



300 Main Street
(207)282-4191
sacomaine.org

FISCAL YEAR 2012
July 1, 2011 through
August 30, 2012

City of Saco

A Report to Our Residents

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.

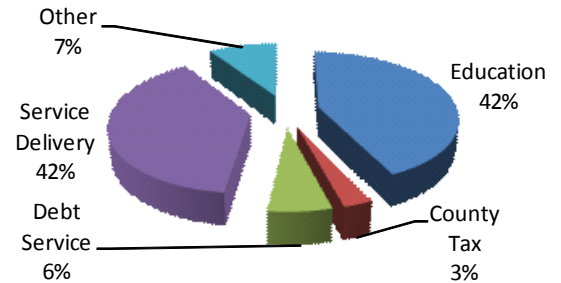
The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication and ingenuity.

Saco City Council

The City of Saco employs 164 people full-time (excluding education). Property taxes generate \$34.5 million, plus state aid and other funds total to approximately \$38.9 million in revenues (2012 budget). Of those dollars, **42.5%** or just over **\$16.5 million** are dedicated to **delivery of city services**.

The \$16.5 million cost for city services translates to a per capita (**per person**) cost of **\$893.00** for services. Another way to consider this impact is that the average home in Saco with a value of \$230,000 in 2012 paid total property taxes in **fiscal year 2012 of \$3,317**. Of this total, **\$1,409.09 (42.5%)** was to pay for city services. This per median home contribution to fund city services breaks down as follows:

TOTAL FISCAL YEAR 2012 EXPENSES



The City of Saco has 18,164 residents per the 2010 US Census and constitutes 37 square miles. The City operates under the mayor-council-city administrator form of government. Policy making and legislative authority are vested in the 7 member City Council, which is elected on a non-partisan basis. The mayor and seven council members are elected to 2-year terms from 7 districts (wards).

The City of Saco is a full service provider. Each department is responsible for providing services to the citizens and businesses within the Saco community. Services may be extended beyond city limits through mutual aid agreements. Eleven departments (excluding education) operate within the city providing, police and fire, wastewater collection and treatment, snow removal and road maintenance, trash collection, parks and recreation, codes and building inspections. Education is administered independently through the Regional School Unit (RSU) 23 which includes: Saco, Dayton, and Old Orchard Beach.



Service Delivery	\$ Tax Bill Portion	
	2011	2012
Assessing	16.98	18.81
City Clerk/General Assistance	23.52	27.01
Fire	269.76	286.33
Finance	36.80	38.40
Technology	42.28	37.72
Public Works	404.82	417.40
Code Enforcement	23.52	23.04
Police	334.22	365.86
Human Resources	29.96	31.36
Planning & Economic Development	31.22	31.39
Parks & Recreation	123.15	131.78
Total City Services	1,336.24	1,409.09
Total Property Taxes (\$230,000 home)	3,179.00	3,317.00
Percentage Dedicated to Fund City Services	42.0%	42.5%

















City Services Statistics

	2011	2012
Fire/Ambulance Protection		
Service calls (fire)	535	698
Service calls (rescue)	2,289	2,380
Police Protection		
Call volume	29,967	30,422
Traffic stops	9,675	9,145
Traffic summons	1,643	1,826
Warnings issued	7,419	6,872
Traffic related arrests	159	151
Non-traffic arrests & summons	798	767
Issued parking tickets	214	396
Sewerage System		
Miles of sanitary & storm sewers	170	170
Pump stations	31	31
Daily average treatment (Million Gallons Day)	2.49 MGD	2.18 MGD
Building Inspection		
Permits issued	381	363
Public Works		
Number of roads maintained	387	387
Lane miles of roads maintained	263	263
Acres of public area maintained	404	404
Parks and Recreation		
Park acres maintained	143	143
# of Program Registrations	16,721	23,390

◀ City Hall Hours:

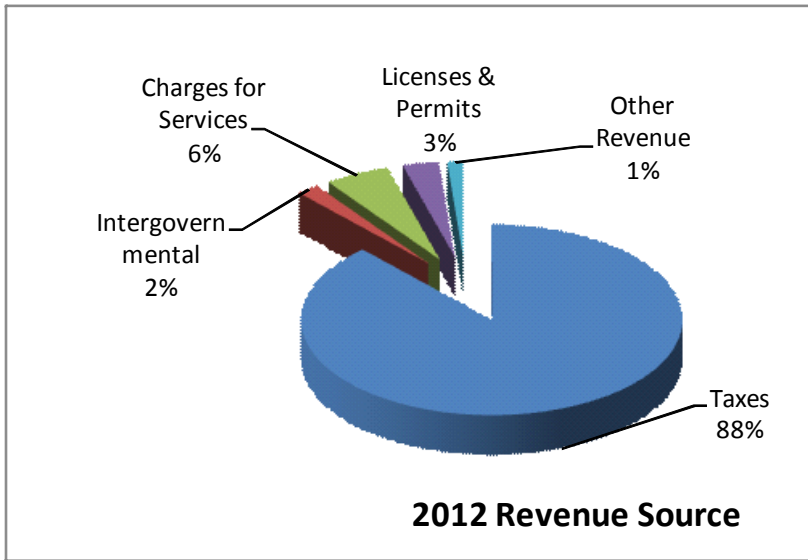
Monday - Thursday 8:30 am to 5:00pm
Friday: - 7:30 am to 4:00 pm

How We Have Progressed—Fiscal Year 2012

City of Saco Strategic Goals		2008	2009	2010	2011	2012	Target Met or Exceeded
 Public Safety	Fire response times 0-5 minutes- 65% of the time	61.6%	60.0%	61.9%	59.9%	61.8%	ongoing
	Domestic Violence response > 5 min @ 80% of the time	79.8%	74%	78.3%	65%		ongoing
Other Significant Accomplishments: <ul style="list-style-type: none"> Police Department took the lead in a statewide implementation of a risk assessment tool used in Domestic Violence situations. Study completed on merging Emergency Medical Services, fire, 911, - Dispatch with Biddeford 							
 Infrastructure & Capital Development & Maintenance	Average pavement condition Index rating of 75 or higher		77	81	80	77	
Other Significant Accomplishments: <ul style="list-style-type: none"> Replaced 800 linear ft of sanitary sewer main on Main Street, and 400 linear ft of sanitary sewer on Locke Street Separated & replaced 200 linear ft of 8-inch combined sewer system on Summer Street Installed 2,500 feet of new sidewalk on Bayview Ave. Installed 3,200 feet of new sidewalk on Route 1 connecting Hannaford's to the Eastern Trail City Hall HVAC study Complete New Freedom Act Grant for access improvements at out transit stops, through Me Department of Transportation 							
 Environmental Protection Sustainable Development	Yearly Gallons Treated at the Water Resource Recovery Plant	829.4 MG	906.3 MG	911.4 MG	804.2 MG	804.2 MG	Statistical
Significant Accomplishments: <ul style="list-style-type: none"> Water Resource Recovery Division completed environmentally sound upgrades to Factory Island and Marshwood Circle pumping stations. Tree City USA awarded to Saco New Fire Station awarded Silver LEED Certification by U.S. Green Building Council 							
 Downtown Revitalization	Neighborhood blight (building) removal within 24 months of identification		4	6	3	5	ongoing
Other Significant Accomplishments: <ul style="list-style-type: none"> Neighborhood Blight Program- Out of 26 properties on the blighted list 5 buildings- 3 residential – 2 commercial were demolished – and 3 residential units were rehabbed. Economic Development Plan implementation by Code Amendment 							
 Growth Management	Site plan review by Planning Board within 45 days 95% of the time	4	9	6	10	7	
	Total building permit activity	400	380	400	400	363	statistical
Other Significant Accomplishments: <ul style="list-style-type: none"> Joint funding for interchange study – Saco and Scarborough Portland Area Comprehensive Transportation (PACTS) awards Saco & Biddeford \$30,000 wayfinding and signage grant. Saco selected as a "Certified Business Friendly Community" by Governor 							
 Leisure Services and Investment	Significant Accomplishments: <ul style="list-style-type: none"> The "John Andrews" Eastern Trail Bridge over Route One completed - trail now also connects Thornton Academy with Old Orchard Beach National Guard working with Saco to build Prentiss Park on Saco River 						
 Technological Innovation and Implementation	Utilize virtualization vs physical - to reduce energy costs and capital expenditures	2 virtual	8 virtual	14 virtual	+20 virtual	29 virtual	
Other Significant Accomplishments: <ul style="list-style-type: none"> The City's Emergency Medical Dispatch (EMD) was upgraded to Pro-QA automated EMD Software The Criminal Investigative Division received new technology and training to locally to forensically examine computers in the Police Department lab. 							
 Human Resource Investment	Average wait times for voting less than 2 minutes	<4 min	<7 min	<2 min	<2 min	<2 min	
	City employee percent turnover rates (% of total employees) at 5% or lower	2.99%	4.79%	7.43%	7.92%	9.8%	ongoing
Other Significant Accomplishments: <ul style="list-style-type: none"> Adopted new health insurance program with anticipated savings of 11% annually, while keeping employees substantially whole in terms of coverage. Conducted annual citizen satisfaction survey Conducted 2 citizen focus groups gaining input for the citizen focused report on city performance – distributed at the polls and mailed with tax bill. 							
 Meeting the Financial Needs of the City	Current assessments as percent of market value between 90%-100%	91%	93%	98%	102%	99%	
	Revenues as Percent of Recreation Budget	95.8%	93.1%	103.9%	103.9%	100.7%	
Other Significant Accomplishments: <ul style="list-style-type: none"> The Building Code Effectiveness Grading System achieved a rating of "4" – for residential and commercial construction- the highest rating currently held in the State. Translates into a positive effect on casualty insurance premium for citizens 							
 Traffic	Significant Accomplishments: <ul style="list-style-type: none"> Upgraded traffic signal controller at Ocean Park Road and Main Street. ALL traffic signal now actuated with cameras. 						

