

City of Saco, Maine

Goal Progress Report

For Calendar Year Ended

December 31, 2000

1/31/01

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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.

Goals are in bold type.

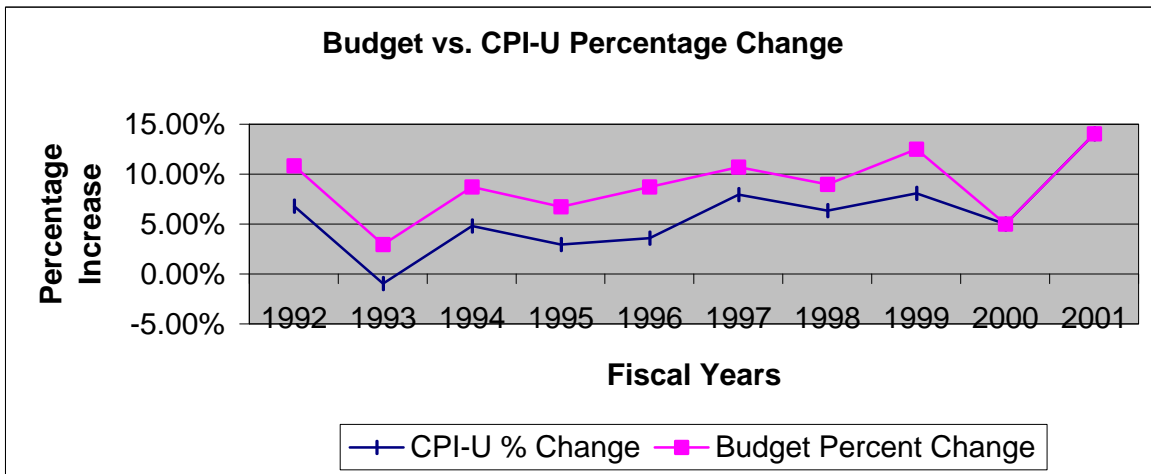
City Council Goals & Objectives Five Year Program 1997- 2001

- **It is the Council's intent to maintain a stable tax rate from year to year by incorporating sound financial principles and business practices into all municipal operations.**

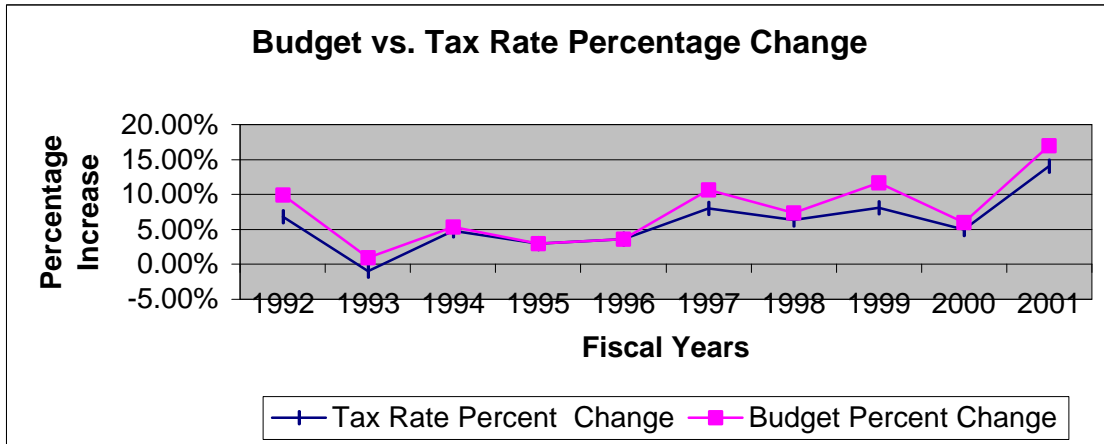
A stable tax rate is one that increases below the rate of inflation. Not only have we met this goal in recent years but also for the past ten years as is illustrated by the following tables.

City of Saco, Maine
Budget and Tax Rate History Analysis
 As prepared by: Lisa R. Parker
 December 4, 2000

Fiscal Year	Budget	Budget Percent Change	Tax Rate	Tax Rate Percent Change	CPI-U % Change
1991 \$	19,963,025	N/A	17.80	N/A	4.10%
1992 \$	21,321,151	6.80%	18.35	3.09%	4.00%
1993 \$	21,112,746	-0.98%	18.70	1.91%	3.90%
1994 \$	22,127,644	4.81%	18.80	0.53%	3.90%
1995 \$	22,779,769	2.95%	18.80	0.00%	3.80%
1996 \$	23,602,658	3.61%	18.80	0.00%	5.10%
1997 \$	25,485,385	7.98%	19.30	2.66%	2.70%
1998 \$	27,105,016	6.36%	19.50	1.04%	2.60%
1999 \$	29,292,972	8.07%	20.20	3.59%	4.40%
2000 \$	30,751,475	4.98%	20.40	0.99%	N/A
2001 \$	35,075,508 ¹	14.06%	21.00	2.94%	N/A



¹ Capital projects have been moved into the budget.



