

## General Fund Budget Update

- 1 Overall** - YTD the City has spent \$2.3 million off of unassigned fund balance as expenses have continued to roll in between tax due dates. Once we receive the second round of taxes, due March 13th, we should see operating income return to a positive number. This demonstrates the importance of a healthy fund balance. Expenses are tracking a touch behind (3% behind forecast) while revenues are tracking a bit ahead (3% ahead of forecast).
- 2 Assessor - 13% Behind Forecast.** Biddeford is waiting on first half salary and benefits for our listing agent so that they can bill the City's portion of the shared assessor's cost.
- 3 Capital Program - 2% ahead of forecast.** Leasing was forecasted too low YTD. The forecast has been adjusted and will be reflected in next month's update.
- 4 Code Enforcement - 6% ahead of forecast.** The transfer of funds for the life safety violations RAD occurred as a lump sum in January. We do not anticipate that this department will be overspent by years' end.
- 5 Council - 22% behind forecast.** The supplies line is running behind forecast.
- 6 Fire/Ambulance - 3% ahead of forecast.** The unbudgeted holiday hours account for this overspend.
- 7 Human Resources - 23% behind forecast.** Paychex fees are being liquidated against an encumbrance from prior year in the IT budget. Fees should start to hit the HR software line in April. We are working on a plan for centralized training to use the remainder of the training budget that was encumbered previously.
- 8 Information Technology - 20% behind forecast.** The \$30,000 allocated for a study of security threats is being handled in-house. The remaining underspend is due to software licenses, which are forecasted to be paid at the start of the year, but typically get paid throughout the year.
- 9 Parks & Recreation - 2% ahead of forecast.** Program participation is up across the board, driving the need for more supplies. The \$30K overspend is offset by a surplus of \$78K on the revenue side.
- 10 Planning & Economic Development - 32% behind forecast.** The department is working on utilizing funds over the next couple of weeks, now that much of the zoning ordinance revision is complete. A portion of the funds will be reserved to cover the cost of the Comprehensive Plan Update, which will need to happen in FY2021. The department is also set to launch an impact fee study before the end of the fiscal year.
- 11 Solicitor - 47% ahead of forecast.** There is only \$17k remaining for this department to carry us through the rest of the year. There is some funding in contingency, which is where the bills will be paid out of once this line is fully spent. Finance is working on a plan to better manage these costs in FY2021.
- 12 Supported Entities - 3% ahead of forecast.** The Dyer Library received two payments in July and is therefore tracking ahead. The difference will be made up at years' end.
- 13 Building Rentals Revenue - 24% ahead of forecast.** Our Accounts Receivable Clerk has done an outstanding job getting all our lease agreements in order and tracked and we are now properly billing our renters to ensure timely receipt of payment.
- 14 Code Enforcement Revenue - 29% ahead of forecast.** New construction activity continues to be running hot. The \$96,072 incremental revenue easily covers the cost of the new cars that were purchased, minimizing impact to unassigned fund balance.
- 15 Interest Earnings Revenue - 72% ahead of forecast.** Interest rates on our repurchase agreement continue at 2.06% and fund balance has been quite strong, even through the time between tax bills.
- 16 Planning & Economic Development Revenue - \$25K above FY Budget.** Planning & Economic Development revenues have passed the full year forecast by \$25,000 with 5 months left in the fiscal year. Much work has been done to fix how we track and receive payments from developers, and we are now seeing the benefits. Our Site Inspector continues to bring in revenue to the city.
- 17 Police Department Revenues - 9% behind forecast.** Despite budgeting police outside assignment revenues \$27K too high, strong performance on other fees and fines is bringing this line closer to target.
- 18 State Revenues - 21% ahead of forecast.** State Revenue Sharing and the Homestead Exemption are both running 26% ahead of forecast. State Revenue Sharing was approved at a higher rate than what the City had budgeted. We will look to enter a stronger forecast into FY2021.

