

2001

2000-2001 Annual Report, City of Saco

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SACCO, MAINE



2000-2001

Annual Report

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



ALTON "WHITEY" MESERVE

The City of Saco is pleased to dedicate this year's Annual Report to Alton "Whitey" Meserve. Whitey retired this past July, 2001 after more than 30 years of service on the Saco Fire Department. All of us at City Hall wish Whitey and his wife, Mona, well in their retirement.

Alton "Whitey" Meserve began his permanent employment with the Saco Fire Department on July 30, 1971 after serving as a call volunteer for several years. Whitey worked his way from crew swingman and rescue duty to full-time assignment as a ladder operator. He prided himself on his abilities to operate the aerial in adverse conditions and many times drove the open cab ladder back to Central Station after a fire in a standing position because of heavy ice on the windshield.

Whitey was the last founding member of local 2300 of the International Association of Fire Fighters to leave the Fire Department. He served as Union President many terms and helped improve conditions and reduce working hours.

Whitey was promoted through the ranks to Captain in May of 1978, Deputy Chief in May of 1982, and Chief in February of 1994. He retired as Chief of the Fire Department in July of 2001. During his tenure as Chief, major improvements to Central Station were made including floor and window replacement. He led the effort to combine Police/Fire into one modern dispatch center. He also made major improvements in equipment and apparatus including thermal imaging equipment.

Whitey married his high school sweetheart, Mona, and they have two sons Michael and Brian. Whitey and Mona are deeply involved with their three grandchildren, Michael, Zachary, and Christa.

Whitey enjoys hunting, trapping, fishing, and stock car racing and hopefully will be able to dedicate more time to them now that he has retired.

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Vision Statement

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

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

Saco, Maine

A Brief History...

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

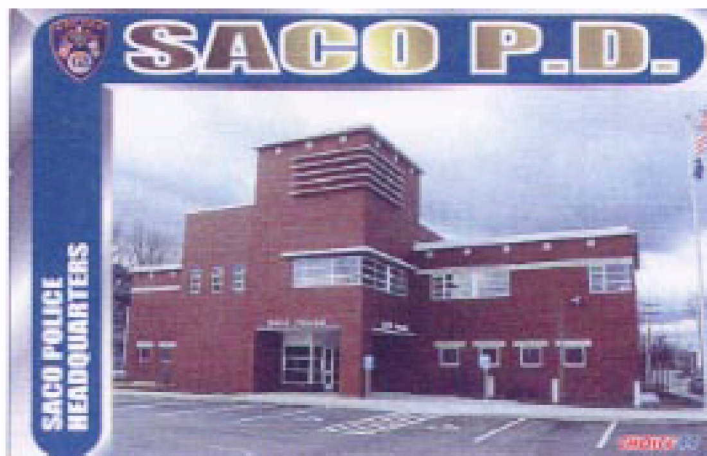
In 1716, William Pepperrell, a young merchant from Kittery, purchased 5000 acres and timber rights to an additional 4500 acres on the east side of the Saco River. Pepperrell sold off parts of his holdings to millwright Nathaniel Weare and mariner Humphrey Scammon to help expedite his lumbering operations.

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

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

Some Interesting Facts...

- » Saco's Charter was signed by Governor Joshua Chamberlain on February 5, 1867
- » Saco's Thornton Academy last won a State football championship in 1988.
- » Saco is one of a few towns remaining that has a drive-in movie theater.
- » Saco's first City Administrator was Jack Dexter.
- » Saco's City Hall cost \$18,225 to build.



SACO POLICE HEADQUARTERS

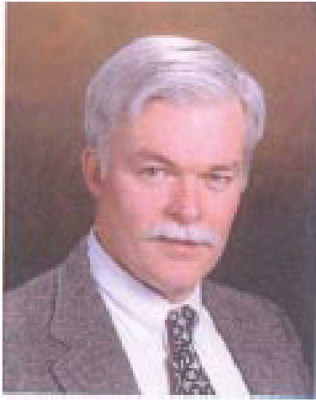
This building was dedicated June 22, 1997. It was dedicated to the memory of Saco's first Police Chief, Raymond Kerry. The building has two floors plus a basement with 14,000+ square feet of space. The building houses the patrol, dispatch, lockup and investigation divisions on the first floor and administration and the training room on the second floor. The firing range, fitness room and lockers are in the basement.

PERSONAL MESSAGE
SAFE HAVEN FOR THOSE IN NEED.

SACO POLICE DEPARTMENT
17 South St. • Saco, ME • 202-6214 • For Emergency Call 9-1-1

Sponsored by *Ray Kerry*

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Letter of Transmittal

Richard R. Michaud
City Administrator

It is with great pleasure that I submit the 2000-2001 Annual Report in accordance with the provisions of the Charter of the City of Saco. Chronicled within these pages are the activities of the municipal departments and the Board of Education along with an independent audit of the City's finances.

The financial condition of the City is excellent. Our financial condition and favorable audit comments reflect on the dedication of department heads in managing your financial resources and providing excellent services cost effectively.

During the past year, the City Council, in addition to overseeing the efficient delivery of a full array of municipal services, focused on a number of goals intended to help Saco become a community of high quality.

In addition to focusing on achieving these goals, the City worked very hard to receive the prestigious Margaret Chase Smith Quality Award. This award, presented to organizations and businesses, recognizes excellence in performance. Judges examine the systems of competing organizations to determine how well they support the organizations' goals and objectives. Qualities such as leadership and results are weighed as well.

As you read through this report, I believe that the optimism and competence of your city employees will shine through. The fruits of the efforts of the many members of our volunteer commissions and committees will, as well. Special thanks goes to those people—city government could not succeed without them.

I am in my third year as your city administrator. Looking back over a career in municipal government that spans over 20 years, I have never been part of such an active and challenging time and circumstances as here and now. I hope you share my optimism for our city's future and will become actively involved in helping to shape it.

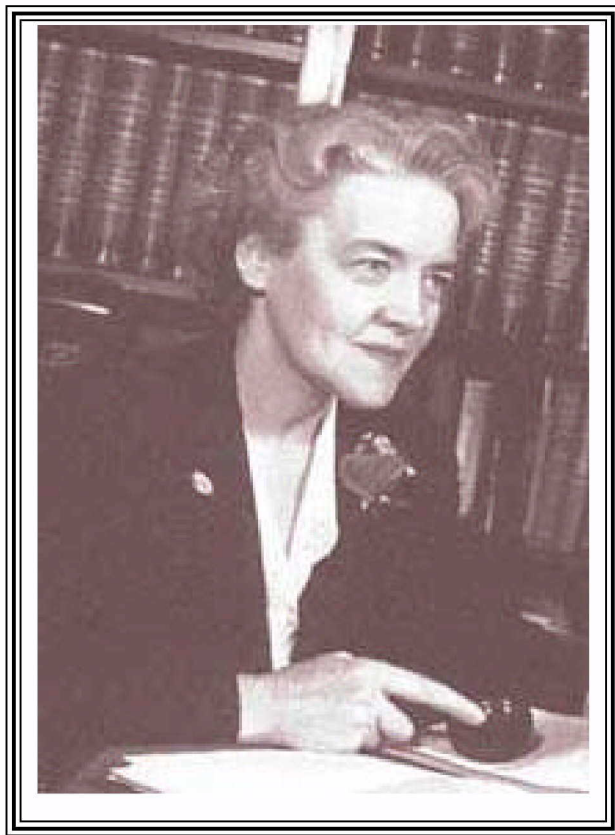
It has been a pleasure to serve you.

Respectfully submitted,
Richard R. Michaud
City Administrator

Highlights of the Year

- » The City received its Record of Decision on the closure of its landfill Superfund Site.
- » With the completion of the James Street Combined Sewer Overflow (CSO) project, the City has successfully met their CSO master plan goals through the year 2005.
- » The City completed an entire inventory and needs assessment of all parks and recreation facilities.
- » The City adopted numerous code changes to implement the 1999 Comprehensive Plan.
- » The City ratified all eight union contracts which were up for negotiation.
- » The City successfully implemented the requirements of Governmental Accounting Standards Board (GASB) Statement 34, which included the completion of a complete inventory and condition assessment of all city-owned infrastructure assets.
- » The City was successful at selling 50% of the available commercial lots within their newly developed industrial park.

City of Saco Receives the Margaret Chase Smith Award



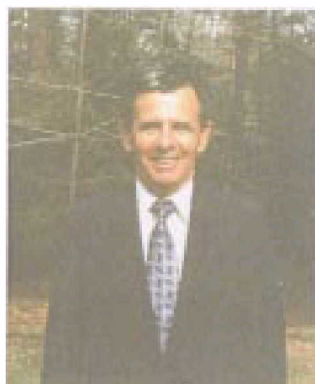
“My creed is that public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation with full recognition that every human being is entitled to courtesy and consideration, that constructive criticism is not only to be expected but sought, that smears are not only to be expected but fought, that honor is to be earned but not bought.”

Margaret Chase Smith
1897—1995



The City of Saco has received the Margaret Chase Smith Maine State Quality Award for Level I. This award, presented to organizations and businesses, recognizes excellence in performance. Judges examine the systems of competing organizations to determine how well they support the organizations' goals and objectives. Qualities such as leadership and results are weighed as well.

City Council



DAVID TRIPP



WARD GROSSMAN



MAYOR
WILLIAM JOHNSON



GENE LIBBY



ARTHUR TARDIF



ROLAND MICHAUD



ERIC COTE



JESSE MCDUGAL

City Council Goals for 2002-2003

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

These reports call for applying sand from the river to the beach and lowering, shortening, and roughening the jetty. Legal action in support of the changes to the jetty also needs to be evaluated. The City Council is committed to applying resources to meeting this goal.

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

The goal is to reduce tonnage going to MERC. The City Council awarded a five-year contract for curbside solid waste pickup to BBI Waste Industries and Bestway Disposal Services on November 1, 1999. The contract term starts on January 1, 2000. The first year cost is \$215,000. The 1999 cost for this service was \$241,000. The City Council, also on November 1, 1999, awarded a five-year contract to BBI Waste Industries and Bestway Disposal Services for curbside recycling collection services for a first year cost of \$107,000. The 1999 cost for this service was \$111,000. The City Council awarded a one-year contract to BBI Waste Industries and Bestway Disposal Inc. for Transfer Station Operation on November 15, 1999 for the calendar Year 2000. The current cost for this service is \$22.00 per yard and the new cost is \$20.00 per yard. On December 4, 2000, the City extended this contract for one year. In the current year budget, the Transfer Station Operation will be managed by the city's Public Works Department, beginning January 1, 2002, to capitalize on the revenue to be made in the commodities market. The household hazardous waste pickup day offered for the first time in 2000 provided an opportunity for residents to dispose of 4.3 tons of hazardous waste and has been funded again in the fiscal year 2002 budget.

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

The City Council is committed to begin these improvements once the plan is adopted, perhaps with implementation of a landfill reuse plan, and the development of a recreational impact fee system to pay for new facilities. They will continue to find non-general fund sources for additional facilities. The Capital Improvement Plan Policy addresses this goal. "A Plan for the Parks, Capital Improvement Plan for the City of Saco Parks System Years 2001 - 2010" was completed in February 2001.

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

The Capital Improvement Program includes \$500,000 street and road related expenses. This is a part of the City's implementation of Governmental Accounting Standards Board (GASB) Standard 34 which assures compliance with the "Modified Approach" that the City has elected. The Council approved bid documents in February for the construction of parking facilities adjacent to the train platform.

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

The Council has adopted resolutions supporting the State of Maine's Enact the Debt Avoidance Act (local option sales tax) and An Act to Implement the Recommendations of the Education Funding Reform Committee.

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

The 24-lot Spring Hill Section of Industrial Park Phase 1 expansion is substantially complete. The Phase 2 expansion will create five lots, and Phase 3 will create two lots.

Goal: Continue to develop multi-modal transportation available to residents and visitors to the City: construct bike paths on Buxton Road, US Route One and Seaside Avenue and work to assess sidewalk and bike path needs. The City Council is committed to this construction, particularly on Route 9, Route 112 and Route 5 and especially Route 1. Sidewalks will be completed in the new fiscal year from the Cascade Road all the way to the Scarborough city line.

Council Goals Cont.....

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

City Hall improvements to the heating, ventilating and air-conditioning system were awarded by the City Council at the November 22, 1999 meeting. Work is now complete. A training personal computer (PC) is located on the third floor server room for the Microsoft (MS) Office 2000 Suite. The successful completion of this training will enable one to be a certified MS Office user. The Employee Training Report indicates the different degrees of education and certification of our 123 City employees: (3) Masters; (13) Bachelor; (19) Associate Degree; (117) H.S. Diploma; (19) MCJA Graduate; (22) EMS License; (12) Firefighter One; (6) WWTP Grade 1; (2) Dale Carnegie; (8) Other Licenses; (15) Other Certificates; (9) Working Toward Degree. The City Council adopted the Employee Evaluation Policy on January 13 1999.

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

This is another non-monetary goal that will be achieved by the improved ability to televise City Council and other City meetings throughout the new fiscal year.

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

Capital Improvement Committee formation was first discussed by the School Board on 10/3/95 and held its first meeting on November 14, 1995. It continues to meet regularly. This committee prepared voters for a successful authorization of spending \$8.3 million in renovations to all of the various school buildings in fiscal year 2002. All schools are Internet accessible from classrooms, libraries and offices and the Saco Schools website is operational. The schools are moving toward full implementation of the Maine Learning Results. The curriculum has been aligned and the schools are currently working on a comprehensive system of assessment. The following curriculum areas are now operating within a continuous cycle of review: social studies, science, literacy, and unified arts. New Initiatives: The Professional Development Team was formed for the express purpose of improving teaching and learning. Peer coaches assist teachers in implementing instructional practices and in organizing professional development opportunities.

Goal: Implement an enterprise resource planning system.

The Information Technology Plan will be completed in March. This Plan will serve as the roadmap for information technology deployment including the enterprise resource planning system. The Police Software will be upgraded this year, as well as the Finance Department file server computer. The cable franchise renewal will be completed this year with the construction of a local area network for public buildings.

Goal: Provide a safe environment for residents and visitors.

The City's Flood Insurance Community Rating will be improved from a class 8 to a class 7. The Insurance Service Office Fire Insurance rating will be decreased from a Class 4 to Class 3 in the urban part of the City and from a Class 9 to Class 8 in the rural parts of the City. The Health Study to be completed in cooperation with Maine Energy Recovery Company will document air quality levels. The proposed Capital Improvement Program includes funding for the upgrade of traffic signals at three intersections.