- **The Council will continue to work with the Saco School Committee to provide the students of Saco with excellent school facilities and appropriate staff and materials to ensure that the school system establishes and maintains a high educational standard.**

Results/decisions: 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.

Commitment: The School Committee has adopted a Capital Improvement Plan that should be included in the City's Plan. Construction work authorized by the voters in 2000 will be completed by September 2002.

Action steps/follow-up:

Summation: Shall the Order of the City Council of the City of Saco entitled "Order Authorizing City of Saco Bond Issues and Other Evidences of Indebtedness in an Amount Not Exceeding \$8,396,000 for Health and Safety and Other Renovations to the Young School, Saco Middle School, C.K. Burns School and Governor John Fairfield School and Related Project Cost" be ratified and approved? Approved on November 7, 2000 by the voters with 6182 voting yes and 2013 voting no. This investment will extend the useful life of the building and bring them into compliance with codes.

How has the staffing patterns changed from 1997 to present? Positions added include one School Nurse, 2.2 Guidance Counselors (.2 represents one day in school language), four Special Education Teachers and 12 Classroom Teachers. The addition of classroom teachers was at the primary and elementary levels to reduce class sizes at those levels

A new Contract for Secondary School Education 7/10/00 to 6/30/05 was signed on June 13, 2000 by the Trustees of Thornton Academy and the Saco School Committee of the City of Saco. It specifies a set tuition rate covering a five-year period (2000-2005) with an identified adjustment factor for the fifth year if necessary.

Technology: Between 1998 and 2000 upgrades were as follows:

	1998	2000
Computers	181	411
Printers	75	137
LAN servers	7	10
Network hubs	8	14

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.

- **The City of Saco wishes to expand its commercial/industrial tax base by attracting new business to the U.S. Route One corridor and the City's growing industrial park. Financial incentives, such as the City's TIF Program, will be used to encourage businesses to locate sites presently served by public utilities. Marketing of the City's economic development programs will include promotion of the City's web-site (www.sacomaine.org).**

Results/decisions: 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.

Action steps/follow-up:

- 1) Website – keep information updated, review and link with other sites, need for financial resource.

Summation:

- 1) Eleven parcels sold to date, see the following table titled "Spring Hill Industrial Park Activity as of 12/20/00" for details.
- 2) Preload for Route One connection done (\$150,000).
- 3) Budget to be presented for signage.

Spring Hill Industrial Park Activity as of 12/20/00						
Map/Lot	Lot #	Date Sold	Amount	Business	Bldg. Permit Amount	Assessed Value 4/1/00 (estimate)
Map 73, Lot 4	1	8/6/99	\$66,000	Poirier Electric Automation	\$300,000	\$304,400
Map 73, Lot 12	8 & 9	9/15/99	\$125,000	Rist-Brunet for Fresh Samantha	\$621,000	\$588,200
Map 73, Lot 21	17 & 18	9/28/99	\$157,000	PALCO	\$683,000	\$612,000
Map 73, Lot 23	20	8/9/99	\$77,000	New England Ind. Truck	\$600,000	\$544,100
Map 73, Lot 24	21	2/13/00	\$175,000	Southern Maine Specialties	Not issued	\$78,600
Map 73, Lot 10	7	3/16/00	\$75,000	Rist Brunet for Scholastic Books	\$500,000	\$38,300
Map 73, Lot 25 Map 73, Lot 26	22 & 23	12/15/00	\$414,000	Bill Jones for Huttig	Not issued	77,600 & 83,000
Map 73, Lot 23	19	Under Contract	\$99,900	Coastal Industrial		\$44,200
Map 73, Lot 27	24	10/15/99	\$155,250	Casco Bay Steel	\$598,398	\$627,100
TOTALS			\$755,250		\$2,802,398	\$2,997,500

- **The Council will adopt and implement the 1999 Comprehensive Plan with particular attention given to the development of rural subdivisions. The 1997-1998 Main Street Marketing Plan will also be a major component of the Comprehensive Plan.**

Results/decisions: The Comprehensive Plan was adopted by the City Council on August 2, 1999.

Commitment: Implementation – The City retained a consultant in October to assist in the implementation process, primarily for zoning review.