Primary Government Sources of Revenue

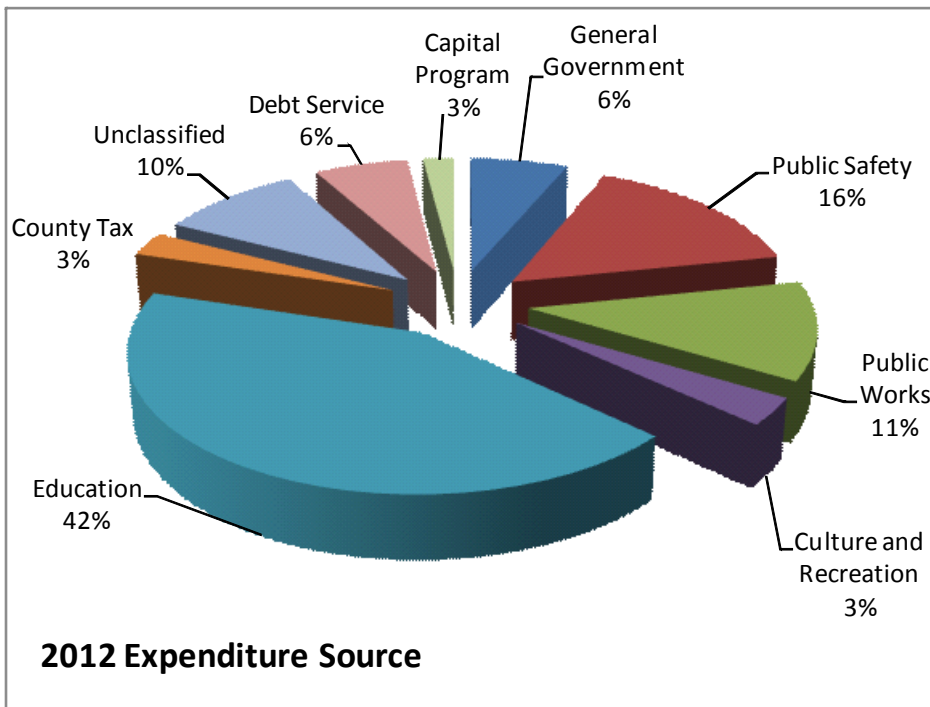
“How are we doing?”