Boards and Commissions

PLANNING BOARD

(3 Year Term)

Neil Schuster, Chair
Peter Schroeter
Donald Girouard
Robert Mohlin
Peggy Poulin
Joseph Moreshead
Ward Grossman

HISTORIC PRESERVATION

COMMISSION

(3 Year Term)

Audrey Milne
Mary Merrill
Bridget Scontras
Bob Demers
Diane Boyce

ZONING BOARD OF

APPEALS

(5 year term)

Michael Martin, Chair
George Chase
Robert Dziadzio
John Cote
David Tripp

ECONOMIC DEVELOPMENT

COMMISSION

(5 Year Term)

Glen Baker, Chair
William Kany
Mike Eon
Steve Fennell
Andrea Moreshead
Roz Anton
Jeffrey Dunn

COASTAL WATER

COMMISSION

Michael Gray, Chair
Roberto Ouellette
Thomas Casamassa
James Henderson
Peter Scontras
James Bastille

SACO SHORELINE

COMMISSION

Dean Coniaris, Chair
James Henderson
Rick Milliard
Colin Wormwood
Chris Braley
Sandra Bastille
Roch Rodrigue
Paul Descoteau
Carla Morin

CONSERVATION

COMMISSION

(3 Year Term)

Horace Wood Jr., Chair
Helen Fisher
Allan Cone
Edgar Gardner
Elizabeth Shaw
Peter Anderson
Lannie McGahey
Debbie McKenney
John Andrews
Thomas Goulding
Martha Wood
Donna Goulding

TRAFFIC SAFETY

COMMITTEE

Dep. Chief Charles Labonte
Richard Michaud
Richard Nason
Larry Nadeau
Eric Cote
Leslie Smith

BOARD OF VOTER

REGISTRATION

(2 Year Term)

Lucette Pellerin, Chair
Wilbrod Bedard, Dep. Chair
Janet Fernald
Arlen Murchinson

BOARD OF ASSESSMENT REVIEW

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

REGISTRAR BOARD OF APPEALS

(2 Year Term)

Joan Lamontagne, Chair
Peter Yarborough
Helen Fisher

Boards and Commissions

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

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

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

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

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

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

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

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

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

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

Saco River Corridor Commission

“Communities Working Together to Protect Our Rivers”

The Saco River Corridor Commission (SRCC) administers the Saco River Corridor Act, which was established by the Legislature in 1974. Through the Act, the Commission regulates land use within 500 to 1000 feet of the Saco, Ossipee, Little Ossipee Rivers, the Little Ossipee Flowage, and Balch Lake. The Commission is made up of representatives from twenty communities bordering these water bodies. Each of the twenty municipalities has an opportunity to be represented by one regular and one alternate member who is appointed by the Selectmen or Mayor.

The City of Saco is fortunate to have Mark Johnston as their voice on the Commission. In a practical sense, this gives Saco an opportunity to participate in the present and future development patterns throughout the corridor. The consideration of permit applications for development is one of the major functions of the Commission. During the past twelve months, the Commission considered a total of 94 applications for permits and amendments, and held 5 public hearings.

The major project for the past year has been the initiation of our new water quality monitoring program. For our pilot year, this program began with twenty-one testing stations along the Maine portions of the Saco, Ossipee, and Little Ossipee Rivers. A report will be made available to the town and interested citizens summarizing our first year's experience. Information to look for will include the parameters we used for the program and why, specific testing results, and the future of this program. Our number one goal for this venture is to have a basin wide monitoring program that provides useable planning and management information for towns and their residents. Our rivers do not recognize political boundaries. We want to do our part to prove to them that people can see beyond political boundaries as well.

Consequently, the SRCC has partnered with a New Hampshire agency located in the Ossipee Watershed known as the Green Mountain Conservation Group. In the testing years to come, it is all of our hope to have one program operating within one basin under one common goal: *to protect the water we all depend on.*

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

The Commission is located on Trafton Street in Cornish, Maine - Telephone (207) 625-8123.

Conservation Commission

The year 2001 has been a very successful and productive year for the Saco Conservation Commission. The committees have been working to establish a cleaner and healthier environment.

Highlights:

- » Chair, Horace Wood, Jr., retired and a new chair elected
- » The Committee has seen more easements granted
- » A new parking lot added
- » A new trail almost to completion
- » We introduced a new beetle to our area
- » There was a great coastal cleanup
- » A new watershed study was introduced

In May, after 6 very productive years, Horace “Woody” Wood, Jr. retired as Chair, but has stayed on as an affiliate member to lend his expertise. He has been working with City Planner, Robert Hamblen, to write a Wetlands Ordinance to protect our valuable resources. A leaf with “Woody’s” name was also added to the Memorial Tree inside City Hall.

The Trails Committee has almost completed the Ferry Landing Trail. The boardwalk is 80% complete, more gravel has to be spread, a kiosk put in place, and a couple of park benches, and a spur trail into the Ferry Landing subdivision will complete this project. A new parking lot has been added to the Sylvan Trail, courtesy of Maine Turnpike Authority. The Cascade Trail was nationally recognized as a community Millennium Trail and a certificate signed by our former first lady was given to the Aube family. Two easements have been secured; Sawmill Trail and Grace Parks granted a section of the CMP corridor. Sawmill will eventually link with the Americorps Trail.

Eastern Trail was awarded \$1.3 million dollars of federal funds by Governor King. The Maine Department of Transportation has published a comprehensive Eastern Trail engineering feasibility study. Verizon has given a quarter acre to Eastern Trail. Twelve towns from Kittery to South Portland have joined the Eastern Trail Management District which means every town along the corridor is a participant.

Saco Department of Public Works received an Americorps Grant which helped build the Americorps Trail from the Eastern Trail into the new section of the Industrial Park (over 1 mile). This work was done by a very dedicated group of Americorps volunteers.

The U.S. Department of Fish and Wildlife contacted the Conservation Commission to ask if we would be willing to support a new program to control wetland damage by the encroachment of Purple Loosestrife. The site used for the program was the old land fill; it involved raising Gallerucella Beetles in pots of loosestrife, covered with netting to keep them from escaping and when there were enough beetles, they were dispersed into areas where they could be monitored over a period of 3 - 4 years.

Debi McKenny and David Shaw had a great Coastal Clean-Up Week. They started early with a poster contest for the five schools (winners received prizes of \$50 gift certificates from the Maine Mall). There were speakers from Eastern Trail Alliance and Maine Bicycle Coalition and an added feature of a seal rescue (quite by coincidence) by the Marine Animal Stranding Helpline.

Saco Conservation and Public Works are partnering on a watershed study program. Saco was awarded a grant for a watershed study encompassing about 6,000 acres of Saco’s landmass. The Goosefare Watershed Study program has located approximately 90 sites that may be problematic. Data with pictures are being studied and will be put into a definitive form.

Our thanks to the Mayor, City Council, City Administrator, Robert Hamblen and the Planning Department, and Larry Nadeau and the Public Works Department for their continued assistance in so many of our programs.

Board of Education



ALLEN RIVEST, *Chair*

The Board of Education consists of five members elected at large by the voters and serve a term of 3 years. Primarily, the duties of the Board regard the care, management and operation of the public schools, including the appointment of the Superintendent of Schools, and furnish budget estimates for the support of the public schools to the Council, Mayor, and City Administrator.



RONALD MORTON



MARC M. MESERVE



JEFFREY ROBINSON

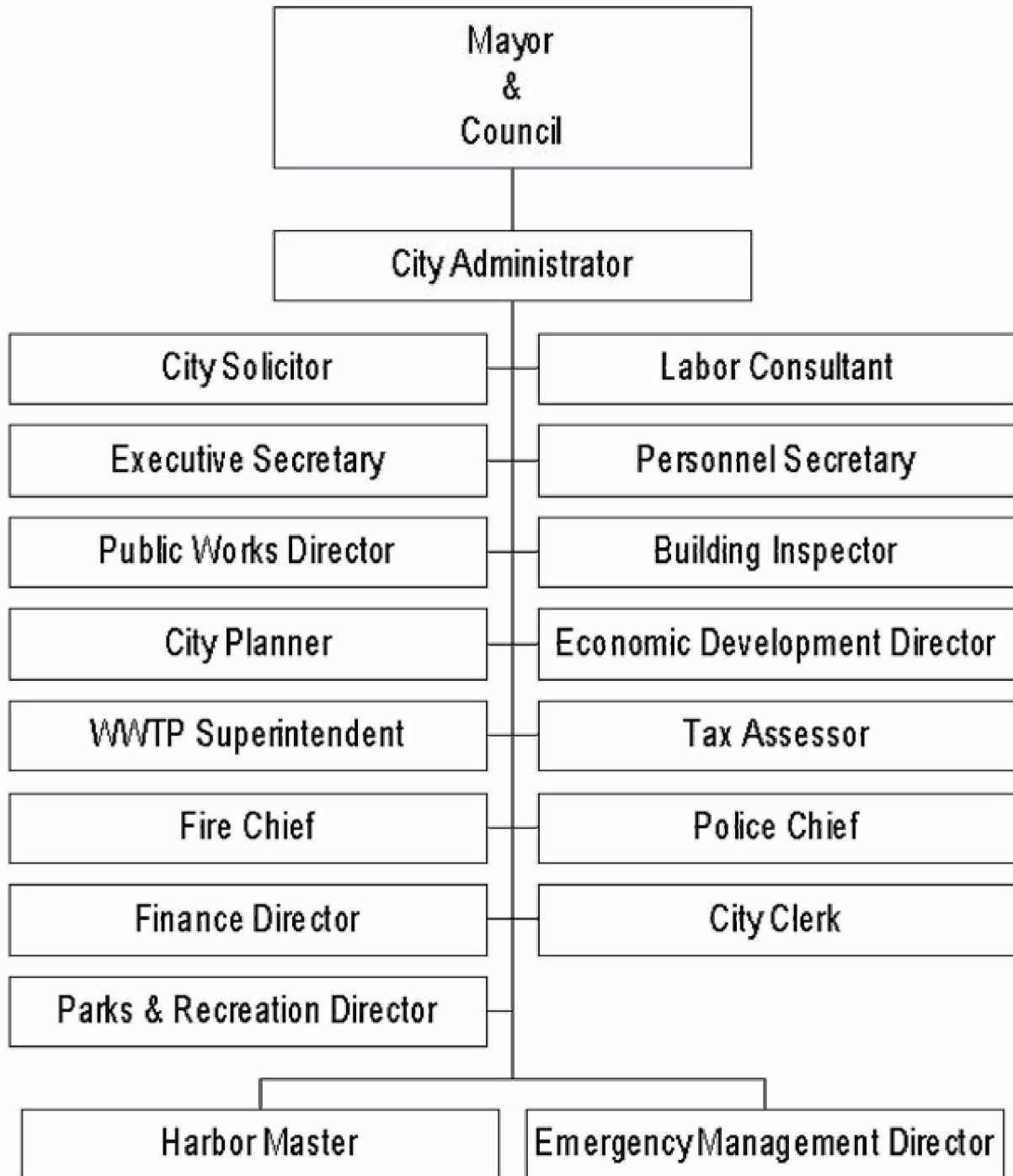


TIM CHRISTENBURY
Vice Chair

FINANCIAL STATEMENT SACO SCHOOL DEPARTMENT (SCHOOL UNION #7) 1999-2001

REVENUES	FY 2000	FY 2001
Town Appropriation	\$ 9,455,328	\$ 9,791,693
Charges for Services	\$ 171,428	\$ 205,445
State Shared Revenues	\$ 7,441,939	\$ 8,219,065
Other Revenues	\$ 4,668	\$ 149,260
Grant Receipts	\$ 689,515	\$ 998,884
Food Services Program	\$ 633,268	\$ 526,125
TOTAL	\$ 18,396,146	\$ 19,890,472
EXPENDITURES		
Instruction	\$ 12,993,550	\$ 13,894,114
Student Support Services	\$ 261,192	\$ 272,991
Instructional Staff Support Services	\$ 91,701	\$ 20,234
General Administration	\$ 446,411	\$ 571,438
School Administration	\$ 564,276	\$ 615,058
Operation & Maintenance of Plant	\$ 978,991	\$ 1,145,703
Capital Improvements	\$ 75,382	\$ 1,245,279
Student Transportation	\$ 599,324	\$ 669,158
Debt Service	\$ 588,510	\$ 472,400
Grant Programs	\$ 636,716	\$ 682,749
Food Services Program	\$ 595,967	\$ 737,927
TOTAL	\$ 17,832,020	\$ 20,327,051
FUND BALANCES		
Designated	\$ 226,380	\$ -
Undesignated	\$ 360,381	\$ (46,345)
Grant Programs	\$ 211,196	\$ 546,207
TOTAL	\$ 797,957	\$ 499,862

**City of Saco
Organizational Chart**



Human Resources and Personnel Department

*Tammy Lambert
Personnel Administrator*

The Personnel Office is responsible for many tasks and activities that relate directly to the employee.

- » Recruitment
- » Fringe Benefits
- » Wellness Program
- » Retirement
- » Pre-employment physicals
- » Trainings
- » Drug & Alcohol Testing
- » Workers Compensation
- » Employee orientation
- » Emp.Assistance Program
- » Union Contracts
- » Grievances

This was a very busy year in the Personnel Office. The City said goodbye to some long-term employees and welcomed aboard many talented new individuals.

The City employs on average 121 full-time employees which represent the municipal portion of the City. This number does not represent any part-time employees that work for our Parks and Recreation Department or the City's Call Force for our Fire Department.

The City finalized the eight union contracts that represent our City employees. These union contracts represent 85% of our workforce.

The Personnel Office recently conducted an employee questionnaire that is intended to help guide the City in attracting good employees as well as retain our current employees. The results were shared with both management and employees. What a great teaching tool!

Welcome Aboard....2000-2001

Nancy Paquette	Michael Mullen
Jerry Nason	Scott Rochefort
Kevin Gray	Robert Pellerin
Michael Tilley	Robert Thomas
Phillip Labbe	Michelle Martel
Steven Demers	Arthur Plude
Gillis Poirier	Scott Nolette
Christopher Hunt	Mark Peterson
Anthony Amburg	David Marquis
John Gill	Kyle Gagne
Joseph Carroll	Margaret Edwards

Personnel Goals

Goal: Become a part of the total process for recruiting and hiring in all the municipal departments.

Goal: Create and implement a new comprehensive employee handbook.

Goal: To better understand the employee evaluation policy and implement portions that address monetary rewards for other performances i.e. creative thinking.

General Assistance

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

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

BREAKDOWN OF RECEIPIENTS

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

*Temporary Assistance for Needy Families



Daniel Sanborn
Assessor

Assessing Department

Paulette Labbe, *Assistant Assessor*
Rita Gannon, *Assessor's Clerk*

Departmental Missions

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

Valuation and Taxes

The local economy continued to grow this past year, and property sales transfers totaled \$57,036,500.

As of April 1, 2000, the City's total taxable property was \$838,691.85. Our total property tax levy was \$17,674,815. These two figures resulted in a tax rate of \$21.00 per thousand of assessed value.

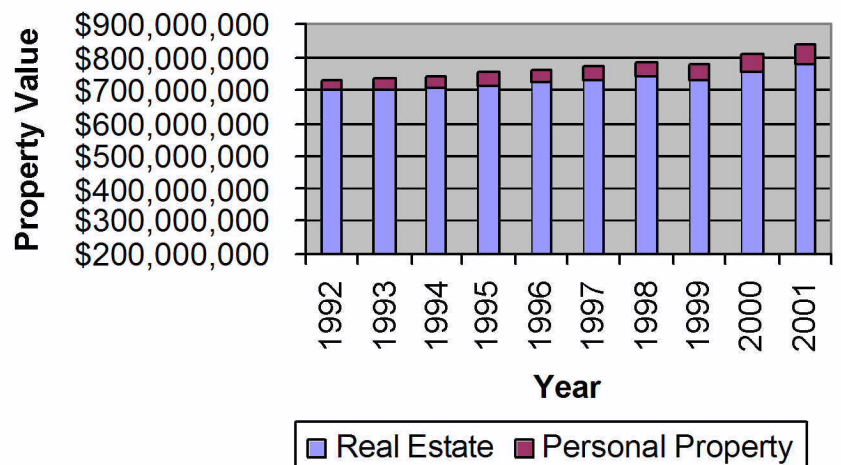
Upcoming Changes

Over the next several years a few changes will occur in the Assessing Department. We are implementing a new advanced appraisal system. We hope to finish the project by April 1, 2003. As part of the new system, we will begin a re-inspection of all properties in the City this summer.

