



# Fiscal Year 2024 Approved Budget City of Saco, Maine

Prepared by Glenys Salas, Director of Budget & Analytics



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## Letter of Transmittal

July 6, 2023

To Mayor Doyle and Saco City Council,

Please accept this budget document as a record of the final budget for the fiscal year 2024, as approved by City Council on May 8<sup>th</sup>, 2023.

### **Budget Process**

The City of Saco has a budget process that begins in February and ends with City Council adoption in May of each year. The budget development occurs in 4 phases:

**PHASE 1: BUDGET DEVELOPMENT.** The City Administrator and Director of Budget & Analytics work with each department to develop departmental budgets that maintain existing efforts, called the Maintenance of Effort (MOE) budget. Based on Council goals, city growth, citizen requests, or new regulations from the State or Federal Government, departments might need to expand their budget to accommodate service enhancements. Departments submit proposed increases to the City Administrator for consideration. The City Administrator assesses many different factors to prioritize these requests and includes approved increases as part of the final budget.

The City of Saco requires that the General Fund be *balanced*. The City defines a balanced budget as one in which revenues equal expenses. However, the use of fund balance is an allowable revenue line item. In this way, the City may use the unassigned fund balance in the annual budget while still meeting the requirement for a balanced budget. The Water Resource Recovery Department may submit a budget where revenues are greater than or equal to expenses. Currently, the Water Resource Recovery Department is paying down a debt owed to the City General Fund, and surplus revenues are used to reduce that debt.

**PHASE 2: BUDGET PRESENTATION.** March 27<sup>th</sup>, 2023. At a Council meeting in March, Saco's City Administrator, Budget Director, School Superintendent, and School Finance Director, come together to present their recommended budgets for the new fiscal year. For the FY2024 Budget Process, the School Superintendent presented his budget to Council one week earlier on March 20<sup>th</sup>, 2023, due to a scheduling conflict.

**PHASE 3: BUDGET DELIBERATION & PUBLIC PARTICIPATION.** During April, department heads present their budgets to the City Council. The budget presentations are also an opportunity to update the public on major accomplishments and challenges. This provides both the City Council and the viewing public with a comprehensive look at city's day-to-day operations. City Councilors ask questions directly to department heads about their budget and SERs to help make an informed final budget vote. The public can participate by submitting questions in writing online or during the live presentations.

April 3<sup>rd</sup>, 2023: Water Resource Recovery, Police, Economic Development, City Clerk, Parks & Recreation, Code Enforcement

April 10<sup>th</sup>, 2023: Planning, Human Resources, Communications, Information Technology, Finance, Fire & Ambulance, Administration

April 24<sup>th</sup>, 2023: Saco Main Street, Dyer Library, Biddeford Saco Old Orchard Beach Transit, Age Friendly Saco, Public Works, Capital Plan, and Assessing

**PHASE 4: BUDGET APPROVAL.** May 8<sup>th</sup>, 2023. On the second Monday in May, the City Council votes to approve the new fiscal year budget formally. The final approval includes approval of the School budget, Capital Program, and departmental budgets. Council may amend the City Administrator's budget by increasing or decreasing specific line items or programs. After approval of the budget, the City Council may amend the budget via a 5-person vote. Per past practice, amendments to the budget are a two-meeting process: a first reading followed by a final vote.

For the full budget calendar, as well as links to all related media and communications, go to the City's website [Fiscal Year 2024 Budget Materials \(sacomaine.org\)](https://www.sacomaine.org/Fiscal-Year-2024-Budget-Materials).

# CITY OF SACO FISCAL YEAR 2024 Budget Calendar

## MARCH

Monday, March 20, 2023, 6:30 PM, City Hall

- School Superintendant presents the Saco School Department budget to the City Council.

Monday, March 27, 2023, 6:30 PM, City Hall

- City Administrator presents the City of Saco budget to the City Council.

## APRIL

Monday, April 3, 10, & 24, 2023, 6:30 PM, City Hall

- Department heads present their budgets to the City Council. Our departments look forward to this opportunity to update the public on major accomplishments and challenges. Visit [sacomaine.org/budget](http://sacomaine.org/budget) for the detailed department presentation schedule.

## MAY

Monday, May 1, 2023, 6:30 PM, City Hall

- The City Council will hold a formal public hearing on the entire budget. Plan to watch or participate!
- The City Council will hold a workshop for the municipal budget.

Monday, May 8, 2023, 6:30 PM, City Hall

- The City Council will vote to formally approve the new fiscal year budget. The final approval includes approval of the School Budget, Capital Program, and Departmental Budgets.

**Ready to make your voice heard?**

Public comment is welcome near the beginning of every Council meeting.



[sacomaine.org/budget](http://sacomaine.org/budget)

### Financial Overview

The City of Saco has two major governmental funds (General Fund, School Operations Fund) and 55 non-major governmental funds plus three enterprise funds. However, we report enterprise funds as a single fund in the audited financial statements.

