -	$ -			$ -	$ -
500910	P/W- North Street addition	$ -	$ -	$ -			$ -	$ -
500910	P/W- North Street floor	$ -	$ -	$ -			$ -	$ -
500910/	LED's Traffic signals	$ 6,316	$ -	$ -			$ -	$ -
500910/03835	Pepperell & Main-traffic signals-MDOT	$ -	$ 9,648	$ 26,484			$ -	$ -
500910/03836	Main & Beach (North)-traffic signals-MI	$ 3,983	$ 11,326	$ 10,308	$ 170,806	$ -	$ -	$ -
500910/03837	Elm & Thornton (Scammon/Temple)-tra	$ 14,221	$ 7,498	$ 7,975	$ 138,498	$ -	$ -	$ -
500910/03838	Spring & North- traffic signals-MDOT	$ 7,792	$ 2,873	$ -			$ -	$ -
500910/03827	Simpson Road Bridge	$ 9,285	$ -	$ 1,254		$ 42,303	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 610,443	
	Total available funds						$ 610,443	
500910/03840	Superintendent's Office Space Purch &	$ 298,109	$ 27,857	$ -			$ -	$ -
500910/03856	MDOT Lap Project-Ocean Park Rd	$ 29,047	$ 54,977	$ (28,986)	$ 262,406	$ -	$ -	$ -
500910/	Aerial Ladder Truck	$ 598,956	$ -	$ -			$ -	$ -
500910/	Cab Replacement	$ -	$ 8,250	$ -			$ -	$ -
500910/03811	P/W - Loader	$ 32,002	$ -	$ -	$ -	$ -	$ -	$ -
	Plus Carryover funds from fiscal year 2007						$ 35,000	
	Total available funds						$ 35,000	
500910/05104	scanning of documents	$ -	$ -	$ -	$ 2,561	$ 37,779	$ -	$ -
500910/04024	School access roads and parking lots	$ -	$ 14,902	$ -			$ -	$ -
500910	Redundancy server & remote access s	$ -	$ -	$ 11,999	$ -	$ -	$ -	$ -
500910/03841	MUNIS Software	$ 200,117	$ 17,194	$ 22,507			$ -	$ -
500910/	Shannon Lane Realignment	$ -	$ -	$ 15,721	$ 250	$ -	$ -	$ -
500910/05108	Main/Pepperrell Project	$ -	$ -	$ -			$ -	$ -
500910/	Crime/Drug scene reconstruction equip	$ -	$ -	$ -	$ 7,996	$ -	$ -	$ -
500910/04025	Fire Department Radio Frequency	$ -	$ 21,835	$ -			$ -	$ -
500910/04026	Fire Department Air Packs	$ -	$ 172,200	$ -			$ -	$ -
500910/	Transfer Station	$ -	$ -	$ -	$ 14,903	$ -	$ -	$ -
500910/07101	Conservation projects	$ -	$ -	$ -	$ -	$ 142,921	$ -	$ 50,730
	Plus Carryover funds from fiscal year 2007						$ 157,079	
	Total available funds						$ 157,079	

Account Number	Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
500910/03860	Parks & Rec- 1 ton truck w/ plow	$ -	$ -	$ -	$ -	$ 39,981	$ -	$ -
500910/07104	ROUTE ONE SEWER PROJECT	$ -	$ -	$ -	$ -	$ -	$ -	$ -
500910/07105	TRI COMMUNITY CAMERA	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000
500910/07102	TRAFFIC LIGHT PREEMPTION	$ -	$ -	$ -	$ -	$ 30,432	$ 17,589	$ -
	BOND PROJECTS	$ -	$ -	$ -	$ -	$ 218,951	$ -	$ -
	COMPREHENSIVE PLAN	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	PACTS PROJECTS	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	PARKS & RECREATION RADIOS	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,000
	LASERFICHE 2 AND LASERFICHE 3	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,146
	PARKS & REC/POLICE PICK UP TRU	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	CONCEPT PLAN FOR PRENTISS PAI	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	DOWN TOWN LIGHT POLE BANNER	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000
	MAIN STREET PARKING LOTS	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	COUNCIL LAP TOPS	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	LANDFILL RECREATIONA REUSE SE	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	AMBULANCE EQUIPMENT	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ -
	Subtotal Capital Construction:	**$ 2,728,263**	**$ 1,208,365**	**$ 615,627**	**$ 1,269,379**	**$ 1,200,204**	**$ 423,256**	**$ 363,876**


City of Saco - Capital Improvements Expense Analysis
Expenditure Level
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
$2,728,263
$1,208,365
$615,627
$1,269,379
$1,200,204
$423,256
$363,876
2003 Actual
2004 Actual
2005 Actual
2006 Actual
2007 Actual
2008 Budget
2009 Budget
Fiscal Years
Capital Expenditures
Average

City of Saco
And
Saco School Department

CAPITAL IMPROVEMENT PLAN POLICY
Adopted
November 15, 1999

I. Purpose

The City of Saco, Maine, capital improvement program serves as a link between the following plans and their implementation: the Comprehensive Plan, School Facilities Plan, Combined Sewer Overflow Plan, Downtown Plan and Storm Water Management Plan, Beach Management Plan, Landfill Recreation and Reuse Plan as well as other plans as may be developed. It is one of the methods used in building a disaster resistant community. It helps to reconcile the timing of projects with the availability of financial, manpower and equipment resources. The Capital Improvement program also serves to enhance the City's credit ratings and helps reduce fluctuation in the tax rate and debt service requirement.