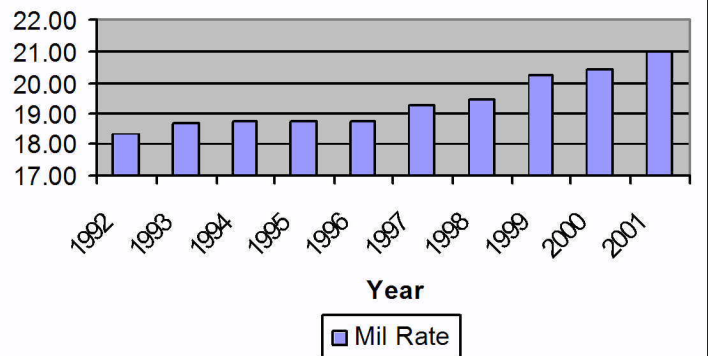
General Information

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

Assessed Real and Personal Property for 10 Years



Property Tax Rates Last 10 Fiscal Years



Public Information

As a result of our work, we have quite a bit of information that may be very useful to our citizens. We have assessor's maps, deeds, plot plans, construction details, aerial photos, sales information and surveys to name a few items available in our office. All of this data is available for public inspection during our regular office hours. There is a photocopy cost associated with some of these public records.

World Wide Web

My department is part of the City of Saco web page and may be found at www.sacomaine.org. We continually post new information on our website. In 2003, we hope to expand the data on our website to include all assessments, and eventually provide a complete interactive GIS system (more on this next year).

Important Filing Deadlines

Applications for Tree Growth, Farm and Open Space, Homestead Exemptions, Veterans Exemptions and Blind Exemptions are all due by April 1, 2002. If you are a war veteran and will be 62 as of April 1, 2002, you may be eligible for a veteran's exemption. As in years past, exemptions will be applied to tax bills and reapplication is not necessary. Applications for all these programs are located in the Assessing Office.

Assessing Department Goals

Goal: To establish assessment ratios.

The State of Maine sets a lower ratio of 70% and a Maximum of 110%. We will develop standards within the States ranges that are acceptable for the City of Saco.

Goal: To develop an operations manual.

What occurs in any assessment office is controlled by state law. There are many day-to-day operations that need to be recorded to explain activities to the public, employees, and other departments.

Goal: To complete a successful data conversion to Vision Appraisal Systems.

Northern Data System (NDS) appraisal system is not going to move the City of Saco forward. They have no plans to update the systems. We have out grown it!

Code Enforcement Department

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



Richard Lambert
Code Enforcement Officer

This Department is responsible for:

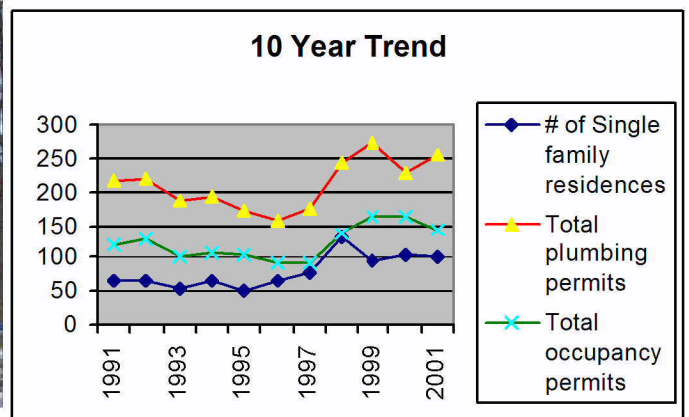
- » Administering and enforcing Federal, State and Local rules governing construction projects. This office ensures compliance by reviewing plans prior to construction and conducting ongoing inspections.
- » Administering and enforcing the City's land use, shoreland zoning and flood plain management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

Construction Activity:

Once again, I am happy to report that construction activity for the year has set another new record! The City recorded its highest construction spending value ever with a total of almost \$40 million in reported project expenditures. This was broken down almost evenly between residential construction spending of \$19.5 million and commercial spending of \$20.5 million. Once again, Saco saw the number of single family building permits go over the 100 mark, with building taking place in all areas of the city. The average construction cost of a home in Saco rose from \$131,200 in 2000 to \$141,900 in 2001. This price does not include the cost of land acquisition.



Home under construction, Plymouth Drive

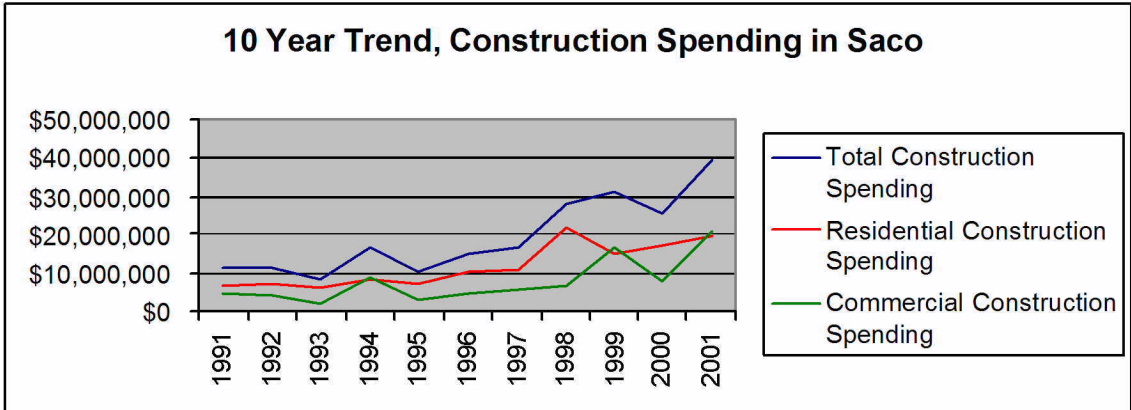


Some of the larger projects permitted this year were the Sweetser Administrative Building on the Industrial Park Road; Huttig, a door and window manufacturer on Spring Hill Road; the renovation of Saco Middle School; the University Health Center and VA Clinic on Main Street and additions to Casco Bay Steel Structures, a steel bridge beam manufacturer and Scholastic Book Fair, a school book distributor, both on Spring Hill Road.



Huttig Company, Spring Hill Road

Next year is shaping up to be another banner year with the construction of the home office for Casco Indemnity, an insurance company and the reconstruction of the First Parish Congregational Church on the corner of Beach and Main Streets. We see construction of new single family residences keeping pace with the past three years.



Inspections/Code Enforcement Department Goals

Goal: To prepare for re-certification in the Community Rating System to achieve a Class 7 from a Class 8 Community Status.

Some groundwork has already begun with the Dam Safety Program, the Storm Water Standards program and the Drainage Maintenance and Standards program.

Goal: To develop a new community outreach brochure for citywide distribution covering information of flood hazards. Brochure to be distributed in July 2001.

A new brochure will incorporate all the information contained in one done in 1998; however, it will be more intensive and have more information of flood-prone areas of the city and what do to in the event of a flooding disaster.

Goal: To cross-train all employees in all aspects of inspections by January 2002.

Have all Code Officers able to inspect all aspects of construction from foundations, setbacks, septic system installations, plumbing and electrical all the way to food service inspections.

City Planner



Robert Hamblen, City Planner

A Year in Review:

It is with great pleasure that I submit my annual report for the year ending December 31, 2001. This past year has been a busy and interesting one, as an active southern Maine real estate market has led to a number of development projects being submitted to the city for review. Recognition and thanks are due Planning Board members, including Chairman Neil Schuster, Vice Chairman Don Girouard, Peg Poulin, Bob Mohlin, Joe Moreshead, Kerry Green and Steve Dupuis for the time and effort they have volunteered.

A successful planning office relies on contributions from several departments within the City. Thanks are due to the individuals from the Code Enforcement Office, Public Works Department, the Fire and Police Departments, the Parks and Recreations Department, the Wastewater Treatment Plant and the city's consulting engineering firm, DeLuca Hoffman Associates who participate in the review of projects, thereby assuring that safe and well-planned development is the rule in Saco.

The Planning Office has been fortunate to be involved in a number of projects this year that will contribute to maintaining Saco's reputation as a leading community in Maine. Stabilizing the erosion problem at Camp Ellis is a primary goal for the City, and for the first time ever there is a firm commitment on the part of the Army Corps of Engineers to modify the jetty and rebuild the beach. A firm has been selected to develop a technology plan for the city, which will be completed in early 2002 and serve as a blueprint for this critical subject over the next few years. Negotiations with Time Warner were initiated as the life of the existing contract nears its end.

This year we welcomed Administrative Assistant Maggie Edwards and said goodbye to Veronica Labbe after eight years of service to this department.

PLANNING BOARD PROJECTS

Subdivision

Meadow Sweet 16 lot subdivision at 57 Shadegee Road
Sawyer Brook—16 unit condo project on North Street
Ocean Greens II—10 unit condo project
Sierra Woods—50 lot subdivision on Buxton Road
Stonegate—28 unit condo project at 56-62 Shadagee Road
Spring Hill Expansion—Phase 3 Industrial Park
Saco Commons—12 unit condo project at Cumberland Avenue and Ocean Park Road

Site Plan

UNE Health Care Clinic—23,000 sq ft medical clinic
Sweetser Office Building—36,000 sq ft office building
Coastal Industrial—12,450 sq ft industrial/office building
Subaru of NE—15,710 sq ft sales and service building
Casco Bay Steel—8,400 sq ft addition
Elliott Chamberlain—Self Storage facility at 1028 Portland Road
Saco Middle School—Renovations, temporary classrooms
Casco Indemnity—13,750 sq ft office building
Vic's Appliance—6,000 sq ft warehouse
Thornton Academy—8,400 sq ft field house
Hannaford Bros—10,500 sq ft expansion
B&S Country Club—driving range
Doreen Metcalf—70'x144' riding arena and 10 stall horse barn
Palco Air Cargo—39,500 sq ft parking lot addition
Amtrak—Train Station Platform

Street Acceptance

Sheila Circle
Waycott Way
Wedgewood Drive
William Avenue

Economic Development



Peter Morelli
Economic Development Director

A year in review...

Downtown, the Spring Hill Section of the Saco Industrial Park, and ordinance revisions were the focus of the Development Department's efforts during the year.

September saw Saco designated as a Main Street Maine Community, one of the first four in the state. Saco Spirit's efforts to revitalize the downtown will now follow the National Main Street model full-time. Brenda Libby was named the first full-time director of the program, a joint effort of the Saco Business Association and the City, along with some 92 participating businesses.

Also downtown, the Amtrak platform was under construction at year's end with plans to commence passenger service to Boston and Portland in mid-February.

The Spring Hill Section saw a new phase constructed, providing a new entrance on Portland Road, adjacent to Vacationland Bowling. This year's new tenants in the park include Huttig, a door, window and millwork distributor, which built an 84,000 square foot CID Tools and Vic's Appliance also built in the park.

The three year comprehensive planning and implementation effort was nearing completion at year's end, with numerous ordinance amendments approved by the City Council. The goal of the changes is to maintain Saco's high quality of life.

Planning/Economic Development Department Goals

Goal: To develop and implement improved project management systems including record system, management of site inspections and management of performance guarantees with revised performance guarantee standards. Improve department's presence on City web site by at least including all re-codified ordinances and all application forms on site.

New record system in place. Pending projects file added in clerical area for current projects. All project review files converted to map and lot - a major project. Performance guarantee revisions and construction after approval provisions revised by development director and approved by Planning Board. Construction inspection system and performance guarantee monitoring system greatly improved by Planning Staff.

Goal: *Planning and Ordinance Work* - To complete comprehensive plan-related ordinance development with CPIC (Comprehensive Plan Implementation Committee) in spring and then complete adoption at Planning Board and Council level during spring and summer. Develop recreation impact fee system for consideration by summer.

CPIC finished all work in April. Planning Board has completed about two-thirds of ordinance work and will complete its work in the Fall. Council has passed several items including storm-water, but has gotten bogged down on private roads and rejected most of B-7. Most amendments will not be considered by council until September. Recreation impact fees has passed Planning Board and is scheduled for Council on July 30.

Goal: *Economic Development* - To complete three lot sales, unless economic conditions deteriorate. Continue marketing. Complete permitting and bidding and begin construction after Labor Day for Phase 3 (Spring Hill Road), if revenues permit. Continue title clearing and other preliminary design work for future industrial parks. Complete engineering and station platform design for potential fall construction. Begin architectural planning for station in fall for spring construction. Install downtown orientation signage if budgeted.

Lot Sales: One sale to CID Tools, Lot 19 for \$99,900. Lot 13 under contract to Vic's for \$48,900. Closing anticipated in July. One more offer anticipated in next two weeks. Decision in July or August on whether to offer portion of Lot 16 to Palco or wait for other prospect. Phase 2 and 3: Land acquisition complete. Council on June 24 reviewed plan to complete Phases 2 and 3 and is expected to approve on July 9. Planning Board approved revised plan tonight. Plan incorporates new right of way to Route One, and plan revisions for Willey Road resulting in \$160,000 savings. Future Industrial Parks: A small amount of work has been budgeted. Still working on land exchange with Tarbox. Amtrak: Site engineering in good shape, but platform not yet designed. Awaiting go ahead from NNEPRA and finalization of VRAP and land purchase. Downtown signage budgeted.

City Clerk's Office



Lucette Pellerin, City Clerk

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

Highlights of the year...

In November 2001, the registered voters cast their ballots. The following persons were elected to office, all two-year terms:

Councilor - Ward 1:	David Tripp	Councilor - Ward 5:	Arthur J. Tardif
Councilor - Ward 2:	Ward Grossman	Councilor - Ward 6:	Eric B. Cote
Councilor - Ward 3:	Gene R. Libby	Councilor - Ward 7:	Jesse McDougal
Councilor - Ward 4:	Roland L. Michaud		

In an effort to better serve you, the office has placed on the web site www.sacomaine.org information pertaining to licensing, vital statistics and other daily functions. I welcome any feedback you may have on how to better serve you through the web site.

I am pleased to report that Rapid Renewal has been a tremendous success. This is a service whereby residents may register their vehicles on-line with payment by a credit card. You may log on to our website and re-register your vehicle!

The Clerk's Office issued during the past year:

1,048 Dog Licenses
1,689 Hunting & Fishing Licenses

And registered:

100 New ATV's
193 New Boats
128 New Snowmobiles
156 ATV Renewals
762 Boat Renewals
278 Snowmobile Renewals

And during the past fiscal year, a total of 204 births, 173 deaths and 220 marriages were recorded by the Clerk's Office.

City Clerk Department Goals

Goal: To develop a Model Customer Service Procedure.

More training for all employees pertaining to customer service. A new manual for new employees upon hire in the future needs to be developed. Work with Clerks from OOB and Biddeford as part of Tri-Community program.

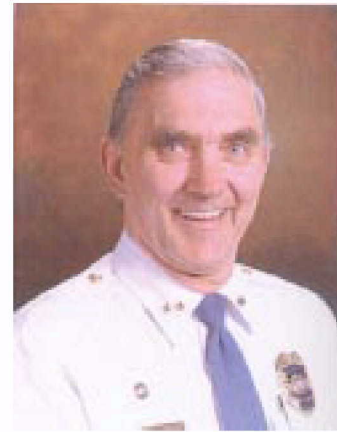
Goal: Provide greater access to our records on the Web Site.

Place on site all business licenses, fees, election and general information pertaining to procedures for processing all types of licenses. Look into MOSES, the states on-line Department of Inland Fisheries and Wildlife Program.

Goal: To provide data access for all Vital Records.