Enterprise funds charge fees for service to customers. Saco's enterprise funds are related to operations and impact fees for the Water Resource Recovery Department (WRRD). The enterprise funds are budgeted using the full *accrual basis of accounting*, similar to the private sector. All of the year's revenues and expenses are budgeted regardless of when cash is received or paid. We report enterprise funds using the full *accrual basis of accounting* in the audited financial statements as well.

Governmental Funds are budgeted using tax revenues or are special revenue funds with a separately tracked revenue source. These funds are budgeted using an accounting method called *modified accrual accounting*, which budgets based on cash and all other financial assets that can be readily converted to cash. We report governmental funds using *modified accrual accounting* in the annual financial statements as well.

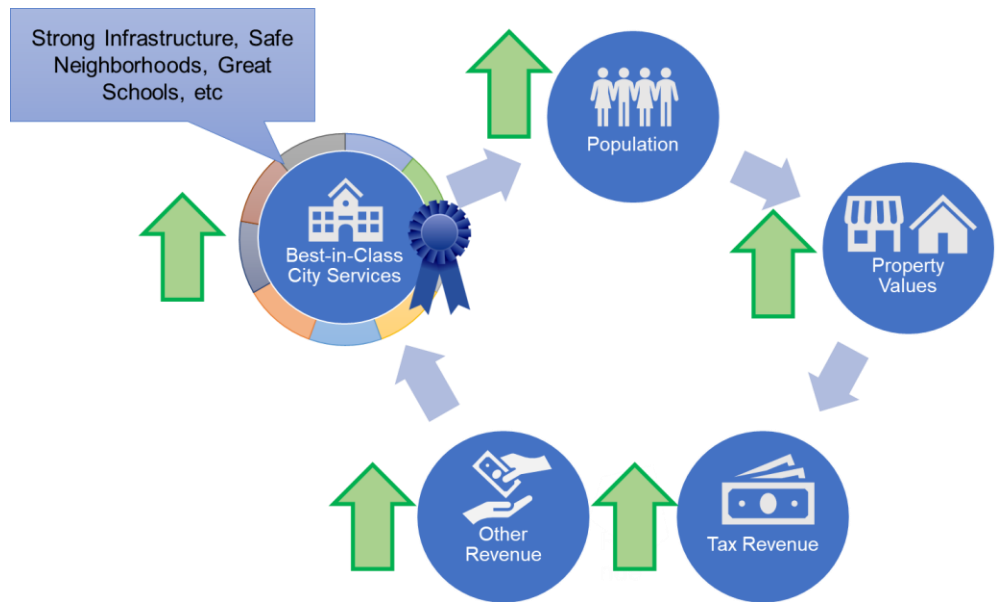
Of all of these funds, only three are subject to Council Appropriation each year: the General Fund, the School Operations Fund, and the WRRD Operations Fund. The General Fund covers the expenses and revenues of all City departments, except for the School and WRRD. The budget for the School Operations Fund, developed by the School Finance Director, is available in a separate document. The School Operations Fund is budgeted and managed in a different accounting system from the City.

The remaining governmental funds are not subject to formal Council appropriation each year, nor are they used for departmental operations. Instead, specific rules identified in the City Charter or the City Code govern the use of these funds. Other funds are governed by Council motion at the time of creation or by parameters dictated by the source of revenue (a donor, for example, or a grantor). Budgets are developed for these funds by the related department and submitted to Council for review as part of the annual budgeting process. This document only includes those non-major governmental funds with expected revenue or expenses for the coming fiscal year. For an exhaustive list of all governmental funds and audited balances, please see the audited financial statements. To better understand which departments manage which budgets, please see Appendix B.



**General Fund Budget Overview**

The goal of the annual budget process is to ensure the sustainable future growth of the City of Saco. Sustainable growth starts with best-in-class city services, such as safe neighborhoods, reliable infrastructure, and great schools. Those best-in-class services drive population growth, as more people and businesses want to be a part of our community. Population growth drives growth in real estate values, whether that be new development or rising demand for existing inventory. That growth in real estate values ensures rising tax revenue, which pays for the inflation-based cost increases of best-in-class city services with minimal impact on the property tax rate. This “Sustainable Cycle of Municipal Growth” is the foundation of annual budget development and helps identify and explain influencing factors.



**Strategic Planning**

The City of Saco balanced a multi-point prioritization process for the fiscal year 2024 budget.



**Council Goals:** In February 2023, the Council performed a strategic planning exercise to identify nine focus areas from Saco’s best-in-class city services and prioritize the funding of budget initiatives associated with those focus areas. The planning exercise involved a multi-step voting process where each goal was set against another goal to determine priorities. A winning vote resulted in a score of one. The nine focus areas are ordered to the left, clockwise in priority order based on total score. The top three focus areas were

- Financial Stability: Goal: Ensure an equitable and sustainable tax base that offers diverse residential, affordable housing and commercial opportunities.
- Schools & Infrastructure: Goal: Invest in our schools and infrastructure in ways that are fiscally responsible, environmentally resilient, and support the growth our community wants.
- Economic Opportunity: Goal: Attract and retain a diverse mix of businesses, quality jobs and investment by providing services that offer everyone a path to opportunity.