Action steps/follow-up: Main Street Marketing Group is called Saco Spirit for Business. An Executive Director was hired in July 1999 on a part-time basis. The Director is presently working on the Main Street Marketing Plan with new signage as early activity. The City has purchased three properties in the Main Street area for additional restricted public parking. Parking lot construction will be completed in June of 2000. The Comprehensive Plan Implementation Committee has met twelve times since the first of the year. Amendments are beginning to be presented before the Planning Board and will proceed to City Council in February and March.

CPIC completed activities include

- Housekeeping Changes: Standards for private streets and definition of frontage.
- Aquifer Protection Provisions: Minimum lot size on septic, Cluster septic prohibition and Material handling standards for subdivisions and site plans.
- Route One Provisions: Limits on large septic users, revised commercial and industrial districts and access management provisions.
- Rural Provisions West of the Turnpike: revised district boundaries and standards, lotting restrictions on designated arterials and collectors, building permit limitation system and Bothby Park District.

- New/Revised Residential Districts: revise the R-1A density and create a new moderate density residential district.

Remaining CPIC activities include:

- Storm water Quality Provisions: Nonresidential Projects, Residential Subdivisions and Activities upstream of the Saco Water District intake.
 - Shore land and Saco River Provisions: Update shore land zones to reflect new flood hazard mapping and Revise ordinance provisions on interrelationships.
 - Update Subdivision and Site Plan Review Standards (50% completed – Other 50% to be completed in February): Historic, scenic, archeological, etc., Access management, Interconnection of residential streets, Rural collector R-O-W set asides, Recreation/open space land dedication and payment in lieu of taxes, and Waivers of improvement standards.
 - Historic Gateway District (50% completed – Other 50% to be completed in February): District boundaries and Standards & Uses.
 - Signage
- **The City of Saco will undertake recreational development sites specifically focused on the opportunities provided at the Foss Road Park. Coordination of our recreational programs with Thornton Academy and the K-8 school system will be high priority. A long-term maintenance schedule for all recreational facilities will be developed.**

Results/decisions: Money is not budgeted. The concerns presented need to be addressed. Recreation impact fees were considered by the Council at its February 28, 2000 Workshop.

Commitment: Impact fee proposal will be presented to the Council in April of 2001. The Planning Board recently revised Parks in lieu fee. The City has been active in the development of recreational trails in the community by encouraging subdivisions to add to the trail system. The city will be voting to join the Membership Agreement for the Eastern Trail Management District in January of 2001. Saco currently has nearly 50 miles of trails. The Fiscal Year 2002 budget will include a request to begin implementing the Landfill Reuse Plan.

Action steps/follow-up: Director of Parks & Recreation, currently works with the schools in coordinating programs. Parks & Recreation maintains all fields and school grounds. A long-term maintenance schedule is due in 2000. While Thornton Academy serves as Saco's "high school," the City does not make capital improvements to Thornton Academy facilities. Impact fee proposal awaits completion of recreation facilities plan a draft of which is complete and awaiting the maps.

- **The City of Saco will be pro-active in securing future public use sites (i.e. school facilities, fire station) by acquiring land options or rights-of-interest in selected properties.**

Results/decisions: The City will be closing on the Credit Union adjacent to the Central Fire Station in July of 2000. The closing on the Credit Union was on July 12, 2000. The purchase price was \$155,111. The cost for renovations was \$20,619.87. The office space was occupied on September 15th.

City acquired land off North Street from Saco Defense. The deed was signed August 18, 1998 for a price of \$94,500.

Commitment:

- 1) The School Department is looking for 5,000 sq. ft. of office space and the City has explored the expansion of the Annex at Cutts Avenue as well as other sites.
- 2) Young School may be renovated or relocated.
- 3) The City needs to acquire land for a train station. The train platform is scheduled to be operational in April of 2001.
- 4) The Council will continue to review tax-acquired properties for possible use as recreation and growth development.

Action steps/follow-up:

- 1) A site was acquired last year for the future Fire Department. This site will be moved in the Spring of 2000. Fire Department officers will relocate to the "credit union" in July of 2000. Additional residential property would be needed to expand on the current Central Fire Station facility.
- 2) A parcel was acquired on Free Street for a City parking lot.
- 3) Property on Stockman Avenue was acquired in May 1998.
- 4) Property on Cutts Avenue was acquired in February 1999.
- 5) Train Station. Council has authorized land acquisition. Engineering and permitting are under way.
- 6) The School Union has successfully applied for State of Maine funds for improvements to the Middle and Young schools. Matching funds are required for these projects.
- 7) On November 6, 2000, the council voted to approve placing a 66' x 69' modular two-room classroom at 80 Common Street to house the Alternative Educational Program. Completion and occupancy is expected March 1, 2001.