Purchase of software that will help Clerk/Finance have access to records making issuance of certificates more efficient.

Police Department



Richard L. Nason, Police Chief

WITH DEDICATION, PRIDE AND COMMITMENT, WE SERVE IN PARTNERSHIP WITH OUR CITIZENS TO PROVIDE A SAFER, HEALTHIER AND PEACEFUL ENVIRONMENT

CHIEF

Richard Nason

DEPUTY CHIEF

Charles Labonte

SARGENTS

D. Loranger B. Paul
R. Rochefort R. Demers
J. Holland

CORPORALS

M. Maksut R. O'Malley
B. Cote

PATROL OFFICERS

M. Tremblay W. Sanborn
R. Bourque L. McAuliffe
S. Garrison D. Snow
M. Carrier S. Sicard
D. Beaulieu T. Hayward
M. Brownell C. Hardiman
M. Mullen S. Rochefort
K. Gray R. Pellerin

DETECTIVES

C. Huntress B. Pellerin

DISPATCHERS

S. Harding T.J. Girard
M. Bors G. Soulard
S. Boucouvalas D. Gardner
A. Kearns

COURT OFFICER

R. Brewer

SECRETARY

L. Angis

The Police Department had an interesting and busy year. In an effort to improve operations and services to the community, we requested and received an evaluation by a three member panel of the Maine Chiefs. The evaluation was completed in January and many of the recommendations are in place.

During the past year, we said goodbye to five members of the patrol force. Officers Chad Snow, Calvin Doughty, Ron Morin, Alexander Anatasoff and Gloria Prokey all accepted positions with the private sector. We wish these individuals the best of luck. While we said goodbye to our officers, we also welcomed four new faces. Officers Michael Mullen, Scott Rochefort, Kevin Gray and Robert Pellerin joined our force.

Last year the department instituted a new Juvenile program called **Jump Start**. This program deals with diverting first-time, non-violent juvenile offenders from the Criminal Justice System to a mentoring program. The program has been a success. I am happy to report that 32 of the 38 juveniles enrolled in the program completed the eight-week course. This year we increased the staff involvement to four officers acting as facilitators. The University of New England has also assisted us in the program by providing eight occupational therapy students as mentors and two senior students to help evaluate and revise the program.

Jump Start Facilitators



Chris Hardiman
Dan Beaulieu
Mike Carrier
Lou McAuliffe

POLICE DEPARTMENT NUMBERS

Emergency911
 Non-Emergency284-4535

During the year, we converted to the Enhanced 911 System. The citizens of Saco are now only three numbers away from receiving emergency help even if they are not able to physically communicate their needs. The location of the call is noted by the dispatcher and help is dispatched.



Dispatcher Matt Bors

Police Department Goals

Goal: To establish an evaluation process for all union employees linked to goals and career development.

Goal: To review and update Standard Operating Procedures.

Goal: To inventory and document all traffic regulations in the city and validate same through the Traffic Safety Committee and City Council.



Patrol Officer Rick Bourque

DEPARTMENT STATISTICS

Calls for Service.....	25,560
Robbery.....	5
Assaults.....	262
Burglary.....	109
Larceny-Theft.....	452
Motor Vehicle Theft.....	16

A Special Thank You...

In closing, I want to express my appreciation to the citizens of Saco who continued to support the activities of the Police Department throughout the past year, and to all the other city departments that have cooperated and provided support to us in order that we may deliver the finest quality of service to our community.

Chief Richard Nason

Fire Department



Alden H. Murphy, Fire Chief

On behalf of the Saco Fire Department, I am pleased to present this year's annual report. Over the past 12 months, the department saw the following promotions:

Edward Dube, Deputy Chief
William Madore, Captain
Kenneth Pendleton, Lieutenant
Wayne Hanson, Lieutenant
Stephen Kerner, Lieutenant
Stephen Merrill, Lieutenant

Our most important strength is our personnel and the support of their families, who, in fact, sacrifice family time in order that a family member can serve our community with pride and dedication.

Highlights of the year included:

- » The retirement of Fire Chief Alton Meserve after 30 years of service to the community, and the well-deserved promotion of Deputy Chief Alden Murphy to Fire Chief!
- » The purchase of a new Engine 7. This new Engine 7 is fully equipped with a thermal imaging camera, electrical generating system and Class A foam capabilities. This state-of-the art technology will allow firefighters to visually search smoke-filled buildings, aiding in the rescue of trapped victims.
- » The purchase of a new rescue to replace our 1994 E350 Type 3 rescue. The features of the new rescue include increased patient treatment area, heavier chassis and additional compartmentation.

The demand for emergency medical services continues to remain constant. The department's paramedics responded to slightly less than 2400 calls last year. Our paramedics are trained to offer the highest advanced level of pre-hospital care available. We look forward to meeting the future challenges of our community's pre-hospital health care needs.

The Saco Fire Department Fire Safety Inspection program continues to grow. These inspections conducted by the "on-duty" shift members consists of inspections of business, industrial and mercantile occupancies are designed to assist the property owners in identifying potential fire hazards as well as enhancing firefighter safety through property familiarization.

Fire Safety Tips:

- » When changing your clocks, change your smoke detector batteries at the same time. Have one for every floor. Consider fire extinguishers for each floor and instruct everyone in your household how to use them.
- » Practice an escape plan with your family.
- » Have heating appliances checked every year.
- » If burning wood, check chimney every week.
- » Check electrical cords and plugs for cracks or frays; don't overload outlets.
- » It is particularly important to teach young children that they can't hide from fire, but they can escape.

Put house numbers on your mail box or somewhere visible near your house—if we can't find you, we can't help you!



Public Education and Fire Prevention

This year, in conjunction with the Saco Police Department, we dealt with ten juvenile fire setters. The City of Saco is a member of the York County Juvenile Fire Setter Intervention Collaborative. The mission of the collaborative is early recognition and intervention of juvenile fire setting. After an interview process, the juveniles are sent to school where an age appropriate nationally recognized curriculum is given by teachers from our local school systems.

The Learn-Not-To-Burn trailer visited Fairfield School, Notre Dame School, Young School. Approximately 800 students practiced Exit Drills In the Home (E.D.I.T.H.) This program teaches students proper escape practices should their home be threatened by fire.



A Special Thank You

On September 11, 2001, this nation's fire service was dealt the largest firefighter loss in history. Hundreds of New York City firemen, emergency medical workers and police department members lost their lives in their heroic efforts to assist the victims. The Saco Fire Department wishes to thank our citizens for their warm and generous support during these most trying times.

Fire Department Goals

Goal: To develop an Emergency Vehicle Response Plan.

If the Turnpike were shut down for whatever reason, the fire apparatus and rescue will be able to function throughout the City when the traffic is plugging Main and Elm Street. Our department will be working with Biddeford on this. This program will assess the need for synchronized signalization of all City traffic lights, and propose a plan and budget to implement the recommendations.

Goal: To establish a program for Non-Emergency Ambulance Transfer.

To work on some guidelines for the City so in the future the rescue will be able to take transfer calls. This program will decrease reliance on mutual aid and provide non-emergency transport services.

Goal: To establish a career development-training program for employees.

This will include job shadowing in all other departments as well as detailing needed training to achieve a five-year training goal for each employee.

Parks and Recreation Department



Susan Spath
Director of Parks and Recreation

Who We Are...

The Parks & Recreation Department provides for the recreational needs of the community—both active and passive. The Department is comprised of five divisions under the umbrella of the Parks & Recreation Department.

The Divisions are: **Parks Division** which includes the maintenance of all outdoor recreation facilities, parks and school grounds and the upkeep and maintenance of the Open Door, the Saco Community Center and the Parks Maintenance building, as well as part of the Front Street Garage. The **Recreation Division** involves planning and scheduling recreation programs throughout the year for all members of the community, as well as scheduling use of both indoor and outdoor recreation facilities. The **Senior Citizens Division** is mainly providing a meeting place for seniors of the Community as well as maintaining and scheduling programs at the Open Door. **Lifeguard Division** provides lifeguards at Bayview and Kinney Shores during the summer months. The **Tree Division** is the care, maintenance and planting of the Urban Forest.

Parks Division

For the second year, the Department undertook the project of providing an outdoor skating facility in Pepperell Park. The success of this project will be determined by the end of the winter skating months.

In cooperation with Saco Head Start, a new play structure was built near the Maintenance Building on School Street. The structure replaces an older wooden structured that was removed during construction of the Transitional Building behind the Community Center. The play area is designed for children 3 through 5 years of age, and has become an attraction in the area for parents with young children.

The storage garage on front street received a facelift, including new doors, paint and roof work.



Recreation Division

The Department continues to work with both Biddeford and Old Orchard Beach to provide recreation opportunities for the teens of the three cities. Several trips were offered during February vacation, including a trip to the Maine Rock Gym and a trip to Shawnee Peak.

During the summer months, a teen program is offered to youths of the three communities between the ages of 12 and 16. Old Orchard provides the busing, Saco provides the staff and Biddeford provides the facility. The day long activities included trips to Peaks Island, Water Country and Riverside Park. The participants also took an overnight trip to Acadia National Park.

During the spring, we offered a T-ball program for five and six year olds. This new program had close to 100 participants.



The number of Soccer participants continues to grow. This past fall soccer season, Saco integrated teams from Old Orchard Beach, Dayton and Biddeford into our Soccer League. The fall Soccer League was divided into new divisions including Kinder Soccer, Boys and Girls 1st and 2nd Graders, Boys and Girls 3rd and 4th graders and Boys and Girls 5th and 6th Graders. During the winter months, we also scheduled games with Old Orchard Beach Recreation and a team from St. James.

In cooperation with the American Red Cross, we have been offering the Red Cross Babysitting Course for participants 11 years old and up. This has proven to be a successful class. We will continue to offer this program throughout the year.

As part of our summer day camp, breakfast and lunch are provided to all participants including the teen program. The meal program is made possible through a grant applied for by the School Department.

Senior Citizen Division

The Open Door is a meeting place for seniors during the day. Adult Education offers classes on the second floor during the school year. Several outside groups, such as Girl Scouts, AA and TOPS use this facility for evening and weekend meetings.



Lifeguard Division

Lifeguards are provided at Bayview and Kinney Shores from mid-June through late August. The main function of the lifeguards is to prevent accidents. The Department purchased a new rescue board and torps for the lifeguards. The radio system works well for communication with emergency dispatch. A cell phone is made available for department contact in non emergency situations.

Tree Division

Removal, pruning and planting of City trees is done through this division. Several memorial trees were planted during the year including a tree and park bench for Wesley Pierson. The tree and bench are located on the Young School playground.

Several memorial trees were planted during the year, including a tree recognizing Horace Wood for his years of work with the City's Conservation Committee.

Special Events

The Department, in conjunction with the Rocky Coast Bass Masters, sponsored a fish and casting derby at the Industrial Park Road pond in early July. Over 50 children participated in the catch and release program and the casting contest. Thanks to the Valentino Family for making their section of the pond available for the event.

The Halloween Hayride was a big success. We combined efforts with the Spirit of Saco to offer a Pumpkin Fest just before Halloween. Over 1,500 pumpkins lined Main Street.



A Special Thank You.....

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

Parks and Recreation Department Goals

Goal: Volunteer handbook-to provide volunteers for the different programs with the tools necessary to coach. To be included in this handbook will be the philosophy of the department, first aid procedures, playing time for participants, sexual harassment, expectations, etc.

Goal: Parks & Facility Improvements - continue assessing the needs for facilities and improving existing facilities. This will include the closed landfill site.

Goal: Regularly meet with school officials - this is needed for a smooth transition during the construction period at the schools. Need to keep close contact to avoid scheduling problems with both indoor and outdoor facilities over the next year.

School Department



*Elaine Tomaszewski,
Superintendent*

This past year has once again been filled with wonderful learning opportunities for the students of the Saco school community.

As we continue work toward implementation of the Maine Learning Results, the year's focus has been upon English/Language Arts and Science content. In addition, work has started on the Comprehensive Local Assessment System, which must be in place by the end of the 2003-2004 school year. The system will allow us to track progress, collect, analyze and use data to inform the process of teaching and learning, and to provide the community with more accurate information.

Our technology upgrade allowed us to improve hardware in our classrooms and labs. Integrating technology with the curriculum continues to be a goal.

Saco schools have had a crisis plan in place, and in the wake of September 11, we have reviewed it and made any necessary updates. The team involves staff, administrators and city emergency personnel. Please know we will always do our best to keep students safe while they are in our care.

The past year has also been one of construction and moves. Once again, I wish to take this opportunity to thank the citizens of Saco for their overwhelming support of the school bond projects. As the school year opened the C.K. Burns, Young, and Fairfield projects were complete. Upgrades have really improved the instructional environment. I hope you will find an opportunity to visit and see the results.

Saco Middle School is beginning "Phase 3" of the three-phase project. Staff and students have appreciated the newly created classrooms. Core facilities will be worked on this summer with a late August completion date for the entire project.

Finally, the Transportation Office and our school bus fleet were moved to the Public Works facility in August. Maintenance and fuel are accessible and the additional parking at the Middle School is a bonus.

Our schools strive to involve home, school and community in the education process. Thank you very much to the many people who, working together, make the Saco Schools a great learning environment for our children.

Respectfully submitted,
Elaine M. Tomaszewski

Finance Department



Lisa Parker, CPA
Finance Director

Departmental Overview:

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

This Comprehensive Annual Financial Report is prepared in full compliance with Governmental Accounting Standards Board (GASB) Statement No. 34. This Statement is a new reporting model for governmental entities. It has been marked as one of the most comprehensive financial reporting standards in the history of standards setting. It is probably the biggest change ever in governmental financial reporting. The goal of this new model was to better serve the current users of financial statements and to attract new users whose needs were not met by the previous model. They did this by establishing a basic financial reporting model that would result in greater accountability by governments by providing more useful information to a wider range of users. The overall intent was to make the financial statements more proprietary in nature. The size of each community determined when implementation was required. The City of Saco was one of only two communities in the entire State of Maine and one of 200 entities within the entire country to implement this Statement for fiscal year 2001. We were actually a 2 year early implementer and have arisen as a National leader in this effort. The second big part of this Statement was the inventorying and recording of all infrastructure assets of the city. The GASB actually gave municipalities an additional 4 years to implement this part of the pronouncement. The City of Saco also completed this part in fiscal year 2001 and is a 6 year early implementer on this section. Please check the city's web site for various state and national presentations that the Finance Director and Public Works Director have done on this effort.