II. Introduction

A. The Charter for the City of Saco, Article VI. Financial Procedures Section 6.05 Capital Program requires the City Administrator to prepare and submit to the city Council a five-year capital improvement program in March of each year. The Charter further provides that the Council will after hearing adopt a capital program on or before the first regular meeting in June. This policy furthers these charter requirements.

B. The term "Capital Improvement" can be used to describe a project that is large in size, expensive and relatively permanent. It's meaning varies from one community to another as it may depend on the size of the community.

C. A Capital Improvement plan is a schedule of improvements, listed in priority order, with cost estimates and a suggested method of financing them over a certain period of time.

D. A Capital Outlay is one used to purchase or construct a new or expanded physical facility, such as a building, equipment or road construction, which has a useful life of 8 or more years and costs in excess of $8,000. This definition does not include the repair and maintenance of building, equipment and roads.

E. This plan will provide proper planning and financial direction for major investments that the community will have to make in the next few years. It will also distinguish expenses that are annual and those that are not.

F. The Capital Improvement Program will determine the City's capital needs. The program's 5-year plan will allow for acquisition, development and/or improvement of the City's facilities. Projects included in the Capital Improvement program will be prioritized and the means for financing each shall be identified. The first year of the Plan shall be the capital budget subject to revision by the Council at the time of budget adoption. The Capital Improvement Program shall be revised and

III. Administrative Framework

A. Capital Improvement Plan Process and Calendar
The first step in the review process calls for the department heads or the first line supervisors to review their plans for capital purchases and to prepare estimates for the cost involved. The estimates that are submitted to the City Administrator shall include:

1. A clear general summary of contents;
2. A list of all capital improvements which are proposed to be undertaken during the five fiscal years next ensuing, with appropriate supporting information as to the need for such improvements;
3. Cost estimates, method of financing and recommended time schedules for each improvement; and
4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

B. The next step involves a review by the City Administrator of all department requests to assess the projects, or proposed capital expenditure items both technically and financially. At this time the project should be tentatively scheduled for funding. The Administrator must then prepare a Capital Improvement Plan for presentation to the City Councilors. The Administrator may want to recommend financing options at this time also.

Next, the Councilors should hold a public hearing to obtain public input into their plan. Once the public input is obtained the Councilors should review the document and either send it back for additional work by the Administrator and department heads or adopt it as presented. Once the Plan has been approved it will serve as a guide for future budgets.

IV. Capital Improvement Projects and Priorities

A. Capital Outlay
The repair and maintenance of a building, equipment and roads will not be included as capital outlays if the cost is less than $8,000 and has a useful life less than 8 years.

B. Project Reviews and Priorities
After completing the inventory, the most difficult task is to prioritize each project. Saco has developed the following approach, as a guide in the prioritization for their capital improvement needs.

Purpose:

A. Required item - ordered by higher authority.
B. Service Improvement Expenditure - to provide better service.
C. Cost reduction Project - decrease operating cost.
D. Expansion items - create facilities and operations expenses for new services.
E. Strategic investment - acquisition or improvement of land.
F. Social Benefits
G. Investment - done as investment to get money back

Priority:

1. Urgent - project cannot be reasonably postponed
2. Necessary - project which should be carried out within a few years.
3. Desirable - project needed for a proper expansion of a department program
4. Deferrable - project which would be needed for ideal operation

V. Financial Analysis and Goals

A. Debt versus Pay-As-You-Go

1. Capital Improvements can be financed in a variety of ways. Borrowing against future property taxes - through the issuance of general obligation bonds - to finance long term public improvements is widely practiced by municipalities. One reason for this is that future as well as today's taxpayers use Capital Improvements with long useful lives, and it therefore is appropriate to pay for the improvements over its useful life. Bonding evens out the tax impact over time and allows the municipality to obtain vital improvements more quickly than would a reserve fund strategy. As a rule, no Capital Improvement should be bonded beyond its useful life. The disadvantage of borrowing of course is that it builds in a fixed annual line item in the operating budget for payment of interest over the period of the bond. Because municipal bonds are tax-exempt, interest rates are usually favorable.
2. A more simple (although not always most appropriate) way to finance Capital Improvement would be the Pay-As-You-Go basis. This method requires the City to pay for improvements with current revenues primarily the local property tax, in the year the improvement is needed. This method avoids borrowing and does not burden the future taxpayers with interest. It does, however, have some disadvantages, one being that large scale projects may be so expensive that the tax rate may become excessively burdened during the period of implementation. Faced with either paying out of the current revenues or not doing a needed project, a City may sometimes choose not to do the project.

3. A combination of borrowing and Pay-As-You-Go basis may in some circumstances be the most appropriate way to finance an improvement.

B. Cost/Benefit Analysis

Upon prioritizing Capital Improvement projects, we analyze the specifications and cost along with the desirable needs. This gives us the information we need to distinguish what the benefits of the projects are, if in fact, there are any. If there are benefits, and they exceed the cost of the new project, then replacement or performance of the project should be considered at this time.