**ARPA Funding:** Saco was awarded \$2,108,513 by the Federal Government under the American Rescue Plan Act (ARPA) of 2021. At Council’s request, Finance worked with Communications to develop a Council and Citizen prioritization exercise for how to expend the funds. All seven Councilors, the City Mayor, and 361 citizens participated in the exercise in the winter of 2022.

Council spending allocations, when pooled together, were broadly distributed between categories. However, Capital Funding for Parks and Open Spaces and Right of Way received a significantly higher proportion of the pooled investment versus all other categories at 19% and 14% respectively. Councilors were most broadly supported of those two categories (6 out of 8 submissions) as well as Environmental Sustainability and Smart Growth. IT Infrastructure received the broadest support (7 out of 8 submissions) but only 8% of the pooled allocation.

Citizen responses prioritized (in order) Public Health Services, Housing Support, and Healthy Childhood.

To properly account for Council allocations, Council support, and Citizen ranking, Finance developed a scoring system to add together these three metrics and then ranked the topic areas based on their total score. Below is how the topic areas ranked across these three metrics.

ARPA Spending Category	Total Score
<b>Capital Funding for Parks and Open Spaces</b>	31
<b>Capital Funding for Right of Way:</b> roads, parking lots, sidewalks, etc.	28
<b>Housing Support:</b> Affordable housing and/or services for the homeless	23
<b>Public Health Services:</b> COVID-19 response, including testing and PPE; mental health and substance use Services; general public health services support	21
<b>Environmental Sustainability:</b> resiliency, fossil fuel reduction, energy efficiency, waste reduction	20
<b>Economic Assistance:</b> Direct support for small businesses and non-profits	19
<b>Smart Growth:</b> Improve density in downtown, traffic improvement, etc.	18
<b>Healthy Childhood:</b> Child care, recreation programming, etc.	17
<b>Capital Funding for IT Infrastructure</b>	16
<b>Wastewater Treatment Plant</b>	14
<b>Hazard Pay</b> for public sector employees	13
<b>Capital Funding for Public Safety:</b> facilities improvement, vehicles, communications, equipment	12

**Comprehensive Plan:** Maine’s Comprehensive Planning and Land Use Regulation Act (MRSA Title 30-A) establishes requirements for a municipal comprehensive plan. It must include an inventory and analysis of current conditions and trends, a policy development section, implementation strategy section, regional coordination program, and implementation program. Inventory and analysis topics include economic and demographic data, water resources, natural resources, marine-related resources, forestry and agricultural land, parks and open spaces, transportation systems, housing stock, historical and archeological resources, land use and development patterns, and capital facilities and public services. The Saco’s 2022-2034 Comprehensive plan was approved by the State of Maine concurrently with the budget process and layered into the City Administrator’s decisioning process to guide the prioritization of funding. To view the full Comprehensive plan and view the City’s progress, please visit [COMPREHENSIVE PLAN UPDATE \(sacomaine.org\)](https://sacomaine.org/Planning/Plans-Studies/Comprehensive-Plan) (SacoMaine.org → Planning → Plans & Studies → Comprehensive Plan)

Below is the final matrix, which served as the foundation of strategic planning.

Council Goals	Comp Plan Principals / Top 5 / Next 5	ARPA Priorities	Citizen Satisfaction Concerns
1. Financial Stability	Strengthen our City’s fiscal position / Top 5 / Next 5		Taxes / taxes for fixed income Spending tax dollars wisely
2. Schools & Infrastructure	Invest in our schools & infrastructure / Top 5 / Next 5 Design a connected mobility system / Next 5	2. Capital Funding for Right of Way 12. Capital Funding for Public Safety	Traffic / congestion / speeding School concerns
3. Economic Opportunity	Expand economic opportunity for all / Top 5	6. Economic Assistance	Employment opportunities
4. Growth & Innovation	Provide a variety of housing options / Top 5 / Next 5	7. Smart Growth 3. Housing Support	Pace of development / growth Home affordability
5. Livable Community	Enhance our downtown as the lively core of our community / Next 5 Promote health and well-being	8. Healthy Childhood 1. Capital Funding for Parks & Open Spaces 4. Public Health Services	Restaurants & culture venues Accessible open space
6. Governance			
7. Environmental Sustainability	Grow our environmental Stewardship Build resiliency / Top 5	10. Wastewater Treatment Plant 5. Environmental Sustainability	
8. Transparency & Engagement		9. Capital Funding for IT Infrastructure	Perception of influence over community decisions
9. Organizational Excellence		11. Hazard Pay	