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

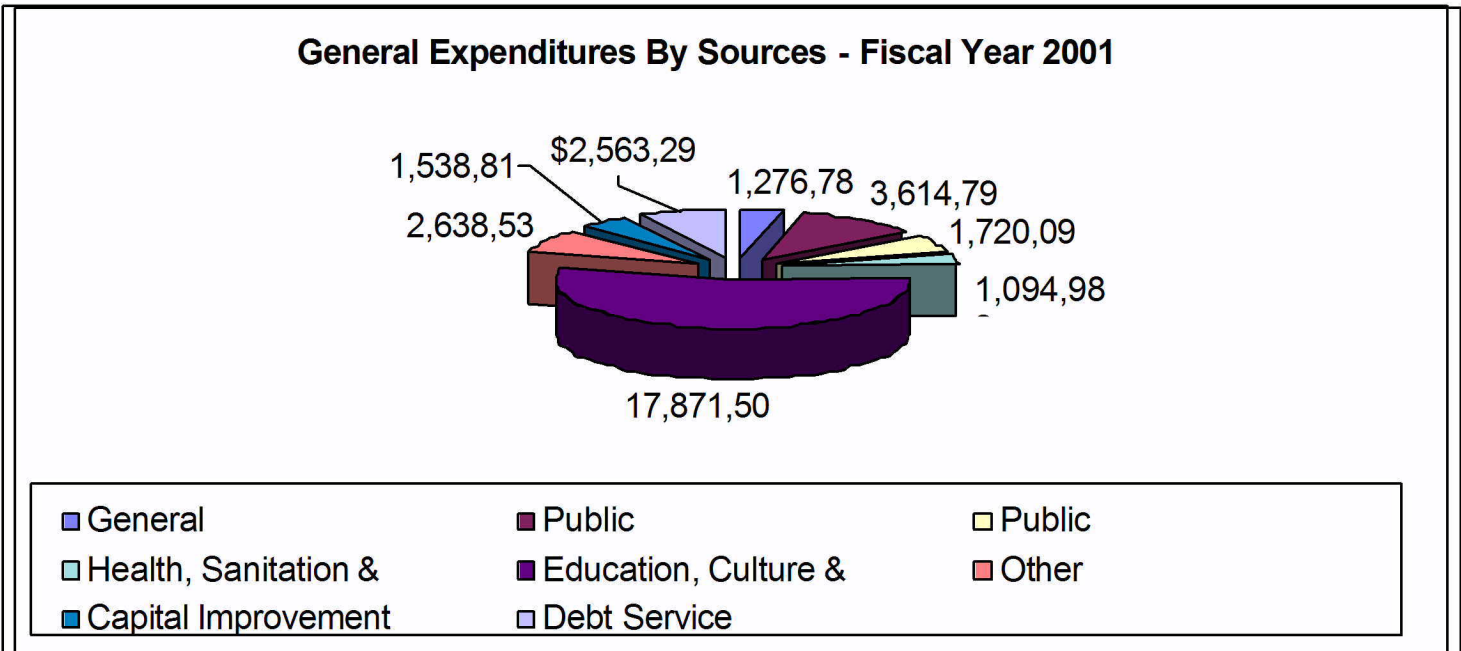
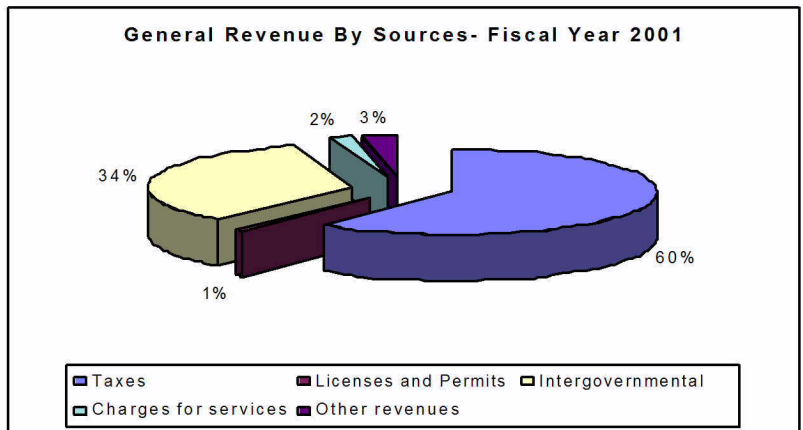
The Finance Department is responsible for the recording and managing of all financial transactions, revenue, and disbursements of the City, which include processing warrants and payrolls, managing cash and investments. The revenues received are primarily property taxes, state revenues, ambulance fees,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

Fund Balance:

The key indicator of a City's financial condition is the size of its unreserved, undesignated fund balance. The City of Saco's unreserved, undesignated fund balance at June 30, 2001 was \$6,074,814. This represented an increase of \$2,478,993 over last year's balance. The City of Saco has adopted a fund balance policy which mandates maintaining an undesignated fund balance level of between 8.33% and 10% of budgeted appropriations. The fiscal year 2002 budget as adopted authorized appropriations of \$36,143,721. Based on this number, the City's unreserved, undesignated fund balance is slightly above what is mandated by the policy and is representative of the City's strong financial position at the end of the fiscal year.

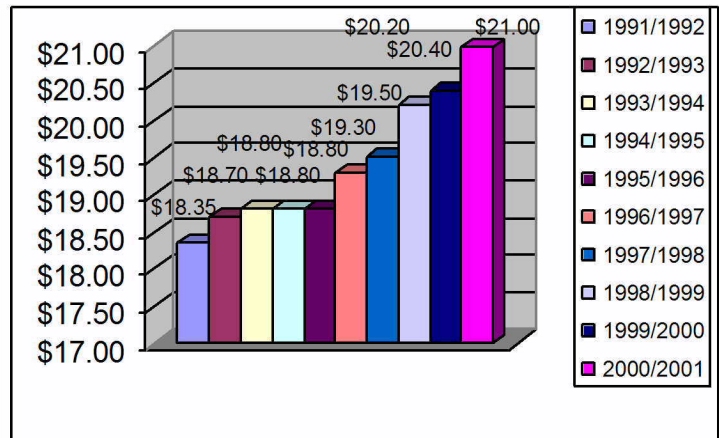
6/30/2001 Unreserved, Undesignated Fund Balance of \$6,074,814

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



Tax Rate:

The City of Saco has experienced a rather modest mil rate increase over the last ten years. Saco's fiscal year 2001 full value tax rate was \$21.00 per thousand. As noted on the "General Revenue By Sources" chart, Saco, like other municipalities, relies very heavily on property tax revenue for the support of municipal services. For the year ending June 30, 2001, property taxes accounted for 60% of the total general fund revenues.



The City's collection rate remained high during fiscal year 2001. It actually increased 1.8% from the previous year. Collected taxes for the year ending June 30, 2001 were 96.7% of the City's total tax commitment of \$17,674,815, which includes supplemental assessments. This continued high collection rate is a reflection of the continued strength of the local economy. The pages which follow detail those outstanding personal property and real estate taxes as of March 8, 2002.

City's property tax collection rate remains high at 96.7% and increases 1.8% over last year.

Debt Performance:

The City retired \$1,792,068 of long-term debt during the fiscal year. The City also did not issue any new general obligation debt issues during fiscal year 2001. The City's legal debt margin is calculated at 15% of the State's actual valuation for the City. This equates to almost \$133 million dollars of allowable borrowing on behalf of the City. The City's current outstanding debt service is just over \$18 million. This is well below the State's allowable amount as well as National averages. In the current fiscal year, the citizens of Saco approved a \$6.8 million bond issue for greatly needed renovations to our schools in the community that was not completed until fiscal year 2002. This indebtedness has not been included in fiscal year 2001 as the bonds had yet to be sold at June 30, 2001.

Bond Rating:

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

In Summary:

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

Finance Department Goals

Goal: To begin the process of gearing up for GASB Statement No. 34 implementation to include city wide identification and valuation of all infrastructure assets. This goal was achieved in its entirety during the fiscal year. Saco has risen as a State and National leader in this effort. Our fiscal year 2001 financial statements which follow are in full compliance with GASB Statement No. 34.

Goal: To review the necessary qualifications to receive the Margaret Chase Smith Maine State Quality Award. The City was awarded the Margaret Chase Smith Maine State Quality Level 1 Award in November of 2001. This award is a state version of the National Malcolm Baldrige Award and assesses the same set of criteria. The award recognizes, celebrates and promotes competitive excellence in Maine businesses, both for profit and not for profit. Like its namesake, Margaret Chase Smith, this award promotes solid virtues in business that strengthen the already positive image conveyed by the State of Maine. It assures an organization's policies and procedures are designed to provide the highest level of customer service. The City of Saco was very pleased to be awarded for their efforts and will continue this quest by applying for the Level 2 award distinction in the near future. It was a huge undertaking but was completed with a great deal of cooperation from all City Department Heads!! A great big "Thank You" to all!!

THE CITY OF SACO RECEIVED THE LEVEL 1 MARGARET CHASE
SMITH MAINE STATE QUALITY AWARD

Goal: To integrate the School Department's financial accounting software package with that of the City. Currently, both entities are using separate software packages and performing numerous reconciliation procedures every month to assure that both systems are in agreement. This concept was discussed with School officials during the fiscal year but not achieved due to budgetary constraints in funding the purchase of the new software. This goal will be revisited again in the current year and discussed in more detail during the budget deliberation process.

Excerpts
from
the
Comprehensive Annual
Financial
Report
For Fiscal Year Ended
June 30, 2001



Certified Public Accountants and Business Consultants

Report of Independent Auditors

City Council
City of Saco, Maine:

We have audited the accompanying basic financial statements of the City of Saco, Maine, as of and for the year ended June 30, 2001, as listed in the table of contents. These basic financial statements are the responsibility of the City of Saco, Maine's management. Our responsibility is to express an opinion on these basic financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the basic financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall basic financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the basic financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the City of Saco, Maine as of June 30, 2001, and the results of its operations and the cash flows of its business type activities for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As discussed in the notes to the basic financial statements, the City adopted Governmental Accounting Standards Board Statement Nos. 33, 34, 36, 37 and 38 as well as GASB Interpretation 6 as of and for the year ended June 30, 2001. This resulted in changes in the City's method of accounting for certain transactions and a change in the format and content of the basic financial statements.

The Management's Discussion and Analysis and the Required Supplemental information, as listed in the table of contents, are not a required part of the basic financial statements but are supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

The combining and individual fund schedules listed in the Table of Contents, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements, and in our opinion, is fairly presented, in all material respects, in relation to the basic financial statements taken as a whole.

We did not audit the information in the introductory and statistical sections of this report and therefore express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 14, 2001 on our consideration of the City of Saco, Maine's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Runyon Kersteen Ouellette

December 14, 2001
South Portland, Maine

Audit for the Year Ending June 30, 2001

Extracted Financial Statements

The following schedules have been extracted from the 2001 financial statements of the *City of Saco, Maine, Comprehensive Annual Financial Report*, for fiscal year ended June 30, 2001, a complete copy of which is available for inspection at City Hall. The schedules included herein are:

Statement 1 - Statement of Net Assets

Statement 2 - Statement of Activities

Statement 3 - Balance Sheet—Governmental Funds

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

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

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

Statement 7 - Statement of Net Assets - Proprietary Fund

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

Statement 9 - Statement of Cash Flows, Proprietary Funds

Statement 10 - Statement of Fiduciary Net Assets, Fiduciary Funds

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

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

City of Saco, Maine
Statement of Net Assets
June 30, 2001

Statement 1

	Governmental Activities	Business-type Activities	Total
ASSETS			
Cash and cash equivalents	\$ 7,271,923	\$ 1,492,528	\$ 8,764,451
Investments	4,841,454	-	4,841,454
Receivables:			
Accounts	3,046,404	195,581	3,241,985
Taxes - Current	587,000	-	587,000
Taxes - Prior Years	48,077	-	48,077
Tax Liens	188,302	-	188,302
Notes (net of allowance of \$7,172)	216,830	-	216,830
Internal balance	(1,737,979)	1,737,979	-
Inventories	29,842	-	29,842
Prepaid Items	110,635	-	110,635
Tax Acquired Property	61,422	-	61,422
Capital assets, net	43,975,411	6,276,757	50,252,168
Total Assets	\$ 58,639,321	\$ 9,702,845	\$ 68,342,166
LIABILITIES			
Accounts payable and other current liabilities	\$ 1,478,726	\$ 84,833	\$ 1,563,559
Contract Retainage Payable	30,834	33,904	64,738
Accrued expenses	973,485	29,677	1,003,162
Taxes Collected in advance	14,690	-	14,690
Noncurrent liabilities			
Due within one year	1,945,735	-	1,945,735
Due in more than one year	16,339,637	-	16,339,637
Total liabilities	\$ 20,783,107	\$ 148,414	\$ 20,931,521
NET ASSETS			
Invested in capital assets, net of related debt	\$ 26,411,922	\$ 6,276,757	\$ 32,688,679
Restricted for:			
Nonexpendable trust principal	181,383	-	181,383
Other purposes	301,264	-	301,264
Unrestricted	10,961,645	3,277,674	14,239,319
Total Net Assets	\$ 37,856,214	\$ 9,554,431	\$ 47,410,645

City of Saco
Statement of Activities
For Year Ended June 30, 2001

Statement 2

Functions/Programs	Expenses	Program Revenues			Net (Expense) revenue and Changes in Net Assets		
		Charges for Services	Operating Grants and Cont.	Capital Grants and Cont.	Primary Government		Total
					Gov Activities	Business-type Activities	
Primary Gov:							
Gov Activities							
General Government	\$ 1,346,793	\$ 305,800	\$ 97,125	\$ 543,933	\$ (399,935)	\$ -	\$ (399,935)
Public Safety	3,876,117	310,608	81,483	22,854	(3,461,172)	-	(3,461,172)
Public Works	1,973,357	75,352	52,139	289,578	(1,556,288)	-	(1,556,288)
Health, Sanitation & Welfare	1,094,982	394,174	20,914	-	(679,894)	-	(679,894)
Housing Programs	175,994	-	175,994	-	-	-	-
Culture and Recreation	360,045	75,930	2,390	25,316	(256,409)	-	(256,409)
Education	20,202,081	743,257	8,987,637	418,065	(10,053,122)	-	(10,053,122)
County Tax	356,525	-	-	-	(356,525)	-	(356,525)
Unclassified	3,097,765	-	-	-	(3,097,765)	-	(3,097,765)
Interest on Debt	660,783	-	-	-	(660,783)	-	(660,783)
Capital Maint. Programs	3,354,453	-	-	1,329,335	(2,025,118)	-	(2,025,118)
Total gov activities	\$ 36,498,895	\$ 1,905,121	\$ 9,417,682	\$ 2,629,081	\$ (22,547,011)	\$ -	\$ (22,547,011)
Business type act:							
Waste Water T Plant	\$ 2,495,676	\$ 1,684,581	\$ -	\$ 81,597	\$ -	\$ (729,498)	\$ (729,498)
Total	\$ 2,495,676	\$ 1,684,581	\$ -	\$ 81,597	\$ -	\$ (729,498)	\$ (729,498)
Total Primary Gov.	\$ 38,994,571	\$ 3,589,702	\$ 9,417,682	\$ 2,710,678	\$ (22,547,011)	\$ (729,498)	\$ (23,276,509)
General revenues:							
Property taxes, levied for general purposes					\$ 17,674,814	\$ -	\$ 17,674,814
Motor Vehicle excise taxes					2,358,622	-	2,358,622
Franchise fees					69,006	-	69,006
Grants & cont. not restricted to specific programs:							
Homestead Exemption					540,692	-	540,692
Other State aid					141,363	-	141,363
City of Biddeford Tax Base Sharing					149,785	-	149,785
State Revenue Sharing					1,623,415	-	1,623,415
Unrestricted investment earnings					765,680	64,276	829,956
Miscellaneous revenues					14,798	9,420	24,218
Transfers:					211,396	(211,396)	-
Total general revenues and transfers					\$ 23,549,571	\$ (137,700)	\$ 23,411,871
Change in net assets					\$ 1,002,560	\$ (867,198)	\$ 135,362
Net assets - beginning					36,853,654	10,421,629	47,275,283
Net assets - ending					\$ 37,856,214	\$ 9,554,431	\$ 47,410,645