C. Capital Budget and Replacement Schedules

1. Fire Department: To replace equipment after 30 years of use;
2. Equipment replacement:
   a. Small 6-wheel patrol truck after 7 - 10 years use, depending upon overall condition and maintenance costs;
   b. Large 10 wheel trucks after 7 - 10 years use, depending upon overall condition and maintenance costs;
   c. Heavy equipment loader, grader, excavator, etc., after 20 years use or when maintenance costs get too extreme;
   d. Dump bodies and plows are to be replaced after 20 years of use;
   e. Pickups: to be replaced after 10 years of use;
   f. Ambulances are replaced after 12 years of use.
   g. Infrastructure: Preserve existing roads and sidewalks by continual improvements to balance normal deterioration.
   h. Garage: continue to decrease energy requirements. More energies efficient overhead doors, more insulation and better use of hearing system.
   i. Piers, wharfs and floats to be replaced as needed.
3. Buildings:
   a. Decrease energy requirements of buildings, and
   b. Minimize functional and economic obsolesces of facilities
4. Parks:
5. New buildings
6. Evaluate financing capital projects, estimated costs in excess of $50,000 and give consideration to life of asset, its cost and its uniqueness.

D. User fees: When a CIP benefits specific properties or users, these parties will be considered for assessment of a user fee. Such user fees currently are used for collection and treatment of wastewater. A facility that could generate user fees as a sole source of funding is the Transfer Station.

E. Grant Funds: It is the policy of the City Council to encourage the City Administrator and Department Directors to seek grant funds for any and all capital needs. Acceptance of such funds requires City Council approval.

F. Reserve Funds: A reserve fund is a savings account where funds are accumulated in advance over a period of years to finance a CIP. This method of funding has the advantage of spreading the cost over several years and reduces the impact on the tax rate.

G. Impact Fees: New improvements or developments may be assessed impact fees for the cost of public improvements.

City of Saco, Maine
Capital Improvement Plan- Fixed Asset Listing
Totals by Department

Department	Asset Historical Cost	Projected Replacement Schedule									
		2007	2008	2009	2010	2011	2012	2013	2014	2015	Beyond
Administration Dept. Total	$ 2,701,000	$ 380,250	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,750,000
Assessing Dept. Total	$ 14,500	$ 75,000	$ 35,000	$ 26,000	$ 55,000	$ 15,000	$ 15,000	$ 55,000	$ 15,000	$ 15,000	$ -
Code & Planning Total	$ 14,100	$ -	$ -	$ 22,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Dept. Total	$ 3,953,540	$ 177,000	$ 42,589	$ 555,000	$ 4,481,500	$ 7,500	$ 107,500	$ 207,500	$ 7,500	$ 24,500	$ 6,306,000
Parks & Rec. Total	$ 981,147	$ 44,515	$ -	$ 561,000	$ 1,085,000	$ 150,000	$ 215,000	$ 168,000	$ 150,000	$ 550,000	$ 525,000
Police Dept. Total	$ 3,274,200		$ -	$ 12,000	$ 27,500	$ 12,000	$ 200,000	$ 12,000	$ -	$ 12,000	$ 4,000,000
Public Works Total	$ 2,924,770	$ 669,879	$ 345,667	$ 1,765,875	$ 1,224,700	$ 1,504,000	$ 782,000	$ 537,000	$ 562,000	$ 674,000	$ 1,327,000
City Total	**$ 13,863,257**	**$ 1,346,644**	**$ 423,256**	**$ 2,941,875**	**$ 6,873,700**	**$ 1,688,500**	**$ 1,319,500**	**$ 979,500**	**$ 734,500**	**$ 1,275,500**	**$ 16,908,000**

These charts represent only those capital assets of the city and school that have a historical cost of greater than $8,000. All other smaller valued assets have not been included as they would not be budgeted through the capital improvement section of the budget but rather through the operating section of the General Fund Budget. This is due to the fact that they do not meet the criteria established through city policy as a capital asset.

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
	Department Total										
	Administration	City Hall-Main and Cutts	$ 2,297,000								
	Administration	Office Building (Annex)- Cutts	$ 224,000								
	Administration	Technology Network connections									
	Administration	Redundancy server and remote access software									
	Administration	Microfilming				$ 14,000					
	Administration	Scanning of documents									
	Administration	City hall roof									
	Administration/Tech	voice & e-mail system									
	Administration/Tech	Software licenses update				$ 66,250					
	Administration	Conservation Projects				$ 300,000					
2003	Administration	MUNIS software	$ 180,000	15	2018						
	Administration Total		$ 2,701,000			$ 380,250	$ -	$ -	$ -	$ -	$ -

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
	Department Total		$ -								
1996	Assessing	Ricoh Large Format Copier	$ 10,000	7	2003			$ 8,500			
1997	Assessing	HP Jet 5 Printer	$ 4,500	3	2000			$ 2,500			
	Assessing	Aerial photography of city				$ 20,000					
2002	Assessing	Data update/commercial appraisal	Ongoing		2002	$ 55,000	$ 35,000	$ 15,000	$ 55,000	$ 15,000	$ 15,000
	Assessing Total		$ 14,500			$ 75,000	$ 35,000	$ 26,000	$ 55,000	$ 15,000	$ 15,000

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
	Department Total										
	Code & Planning	New inspection vehicle									
1999	Code & Planning	Cannon 600 Copier	$ 14,100	5	2004	$ -	$ -	$ 22,000			
	Code & Planning Total		$ 14,100			$ -	$ -	$ 22,000	$ -	$ -	$ -