- **The City of Saco will closely monitor the project implementation schedule set forth in the City's CSO Master Plan and will produce an annual report that shows progress to date, as well as the status of credits earned.**

Action steps/follow-up: James Street construction contract with Dearborn was signed on April 14, 2000. The construction activities were substantially completed in 2000.

Summation: This year's construction project will result in the City exceeding the current CSO Master Plan goals.

On October 16, 2000, Saco won a national EPA award for the Best CSO Abatement Program. Each year, the US Environmental Protection Agency (EPA) and the Water Environment Federation recognize outstanding achievements of wastewater treatment facilities through facility operations and maintenance, programs and projects in the United States.

- **The City Council will support current recycling programs and make necessary improvements with the goal of limiting waste disposal expenses.**

Results/decisions: 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 current annual cost for this service is \$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 current annual cost is \$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.

Action steps/follow-up: The option for solid waste collection will be presented to the Council in 2001. The Fiscal Year 2002 budget will include a request for the City to operate the Transfer Station.

Summation:

The household hazardous waste day pickup day offered for the first time in 2000 provided an opportunity for residents to dispose of 4.3 tons of hazardous waste.

Combined Solid Waste History						
	1999	% of total	1998	% of total	1997	% of total
Residential tonnages:						
Recycling	2487	13%	2942	15%	2677	14%
Maine Energy	5289	28%	4422	23%	4416	23%
Transfer Station	3478	18%	3977	21%	4572	24%
TOTAL RESIDENTIAL	11,254	59%	11,341	60%	11,665	61%
Commercial Tonnages:						
Recycling	2130	11%	1008	5%	1008	5%
Maine Energy	5501	29%	6368	34%	6251	33%
Transfer Station	268	1%	290	2%	198	1%
TOTAL COMMERCIAL	7898	41%	7666	40%	7457	39%
TOTAL SOLID WASTE	19,152		19,007		19,123	

City of Saco, Maine									
Analysis of Waste tonnages dropped at Maine Energy									
	June 30,	June 30,	June 30,	June 30,	June 30,	June 30,	June 30,	June 30,	June 30,
Years ended:	2000	1999	1998	1997	1996	1995	1994	1993	1992
*I have taken the commercial tipping fee revenue received and divided by the rate charged to arrive at the total commercial tonnages brought to Maine Energy during the year. I have then subtracted the commercial tonnage amount from the total tonnage amount brought to Maine Energy to arrive at the Residential tonnage amount brought to Maine Energy.									
Commercial Revenue	\$ 220,046	\$ 166,855	\$139,715	\$ 116,857	\$ 114,248	\$ 127,396	\$ 109,369	\$ 122,116	\$ 121,224
Price Per Ton	\$ 40.00	\$ 26.20	\$ 22.35	\$ 22.91	\$ 22.72	\$ 27.49	\$ 27.10	\$ 25.15	\$ 24.98
Commercial Tonnages dropped	5,501	6,368	6,251	5,100	5,030	4,634	4,035	4,856	4,853
Total Tonnages dropped at Maine Energy	10,790	10,790	10,667	9,193	9,388	8,734	8,974	8,936	8,608
Residential Tonnages	5,289	4,422	4,416	4,093	4,358	4,100	4,939	4,080	3,755
Number of Households (approximate)	6,869	6,732	6,638	6,569	6,502	6,428	6,356	6,281	6,200
Trash tonnage per household	0.77	0.66	0.67	0.62	0.67	0.64	0.78	0.65	0.61
*Prior to June 30, 2000, the commercial tipping fee charged was 10% greater than that being charged by Maine Energy. I have therefore estimated									