City of Saco, Maine
Balance Sheet
Governmental Funds
June 30, 2001

Statement 3

	General Fund	Other governmental funds	Total governmental funds
ASSETS			
Cash and cash equivalents	\$ 4,861,636	\$ 2,410,287	\$ 7,271,923
Investments	1,053,861	3,787,593	4,841,454
Receivables, net	58,686	1,332,047	1,390,733
Interfund receivables	12,116,891	796,966	12,913,857
Receivables from other governments	428,175	1,444,326	1,872,501
Taxes and Liens receivable	823,379	-	823,379
Tax acquired property	61,422	-	61,422
Prepaid items	110,635	-	110,635
Inventories and other	-	159,833	159,833
Total assets	\$ 19,514,685	\$ 9,931,052	\$ 29,445,737
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 803,356	\$ 675,370	\$ 1,478,726
Contract Retainage Payable	-	30,834	30,834
Accrued expenses	952,086	21,399	973,485
Taxes collected in advance	14,690	-	14,690
Interfund payables	8,542,967	6,108,869	14,651,836
Deferred revenue	496,968	-	496,968
Accrued vacation and sick leave	281,024	-	281,024
Total liabilities	\$ 11,091,091	\$ 6,836,472	\$ 17,927,563
Fund balances:			
Reserved for:			
Encumbrances	\$ 226,954	\$ 76,703	\$ 303,657
Prepaid expenditures	110,635	-	110,635
Noncurrent notes receivable	-	168,881	168,881
Nonexpendable trust principal	-	181,383	181,383
Capital improvements	2,093,385	-	2,093,385
Other purposes	-	301,264	301,264
Unreserved, reported in:			
General Fund	5,992,620	-	5,992,620
Special revenue funds	-	1,609,555	1,609,555
Capital project funds	-	380,742	380,742
Permanent funds	-	376,052	376,052
Total fund balances	\$ 8,423,594	\$ 3,094,580	\$ 11,518,174
Total liabilities and fund balances	\$ 19,514,685	\$ 9,931,052	

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

Capital assets used in governmental activities are not financial resources and are therefore not reported in the funds.	\$ 43,845,420
Long-term liabilities, including bonds payable, are not due and payable in the current period and are not reported in the funds (See Note 1).	(18,004,348)
Deferred revenues	496,968
Net assets of governmental activities	\$ 37,856,214

City of Saco, Maine
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2001

Statement 4

	General Fund	Other governmental funds	Total governmental funds
REVENUES			
Property taxes	\$ 20,144,345	\$ -	\$ 20,144,345
Licenses and Permits	292,555	-	292,555
Intergovernmental	11,255,658	2,450,304	13,705,962
Intergovernmental on behalf payments	1,233,881	-	1,233,881
Charges for services	597,019	677,948	1,274,967
Other revenues	958,995	1,024,144	1,983,139
Total revenues	\$ 34,482,453	\$ 4,152,396	\$ 38,634,849
EXPENDITURES			
Current:			
General government	\$ 1,276,785	\$ -	\$ 1,276,785
Public Safety	3,614,790	-	3,614,790
Public Works	1,720,098	-	1,720,098
Health, sanitation and welfare	1,094,982	-	1,094,982
Housing programs	-	175,994	175,994
Culture and recreation	327,358	-	327,358
Education	18,098,738	1,442,328	19,541,066
Maine State Retirement on behalf payments	1,233,881	-	1,233,881
Unclassified	2,282,005	807,196	3,089,201
Intergovernmental:			
County tax	356,525	-	356,525
Debt service:			
Principal	1,247,000	-	1,247,000
Interest and other charges	843,891	-	843,891
Depreciation	-	14,882	14,882
Capital improvements	1,538,815	2,873,467	4,412,282
Total expenditures	\$ 33,634,868	\$ 5,313,867	\$ 38,948,735
Excess (deficiency) of revenues over (under) expenditures	\$ 847,585	\$ (1,161,471)	\$ (313,886)
OTHER FINANCING SOURCES (USES)			
Capital lease proceeds	\$ 361,960	\$ -	\$ 361,960
Transfers in	1,958,396	405,370	2,363,766
Transfers out	(480,665)	(1,671,705)	(2,152,370)
Total other financing sources (uses)	\$ 1,839,691	\$ (1,266,335)	\$ 573,356
Net change in fund balances	\$ 2,687,276	\$ (2,427,806)	\$ 259,470
Fund balances-beginning	5,736,318	5,522,386	11,258,704
Fund balances-ending	\$ 8,423,594	\$ 3,094,580	\$ 11,518,174

City of Saco, Maine
Reconciliation of the Statement of Revenues, Expenditures,
and Changes in Fund Balances of Governmental Funds
to the Statement of Activities
For the year ended June 30, 2001

Statement 5

Net change in fund balances- total governmental funds (from Statement 4)	\$	259,470
<p style="margin-left: 40px;">Amounts reported for governmental activities in the statement of activities (Statement 2) are different because (see Note 1, also):</p>		
<p style="margin-left: 80px;">Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense, with the exception of infrastructure which is recorded at historical cost and not depreciated as the Modified Approach is being used. This is the amount by which capital outlays exceeded depreciation in the current period.</p>		
		(557,545)
<p style="margin-left: 80px;">Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds</p>		
		(120,909)
<p style="margin-left: 80px;">Bond proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of bond principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. This is the amount by which proceeds exceeded repayments.</p>		
		1,421,544
<hr/>		
Change in net assets of governmental activities (see Statement 2)	\$	1,002,560

General Fund

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

For the year ended June 30, 2001

	Budgeted Amounts			Actual Amounts	Variance with Final Budget- Positive (negative)
	Original	Final			
REVENUES					
Taxes	\$ 19,357,013	\$ 19,357,013	\$ 20,144,345	\$ 787,332	
Licenses and permits	275,264	275,264	292,555	17,291	
Intergovernmental	11,370,824	11,370,824	11,255,658	(115,166)	
Charges for Services	460,020	460,020	597,019	136,999	
Interest earnings	365,000	365,000	414,251	49,251	
Other revenues	384,650	384,650	544,744	160,094	
Total revenues	\$ 32,212,771	\$ 32,212,771	\$ 33,248,572	\$ 1,035,801	
EXPENDITURES					
Current:					
General government	\$ 1,315,328	\$ 1,409,424	\$ 1,276,785	\$ 132,639	
Public safety	3,563,586	3,669,450	3,614,790	54,660	
Public works	1,540,535	1,664,156	1,720,098	(55,942)	
Health, sanitation and welfare	1,099,396	1,099,919	1,094,982	4,937	
Culture and recreation	346,485	370,871	327,358	43,513	
Education	18,243,289	18,243,289	18,016,544	226,745	
County Tax	356,525	356,525	356,525	-	
Unclassified	2,725,265	2,754,042	2,282,005	472,037	
Debt service	2,044,722	2,044,722	2,090,891	(46,169)	
Capital improvements	3,554,275	4,151,832	1,538,815	2,613,017	
Total expenditures	\$ 34,789,406	\$ 35,764,230	\$ 32,318,793	\$ 3,445,437	
Excess of revenues over (under) expenditures	\$ (2,576,635)	\$ (3,551,459)	\$ 929,779	\$ 4,481,238	
OTHER FINANCING SOURCES (USES)					
Capital lease proceeds	\$ -	\$ -	\$ 361,960	\$ 361,960	
Transfers in	1,958,396	1,958,396	1,958,396	-	
Transfers out	(286,102)	(436,102)	(480,665)	44,563	
Total other financing sources and uses	\$ 1,672,294	\$ 1,522,294	\$ 1,839,691	\$ 406,523	
Net change in fund balances	\$ (904,341)	\$ (2,029,165)	\$ 2,769,470	\$ 4,887,761	
Fund balances - beginning	5,736,318	5,736,318	5,736,318	-	
Fund balances - ending	\$ 4,831,977	\$ 3,707,153	\$ 8,505,788	\$ 4,887,761	

Net change in fund balance for the general fund in the Statement of Revenues, Expenditures, and Changes in Fund Balances

(Statement 4) is different because:

Statement 4 is reported under the Modified Accrual basis of accounting	
and therefore includes the change in accrual for	(82,194)
the teachers summer salaries amount of	
Ending Fund Balance (Statement 4)	8,423,594

City of Saco, Maine
Statement of Net Assets
Proprietary Fund
June 30, 2001

Statement 7

		Business-type activities Enterprise Funds
		Waste Water Treatment Plant
ASSETS		
Current assets:		
Cash and cash equivalents	\$	1,492,528
Receivables, net		195,581
Interfund receivables		1,737,979
Total current assets	\$	3,426,088
Noncurrent assets:		
Capital assets:		
Vehicles	\$	95,500
Buildings		14,775,600
Equipment		1,788,800
Less accumulated depreciation		(10,383,143)
Total noncurrent assets	\$	6,276,757
Total assets	\$	9,702,845
LIABILITIES		
Current liabilities:		
Accounts payable	\$	84,833
Contract retainage payable		33,904
Accrued expenditures		29,677
Total current liabilities	\$	148,414
Total liabilities	\$	148,414
NET ASSETS		
Invested in capital assets, net of related debt	\$	6,276,757
Restricted for encumbrances		278,663
Restricted for capital projects		2,703,681
Unrestricted		295,330
Total net assets of business-type activities	\$	9,554,431

City of Saco, Maine
Statement of Revenues, Expenses, and Changes in Fund Net Assets
Proprietary Funds
For the year ended June 30, 2001

Statement 8

		Business-type activities
		Enterprise Funds
		Waste Water Treatment Plant
<hr/>		
Operating revenues:		
Charges for services	\$	1,684,581
Total operating revenues	\$	1,684,581
<hr/>		
Operating expenses:		
Personal services	\$	456,321
Contractual services		152,460
Utilities		168,614
Repairs and Maintenance		4,567
Other supplies and expenses		164,109
Capital improvements		1,069,879
Depreciation		479,726
Total operating expenses	\$	2,495,676
<hr/>		
Operating income (loss)	\$	(811,095)
<hr/>		
Nonoperating revenues (expenses):		
Interest revenues	\$	64,276
Miscellaneous revenues		9,420
Total nonoperating revenue (expenses)	\$	73,696
<hr/>		
Income (loss) before contributions and transfers	\$	(737,399)
<hr/>		
Capital grants and contributions	\$	81,597
Transfers out		(211,396)
Changes in net assets	\$	(867,198)
<hr/>		
Total net assets - beginning	\$	10,421,629
<hr/>		
Total net assets - ending	\$	9,554,431

City of Saco, Maine
Statement of Cash Flows
Proprietary Funds
For the year ended June 30, 2001

Statement 9

		Business-type activities Enterprise Funds
		Waste Water Treatment Plant
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	\$	1,744,438
Payments to suppliers		(1,684,247)
Payments to employees		(453,007)
Internal activity- payments from other funds		527,680
Net cash provided by operating activities	\$	134,864
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Transfers to other funds	\$	(211,396)
Net cash (used) by noncapital financing activities	\$	(211,396)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Capital contributions	\$	81,597
Other receipts (payments)		9,420
Net cash provided by capital and related financing activities	\$	91,017
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest on investments	\$	64,276
Net cash provided by investing activities	\$	64,276
Net increase in cash and cash equivalents	\$	78,761
Balances- beginning of the year		1,413,767
Balances- end of the year	\$	1,492,528
Reconciliation of operating income (loss) to net cash provided		
(used) by operating activities:		
Operating income (loss)	\$	(811,095)
Adjustments to reconcile operating income to net cash provided		
(used) in operating activities:		
Depreciation expense		479,726
Change in net assets and liabilities:		
Receivables, net		59,857
Interfund receivables		564,272
Accounts and other payables		(124,618)
Accrued expenses		3,314
Interfund payables		(36,592)
Net cash provided by operating activities	\$	134,864

City of Saco, Maine
Statement of Fiduciary Net Assets
Fiduciary Funds
June 30, 2001

Statement 10

	Agency Fund
	School Activity Funds
ASSETS	
Cash and cash equivalents	\$ 31,036
Total assets	\$ 31,036
LIABILITIES	
Due to student groups	\$ 31,036
Total liabilities	\$ 31,036

CITY OF SACO, MAINE
COMBINING BALANCE SHEET - ALL OTHER GOVERNMENTAL FUNDS
JUNE 30, 2001

	Special Revenue Funds	Capital Project Funds	Permanent Funds	Total Other Governmental Funds
ASSETS:				
Cash and Cash Equivalents	\$ 565,669	\$ 1,818,663	\$ 25,955	\$ 2,410,287
Investments	1,222,049	2,034,764	530,780	3,787,593
Accounts Receivable	1,681,293	877,550	700	2,559,543
Inventories	29,842	-	-	29,842
Notes Receivable	216,830	-	-	216,830
Interfund Receivables	395,875	401,091	-	796,966
Capital assets, net	129,991	-	-	129,991
TOTAL ASSETS	\$ 4,241,549	\$ 5,132,068	\$ 557,435	\$ 9,931,052
LIABILITIES AND FUND BALANCE:				
Liabilities:				
Accounts Payable	\$ 67,598	\$ 607,772	\$ -	\$ 675,370
Accrued Wages	21,399	-	-	21,399
Interfund Payables	2,028,618	4,080,251	-	6,108,869
Contract Retainage	-	30,834	-	30,834
Total liabilities	2,117,615	4,718,857	-	6,836,472
Fund Balance:				
Reserved for:				
Encumbrances	44,234	32,469	-	76,703
Noncurrent Notes Receivable	168,881	-	-	168,881
Nonexpendable trust fund	-	-	181,383	181,383
Other purposes	301,264	-	-	301,264
Unreserved:				
Undesignated	1,609,555	380,742	376,052	2,366,349
Total fund balance	2,123,934	413,211	557,435	3,094,580
TOTAL LIABILITIES & FUND BALANCE:	\$ 4,241,549	\$ 5,132,068	\$ 557,435	\$ 9,931,052

CITY OF SACO, MAINE
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL OTHER GOVERNMENTAL FUNDS
YEAR ENDED JUNE 30, 2001

	Special Revenue Funds	Capital Project Funds	Permanent Funds	Total Other Governmental Funds
REVENUES:				
Intergovernmental	\$ 1,341,679	\$ 1,108,625	\$ -	\$ 2,450,304
User Fees	677,948	-	-	677,948
Interest Income	96,124	206,868	48,437	351,429
Other Revenues	624,726	40,500	7,489	672,715
Total revenues	<u>2,740,477</u>	<u>1,355,993</u>	<u>55,926</u>	<u>4,152,396</u>
EXPENDITURES:				
Current:				
Special Projects	805,840	-	1,356	807,196
Education	1,442,328	-	-	1,442,328
Housing Programs	175,994	-	-	175,994
Depreciation	14,882	-	-	14,882
Capital Expenditures	155,111	2,718,356	-	2,873,467
Total expenditures	<u>2,594,155</u>	<u>2,718,356</u>	<u>1,356</u>	<u>5,313,867</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>146,322</u>	<u>(1,362,363)</u>	<u>54,570</u>	<u>(1,161,471)</u>
OTHER FINANCING SOURCES (USES) OF FUNDS:				
Transfer (to) from General Fund	(361,000)	(905,335)	-	(1,266,335)
Transfer (to) from Capital Projects Fund	84,705	-	-	84,705
Transfer (to) from Special Revenue Fund	-	(84,705)	-	(84,705)
Total other financing sources (uses)	<u>(276,295)</u>	<u>(990,040)</u>	<u>-</u>	<u>(1,266,335)</u>
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING US	<u>(129,973)</u>	<u>(2,352,403)</u>	<u>54,570</u>	<u>(2,427,806)</u>
FUND BALANCE (DEFICIT) - BEGINNING OF YEA	<u>2,253,907</u>	<u>2,765,614</u>	<u>502,865</u>	<u>5,522,386</u>
FUND BALANCE (DEFICIT) - END OF YEAR	<u>\$ 2,123,934</u>	<u>\$ 413,211</u>	<u>\$ 557,435</u>	<u>\$ 3,094,580</u>