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
1992	Fire Dept.-Service 2	Ford Explorer	$ 17,000	5	1997	$ 27,000	$ -				
1989	Fire Dept.-Service1	Ford F250	$ 16,000	5	1994		$ -	$ 30,000			
1968	Fire Dept.-Engine5	International Tank Truck	$ 9,490	20	1988		$ -	$ 95,000			
1985	Fire Dept.-Engine1	Mack Fire Truck	$ 89,898	20	2005		$ -	$ 250,000			
1990	Fire Dept.-Engine2	Mack MS-300P Truck	$ 113,210	20	2010				$ 250,000		
1993	Fire Dept.-Engine6	Frht Center State	$ 167,520	20	2013						
1996	Fire Dept.-Engine4	Ferrara Custom Pumper Fire Truck	$ 174,450	20	2016						
1998	Fire Dept.-Rescue1	Ford Rescue E450	$ 86,750	8	2006	$ 130,000					
1999	Fire Dept.-Engine8	Farrara Pumper	$ 208,000	20	2019						
1936	Fire Dept.	Central Station- Thornton Avenue	$ 1,053,199	40	1976			$ 100,000	$4,000,000		
1976	Fire Dept.	Sub Station- North Saco	$ 81,020	40	2016						
1991	Fire Dept.	Camp Ellis Station	$ 453,700	40	2031						
2004	Fire Dept.	8 computers	$ 5,000	5	2009			$ 8,500			
1997	Fire Dept.	20 Scott Air Packs w/ spares	$ 80,000	15	2012						$ 100,000
2003	Fire Dept.	41 Scott Air Packs w/ spares	$ 164,000	15	2018						
2000	Fire Dept.	SCBA Air System	$ 16,810	10	2010				$ 27,000		
1999	Fire Dept.	Avon rescue boat	$ 4,275	15	2014						
2001	Fire Dept.	Honda boat motor	$ 1,200	13	2014						
1987	Fire Dept.	code 3 tool -extrication	$ 10,000	20	2007			$ 30,000			
various	Fire Dept.	72 Portable radios	$ 13,600	5				$ 7,500	$ 7,500	$ 7,500	$ 7,500
2000	Fire Dept.	1 Life Pack 12	$ 27,500	10	2010				$ 25,000		
1993	Fire Dept.	1 Life Pack 10	$ 85,000	10	2003			$ 22,000			
1999	Fire Dept.	4 Survivalinks	$ 7,248	10	2009			$ 12,000			
2000	Fire Dept.- Engine 7	Pumper truck	$ 208,000	20	2020						
2000	Fire Dept.- Car 1	Ford Explorer	$ 26,000	5	2005				$ 32,000		
2001	Fire Dept.	Homatro jaws of life	$ 23,976	15	2016						
2001	Fire Dept.- Bucket 1	Bucket truck	$ 65,694	20	2021						
2004	Fire Dept.	Radio frequency	$ 22,000								
2002	Fire Dept.- Rescue 2	E450 Rescue	$ 100,000	8	2010				$ 140,000		
	Fire Dept -	Traffic light preemption				$ 20,000	$ 17,589				
2003	Fire Dept.- Ladder 1	Ferrara Ladder Truck	$ 598,000	20	2023						
2007		Ambulance Equipment	$ 25,000	5	2012		$ 25,000				
	Fire Dept. Total		$ 3,953,540			$ 177,000	$ 42,589	$ 555,000	$4,481,500	$ 7,500	$ 107,500

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
	Department Total										
1988	Parks & Rec.	Chevrolet S-10	$ 14,000	10	1998			$ 20,000			
1995	Parks & Rec.	GMC 1 Ton Dump Truck	$ 26,000	10	2005	$ 44,515					
1986	Parks & Rec.	Ford F250 4X4	$ 25,000	10	1996			$ 30,000			
1970	Parks & Rec.	Community Center- Common	$ 206,000	40	2010				$ 400,000		
1975	Parks & Rec.	Senior Center- School	$ 222,000	40	2015						
1993	Parks & Rec.	Kubota L2650 DT Tractor	$ 15,000	12	2005			$ 21,000			
1990	Parks & Rec.	Jacobsen Turfcat Mower	$ 10,000	15	2005						
1995	Parks & Rec.	Toro Groundsmaster Mower	$ 13,000	15	2010				$ 20,000		
	Parks & Rec.	passenger bus				$ 81,681					
1990	Parks & Rec.	Young School Playstructures	$65,000	20	2010				$ 75,000		
1992	Parks & Rec.	Burns School Playstructure	$55,000	20	2012						$ 65,000
1970	Parks & Rec.	Diamond Riverside Playstructure	$30,000	20	1990			$ 40,000			
1997	Parks & Rec.	Pepperell Park Playstructure	$35,000	20	2017						
1996	Parks & Rec.	Memorial Field Tennis Courts	$40,000	20	2016						
1997	Parks & Rec.	Saco Middle School Tennis Courts	$40,000	20	2017						
1970	Parks & Rec.	Young School Tennis Courts	$25,000	20	1990			$ 40,000			
	Parks & Rec.	Athletic fields at landfill						$ 250,000	440000		
	Parks & Rec.	Park System Improvements						$ 150,000	$ 150,000	$ 150,000	$ 150,000
	Parks & Rec.	Open Door repairs						$ 10,000			
	Parks & Rec. Total		**$ 981,147**			**$ 126,196**	**$ -**	**$ 561,000**	**$1,085,000**	**$ 150,000**	**$ 215,000**
		less amount through lease				$ 81,681					
						$ 44,515					