using the average tipping fee charged by Maine Energy for the year.									
Average Maine Energy Tipping Fee	N/A	\$ 23.82	\$ 20.32	\$ 20.83	\$ 20.65	\$ 24.99	\$ 24.64	\$ 22.86	\$ 22.71
Plus: 10%		\$ 2.38	\$ 2.03	\$ 2.08	\$ 2.07	\$ 2.50	\$ 2.46	\$ 2.29	\$ 2.27
Commercial rate charged		\$ 26.20	\$ 22.35	\$ 22.91	\$ 22.72	\$ 27.49	\$ 27.10	\$ 25.15	\$ 24.98
In Summary:									
Commercial drops	5,501	6,368	6,251	5,100	5,030	4,634	4,035	4,856	4,853
Commercial percentage	51%	59%	59%	55%	54%	53%	45%	54%	56%
Residential drops	5,289	4,422	4,416	4,093	4,358	4,100	4,939	4,080	3,755
Residential percentage	49%	41%	41%	45%	46%	47%	55%	46%	44%
If we project for 2001 - through 11/30/00 we have already billed \$142,310 in commercial tipping fees. If we divide this by the \$60/ton rate,									
we have billed 2,372 commercial tons through 11/30/00. If we annualize this tonnage amount by dividing by 5 and then multiplying by 12,									
we would estimate that we will bill out 5,693 commercial tons in the current year.									
If we do this same analysis for residential tonnages we would arrive at a total of residential drops of 5,322 tons.									
This amounts to 5,693 commercial (52%) and 5,322 residential (48%).									

- **The City of Saco will 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.**

Results/decisions: City Hall improvements to the heating, ventilating and air-conditioning system was awarded by the City Council at the November 22, 1999 meeting. Work is now complete. A training PC is located on the third floor server room for the Office 2000 Suite. A number of people have used the PC and/or borrowed the disks for use off site. The successful completion of this training will enable one to be a certified MS Office user.

What are the employees' educational attainments?

Action steps/follow-up:

- 1) The City Council adopted the Employee Evaluation Policy on January 13 1999. This policy includes the following statement of philosophy.

Human Resources Philosophy

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

- A. Employee Responsibility. Employees will be held accountable for producing quality work and for exhibiting the highest commitment to honesty, integrity, and customer service.
- B. Commitment to Competition. The City of Saco is committed to providing quality services at market competitive costs through service delivered by City employees or when costs would be lower through privatization. The City is committed to the skills development of its employees to enhance services to citizens and to make the City more competitive. When necessary, due to organizational changes or privatization, the City is further committed to skills development to prepare employees for other opportunities within or outside of the City organization.
- C. Employee Pay and Benefits. All types of employee pay, whether base pay, incentives or benefits, will be used to encourage employees to attain measurable performance goals/targets that support the City's mission. Pay will be based on performance while considering market conditions. Base pay is the primary type of pay used to maintain market competitiveness; incentive pay will be the primary pay method used to communicate the changing goals of the City and to encourage teamwork. Employees will also be rewarded for attaining skills that make them more flexible and useful in helping departments meet their goals.
- D. Training and Development. Employees will receive sufficient training and counseling to successfully perform their jobs.
- E. Employee Communication. Employees will receive clear and timely communication on issues that affect their work life and will have a reasonable opportunity for input into decisions on these issues.
- F. Employee Relations. Employees will be treated with respect and without regard to race, sex, age, creed, handicap, or for any other reason not related to their organizational contributions. Diversity will be respected and viewed as an asset to our workforce.

The City Council also adopted an insurance buy-out program creating an incentive for employees whose spouse have comparable medical insurance coverage to receive a \$1,500 payment in lieu of the City's medical insurance coverage. This has decreased the City's medical insurance payments by and estimated \$60,000 annually.

- **The City Council will 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.**

Results/decisions: All committee appointments have been made and have no vacancies. City Council meeting have been broadcast live on Channel 3 since December 27, 1999.

Rapid Renewal went on line December 4, 2000.

Commitment: The City continues to work with the three local newspapers to keep the public informed. City Council meetings are televised on Channel 3. The web site, www.sacomaine.org will be utilized to post significant City activities.

Action steps/follow-up: City Hall will have live broadcast capability in the immediate future, as will Thornton Academy.

Summation: Public notices are posted for all public meetings.

- **The City of Saco is committed to building strong intergovernmental relationships for the purpose of coordinating joint projects, developing problem-solving techniques, and promoting legislative reform.**

Results/decisions:

1. See the attached Mutual Aid & Regional Efforts Report.
2. As of December of 2000 Thornton Academy is live on Public Access Channel.
3. The City of Saco is making this channel available for our educational programming through this private secondary school.

City Council Goal for 2000:

Implement the recommendations of the Camp Ellis Beach Erosion Study Report and Saco Bay Regional Beach Management Report which 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 should also be evaluated.

City Council met with Martha Kirkpatrick, DEP Commissioner on October 27, 1999 to discuss a number of issues including erosion at Camp Ellis.

\$40,000 appropriated for Camp Ellis in FY2000 continues to be carried forward.

The Saco Bay Regional Beach Management Report was adopted by the City Council on June 19, 2000.

Representative Thomas Allen met with William Scully, District Engineer for Army Corps, and stakeholders at the beach on September 11, 2000.

Stakeholders met on November 2 and November 15 at the beach to discuss implementation strategy.