Outstanding Real Estate Taxes as of March 2002

<u>2000-2001:</u>	<u>Map & Lot</u>	<u>Amount Due</u>
Donald R. & Irene Y. Abbott	002/049	\$ 1,526.71
Clayton J. Anderson	101/006	\$ 30.29
Bonita S. Armstrong	054/115	\$ 1,180.20
John E. & Nancy A. Arsenault	025/003	\$ 1,421.70
Aaron & Ruth Avery	092/014	\$ 896.47
BSG-1 Properties	038/004	\$ 9,476.14
BSG-1 Properties	038/005	\$ 5,907.30
Wayne T. Banks	038/168/001	\$ 2,195.25
William C Jr. Barker & Tanya Petrilli	061/013/001/187	\$ 166.71
Janice, Elaine & Raymond N. Bell	001/056	\$ 147.70
Steve J. Bernier & Chari L. Ross	061/013/001/152	\$ 596.40
Helen W. & Ann Black	037/001/001/319	\$ 257.05
Rita A. Blais	009/006	\$ 590.59
Robert W. Blow	061/013/001/243	\$ 142.80
Donald R. & Linda D. Blunt	034/043	\$ 1,331.40
Deborah Boisvert	034/036	\$ 548.67
Norman R. & Doris P. Bouffard	100/006	\$ 1,215.11
Donald R. & Yvonne L. Brackett	038/170/001	\$ 1,303.07
Gordon Brooks Jr.	109/003	\$ 840.00
Richard R. Buffum & Mark B. McCallum	031/208	\$ 4,399.50
Richard R. Buffum & Mark B. McCallum	031/194	\$ 1,203.30
Regan A. Burke-Carver	002/064	\$ 2,515.80
Kathleen A. Caldwell	027/094/005	\$ 1,778.70
Peter & Debra L. Cempellin	101/102	\$ 412.98
Lorina A. Chan	033/090	\$ 410.28
Thanh Van & Sabrina L. Chu	123/026	\$ 576.59
Arland M. Coleman	039/132	\$ 999.60
Austin H. & Patricia Colman	116/002	\$ 804.30
KC & Debra L. Compson	033/111/001	\$ 1,136.10
John & Wendy Costa	061/013/001/165	\$ 487.20
Dorothy Corthell	013/058	\$ 2,020.20
Ghislan Cote	052/058	\$ 1,755.60
Raymond L. & Ruth E. Cote	038/178	\$ 479.23
Joseph A. Crockett	100/022	\$ 613.20
Henry E. Cyr Heirs	033/042	\$ 1,656.90
Jan G. & Tony L. Davis	088/008/049	\$ 2.97
Diamond Lumber Inc.	116/018/004	\$ 487.20
RS Dobson Properties LLC	090/001/008	\$ 92.35
RS Dobson Properties LLC	090/001/009	\$ 92.35
RS Dobson Properties LLC	090/001/010	\$ 89.22
RS Dobson Properties LLC	090/001/012	\$ 88.16
RS Dobson Properties LLC	090/001/013	\$ 89.22
RS Dobson Properties LLC	090/001/014	\$ 89.22
RS Dobson Properties LLC	090/001/015	\$ 92.35
RS Dobson Properties LLC	090/001/016	\$ 92.35
RS Dobson Properties LLC	090/001/017	\$ 91.30
RS Dobson Properties LLC	090/001/018	\$ 89.22
RS Dobson Properties LLC	090/001/023	\$ 92.35
Scott R. Dobson	090/001/024	\$ 180.60

Outstanding Real Estate Taxes 2000-2001 cont...

<u>Name</u>	<u>Map & Lot</u>	<u>Amount</u>
RS Dobson Properties LLC	090/001/026	\$ 89.22
RS Dobson Properties LLC	090/001/027	\$ 89.22
RS Dobson Properties LLC	090/001/029	\$ 89.22
RS Dobson Properties LLC	090/001/036	\$ 88.16
Scott R. Dobson	090/001	\$ 208.84
Eugene & Carol Ann Doyon	066/006/001	\$ 2,423.40
William L. & Kathryn M. Eon	107/044	\$ 2,219.70
EWS of Maine	070/004	\$ 7,816.20
Barbara & Paul Figliolini	002/016/001	\$ 3,643.50
Bernard W.Jr. & Susan A. Gaines	009/002/011	\$ 1,144.50
Anne R. Gannon	083/006/003	\$ 875.70
William D. Gaumont	039/103	\$ 1,026.90
Gary H. & Connie A. Gobeil	086/010	\$ 903.53
Gary & Connie Gobeil	051/013	\$ 1,274.70
Goosefare Acres Ltd. Inc.	024/005	\$ 730.80
Lorne P. Gorham	107/002	\$ 1,335.60
Archie & Emilia Goudreau Heirs	001/060	\$ 4.20
John Goulet	038/087	\$ 501.58
John R. Goulet	038/088	\$ 796.42
Susan R. Goulet	086/005/003	\$ 1,549.30
Kenneth Guay	087/006/003	\$ 527.10
John M. Hajdysz	053/152	\$ 968.10
Russell W. Haller & James Martin	123/009	\$ 5.28
Roberta J. Hanson	061/013/001/134	\$ 178.46
Morrill Harper	039/085	\$ 1,446.90
James Harris	061/013/001/181	\$ 105.80
Pauline M. Hebert	053/076	\$ 387.25
Doris E. Herzberg	011/005/001	\$ 3,156.30
Doris E. Herzberg	011/005	\$ 2,751.00
Ronald W. Hillock	100/036/002	\$ 105.00
Ralph E. & Nancy R. Hopkins	090/034	\$ 2,885.40
Marjorie Hughes Heirs	098/045/003	\$ 1,001.70
Scott & Kathleen Jipson	064/009/001/006	\$ 174.30
Charlene Johnson	109/009	\$ 1,755.60
Brian Jones	105/010	\$ 1,837.50
William A. Jordan	093/001/001	\$ 1,245.30
John M. Kerry	040/058	\$ 417.20
Ignatius Komar	123/023	\$ 953.40
Patrick M. & Veronica A. Labbe	035/016/001	\$ 2,011.80
Lance J. Lafreniere	093/003	\$ 751.80
William & Fern Lake	061/013/001/206	\$ 241.50
Brenda A. Lapalme	028/010/000/003	\$ 696.15
Guy H. Larkin	101/095	\$ 512.40
Robert N. & Richard R. Lauzon	053/119	\$ 3,973.20
Raymond & Cheryl Legendre	086/021	\$ 820.66
Roger J. & Lucille A. Libby	061/013/001/129	\$ 327.60
William H., Donald W. & Richard G. Lonsdale	038/068	\$ 1,079.40
Edith M. MacDonald Life Estate	089/025	\$ 980.70

Outstanding Real Estate Taxes 2000-2001 cont...

<u>Name</u>	<u>Map & Lot</u>	<u>Amount Due</u>
Helene M. Mantini & Kathleen A. McCallum	023/006/009	\$ 716.10
Helene M. Mantini & John Marshall	023/006/010	\$ 642.60
Helene M. Mantini	023/006	\$ 1,774.50
Lloyd & Pauline J. Mason	040/043	\$ 1,927.80
Lloyd A. & Pauline J. Mason	040/049	\$ 1,285.20
Robert W. & Nancy M. Maynard	032/246	\$ 2,299.50
Mark B. McCallum	027/104	\$ 726.60
Mark B. McCallum	014/037	\$ 827.40
Mark B. McCallum	027/109	\$ 890.40
Mark B. McCallum	024/006	\$ 554.40
Mark B. McCallum	019/022	\$ 642.38
Sandra L. McCallum	032/087	\$ 31.28
Larry McCombs	089/036/002	\$ 979.00
James McKenney	125/016	\$ 3,093.30
Mack Gerald McLaskey	098/045/005	\$ 1,969.80
Andrew H. & Suzanne M. McLellan	061/013/001/082	\$ 323.40
Steven A. & Rose Marie McManus	032/191	\$ 2,175.60
Laura E. Mello	100/035	\$ 869.78
Francis J. Michaels	068/001/002	\$ 27.91
Mountain Heir Financial Corp.	024/001/002	\$ 392.70
Mary E. Murphy Heirs	038/213	\$ 748.59
Christine & Mark Noble	061/013/001/202	\$ 161.70
Robert E. & Christina O'Brien	019/019	\$ 2,513.70
Robert & Linda Odencrantz	061/013/001/052	\$ 216.30
Patricia C. Ouellette	038/264/001	\$ 1,236.90
Thomas F. Ouellette	039/003	\$ 2,106.30
Gisele M. & Robert A. Pagano	039/041	\$ 1,102.50
Joseph M. & Nancy C. Palumbo	091/002/004	\$ 518.70
James D. Peck	031/153	\$ 1,015.09
Edward L. Pennell	109/008/002	\$ 833.70
Edward L. Pennell	109/008/003	\$ 501.90
Edward L. Pennell	109/008/004	\$ 443.10
Edward Pennell & Elaine D. Michaud	109/008/001	\$ 1,413.30
Peoples Heritage Bank	038/018	\$ 5,061.00
Kevin R. Peterson & Amy Harriman	061/013/001/178	\$ 279.30
William R. Poirier	061/013/001/098	\$ 191.10
Lawrence R. & Joyce Poulin	089/028	\$ 3.15
David L. & Sarah Ramsey	053/119/001/010	\$ 8.93
Jospeh S. Regina	033/087	\$ 633.24
Janet Richards	061/013/001/230	\$ 315.00
Robert A. Scammon	115/001/001	\$ 1,282.12
Gloria A. Sheehan	090/024	\$ 2,163.00
Sandra Lee Shiers	116/018/006	\$ 215.44
Nancy C. & William M. Skea	093/004/003	\$ 6,123.60
Brian Smith	107/042/001	\$ 210.00
Alan M. Spencer	101/106	\$ 772.80
David M. Spencer	101/113	\$ 336.00
Alan M. Spencer	101/105	\$ 153.30
Lloyd & Debra Stetson	093/004/002	\$ 2,284.80
James & Edwina Tarbox	085/005	\$ 4.37
Norman G. Thibault	098/060	\$ 915.60

Outstanding Real Estate Taxes 2000-2001 cont...

<u>Name</u>	<u>Map & Lot</u>	<u>Amount Due</u>
Sandra L. Tibbetts	101/026/001	\$ 1,146.32
Thomas E. & Phillip E. Tibbetts	013/007/001	\$ 1,099.35
Roger Eugene Tweedie	125/020	\$ 583.93
Deborah Vilella	061/013/001/096	\$ 422.10
Alexander P. Wall	117/008/001	\$ 257.33
George W.Jr. & Ann S. Wandell	041/007	\$ 3,654.00
Mary A. Waterhouse Heirs	043/018	\$ 4.20
Peggy L. Watson et als	106/011	\$ 3,080.70
David R. & Margaret A. Whitaker	029/013	\$ 1,062.25
John R. & Deborah A. Willette	061/013/001/233	\$ 354.90
Edward L. & Theresa Ann Zelmanow	037/001/001/315	\$ 432.60

Outstanding Personal Property Taxes as of March 18, 2002

<u>2001 and prior:</u>	<u>Map & Lot</u>	<u>Amount Due</u>
American Medical Systems, Inc.	031/094	\$ 748.27
Anthony's Auto Care	060/018/001	\$ 129.84
Anthony's Auto Care	060/018/001	\$ 22.56
A Deal 4 You	060/018/001	\$ 12.02
Renaissance A Salon	033/007	\$ 98.98
Bankvest Capital Corporation		\$ 435.54
Beachway Market	032/026	\$ 4.70
Bedell-Logan Billing System	038/004	\$ 236.83
Body Works	042/010	\$ 13.05
Lisa Bouchard MassageTherapist	051/019/001	\$ 6.30
Burns Insurance Agency	038/015/001	\$ 264.82
Allen Casad	038/015/001	\$ 39.67
Cellular One	038/130	\$ 1.74
Cates Auto Reconditioning	034/013	\$ 50.40
Champion Sports Bar & Restaurant	038/004	\$ 138.60
Coastal Construction & Landscape	035/005/005	\$ 811.09
Common Connection Hair Salon	031/094	\$ 280.00
CompuSource Inc.	031/079	\$ 81.92
Copier Network Inc.	069/009	\$ 221.92
Custom Detail	060/012	\$ 82.95
Deakin's Garden Center	059/013	\$ 6.30
Sharon E. Dineen	051/019/001	\$ 25.20
Donovan & Donovan Inc.	027/099	\$ 787.50
EWS of Maine	070/004	\$ 21,886.25
4:20	059/014	\$ 14.70
Fenderson House Restaurant	069/003	\$ 168.00
Full Circle Wellness Center	040/058	\$ 11.55
Gemini Appraisal	038/004	\$ 42.74
Getchell Bros. Inc.		\$ 25.31
Group 1 Realty	031/208	\$ 1,960.30
Hilltop Motel	042/010/001	\$ 1,929.09
Beth Koehler Massage Therapy	052/019	\$ 7.07
Ladle of This – Ladle of That	038/051	\$ 22.05

Outstanding Real Estate Taxes 2000-2001 cont...

<u>Name</u>	<u>Map & Lot</u>	<u>Amount Due</u>
Sandra L. Tibbetts	101/026/001	\$ 1,146.32
Thomas E. & Phillip E. Tibbetts	013/007/001	\$ 1,099.35
Roger Eugene Tweedie	125/020	\$ 583.93
Deborah Vilella	061/013/001/096	\$ 422.10
Alexander P. Wall	117/008/001	\$ 257.33
George W.Jr. & Ann S. Wandell	041/007	\$ 3,654.00
Mary A. Waterhouse Heirs	043/018	\$ 4.20
Peggy L. Watson et als	106/011	\$ 3,080.70
David R. & Margaret A. Whitaker	029/013	\$ 1,062.25
John R. & Deborah A. Willette	061/013/001/233	\$ 354.90
Edward L. & Theresa Ann Zelmanow	037/001/001/315	\$ 432.60

Outstanding Personal Property Taxes as of March 18, 2002

<u>2001 and prior:</u>	<u>Map & Lot</u>	<u>Amount Due</u>
American Medical Systems, Inc.	031/094	\$ 748.27
Anthony's Auto Care	060/018/001	\$ 129.84
Anthony's Auto Care	060/018/001	\$ 22.56
A Deal 4 You	060/018/001	\$ 12.02
Renaissance A Salon	033/007	\$ 98.98
Bankvest Capital Corporation		\$ 435.54
Beachway Market	032/026	\$ 4.70
Bedell-Logan Billing System	038/004	\$ 236.83
Body Works	042/010	\$ 13.05
Lisa Bouchard MassageTherapist	051/019/001	\$ 6.30
Burns Insurance Agency	038/015/001	\$ 264.82
Allen Casad	038/015/001	\$ 39.67
Cellular One	038/130	\$ 1.74
Cates Auto Reconditioning	034/013	\$ 50.40
Champion Sports Bar & Restaurant	038/004	\$ 138.60
Coastal Construction & Landscape	035/005/005	\$ 811.09
Common Connection Hair Salon	031/094	\$ 280.00
CompuSource Inc.	031/079	\$ 81.92
Copier Network Inc.	069/009	\$ 221.92
Custom Detail	060/012	\$ 82.95
Deakin's Garden Center	059/013	\$ 6.30
Sharon E. Dineen	051/019/001	\$ 25.20
Donovan & Donovan Inc.	027/099	\$ 787.50
EWS of Maine	070/004	\$ 21,886.25
4:20	059/014	\$ 14.70
Fenderson House Restaurant	069/003	\$ 168.00
Full Circle Wellness Center	040/058	\$ 11.55
Gemini Appraisal	038/004	\$ 42.74
Getchell Bros. Inc.		\$ 25.31
Group 1 Realty	031/208	\$ 1,960.30
Hilltop Motel	042/010/001	\$ 1,929.09
Beth Koehler Massage Therapy	052/019	\$ 7.07
Ladle of This – Ladle of That	038/051	\$ 22.05

Outstanding Personal Property Taxes 2000-2001 cont....