Year Acquired	Department	Description	Historical Cost	Useful Life	Year Depreciated	2007	2008	2009	2010	2011	2012
	Department Total										
1990	Police Dept.	Motorola Portable Radios (20)	$ 10,000			$ -	$ -	$ 12,000		$ 12,000	
2000	Police Dept.	Mobile radios (11)	$ 15,000	10	2010				$ 27,500		
2002	Police Dept.	Computers- in car	$ 159,200	10	2012						$ 200,000
1997	Police Dept.	Station including antenna- Storer St.	$ 3,090,000	40	2037						
2005	Police Dept.	Pump Station									
		Crime/Drug scene reconstruction equip									
	Police Dept. Total		$ 3,274,200			$ -	$ -	$ 12,000	$ 27,500	$ 12,000	$ 200,000

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2007	2008	2009	2010	2011	2012
Cement Trailer	Home made	1991	1996	$500.00						
4-Door Caprice	Chevrolet	1993	1999	$18,000.00						
416 Backhoe	Caterpillar	1988	2000	$36,000.00						
Dump Truck w/ plow & wing	Mack	1987	2000	$87,000.00						
Sidewalk Sweeper	Sweepster	1991	2001	$2,100.00						
Utility Truck	GMC	1991	2001	$16,766.25						
18BST-9 Ton trailer	Interstate	1989	2002	$4,365.00						
Sidewalk plow	Holder	1993	2003	$46,200.00						
Snowblower	Holder	1993	2003	$4,500.00						
#16 Trailer	Modern	1993	2003	$2,375.00						
Trimmer	Johnson	1998								
Rack Body Crew Cab	GMC	1992	2002	$2,207.69						
HS105 Mower	Woods	1996	2011	$6,100.00						
Sidewalk Sweeper	Sweepster	1989	1999	$2,100.00						
Waste Oil Furnace CB2800	Clean Burn	1998	2003	$6,299.00						
4 Door Crown Victoia	ford	1999								
4 Door Crown Victoria	Ford	1998								
Dump Truck w/ plow & wing	Mack	1988	1998	$87,938.00						
Sander 2020-12	Hyway	1987	2000	$9,556.00						
5500 Line Striper	Pro Mark	1996	2005	$4,329.00						
Sidewalk Paver	Salsco	1989	2004	$10,000.00						
Brush Chipper	Vermeer	1991	2006	$16,221.31			$35,000.00			
1 Ton Truck	GMC	1996	2006	$31,991.00	$45,000.00					
Dump Truck w/ plow & wing	GMC	1994	2004	$60,978.82	$150,000.00					
Dump Truck w/ plow & wing	International	1996	2006	$70,500.00	$115,000.00					
Trackless attachments					$35,000.00					
Utility/Sign Truck	International	1986	2000	$9,000.00			$70,000.00			
Flail Mower	Mott	bought used	2004	$2,400.00			$7,000.00			
Roller	Roll Pac	1993	2003	$4,395.00			$5,500.00			
Trench box (manhole)	Shoring Itnl.	1991	2003	$5,139.00			$6,000.00			
916 Loader	Caterpillar	1987	2000	$10,000.00						
TC565 Compactor	Mikasa	2002	2007	$6,440.00			$8,000.00			
644 G Loader w/ plow & wing	John Deere	1993	2005	$118,684.00			$160,000.00			
595D Excavator	John Deere	1994	2007	$187,000.00			$215,000.00			
Skid Steer	BobCat	1997	2007	$15,396.52			$18,000.00			
Trimmer	Red Max	2002								
Chassis Sweeper	Whirlwind	1998	Upon need	$66,436.00		$180,000.00				
Power Broom	STIHL	1999	2008	$5,700.00				$8,000.00		
30 C Y Rolloff with Roof	BME	1994	2024	$4,695.00				$8,000.00		

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2007	2008	2009	2010	2011	2012
Sidewalk plow	Holder	1998	2008	$50,000.00				$90,000.00		
Snowblower	Holder	1998	2008	$45,000.00						
Back Pack Blower	Echo	1998	2014	$674.50				$500.00		
Street Sweeper Cab	T7500 GMC	1998	2008	$66,436.00				$160,000.00		
Mower	DR	2001	2008					$1,200.00		
Dumpster Truck	Mack	1988								
Trench box (aluminum)	Shoring Itnl.	1995	2005	$8,139.00					$ 20,000.00	
Cut off Saw	STIHL	2001	2013	$10,000.00						
International 4700 Utility Truck	International	1999	2009	$6,195.00					$ 210,000.00	
One Ton	Ford F550	1999	2009	$40,000.00					$ 60,000.00	
Rack Body	Ford F550	1999	2009	$43,000.00					$ 60,000.00	
Dump Truck w/plow & wing	International	1999	2009	$50,212.00					$ 110,000.00	
Dump Truck w/ plow & wing	International	1999	2009	$49,200.00					$ 110,000.00	
Plow Truck	International	2000	2010							
Pressure Washer	Alkota	2002	2010							
Vac Truck	International	2000	2010	$172,798.00					$ 112,000.00	
Tahoe	Chevrolet	2000	2011	$24,950.00						
One Ton F550	Ford F550	2001	2011	$54,100.00					$ 135,000.00	
6640 Tractor	New Holland	1996	2011	$41,564.00					$ 45,000.00	
Sander	Swenson	1992	2009	$3,500.00					$ 65,000.00	
Crew Cab	GMC	2001	2012	$23,780.00					$ 42,000.00	
Dump Truck w/plow & wing	International	2001	2012	$38,000.00						$ 48,000.00
Horizontal Baler 1290HD	International	2001	2012	$47,696.00						$ 58,000.00
Power generator	Onan	1982	2012							
Dump Truck w/plow & wing	International	2001	2012	$44,800.00						$ 55,000.00
Versa Boom	Alamo	1999	2012	$17,565.00						$ 27,000.00
Cement Mixer	Gilson	2002	2012							
F550 Dump Truck	Ford	2002		$47,667.00						$ 58,000.00
Sander	Swenson	1994	2014	$6,210.00						
Sander	Swenson	1994	2014	$7,048.00						
624 G Loader w/ plow & wing	John Deere	1996	2016	$114,000.00						
Dump Truck w/plow & wing	International	1995	2005	$82,380.37		$110,000.00				