On December 1, 2000, Congressman Tom Allen met with Col. Brian Ostendorf, Commander of the North East District of the US Army Corps of Engineers on 12/1/00 to discuss, amongst other issues, Camp Ellis erosion. The next move, according to Mark Ouellette, is for the

Mayor to send a letter to the Corps requesting the reopening of the "Section 111" study. The study can be completed by March with the initial stated purpose of roughening the jetty and rebuilding the beach for a cost not to exceed \$2,000,000.

Subsequent to the Congressman's meeting, his field representative, Mark Ouellette, has ascertained additional pertinent information. The benefit cost ratio on this project is 0.6. We must increase that ratio to at least 0.8 to have any chance of obtaining Congressional funding of the project. A ratio of 1.0 would significantly increase likelihood of funding. Army Corps economist is willing to extend the benefit to include 2,500 feet of beach frontage and a three-foot per year erosion rate or 150 feet inland in updating the benefit calculation. The three categories of benefit calculation; houses, roads and recreation will be expanded to add two new categories; emergency management and environmental. The previous road calculations did not include utilities. This can be added. We will need to make a case for the cost of emergency management, i.e., City costs for equipment, labor, materials for repairs, evacuations and cleanup. We can add such items as lodging cost should residents need to be evacuated. The environmental benefits would include pricing items like piping plover nesting grounds, clam flats and worm flats. The benefits we need to quantify, which the Corps does not count, but which others do, include lost tax revenues, lost business receipts, future development opportunities and the addition of homes. The cost side needs to be reviewed to find the closest, least expensive way to move sand in the area. If the Saco River needed to be dredged, this would not be a project cost, but it could provide sand. We are still working on the relation of the reopened Section 111 study and our initiative with the Governor

City Council adopted implementation strategy on December 4, 2001.

Council met with Legislative delegation on December 11th to seek state funding for independent engineering review of the "Section 111" study. Sen. Pendleton agreed to set up a meeting with the Governor along with Commissioners Lovaglio and Kirkpatrick.

Maine State Planning Office staff and Maine Geological Survey staff met with Mark Ouellette of Representative Tom Allen's office on December 12 about the Section 111 study and the cost/benefit ratio methodology used by the Corps. MGS and SPO staff recommended that the first meeting of the Implementation Team be scheduled in mid-January to allow for additional research on funding options.

The first meeting of the Saco Bay Implementation Committee was held on January 25, 2001.

The Corps has assigned a project number and a project director to Camp Ellis.

Continue downtown infrastructure improvements by completing parking areas on Free Street and Cutts Avenue, making York Hill parking and traffic improvements, and installing new gateway and orientation signage in the downtown area.

Results/decisions: The Fiscal Year 2001 budget includes funds to improve York Hill. Free Street and Cutts Avenue lots were completed in the Fall of 2000.

Complete five-year recreation facility improvement plan. Begin these improvements, perhaps with implementation of landfill reuse plan, and develop recreational impact fee system to pay for new facilities.

Results/decisions: A first draft has been completed on the plan. Maps are currently being edited.

Provide greater public access to City Hall and better services to citizen customers by utilizing E-commerce technology and adding evening hours at City Hall.

Results/decisions: The on-line vehicle registration should be available in December 2000. The city is exploring on-line issuance of licenses. Minutes of council meetings have been placed on the web site starting December of 2000.

Mayor and City Administrator have been attending Biddeford Saco Chamber of Commerce's "Business Opening" and "Business-After-Hours". The Mayor, Deputy Mayor and City Administration have a policy of returning telephone call and e-mails within 24 hours.

Inventory and assess the city organization and service delivery system and adopt the best practices in response to issues identified.

Results/decision: Opportunities present themselves in the areas of mowing, drains, engineering, construction, accounting software and information technology. The EverGreen report is the most significant effort made in the past year. We have assessed our fixed assets. A policy is being drafted whereby each department head will have the opportunity to cross-train with other departments within the city.

Utilize criteria for prioritizing public improvements and follow recommendations adopted in Comprehensive Plan.

Results/decision: The Capital Improvement Plan Policy adopted by the City Council on 11/15/99 includes criteria for ranking improvements in accordance with purpose and priority. The Council formed a Comprehensive Plan Implementation Committee that is within 5 meetings of completing its charge.

Provide more opportunity for public participation at Council meetings and workshops.

Council meeting have been live on television since January of 2000.

Acquire land for the completion of the Spring Hill Section of the Industrial Park and evaluate large parcels suitable for the next industrial or business park.