Revenues by Source	2012
Taxes	34,572,034
Intergovernmental	2,147,471
Charges for Services	1,180,780
Licenses & Permits	799,729
Other Revenue	294,320
Total Revenues	38,994,334

Please note: “Other” is Building Rentals, Insurance Claim Refunds, Sale of City Assets; “Intergovernmental” is primarily state revenue

Primary Government Functional Expenses



Expenditures by Function	2012
Education	16,030,811
Public Safety	6,132,727
Public Works	4,425,191
Unclassified	3,712,034
General Government	2,354,337
Debt Service	2,419,597
Parks & Recreation	1,269,848
County Tax	1,099,643
Capital Program	999,593
Total Expenditures	38,443,780

Please note: “Unclassified” is Employee Benefits, Insurance, Public Agencies, Emergency Management, Overlay and Contingency

City Administration: Challenges Facing the City



Richard R. Michaud
City Administrator

City Administration
300 Main Street
(207) 282-4191
Rmichaud@sacomaine.org

This four page report is intended to summarize the status of the City of Saco organization for the Fiscal Year 2012 (July 1, 2011 to June 30, 2012) for citizens and other key stakeholders. The report documents ongoing positive results toward achieving our core operational mission of excellence in delivery of city service, as illustrated by the preceding pages. However, many economic issues continue to negatively impact the city and greater community, resulting in the overall state of the city organization being in a status of “treading water” in several key respects.

The city had significant revenue losses in this year. Excise tax revenues from vehicles registered in the city as well as revenues received from the state (“revenue sharing”), derived from sales tax and other state sources, were down for the year. Additionally, there were no revenues from sales of the city owned business park space or further development of space on Saco Island.

To offset these revenue declines, the city used several strategies to manage funding city services instead of raising taxes. One major tactic was to cut its capital program, funds for large projects, to \$165,000. This was done despite the demonstrable need to spend at least \$2,200,000 per year on capital projects, such as to manage long-term costs and adequacy of city roads. For the fourth year, the city also used operating money saved from prior years that is meant to be used in case of emergencies: its’ undesignated fund balance, to cover the losses in revenues as noted above for this year and to offset normal increases in regular operating expenses.

These practices allow the city to deliver the same services at the same levels that citizens had in prior years, despite increases in costs for those services and lost revenues, without raising taxes. These have been reasonable short-term strategies given the economic climate, but the city cannot continue these practices and be considered a financially prudent organization for Fiscal Year 2013.













A positive piece of financial information for the year has been an increase in permit activity, which translated into \$20,000,000 in new buildings, mostly smaller units of housing, being built in the city and added to the taxable value of the city. This new construction adds property tax revenues without much impact on service delivery costs.

In closing, the city continues toward organizational excellence operationally. However, the current economic climate and the political disinclination toward raising taxes incrementally, or to cut services or service levels, have slowed progress in many areas. The short-term solutions employed to fiscally manage in the last several years have left the city with long-term concerns that need to be addressed.

Respectfully Submitted:

Richard R. Michaud

City Council Objectives for 2012: The City Council has established the following objectives as priorities, tied to their related strategic goal areas as indicated on Page 2.

Goal Area	2012	STATUS
	Consolidate with Biddeford on EMS & Fire Dispatch	Study Done
	Develop Boating and Recreation Access at Prentiss Park—Saco River	Ongoing
	Downtown Parking Study	Ongoing
	Incorporate Stormwater Expense in Single Wastewater Enterprise Fund	Ongoing
	Keep Taxes at FY11 Level	Drop
	Maintain Current Level of City Services	
	Permanent Standby Generator at Millbrook Station	Ongoing
	Rehab 3 Water/Sewer Pump Stations	Ongoing
	Resolve Old Central Fire Station Disposition	
	Road/Sidewalk Capital Bond	Ongoing
	Study Traffic—all directions—Maine Turnpike Authority	Ongoing
	Survey the Business Community	Ongoing

CITY COUNCIL CONTACTS

Name & Ward
Mark D. Johnston—mayor@sacomaine.org
David L. Tripp, councilward1@sacomaine.org
Les Smith, councilward2@sacomaine.org
Marie Doucette, councilward3@sacomaine.org
Phil Blood, councilward4@sacomaine.org
Arthur Tardif, councilward5@sacomaine.org
Eric Cote, councilward6@sacomaine.org
Marston Lovell, councilward7@sacomaine.org