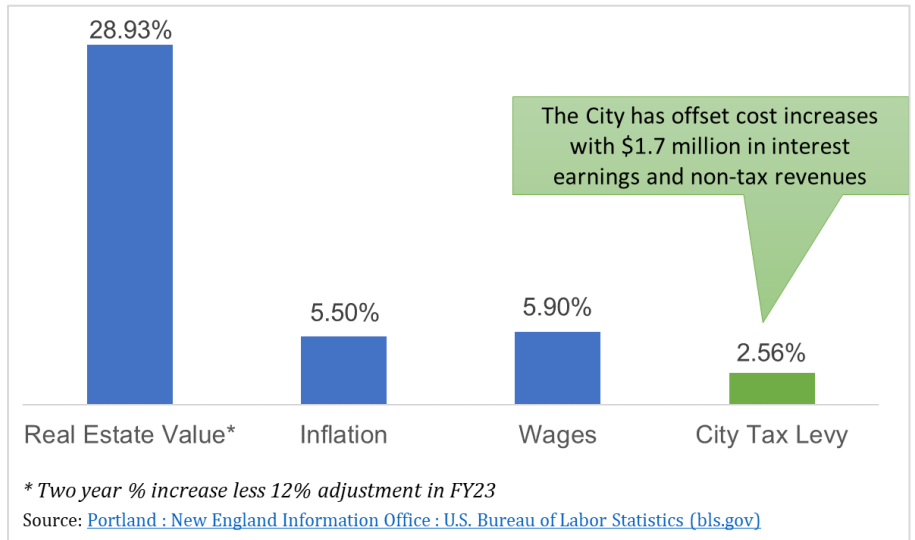
**Budget Challenges**

For the fiscal year 2023, the City’s primary challenge was that TIF funds were capturing too much valuation growth, creating a challenge in budgeting. TIF transfers are a “cost” in the municipal budget because TIF transfer amounts are rolled into the municipal tax levy. TIF transfers were up 35% year over year versus a valuation growth of 7%.

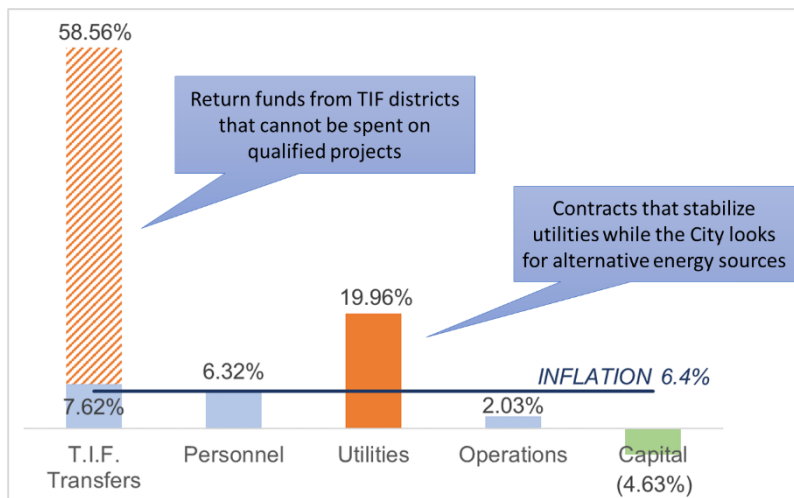
The solution was to revisit the City’s annual budget and press harder to find more qualified expenditures that could be moved from the General Fund to TIF fund budgets. TIF accounts are favorable for expenditures in that growth captured within TIF districts is not factored into how the State of Maine distributes state assistance. All other factors being equal, this saves the City of Saco \$0.59 for every \$1.00 of growth in preserved revenue and reduced County taxes. Therefore, it is a worthy exercise to maximize use of TIF district funding for qualified expenditures.

In FY2024, the City faced the challenge of property values rising much faster than incomes. In the past, property value increases have been a proxy for a community's ability to pay taxes, so the goal is to maintain a steady tax rate and use new valuation to fund necessary City cost increases.

However, for FY2024 property values were up 28.93% while regional wages were only up 5.9%. In this case, property value increases represent economic capture of income from other goods and services into the cost of housing. In such an environment it was necessary to keep the City tax levy increase as low as possible, and the City was able to turn in a 2.56% tax levy increase, far below regional inflation rates of 5.5%. This was made possible through \$1.7 million in interest earnings and other new non-tax



revenues. Specifically, the City anticipates significantly more Recreation Fees to offset minimum wage increases and increased transfer of revenues from the Ambulance fund thanks to improved performance on billing collection.



TIF Transfers remained a budgetary challenge for the third year in a row in FY2024. TIF Transfers were set to be the largest cost increase, far exceeding qualified project costs. As a result, the City administrator put forward a recommendation to return funds from TIF Districts that exceeded a 7.62% increase versus the prior year budgeted amount. Utilities also increased 20% due to increases in diesel, natural gas, and electricity rates. The City has locked in for four years at current rates to stabilize utilities costs until alternatives can be explored.

The City Administrator approved several small increases for leadership development, personnel support, software enhancements, removal of the online fee for e-check tax payments and some other supplies and printing adjustments. Two Fire/EMS employees were approved in the City Administrator's budget to continue working towards the staffing recommendation of the Fire Department's external assessment from 2018. Subsequently, the Fire Department has elected to consolidate these two positions to a single position - a third Deputy Fire Chief. This amendment to the FY2024 budget has been approved by Council. The part-time Communications Coordinator was also promoted to full time to meet citizen and Council demands for transparency. Other larger increases were designed to align closely with Council Goals and the Comprehensive Plan.