Results/decision: The Rt #1 Access Road is the next phase of development. Two of the 3 parcels needed for road construction have been acquired. Negotiations are ongoing for the third parcel.

Build Amtrak Station with parking and traffic improvements and work toward implementing other Saco Island recommendations of Saco Island/downtown Plan.

Results/decision: May 2001 startup is expected. Design and land acquisition is proceeding as is the Voluntary Remediation Action Plan permitting with the Maine Department of Environmental Protection.

Continue to work to assess and construct sidewalks and bike paths, particularly on Route 9, Route 112 and Route 5.

Results/decision: Funding is included in the Governor's budget for the first part of the project and for design of the second part. MDOT has funded the design work on the Rt 112 project for the area from the Industrial Park Rd. to Rt. 202. Construction funding is expected to be included in the next budget.

It goes without saying that the City of Saco is again leading in mutual aid and regionalization efforts. Over the years, various departments have invested considerable time and effort to structuring partnerships in assisting in departmental goals and the community as a whole. The benefits realized can and have been enormous, especially during catastrophic events and fiscal funding hardships, thus allowing for the well being of the community.

Below is a brief overview of existing mutual aid and regional efforts in place or being implemented and not to say expanded on. Some may have come and gone, however, their existence afforded the necessary insight and knowledge to lead the community to attempt new efforts in uncharted efforts with overwhelming success. Appended to the back of this documents is a list of plans that have been implemented.

Mutual Aid Programs

Fire Department:

Program-Includes Biddeford and Old Orchard Beach for emergency responses within qualified areas.

Tri-Community Initiative-Well underway with training, special programs and equipment purchase.

Main Focus-Using combined resources and networking.

Purchasing-Used effort to reduce cost and duplication of equipment and services. Joint fire truck purchase in 1999 and 2000.

Educational-Training conducted jointly where possible.

Cost-Memorialized to each community.

Duration-Non-lapsing.

Termination-30 days in writing

Department of Public Works:

Program-Includes all York County communities with 6 confirmed; Biddeford, Old Orchard, Alfred, Wells, Saco, South Berwick, Berwick, and Kennebunk.

Tri-Community Initiative-Well underway with equipment purchases completed with more planned.

Main Focus-Using combined resources, networking and effort to regionalize services.

Purchasing-Joint purchases of several services, supplies, and equipment.

Educational-Public Works personnel are sent to train with the York County Emergency Management team. Personnel are also sent to job specific training and seminar opportunities offered by Maine Local Roads and MMA. Effort is to educate, certify, and share our knowledge with neighbors.

Cost-Memorialized to each community.

Duration-Non-lapsing or 1-year term with option to renew.

Termination-In writing

Police Department:

Program-Includes Biddeford, Scarborough and Old Orchard Beach for emergency responses.

Tri-Community Initiative-A Tri-City Tactical Team, a joint Saco River program between Biddeford and Saco has operated since 1999. Joint OUI roadblocks..

Main Focus-Using combined resources and networking

Purchasing-Limited

Educational-Maine Chief Region 1 Training Council

Cost-Memorialized to each community

Duration-Non-lapsing

Termination-In writing

City Administration:

Program-Project Impact Initiative

Tri-Community Initiative-Extend beyond city limits. Involves regional and national partners.

Main Focus-Brings community and partnerships together in efforts to build a more “disaster resistant community”.

Purchasing-Has not been identified at this time; however, sharing of developed emergency plans now complete are shared with partnership assisting in cost savings.

Educational-A tremendous educational effort is being applied in all aspects of Project Impact.

Cost-Federal and local funding.

Duration-Non-lapsing

Termination-Partnership can elect to discontinue involvement in writing or verbally.

Treatment Plant:

Program-Includes Old Orchard Beach & City of Saco

Tri-Community Initiative-Presently not possible as Biddeford contracts services

Main Focus-Assured trucking capabilities between communities

Purchasing-Not applicable

Educational-Not applicable

Cost-Memorialized to each community

Duration-Non-lapsing

Termination-Verbal

Parks & Recreation:

Program-Includes Old Orchard Beach, Biddeford & Saco

Tri-Community Initiative-Summer Teen Program underway. Integration of youth sport teams. Sharing specialized grounds maintenance equipment.

Main Focus-Provide teens with recreational programs both during school vacations and the summer months. Program is also extended to adults from the three communities. Make use of grounds maintenance equipment.

Purchasing-Not applicable

Educational-Interaction with others

Cost-Memorialized to each community. Non-residents pay additional fee per participant for programs, unless the program is a joint effort, such as the teen program. Adults pay \$5 per participant.