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2007	2008	2009	2010	2011	2012
4900 Dump Truck w/ plow & wing	International	1990	2000	$63,717.00						
Sewer rodder	Flexible	1992	2002	$14,166.00						
Horizontal Baler HE30016-XO	Cives	19??	2000	$24,928.00						
Recycling Truck	International	1997	2007	$89,159.00						
Sewer Equipment Vehicle	International	1981	2006							
8430 Skid Steer	Bobcat	1991		$12,396.00						
Sander 2020-12	Hyway	1988	2018	$9,556.00						
Camera Truck	Ford	1991	Upon Need			$ 55,000.00				
7.5 Ton Vehicle Lift	Mohawk		Upon Need	$8,800.00						
624H Loader w/ plow & wing	John Deere	2001		$136,817.00						
S185 Skidsteer	Bobcat	2003		$22,580.00						
F 550 Bucket Truck	Ford	2001		$72,000.00						
Compressor	Inersol Rand	2002		$12,200.00						
Dump Truck w/ plow & wing	Volvo	2003		$130,000.00						
IM220 Snow Blower	John Deere	2001		$73,333.00						
18" Cold Planer		2003		$8,560.00						
Sander	Swenson	1996	2016	$132,872.00						
FW Sign Shop	Flannegan West.	1997	2017	$18,539.45						
Sander	Swenson	1996	2016	$7,000.00						
Free Standing Jib Crane	Spanco	1997	Upon Need	$10,580.00						
Digital Photocopier	Sharp	1999	Upon Need	$21,339.00						
Crack Sealer										
Street Overlay					$ 544,879.00	$ 283,167.00	$ 500,000.00	$ 500,000.00	$ 500,000.00	$ 500,000.00
Road Reconstruction					$ -	$ -	$ 70,000.00	$ 150,000.00		
Industrial Park Rail Road					$ 15,000.00	$ -	$ 15,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00
Open Door Repairs					$ -	$ -	$ -	$ 10,000.00		
Storm Drain projects					$ 30,000.00	$ 62,500.00		$ 263,000.00		
Sewer Seperation Projects					$ -	$ -	$ 534,375.00			
Sidewalks					$ -	$ -	$ 104,000.00			
Main Street lighting					$ -					
Simpson Road Bridge										
Cab replacement										
Public works facility improvements					$ -					
School access roads and parking lots					$ -	$ -	$ 18,000.00	$ 19,000.00	$ 20,000.00	$ 21,000.00
TOTAL				$ 2,924,769.91	$ 934,879.00	$ 690,667.00	$ 1,765,875.00	$ 1,224,700.00	$ 1,504,000.00	$ 782,000.00
Less that through lease purchase or bonded debt- debt service line					$ (265,000.00)	$ (345,000.00)				
					$ 669,879.00	$ 345,667.00				

Saco School Department
Capital Purchases
2006-2007 Actual with Projections through 2011-2012

Fixed Asset/Capital Item	Actual/Estimated $ Amount	Project Year	Estimated Useful Life	Est. Year of Replacement
Renovate Domestic Water System - SMS	$ 40,000		30 years	2037
Install New Ceiling in Multi-Purpose Room at Young	$ 20,000		20 years	2027
Restore/Replace Roof at SMS	$ 40,000		20 years	2027
Replace New Cabinets & Counters in Family Service Center at SMS	$ 34,000		25 years	2032
New Kitchen Equipment at all schools	$ 10,000		10 years	2017
	$ 144,000	**2006-2007**		
Reconfigure Burns Office for Security - Phase 1	$ 25,000		30 years	2038
Replace Expansion Joint Material (Fairfield, Burns)	$ 20,000		10 years	2018
New Exterior Walls at Central Office	$ 29,000		50 years	2058
Foundation Drainage System at Central Office	$ -	City funded	30 years	2038
Design/Renovation of Old Computer Space at SMS	$ 10,000		30 years	2038
Rehab Rooftop AC Units (2ea) - SMS	$ 16,000		25 years	2033
	$ 100,000	**2007-2008**		
Re-key Entrances (District-Wide)	$ 60,000		30 years	2039
Construct Storage Shed - SMS	$ 45,000		30 years	2039
	$ 105,000	**2008-2009**		
Motorize SMS Bleachers	$ 40,000		15 years	2025
Renovate Central Boiler Room	$ 25,000		25 years	2035
Install Security Cameras - all locations	$ 45,000		15 years	2025
	$ 110,000	**2009-2010**		
Rebuild Central Office Entrance	$ 50,000		30 years	2041
Replace Sanitary Piping at Burns	$ 34,000		30 years	2041
Boiler Room Condensate Piping at Burns	$ 121,000		30 years	2041
	$ 205,000	**2010-2011**		
Replace Water Storage Tank at SMS	$ 15,000		20 years	2032
Replace Tile Mastic at Fairfield	$ 40,000		30 years	2042
Replace Transite Exterior Soffet at Fairfield	$ 16,000		30 years	2042
Replace Roof at Fairfield	$ 75,000		20 years	2032
	$ 146,000	**2011-2012**		