Council Goals	Other City Administrator's Changes – General Fund Budget
1. Financial Stability	<ul style="list-style-type: none"> <li>Financial support for grants working group</li> <li>Contracted services in support of a city-wide revaluation</li> <li><u>New Revenue!</u> Sell 12 School Street \$200,000</li> <li><u>New Revenue!</u> Increase Ambulance transfers \$100,000</li> </ul>
2. Schools & Infrastructure	<ul style="list-style-type: none"> <li>General Fund contribution to Traffic &amp; Infrastructure</li> <li>Five Public Safety triband radio upgrades per year</li> <li>Computer docking stations for police department laptops</li> <li>Increase vehicle repairs line for police department</li> </ul>
3. Economic Opportunity	<ul style="list-style-type: none"> <li>Funding increase for Dyer Library and Saco Museum</li> </ul>
4. Growth & Innovation	<ul style="list-style-type: none"> <li>Digitize and file Planning records off-site</li> </ul>
8. Transparency & Engagement	<ul style="list-style-type: none"> <li>Dedicated work phones for sworn officers</li> </ul>

Council approved a small number of additional amendments. Most significantly, Council approved \$20,000 additional funding for traffic calming and pedestrian safety improvements as a concession to citizens expressing concern about the lack of a sidewalk along a specific stretch of Ferry Road. A full list of Council amendments is below:

Description	One-Time	Ongoing*	Total*	Approved by
Fully fund the Age Friendly Saco request + \$5,000 for bike program		10,000	10,000	Council
Pedestrian and safety improvements		20,000	20,000	Council
Increase Seeds of Hope to reach the funding amount requested of \$15,000		3,000	3,000	Council
Increase Saco Bicycle & Pedestrian Committee to reach funding request of \$1,200		200	200	Council
Increase funding for the Camp Ellis Mitigation and reduce contingency by the same		0	0	Council

## Performance Data & Fiscal Year 2023 Goals

For fiscal year 2023, the City of Saco laid out an ambitious set of goals for accomplishing the City's mission and strategic plan. Below is an update on those initiatives with performance data where applicable. Additional departmental goals and performance data are available in Section 4.

<u>Department</u>	<u>Goal/Objective with Performance Data and/or Update</u>	<u>Focus Area</u>	<u>Total Funding</u>
Human Resources	Incentivize employees to elect a deferred compensation plan by increasing the City contribution to that plan. <i>Enrollment has not increased. Other incentive programs are being assessed.</i>	Organizational Excellence	10,000
Human Resources	Maintain certifications for all members of the department. <i>Department remains properly certified.</i>	Organizational Excellence	550
Human Resources	Maintain access to external support on contract negotiations, employee investigations, and organization assessments. <i>Department has continued to use external support as needed, with some savings realized versus use of City Solicitor for certain matters.</i>	Organizational Excellence	7,360
Capital	Provide staff with high quality, reliable computing through the next mandated upgrade of Microsoft operating systems. <i>Fifty computers deployed to date – roughly halfway through the project.</i>	Transparency & Engagement	178,350
Information Technology	Hire and train a part-time helpdesk technician to assist in increased need for IT support, post-pandemic. <i>The additional IT support employee has been a tremendous asset and hours are increased in the FY24 budget.</i>	Organizational Excellence	25,000
Public Works	Hire and train an additional custodian/laborer to assist in maintaining high standards of cleanliness at all public facilities. <i>Additional custodian has been hired and trained, improving service at all locations.</i>	Livable Communities	56,392
Capital	Begin the build-out of a teen center to provide a safe space for Saco's teens to find community during after school hours. <i>Teen Center costs exceeded expectation. Funding has been repurposed for other capital needs.</i>	Livable Communities	200,000
Capital	Replace a culvert on Boom Road with a combination of federal and state grant funding. <i>Department is planning to pursue grant funding for the 2023 funding cycle to be able to complete this project.</i>	Schools & Infrastructure	200,000
Capital	Rebuild the foot bridge at Cascade falls, thereby connecting more than \$1 million in City-owned trails and open spaces. <i>Bridge rebuild was completed in the fall of 2022.</i>	Livable Communities	60,000
Capital	Properly drain the area around Young School park, in order to improve play areas for neighborhood children and families. <i>Project is slated to be completed in the summer of 2023</i>	Livable Communities	40,000
Assessing	Purchase a professional Adobe Pro license to improve services and reporting. <i>License purchased.</i>	Organizational Excellence	203
City Clerk	Record the revision to the General Assistance ordinance using eCode services. <i>Revision completed.</i>	Organizational Excellence	1,000
Supported Entities	Cover rising costs for the Eastern Trail Management District since 2006 when funding was last increased. <i>Funding approved and continued in FY2024 Budget.</i>	Livable Communities	1,000
Supported Entities	Cover rising costs for Caring Unlimited during the pandemic, which provides support to victims of domestic violence. <i>Funding approved and continued in FY2024 Budget.</i>	Livable Communities	569
Supported Entities	Cover a full cost of living increase for employees of the Dyer Library to ensure maintenance of service levels. <i>Funding approved and COLAs approved again in FY2024 Budget.</i>	Economic Opportunity	5,756
Supported Entities	Financially support Saco Bay Trails' efforts to maintain local trails, including Horton Woods and Cascade Falls. <i>Funding approved and continued in FY2024 Budget.</i>	Livable Communities	3,000
Supported Entities	Assist Seeds of Hope in keeping their overnight warming center by covering a portion of rising utility costs. <i>Funding approved and continued in FY2024 Budget.</i>	Economic Opportunity	2,000