Duration-Non-lapsing

Termination-Verbal

Code Enforcement Office:

Program-Includes Biddeford & Saco

Tri-Community Initiative-Presently includes two communities

Main Focus-Use of CEO resources between both communities in times of need, such as vacations, illness, and natural disasters.

Purchasing-Not applicable

Educational-Sharing knowledge of each community's codes. See regional effort

Cost-Memorialized to each community

Duration-Non-lapsing, since 1982

Termination-In writing

Regional Efforts & Programs

Planning Department:

Saco Bay Beach Planning

Eastern Trail Association

Cooperative Purchasing

GPCOG aerial survey purchase

SMRPC cooperative purchase

MRRR recycling marketing

Load Consolidation Center for regional recyclables' storage & processing

Saco-Kennebunk regional purchase of recycling balers

Fire Department:

Project Impact Steering Committee

Tri-Community emergency equipment bidding and purchase

Tri-Community training for recruits and firefighters

Tri-Community instructor sharing

Mutual-Aid fire response

Biddeford and Saco dive teams

Juvenile fire setter county-wide program

Saco River flooding, response and evacuation program

Department of Public Works:

Project Impact Steering Committee

Project Impact Construction Group

Tri-Community Utility Inspection System operations and training

Tri-Community petroleum products purchase

Tri-Community paving contracts
Tri-Community Director's monthly meeting on future program development
Funding scenario for sharing one employee possibly two for utility inspections
Capital Improvement Program development to include BSWC
Capital Equipment Purchase of a tub-grinder
APWA National effort to look at standardizing operational programs and resources development
APWA Water Resource Management Committee
SWANA/EPA National effort to develop transfer station operational manual
York County Public Works Mutual Aid
New Hampshire and York County Mutual Aid Research
SMRPC purchases to include; salt, tires, signs, etc.
Saco and Biddeford equipment bid specifications with a long-term approach to standardizing
Y C T C Emergency Management Curriculum Development
Thornton Academy Scholarship Drive for Emergency & Safety Management Course at YCTC
GPCOG purchasing with or through SMRPC
Saco River flooding, response, and evacuation through FLP
Cumberland County Director's Association
YCEMA employee training in haz-mat awareness and responders
Saco and Eastern Trail effort
SMRPC, City of Biddeford GIS regional planning
Saco and Biddeford storm water management plans
Saco and Biddeford Construction Standards Specification concept
Saco and Biddeford snow parking ban
Transfer Station contract allowing other municipalities to use
York County United Way and Key Stakeholders- 3 year resource development program known as, Meeting Emergency Needs "MEN" Focus Team
Regional Transportation Advisory Committee
Maine Resource Recovery Association
Coordinating Technical Committees (CTC) SMRPC/FEMA

Office of Economic Development:

Biddeford Saco Area Economic Development Commission - main regional engine
GPCOG - assists Cumberland & York Counties in economic development issues
SMRPC - assists York & Cumberland Counties in economic development issues
Southern Maine Economic Development District - joint GPCOG & SMRPC effort
York County Development Corporation - in developing stages
Regional Transportation Advisory Committee, RTAC
Cooperative marketing of industrial parks with City of Biddeford included piling of a single brochure promoting both parks in 1999.

Police Department:

Project Impact Steering Committee
Maine Chief's Region 1 Training Council – training curriculum for all police officer is shared
Tri-Community to include Scarborough – emergency responses
Tri-Community – tactical response team

City Administration:

Project Impact -74 businesses and 27 citizens joined in community effort to becoming disaster resistant

Tri-Community initiative - City is actively involved in the development of Tri-Community efforts – Mayors of City of Saco and City of Biddeford meet with Old Orchard Beach Council Chair on a monthly basis to discuss current issues. Most recent product is the Quality Service training program for Clerk and finance Offices which will be offered in 2001. Leads departmental efforts to seek networking with other municipal officials, towards cost effective program developments.

Treatment Plant:

OOB & Saco - Compost Agreement

OOB & Saco - quality assurance & quality control testing

Biddeford & Saco - Saco River water quality studies

Parks and Recreation:

Biddeford, Thornton Academy & City of Saco – Sharing of specialized equipment for field maintenance activities.

Code Enforcement Office:

Biddeford, OOB & Saco – Support and promote the adoption of same edition of BOCA Building Codes in an effort to uniformly apply codes to a common base of contractors

Finance Department:

Maine Energy Recovery Company Review Committee member.

Saco School System Capital Improvement Program

Project Impact Steering Committee

Project Impact & Red Cross - “Masters of Disaster” educational program

Thornton Academy Scholarship Drive for Emergency & Safety Management Course at YCTC