<u>Name</u>	<u>Map & Lot</u>	<u>Amount Due</u>
LeBlanc N Cain's Auto Repair		\$ 105.57
Shirley Linderman	037/001	\$ 312.24
Shirley Linderman	037/001	\$ 37.60
Maine Sign Crafters Inc.	044/004	\$ 189.00
Maine Line Rooter	031/157	\$ 117.12
Maine Roads & Driveways	067/052	\$ 109.24
McKenney Foundation	089/019	\$ 424.50
Mitey Clean		\$ 21.00
My Place		\$ 24.96
Pastry Gallery	038/098	\$ 346.50
Performance Power Boats	060/012	\$ 35.36
Pine Cone Lady Craft Shop	040/049	\$ 8.40
Play it Again Sports	038/160	\$ 706.79
Poore Simons	041/012	\$ 618.69
Power Wheels	060/018/001	\$ 97.99
Premier Industries Inc.	055/001	\$ 833.33
Quickprint Color Center	041/007	\$ 1,977.54
Quality Auto Sales	061/006	\$ 36.75
Quality Auto Sales Annex	061/005/001	\$ 12.60
Redman Marine Fabricators	063/008	\$ 151.40
Redman Marine Fabricators		\$ 147.88
Renaissance A Salon	033/070	\$ 436.92
Saco Counseling	035/016	\$ 21.00
Saco Shoe Hospital	038/023	\$ 3,037.76
Safety Clean Systems, Inc.		\$ 149.10
Scavo Enterprises, Inc.	041/012	\$ 995.52
Dwight Shepard Masonry	125/011/001	\$ 38.88
Dwight Shepard Masonry	125/011/001	\$ 515.06
Dwight Shepard Masonry	125/011/001	\$ 45.88
Southern Maine Welding	068/015/004	\$ 193.83
Summit Communications		\$ 585.90
Traditions LLC	038/006	\$ 1.64
Travel Wise Network, Inc.	031/075	\$ 4.10
USA Auto & Reconditioning, Inc.	060/007	\$ 73.50
Wordwise Office Support	033/065	\$ 37.87

Public Works Department



Larry Nadeau, Director

This Department is responsible for:

- » Road Maintenance
- » Utilities
- » Recycling Center
- » Transfer Station
- » Curbside Collections
- » Special Programs
- » Equipment & Pier Maintenance
- » Landfill Monitoring, Reporting and Maintenance
- » Right-of-Way Management
- » Regulatory Oversight
- » Site Plan Reviews & Recommendations

Highlights of the year included:

In an effort to deliver better service and respond to the citizens of Saco, we implemented a system that allows electronic requests and complaints to be forwarded directly to us through the Saco Public Work's web site.

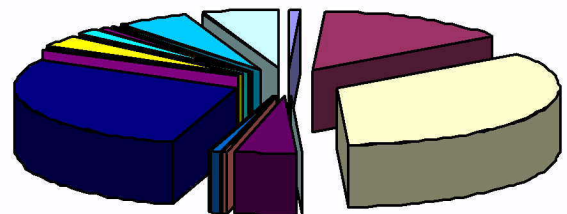
Permit applications are now available on-line in a downloadable version. The original will need to be brought to the Public Works Department for processing. However, having the ability to download will save time in obtaining the form.

The City received a \$30,000 FEMA grant known as the Cooperating Technical Partners Grant (CTP). This will allow the City to undertake aerial photographs of our floodplain areas which qualify for the National Flood Insurance Program. The intent is to provide FEMA with more accurate mapping, which will replace old Flood Insurance Tate Maps.

After almost 11 years, the City undertook a study prepared in aiding us to plan for a 10-year systematic and cost-effective infrastructure improvement program with long-term yields.

Our recycling program has reported processing approximately 3.5 million pounds this year.

Residential Recycling Analysis



■ Office Paper	■ Cardboard (OCC)
■ Old Newspaper (ONP)	■ Old Magazines (OMG)
■ Clear Glass	■ Green Glass
■ Brown Glass	■ Mixed Glass
■ Metal (incinerators)	■ Aluminum Cans/Foil
■ Tin Cans	■ HDPE (#2 plastic)-clear
■ HDPE (#2 plastic)-color	■ PET (#1 plastic)
■ Other Plastic	■ Other Materials
■ Reused Materials	■ Yard Waste

GENERAL

We were fortunate to have received the services of two AmeriCorp Teams last year. AmeriCorp is a volunteer group of energetic, enthusiastic, dedicated young adults sent from around the country to help accomplish worthwhile projects. The first team arrived in the summer of 2001 and during their ten-week assignment in Saco, built a new trail from the Eastern Trail to U.S. Route One near Fun Town.



We have several documents published and used throughout the year in our operation. These documents can be viewed on our website at www.sacodpwmaine.com. Once you've opened the website, click on plans and policies:

- » Snow and Ice Control Policy
- » Storm Water Management Policy
- » All Hazards Mitigation Plan
- » Sanitary Sewer Overflow Response Plan
- » Mutual Aid Program for Public Works
- » Time Delineating Schedule
- » City Standard Specification Manual
- » Transfer Station Operations Manual

Awards Received by Public Works

2nd Place "Public Works Excellence"
"Un-Sung Hero's" presented by WQEZ
"Top 10 Public Works Leader in Nation"
presented to Larry Nadeau



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Public Works Department Goals

Goal: To conduct an infrastructure needs assessment and study.

This instrument will allow us to plan infrastructure improvements with superior precision and scheduling. Study will take into account mobile and non-mobile surface transportation infrastructure along with underground utilities both public and private. The assessment will incorporate in-house efforts along with outsource work. American Public Works Association tools and programs will be utilized to the extent possible. The process will compliment the Asset Management - GASB 34 requirement to be met by 2003. Approximately 50% to 75% of this plan will be completed the first year, December 2001 to December 2002 with the balance ready for FY 2002-03 budget review. Document will also prescribe a 10-year investment implementation strategy encompassing all City infrastructure projects.

Goal: To obtain voter approval for a \$1,500,000 to \$3,000,000 bond to fund road paving. Utilize Road System Management to attain desired funding for road paving and repairs.

Council has discussed the RSMS proposal and committed to budgeting \$500 thousand per year instead of going out to bond, thereby saving on interest.

Goal: To obtain the FEMA Region 1 Star Community and Environmental Project Impact Awards.

The City has received the FEMA Star Community designation for 2000. It is the wishes that we attain the same designation again in 2001 along with receiving the Environmental Project Impact Award. Work will require some limited funding along with needs to travel in an effort to promoting the community's interest and intent.

Waste Water Control Department



Michael Bolduc, Superintendent

The Waste Water Control Department is responsible for treating waste water prior to its discharge into the Saco River.

Equipment and Technological Advancements

The City of Saco is undertaking a systematic upgrade of all the control systems at the 28 pumping stations. The upgrades allow the City to monitor and control various parameters of the pump station operations.

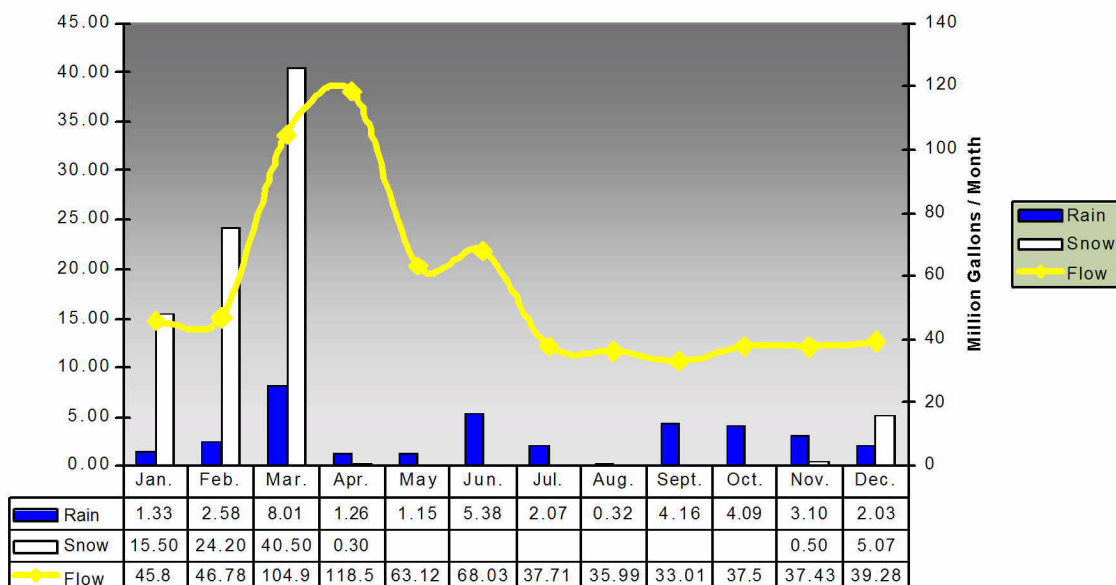
In 2001, the City established a radio telemetry system that allows constant, real time communication and control between the pump station and the treatment plant.

By the end of 2001, the radio systems were set up at the Irving Street, Industrial Park Pump Stations, and the Treatment Plant. Plant personnel, Howard Carter and Ralph Whitney, were instrumental in selecting, installing, and debugging the control systems.



Saco Waste Water Treatment Facility

Precipitation vs. Flow 2001





Old Orchard Beach Aerated Static Pile Compost Facility continues to treat wastewater treatment plant sludge from Saco since 1986.

Long Term Biosolids Reuse Evaluation

Old Orchard Beach owns and operates a compost facility that receives and treats wastewater treatment plant sludge from Old Orchard Beach and Saco. The facility operates 10 months a year and generates a beneficial soil amendment that is utilized by local residents and businesses. Currently, Saco and Old Orchard Beach generate more sludge than the facility can handle. In addition, the facility has been in operation for 21 years and much of the infrastructure and equipment is nearing the end of its useful life.

Officials from both communities recognize the value of having a compost facility that can generate a product that has a demand for reuse. As a result, the communities retained Wright-Pierce in 1999 to conduct an engineering study focused on three composting systems:

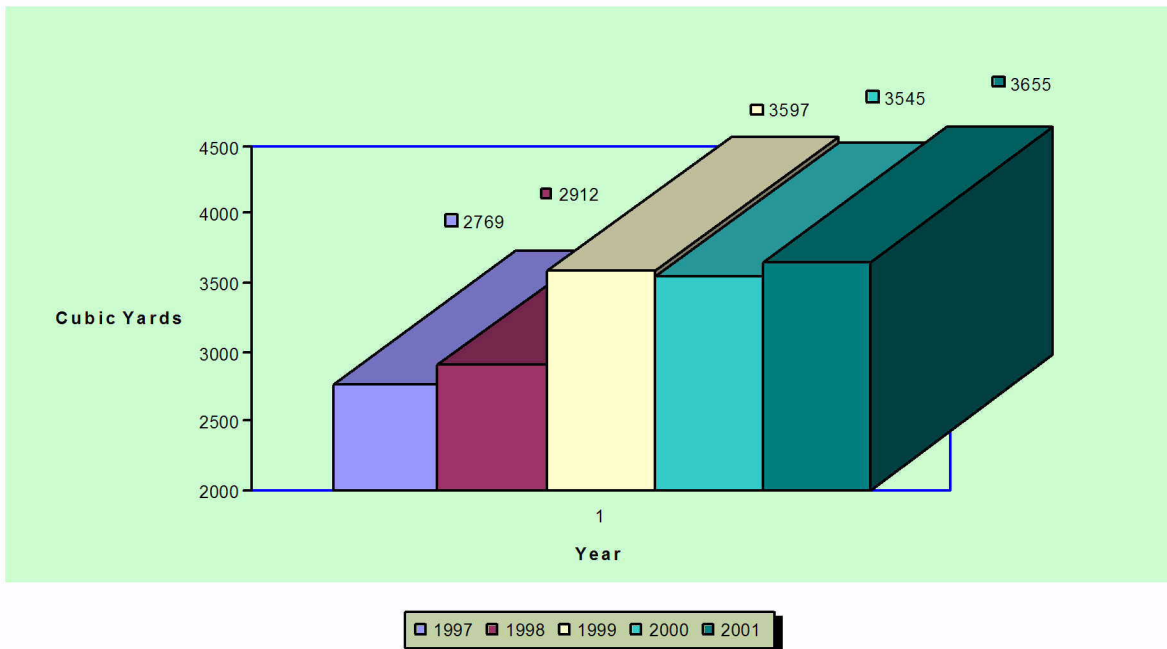
- » An enclosed aerated static pile system
- » A tunnel composting system
- » A horizontal agitated bin system

These three systems were compared to the option of private disposal. The three sludge disposal options have been evaluated, and each community will meet jointly and separately in the Spring of 2002 to decide on the best alternative for each community.

Plant Statistics

- » Biosolids production increased (3%) in 2001. The current production rate is 3,655 yards per year.
- » Treatment Plant flow decreased to the lowest average daily flow in the last 5 years, due to 2001 being an exceptionally dry year, and the City has been doing extensive separation work i.e. James Street CSO Project.
- » The sewer user fee of \$2.93 remained a constant.

Saco WWTP Annual Sludge Production



For Your Information

Vehicle Registration

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

Birth Certificates

Birth Certificates may be obtained from:

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

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

Dog Licenses

To license a dog, a current State of Maine rabies certificate must be presented along with a spaying certificate for females and neutering certificate for males. The fee for unaltered dogs, male or female, is \$7.50 and \$4.00 for altered dogs.

All dogs six months or older must be licensed each year. A late fee of \$5.00 will be charged to those licenses renewed after January 31. Individuals whose names appear on the warrant will pay a \$10 penalty.

Fish and Game Licenses

Resident fishing or hunting licenses may be obtained from the City Clerk and the cost is \$21.00 per license. The cost of a combination fishing and hunting license is \$38.00. A junior hunting license may be obtained for a person 10 years of age or older and under 16 years for \$7.00

Marriage Licenses

A marriage license may be obtained from the City Clerk. For persons previously married, a certificate must be presented indicating the dissolution of the former marriage. The application for a marriage license must remain on file for three business days after the application has been filed, and is valid for 90 days from the date of issuance.

Saco Recycles

HOW TO PREPARE YOUR MATERIALS FOR RECYCLING --
QUESTIONS? CALL: (282-4646) The blue recycling buckets are located at
Saco's Recycling Center at 351 North Street

Glass:

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

Plastic:

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

Magazines & Phone Books:

- » Keep clean & dry
- » Deposit loose

Cans:

- » All metal food & drink cans, metal lids (remove inner rubber rings)
- » Wash out and rinse
- » Empty aerosol cans with caps removed
- » Please crush to save space

Paperboard:

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

Papers, Newspapers, Kraft Bags:

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

Directory of Information and Services

City Hall Office Hours are 8:30 am to 5:00 pm ~ Monday through Thursday, 7:30 am to 4:00 pm on Friday
 City of Saco Internet Website Address: www.sacomaine.org

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