Department	RAD Name	Update
Capital Projects	Garage Fabrication Equipment & Wash bay for Public Works Building	The ironworker was put into production last week, and has already cut our fabrication time way down, and over time it should lower our consumable and contracted services line items. As far as the wash bay, it should help with the rust and corrosion issues we have with our fleet. Rust and corrosion issues are 30 percent of our work .
City Administration	Headcount - Shift from Grants and Projects Specialist to Communications Coordinator - \$43,500	The City of Saco expanded its Communications Department in 2019, bringing on-board a Communications Coordinator with a background in photo and video journalism. Through this, we have used visuals to enhance our ability to reach our citizens with relevant information, increased digital participation in public meetings, and have deepened community members' understanding of happenings in our city. Since the addition of the Communications Coordinator, we have seen an incredible increase in reach and engagement on social platforms, which is one of our primary vehicles for sharing information with our citizens. A department of two, Communications is responsible for managing the city's social media pages, media relations, website maintenance, recruiting efforts, email newsletters and parking ban notifications, marketing and branding, photography/videography, public information, and the shared Education and Government local channel.
City Clerk	Zoning Ordinance Revision Paid out of TIFs	This RAD has not been expended yet, as the zoning ordinance has not been finalized / approved yet. Anticipated late June. Codification will happen afterward.
City Clerk	Temporary Election Help	This was for additional temporary staff to conduct absentee voting for the Nov. 2019 election so that I could keep the Assistant Clerk in the office to assist with counter traffic and to help me with pre-election functions. This worked out great and the money has been expended for this RAD.
Code Enforcement	Life Safety violations elimination	We have made use of this fund to eliminate a malfunctioning subsurface wastewater disposal system in North Saco. The funds will be repaid into the account by a State Grant we were able to secure. We plan to have one or two buildings that will need to be demolished funded by this account in the coming year.
Code Enforcement	Make Second Code Enforcement Officer Full time	Make second Code Enforcement Officer full time: This position became full-time beginning in July 2019 and we were able to fully launce the Multi-Family Housing Inspection Program in October. To date we have performed inspections on 115 units and have about 90% of the units registered. Registration is yearly and we have broken down the inspections into a 5 year cycle.
Contingency	Senior Tax Relief Program	
Finance	Increase to Internal Auditor Hours	The Internal Auditor was a key resource over the summer while the Finance Director was out on leave, assisting HR, Public Works, Administration and many other departments with trouble-shooting problems that came up while simultaneously keeping snail mail tracked and filed. So far she has identified savings and new revenue totaling \$571,147 in the General Fund and \$98,257 on other funds. This represents an ROI of 5312% on the approved increase.
Fire/Ambulance	Increase stipends for Call Division Firefighters	The new Stipend Pay Rates for Training and Response to Box Alarms were implemented on July 1, 2019.
Fire/Ambulance	Headcount - staffing to bring Shift Staffing to 9 on all four shifts	Four new Firefighter/EMS Providers joined our team in July of 2019 bringing crew staffing to 9 per crew while maintain a 7-person minimum shift staffing.