<u>Department</u>	<u>Goal/Objective with Performance Data and/or Update</u>	<u>Focus Area</u>	<u>Total Funding</u>
Finance	Stay up to date on IRS and other regulatory changes with regards to payroll and accounts payable. <i>Staff completed significant trainings for AP and payroll to maintain IRS compliance.</i>	Financial Stability	3,050
Supported Entities	Invest in easing the loneliness of veterans in our community by providing funding to Vet2Vet. <i>Funding approved and continued in FY2024 Budget.</i>	Livable Communities	1,000
Capital	Meet equipment and vehicle replacement needs per the City's Fleet Manager assessment. <i>All planned vehicle replacements completed through capital financing.</i>	Schools & Infrastructure	100,000
City Administration	Develop a comprehensive Climate Adaptation Action Plan by combining federal ARPA, state grants, and local resources. <i>Vulnerability assessment and greenhouse gas emissions inventory completed to date. Public outreach planned for Summer 2023. Completion anticipated in the Fall of 2023.</i>	Environmental Sustainability	15,000
Economic Development	Invest in various economic development loans and projects as directed by the department. <i>Department is evaluating capacity of SMFA to distribute loan program to determine transfer of funds.</i>	Economic Opportunity	300,000
Capital	Progress Route 112 traffic improvements as recommended by the state assessment. <i>Funds encumbered with construction anticipated for summer/spring of 2023.</i>	Schools & Infrastructure	150,000
Capital	Develop a comprehensive way finding program by improving signage around the City. <i>Bid was awarded to Selbert Perkins Design. Design process is underway.</i>	Schools & Infrastructure	100,000
Capital	Improve infrastructure and roads throughout the City. <i>Cover surplus costs related to the force main sewer relocation project due to the additional exit ramp planned from I-95 to Saco.</i>	Schools & Infrastructure	140,000
Capital	Extend and improve sidewalk and signalization of Route 1 per the 2018 Bond issuance approved by voters. <i>Bond funds have been fully expended. Additional funds were appropriated from TIF districts to expand the improvements to Route 1.</i>	Schools & Infrastructure	200,000
Capital	Encumber funds for future bond payments on the Waste Water Treatment Plant upgrade to avoid impacting the tax base. <i>Funds transferred</i>	Environmental Sustainability	800,000
Economic Development	Administer grant funding to local businesses that are making improvements in downtown Saco. <i>\$9000 distributed to date. Loan program restructured to improve participation.</i>	Schools & Infrastructure	200,000
Capital	Improve the streetscapes of Downtown Saco. <i>Funding will roll forward to FY2024.</i>	Schools & Infrastructure	100,000
Capital	Improve the infrastructure, road, and sidewalks in downtown Saco. <i>Funding used to cover the last costs of the LED Streetlights project and to assist in funding needed Route 112 Traffic improvements.</i>	Schools & Infrastructure	150,000
Police	Partner with Spurwink to provide a community resource officer to enhance services to those in need in our community. <i>Police department elected to take this position in house and hired a full time mental health first responder in fall 2022.</i>	Livable Communities	85,667
Police	Upgrade the server for the public health and safety dispatch recording system. <i>Completed.</i>	Livable Communities	12,145
Police	Implement Responder Live Connect, a software that allows individuals to text with dispatch, including translation services. <i>Software implemented and used actively by dispatch.</i>	Livable Communities	2,676
Fire/Ambulance	Complete the full out-fitting of the third ambulance and (2) replace aging, outdated (technology) equipment, including EMS diagnostic equipment. <i>Completed.</i>	Livable Communities	82,000
Fire/Ambulance	Purchase a gear washer/extractor to improve the health & safety of First Responders through cleaning and decontamination of Personal Protective Equipment as well as to preserve the longevity of the PPE. <i>Complete.</i>	Livable Communities	35,000