THIS PAGE LEFT BLANK

GLOSSARY

THIS PAGE LEFT BLANK

Accrual basis of accounting – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Activity Center – the basic operational organization for which costs are defined and measurable activities or functions are performed.

Annual Budget – a budget applicable to a single fiscal year.

Appropriation – an authorization granted by the City Council to a specified unit of City government to incur obligations and make expenditures of resources.

Assessment – the official valuation of property for purposes of taxation.

Balanced Budget - appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal year.

Basis of accounting – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid).

Bond – a written promise to pay a specified sum of money (called principal) at a specified date in the future, plus periodic interest at a specified rate. In the budget document these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. General Obligation Bonds are debt approved by voter referendum to which the full faith and credit of the City is pledged.

Budget – a plan for the acquisition and allocation of resources to accomplish specified purposes. The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Finance Department," "the Capital Budget" or it may relate to a fiscal plan for an entire jurisdiction, such as "the budget of the City of Saco, Maine."

Budgetary basis of accounting – The method used to determine when revenues and expenditures are recognized for budgetary purposes.

Business-type Activities – One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services.

Capital – a category of account codes which identify major expenditures of public funds, beyond maintenance and operating costs, for procurement of items such as vehicles, computer equipment, office furniture, and the acquisition or construction of a needed physical facility.

Capital Assets – Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Improvement Program (CIP) – a document which provides a prioritization and orderly implementation of short and long range plans for land acquisition and construction of capital projects. It further provides for the scheduling of the associated expenditures over a period of several years in order to maximize the use of public funds. The first year of the program represents the proposed capital budget for that fiscal year. The schedule is based on a series of priorities which take into consideration the respective projects' function and urgency. In addition, special consideration is given to the projects' relation to other improvements and plans, and the City's current anticipated financial capacity. The Capital Improvement Program is updated annually, at which time the schedule and the projects are reevaluated, new or deferred projects are added, and the time frame is extended by one additional fiscal year.

Capital Outlays – expenditures which result in the acquisition of or an addition to fixed assets.

Carry-over Funds – carry-over funds are the result of unspent appropriations in the prior year, new growth, the expansion of the tax base beyond what was projected and increased revenues over estimated amounts. They are brought forward from the preceding fiscal year reserves. Appropriated carry-over funds are known as uncommitted/unreserved fund balance.

Cash basis of accounting – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Cash Management – a conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner than the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash on hand not needed immediately is invested in short term interest-bearing securities.

Comparative data – Information from prior fiscal periods provided to enhance the analysis of financial data of the current fiscal period.

Comprehensive annual financial report (CAFR) – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basis financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed. The CFR is the governmental unit's official annual report and also should contain introductory information, schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, and statistical data.

Contingency Account – a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost – the amount of money or value exchanged for property or services.

County Tax – the County's tax assessment is levied annually on the assessment values for each municipality located in the County. Assessment values are established annually by the State of Maine Revenue Service for each municipality. Taxes are payable on September 1 of each year. Interest on unpaid taxes commence sixty days after the due date at a rate established annually by the State of Maine Revenue Service.

Debt – an obligation resulting from the borrowing of money.

Debt Service – the accounting for payments of principal and interest on long-term debt.

Deficit – (1) the excess of the liabilities of a fund over its assets. (2) the excess of expenditures over revenues during an accounting period.

Department – a separate functional and accounting entity within a certain fund type.

Designated Fund Balance – funds approved and set aside for a specific defined purpose, by the City Council, from the City's overall fund balance.

Economic resources measurement focus – measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting.

Effectiveness – Term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Encumbrance – a reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds usually are reserved or encumbered once a contracted obligation has been signed for an item, but prior to the cash payment actually being dispersed.

Employee Benefits – the employee benefit expenditures included in the budget are the City's share of an employees fringe benefits. These include FICA (Social Security), health insurance, life insurance, retirement, unemployment, disability insurance, worker's compensation, most of which are paid through salary banded premiums.

Expenditure – a decrease in net financial resources. Expenditures include payment in cash for current operating expenses, debt service and capital outlays.

Expenses – charges incurred, whether paid or unpaid, for operations, maintenance, interest and other charges which are presumed to benefit the current fiscal year.

Fiduciary Funds – funds used to account for assets held by the government as trustee or agent and that cannot be used to support the government's own programs.

Fiscal Year – in the City of Saco, the twelve months beginning July 1 and ending the following June 30. (The Federal government's fiscal year begins October 1.)

Fund – a fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – the excess of a fund's assets over its liabilities and reserves. The excess balance is often referred to as "surplus."

Fund financial statements – Basic financial statements presented on the basis of funds. Term used in contrast with government-wide financial statements.