Department	RAD Name	Update
Fire/Ambulance	Reduce Ambulance Transfer to Replace Ambulance 3	Using the Huston-Galveston Area Council- Procurement Program we received 3 proposals from pre-approved Ambulance Manufacturing Sales Associates. On January 30, 2020 a contract was signed with Specialty Vehicles, Inc. out of Plainville Massachusetts to deliver a 2010 Ford Type III Ambulance; contract pricing \$204, 069.00 which does not include the Patient Loading System supplied by ProCare/Stryker: \$40, 412.87 and the two SCOTT Self Contained Breathing Apparatus; estimated at \$7,500 each. Total Project cost: \$259, 481 as compared to our Budget Estimate of \$250,000.
Information Technology	Sophos Intercept X + EDR	Fully deployed as of November 2019, has helped us identify and mitigate 7 security incidents so far.
Information Technology	nDiscovery - Managed Threat protection - City wide	Now named Tyler Detect, the software was implemented July 2019. Additionally we have partnered with Department of Homeland Security in using their Albert platform to do secondary real-time monitoring of our internet connections and website defacement (free service).
Information Technology	Threats Study	<p>Before time spending and money I went into a deep dive to find free resources to identify protections to put into place before going to a consultant. Doing so I have identified Using CIS Controls, Tyler Detect, Department of Homeland Security a total of 171 items to complete to secure the City of Saco network. At this time I do not see a need to expend the funds allocated, after speaking with vendors and my own knowledge and expertise in this area I believe that before we open the network up to testing and exploitation that we should close any gaps in security and have policies and procedures in place. Below are the categories and tiered approach to implementing such measures.</p> <p>Basic: Inventory – Hardware/Software, Continuous Vulnerability Management, Controlled Use, Secure Configurations, Maintenance, Monitoring, and Analysis</p> <p>Foundational: Email and Web Protections, Malware Defenses, Limitations, Control Network, Data Recovery Capabilities, Secure Configurations, Boundary Defense, Data Protection, Need to Know, Wireless Access Control, and Account Monitoring and Control</p> <p>Organizational: Security Awareness and Training Programs, Application Software Security, Incident Response and Management, Penetration Tests and RedTeam</p>
Parks & Recreation	Forestry Bucket Truck	The Forestry truck was purchased and had been in our fleet since the 1st of the year. We have already put over 80 hours on truck removing trees for maintenance and for emergency during the ice storm. This vehicle has been a time saver as well as a money saver already.
Parks & Recreation	Aerifier	The Aerifier was purchase in the summer of 2019 and was put to use at Young School field, SMS fields, Sandy Brook fields, as well as Memorial field. It will be used in the spring and fall to help with the soil as well as allowing our fields to grow.
Police Department	Patrol PC Upgrade	The equipment has been purchased, but the PD had to order separate antennas and then all equipment will need to go to the installer.

<b>Department</b>	<b>RAD Name</b>	<b>Update</b>
Public Works	Solid Waste Curbside Collection Program Enhancements	Public Works will be hiring interns to execute this program for Summer 2020.

## General Fund Budget Update

		<b>Net Operating Income (Use of Fund Balance) (2,317,343)</b>							
		<i>plus</i> Use of Designated Fund Balance		1,147,037					
		Net Change in Undesignated Fund balance		(1,176,308)					
		<i>less</i> Increase in Designated Fund Balance		(6,002)					
		<i>plus</i> Undesignated Fund balance beginning of Year		8,970,993		15.98% of Adopted budget			
<b>Fund Name</b>	City General Fund	<b>Undesignated Fund Balance Curr</b>		<b>7,794,685</b>		<b>13.88% of Adopted budget*</b>			
Type	Department	FY2019 Actual	FY2020 Adopted	FY2020 Budget	FY2020 Actual	FY2020 Encum	FY2020 Total	Total vs. Forecast	Ahead / (Behind)
Expense	Assessor	212,678	222,762	224,964	117,401	(0)	117,401	(17,780)	(13%)
	Building Maintenance	61,602	(0)	5,190	4,038	(0)	4,038	(1,153)	(22%)
	Capital Projects	2,709,422	3,107,257	5,130,313	4,307,277	(0)	4,307,277	78,530	2%
	City Administration	370,896	411,768	474,216	299,023	(0)	299,023	(4,016)	(1%)
	City Clerk	328,120	325,665	328,570	195,161	885	196,046	4,989	3%
	Code Enforcement	298,504	391,321	395,862	246,059	(0)	246,059	14,019	6%
	Contingency	491,655	200,958	443,918	352,990	(0)	352,990	(7,191)	(2%)
	Council	17,580	21,575	21,753	9,835	(0)	9,835	(2,851)	(22%)
	County Tax	1,197,241	1,236,890	1,236,890	1,238,045	(0)	1,238,045	1,155	0%
	Federal Assistance	387,939	(0)	(0)	(0)	(0)	(0)	0	
	Finance	446,580	580,428	587,713	369,863	13,800	383,663	2,033	1%
	Fire/Ambulance	3,204,736	3,401,717	3,434,662	2,034,611	29,580	2,064,191	59,225	3%
	Fringe Benefits	3,829,291	4,117,969	4,153,703	2,343,938	(0)	2,343,938	(52,867)	(2%)
	Human Resources	179,906	215,059	249,473	101,417	25,000	126,417	(38,773)	(23%)
	Information Technology	527,231	376,516	471,018	223,955	55,748	279,703	(68,049)	(20%)
	Insurance	243,254	233,750	233,750	227,178	(0)	227,178	(6,572)	(3%)
	Parks & Recreation	1,748,130	1,774,313	1,816,414	1,248,908	(0)	1,248,908	30,395	2%
	Planning & Econ Dev	407,761	402,268	445,471	185,304	4,663	189,967	(88,039)	(32%)
	Police Department	3,808,311	4,126,872	4,263,340	2,386,379	615	2,386,994	(138,411)	(5%)
	Public Works	5,533,073	5,922,380	6,208,622	3,195,239	117,214	3,312,453	(577,945)	(15%)
	School Budget	27,267,360	26,079,064	26,079,064	15,212,787	(0)	15,212,787	608	0%
	Solicitor	115,712	144,362	150,629	133,333	(0)	133,333	42,858	47%
	Supported Entities	964,116	793,133	793,133	516,058	7,681	523,739	13,122	3%
	Transfers	1,532,158	2,054,840	2,054,840	8,000	(0)	8,000	0	0%
<b>Expense Total</b>		<b>55,883,256</b>	<b>56,140,867</b>	<b>59,203,508</b>	<b>34,956,799</b>	<b>255,186</b>	<b>35,211,985</b>	<b>(756,712)</b>	<b>(2%)</b>