<u>Department</u>	<u>Goal/Objective with Performance Data and/or Update</u>	<u>Focus Area</u>	<u>Total Funding</u>
Fire/Ambulance	Hire 3 additional Firefighter/EMS Provider positions in line with the 2018 Comprehensive Assessment of the Saco Fire Department conduct by Municipal Resources, Inc. that was accepted by the Saco City Council in March of 2018. <i>Completed.</i>	Livable Communities	239,224
Fire/Ambulance	Purchase 12 sets of fire protective clothing per year to maintain compliance with the National Fire Protection Associations Standard for PPE replacement every 10-years, even with \$300 increase per set. <i>Completed.</i>	Livable Communities	3,600
Fire/Ambulance	Begin to purchase 8 Ballistic Vests per year as a routine maintenance of existing equipment. <i>Completed</i>	Livable Communities	8,000
Capital	Replace existing radio communication system across all emergency vehicles and facilities repeater systems to improve full coverage area across City. <i>Equipment was purchased in the spring of 2023. Project will continue through the summer.</i>	Livable Communities	400,000
Capital	Leverage \$250,000 in starter funds to begin the public health & safety IMC CAD RMS Replacement, including a regional solution. <i>The City completed an external assessment through a consultant and is in talks with neighboring communities about a regional solution. Remaining funds will be appropriated for phase 2 of the project.</i>	Livable Communities	250,000
Capital	Reserve funds to replace a fire department ladder truck. <i>Funds reserved.</i>	Livable Communities	50,000
Supported Entities	Fully fund the BSOOB Transit requested \$50,000 for expanded service, capital investment, and other costs. <i>Funds transmitted to BSOOB Transit.</i>	Economic Opportunity	50,000
Supported Entities	Start a regional entity to manage and service coastal communities with dredging, using equipment purchased by York County with ARPA funding. <i>York County has purchased the dredge with delivery set to occur within the month. No executive director has been hired to date.</i>	Schools & Infrastructure	170,000
Supported Entities	Fund a full time headcount for Age Friendly Saco to increase services to the elderly in Saco. <i>The position was hired for FY2023 and over 300 rides provided to date.</i>	Livable Communities	56,500
Supported Entities	Purchase an additional van for Parks & Recreation to replace the van used by Age Friendly Saco for transportation services. <i>Complete.</i>	Livable Communities	30,000
Capital	Purchase the equipment to start hybrid meetings in Council Chambers and the first floor conference room at City Hall. <i>Complete.</i>	Transparency & Engagement	20,562
Capital	Complete engineering to design a bypass road from Smith to Stockman, splitting the cost between ARPA & TIFs. <i>Public works is working with existing property owners in order to gain approval for the corridor.</i>	Schools & Infrastructure	75,000
Capital	Move the Traffic & Pedestrian Safety budget to non-lapsing fund. <i>Complete.</i>	Schools & Infrastructure	0
Capital	Complete emergency repair needed on the Route 1 culvert and then apply to the State for additional grant funding for a more permanent fix. <i>The culvert has been repaired. The state will not be contributing funds towards this project.</i>	Schools & Infrastructure	300,000
Supported Entities	Train older residents on the new hybrid meeting technology through Age Friendly Saco's programming. <i>Funding has not been expended.</i>	Livable Communities	2,500

## Goals for Fiscal Year 2024

The action plan to progress the strategic plan in FY2024 is as follows:

<b>Department</b>	<b>Action</b>	<b>Focus Area</b>	<b>Funding</b>
Capital	Rebuild the Camp Ellis Boat Ramp to promote recreation and commercial fishery.	Livable Community	175,000
Capital	Update the parks storage building to create a storage bay for the City's arborist bucket truck.	Livable Community	160,000
Capital	Create a new non-motorized boat launch at Prentice Park and add amenities to improve water access	Livable Community	125,000
Capital	Purchase state-of-the-art equipment to outfit the new Fire Truck.	Livable Community	80,000
Capital	Decommission fire range with environmental contaminants at the Police Department and replace it with a work out room for employe mental and physical health.	Environmental Sustainability	80,000
Planning	Commission a City-Wide infrastructure plan to identify opportunities close infrastructure gaps and to calculate appropriate traffic impact fees for new development. Funded with a combination of fund balance, TIF Districts, and ARPA.	Growth & Innovation	175,000
Planning	Commission an Affordable Housing Plan to assist the City's internal working group in identifying next steps.	Economic Opportunity	70,000
Parks & Recreation	Pave the parking lot at the Foss Fields athletic center.	Schools & Infrastructure	40,000
Capital	Upgrade the operations radio system for the Fire Department and Department of Public Works	Livable Community	40,000
Capital	Replace server infrastructure that is end of life in 2024.	Schools & Infrastructure	26,729
Communications	Make Communications Coordinator full time to support internal requests for content and transparency.	Transparency & Engagement	37,241
Human Resources	Improve organizational leadership by sending promising employees through a structured leadership program.	Organizational Excellence	9,740
Human Resources	Improve the City's ability to cover the cost of unplanned absences with additional contingency funding.	Organizational Excellence	10,000
Fire Department	Increase staffing at the Fire Department in line with the 2018 Comprehensive Assessment of the Saco Fire Department conduct by Municipal Resources, Inc. that was accepted by the Saco City Council in March of 2018. Originally 2 Firefighter/EMS headcount, but since consolidated to a single added position - a third Deputy Chief.	Livable Community	60,990
Planning	Clear the City Hall back stage area of Planning Department archives and transport them to the Records Management Center in Bangor.	Growth & Innovation	14,503
Fire Department	Replace 2 FD radios per year with triband radios in preparation for the City to digitize public safety radio signal.	Schools & Infrastructure	12,000
Fire Department	Maintain current pace of PPE purchases despite inflation by increasing funding.	Livable Community	6,000
Finance	Facilitate improved customer service by removing the fee to pay taxes and parking permits by e-Check.	Economic Opportunity	3,000
Finance	Upgrade the printers used for new vehicle registration.	Financial Stability	2,800
Finance	Expand grants research by providing funding the internal working group.	Financial Stability	15,000
Supported Entities	Fund COLA increases for Dyer Library and Saco Museum staff.	Economic Opportunity	85,556
Police Department	Replace 3 PD radios per year with triband radios in preparation for the City to digitize public safety radio signal.	Schools & Infrastructure	18,000
Police Department	Increase customer service and transparency by providing mobile phones to all sworn officer.	Transparency & Engagement	16,129
Police Department	Increase responsiveness by providing individualized laptops to all sworn officers.	Schools & Infrastructure	13,420
Police Department	Increase PD office supplies and printing lines due to inflation.	Financial Stability	3,000
Police Department	Maintain the condition of police cruisers with inflation and delays in delivery of new vehicles.	Schools & Infrastructure	15,000