Generally Accepted Accounting Principles – government accounting and financial reporting is guide by what are referred to as "generally accepted accounting principles" (GAAP) applicable to governmental units. These standards were formulated through the voluntary action of several professional groups and are evaluated and updated by the Government Accounting Standards Board (GASB).

General Fund – accounts for the general operations of the City. This fund accounts for all financial transactions and resources not required to be accounted for in an enterprise fund.

Goal – a general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions.

Governmental activities – Activities generally financed through taxes, intergovernmental revenues, and other nonexchange revenues. These activities are usually reported in governmental funds and internal service funds.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA) – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

Governmental funds – Funds generally use to account for tax-supported activities. There are five types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Independent auditor – Auditors who are independent, both in fact and appearance, of the entities they audit.

Independent auditor's report – The official written communication of the results of an audit. In a financial audit, the independent auditor's report typically will offer (or disclaim) an opinion on whether a set of financial statements is fairly presented in conformity with GAAP (or some other comprehensive basis of accounting).

Infrastructure – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Liability – debt or other legal obligations arising out of transactions in the past that must be paid or refunded at some future date, not including encumbrances.

Line item – a specific expenditure category within an agency budget, e.g., rent, travel, telephone, postage, printing, or office supplies. Defined by an account number.

Modified accrual basis of accounting – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Modified approach – The election not to depreciate infrastructure assets that are part of a network or subsystem of a network that meet two specific requirements. First, the government manages the eligible infrastructure assets using an asset management system that has certain specified characteristics; second, the government documents that the eligible infrastructure assets are being preserved approximately at (or above) a condition level established and disclosed by the government.

Object – A term used in connection with the classification of expenditures. The article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained.

Objective – a statement of purpose defined more specifically than a goal. (A goal may subsume several related objectives.) An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable. Within the objective, specific statements with regard to targets and/or standards often are included.

Obligations – amounts which the City may be required to meet out of its resources.

Operating Expenditures – a category of recurring expenses, other than salaries and capital equipment costs, which covers expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the City's goals. Typical line items are supplies, printing, postage, and utilities.

Overlay (Budgeted) - that amount of expenditure budgeted which has the affect of increasing the property tax levy, not to exceed 5% of the actual property tax levy, in order to cover potential property valuation adjustments necessary which would have the affect of reducing property tax collections.

Permanent Funds - A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. That is, for the benefit of the government or its citizenry.

Personnel Services – a category of account codes which identified various classification of wages, and salaries and overtime expenses.

Position - a group of duties and responsibilities, as prescribed by an office or department, to be performed by a person on a full-time, part-time and/or temporary basis. The following items relate to positions and the funding of the various types of positions. The status of a position is not to be confused with the status of the employee. For the purpose of the City's budget, the following definitions are used solely in describing the status and funding of positions:

-A regular employee is any non-probationary employee of the City who is other than a temporary employee, and may be part time or full time.
-A part time employee is an individual who is assigned regular working hours of less than 37.5 hours per work week.
-A seasonal/temporary employee is an individual who performs a seasonal or temporary job in other than regular status and does not receive fringe benefits.

Public Hearing – a scheduled meeting or time specifically set aside to provide an opportunity for citizens to discuss their feelings about a particular issue. Prior to a public hearing, the scheduled date and time, as well as the subject, must be advertised.

Reserve – an account which records a portion of the fund balance which must be segregated for some future use and which is not available for future appropriation or expenditures.

Revenues – funds which the government receives as income. It includes such items as fees from specific services, property taxes, grants and interest income.

Surplus – See Fund Balance.

Tax Incremental Financing District (TIF)- financing mechanism used to finance certain public improvements throughout a certain area defined within the city. Expenditures from these projects are recouped in future years via an incremental tax levied upon the districts "captured assessed value" at the inception of the TIF agreement.

Unappropriated Fund Balance – fund balance at the close of a fiscal year that is not included in the annual budget.

Undesignated Fund Balance – funds not earmarked for any specific purpose and used at the discretion of the City Council.

Vision Statement – a general statement of the purposes of the City. The vision statement is all inclusive and expresses organizational values and philosophies.

How to Contact the City

Visit the city's web site at www.sacomaine.org

Staff Contacts

Richard Michaud, City Administrator - (207)282-4191 or rmichaud@sacomaine.org
Lisa Parker, Finance Director - (207)282-1032 or lparker@sacomaine.org
Daniel Sanborn, Assessor - (207)282-1611 or dsanborn@sacomaine.org
Richard Lambert, Building Inspector - (207)284-6983 or dlambert@sacomaine.org
Lucette Pellerin, City Clerk - (207)284-4831 or lpellerin@sacomaine.org
Alden Murphy, Fire Chief - (207)282-3244 or amurphy@sacomaine.org
Joe Hirsch, Director Parks &Recreation - (207)283-3139 or jhirsch@sacomaine.org
Peter Morelli, Economic Development Director - (207)282-3487 or pmorelli@sacomaine.org
Bob Hamblen, City Planner - (207)282-3487 or bhamblen@sacomaine.org
Brad Paul, Police Chief - (207)282-8214 or bpaul@sacomaine.org
Mike Bolduc, Public Works Director - (207)284-6641 or mbolduc@sacomaine.org
Stephanie Weaver, Tax Collector - (207)283-3303 or sweaver@sacomaine.org
Michele Hughes, General Assistance - (207)282-8206 or mhughes@sacomaine.org

BACK COVER