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Revenue	Assessor	19,526	0	0	0	0	0	0	
	Budgeted Use Of Surplus	0	257,402	1,107,508	0	0	0	0	
	Building Rentals	36,434	50,000	50,000	36,125	0	36,125	6,960	24%
	Capital Projects	275,133	0	0	0	0	0	0	
	City Clerk	132,927	115,980	115,980	68,430	0	68,430	778	1%
	Code Enforcement	693,360	572,136	572,136	429,805	0	429,805	96,072	29%
	Communications	295,924	274,000	274,000	73,995	0	73,995	5,495	8%
	Federal Assistance	574,682	0	0	509,270	0	509,270	509,270	
	Finance	131,359	134,700	134,700	88,639	0	88,639	10,067	13%
	Fire/Ambulance	745,000	667,623	667,623	389,547	0	389,547	116	0%
	Fringe Benefits	0	0	0	0	0	0	0	
	Interest Earnings	584,105	300,000	300,000	300,983	0	300,983	125,990	72%
	Parks & Recreation	1,000,095	969,184	969,184	554,693	0	554,693	78,953	17%
	Planning & Econ Dev	358,294	75,075	75,075	100,153	0	100,153	56,361	129%
	Police Department	204,352	147,300	147,300	50,183	0	50,183	(5,115)	(9%)
	Public Works	4,937,237	4,330,306	4,330,306	2,905,972	0	2,905,972	380,061	15%
	Real And Personal Property	44,302,766	44,990,682	44,990,682	24,660,371	0	24,660,371	(86,436)	(0%)
	Sale Of City Assets	336,026	10,000	10,000	1,050	0	1,050	1,050	
	State Assistance	2,918,539	3,236,479	3,236,479	2,465,312	0	2,465,312	431,511	21%
	Transfers	8,200	0	0	0	0	0	0	
	Unallocated	11,824	10,000	10,000	4,928	0	4,928	(905)	(16%)
<b>Revenue Total</b>		<b>57,565,783</b>	<b>56,140,867</b>	<b>56,990,973</b>	<b>32,639,456</b>	<b>0</b>	<b>32,639,456</b>	<b>1,610,228</b>	<b>5%</b>

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