<b>Department</b>	<b>Action</b>	<b>Focus Area</b>	<b>Funding</b>
Information Technology	Increase internal customer service from the Information Technology department with additional 5 hours/week.	Transparency & Engagement	5,675
Planning	Continue to build out iWorq as the City's Planning & Code Enforcement permit center.	Growth & Innovation	1,000
Planning	Train and advance the professionalism of the Planning Department.	Growth & Innovation	7,000
Assessing	Maintain the most updated data possible regarding market values in Saco.	Financial Stability	4,446
Assessing	Improve GIS Mapping and other online Assessing services.	Financial Stability	3,000
Assessing	Conduct a revaluation of the City's housing stock in order to update our databases and bring property values in line with market prices.	Financial Stability	250,000
Capital	Revitalize the old Camp Ellis Fire Station for community events and education.	Schools & Infrastructure	100,000
Capital	Begin preliminary work on the Ferry Road bridge.	Schools & Infrastructure	140,000
Capital	Complete the Jenkins Road/Route 112 signalization and traffic improvement plan.	Schools & Infrastructure	200,000
Capital	Design a walking Museum of the Streets to educate visitors and residents about the City of Saco.	Schools & Infrastructure	25,000
Capital	Design a multi-modal bridge to connect the Biddeford parking garage to the Saco train station.	Schools & Infrastructure	26,250
Economic Development	Attract new businesses to Saco by attending trade shows and developing the City's marketing materials.	Economic Opportunity	75,000
Economic Development	Retain existing businesses and assist in their expansion where possible.	Economic Opportunity	15,000
Economic Development	Continue to update Downtown Facades of local business to improve the overall look of the district.	Economic Opportunity	150,000
Economic Development	Revive the Camp Ellis Harborfest to revitalize the businesses in the area and bring in new visitors.	Economic Opportunity	50,000
Economic Development	Build a workforce development pipeline by partnering with local organizations and schools.	Economic Opportunity	30,000



## **The Budget Document**

As in past years, the budget book includes 7 Sections:

1. Overview of the City of Saco – background and a general introduction to the City as well as contact information for elected officials.
2. Fiscal Summary – summary tables about the budget as well as detailed information about revenue sources.
3. Capital Program – the Charter-mandated capital program, including an analysis of debt and the Capital Fund
4. Department Budgets – introduction to each department, with budget summary.
5. Other Budget Units –includes Supported entities, City Solicitor, School Appropriation, County Tax, and others. This section also includes the comprehensive line item detail for General Fund expenses.
6. Other Governmental Funds –all special revenue, capital, and permanent funds with expected revenue or expenses in FY2022.
7. Water Resource and Recovery Division – the City’s Enterprise funds.

Tables in Sections 2 through 5 have three columns for the budget: City Administrator’s Budget, Council Amendments, and Approved Budget. The Approved Budget = City Administrator’s Budget + Council Amendments. The “\$ Change” and “% Change” columns compare the FY2023 Approved Budget to the FY2024 City Administrator’s Budget.

## **Financial Internal Controls**

The City’s Finance Department is responsible for establishing and maintaining internal controls designed to protect the city’s assets from loss, theft, or misuse. Finance is also responsible for ensuring that we compile adequate accounting data to allow for the preparation of financial statements in conformity with accounting principles generally accepted in the United States of America. Internal controls provide reasonable, but not absolute, assurance that we meet these objectives. The concept of reasonable assurance weighs the costs of control procedures against the expected benefits to be derived. The evaluation of costs and benefits requires educated estimates and professional judgments by management. All the City’s internal accounting control evaluations occur within this framework.

As a recipient of federal, state, and local financial assistance, the City is also responsible for establishing adequate internal controls to ensure and document compliance with applicable laws and regulations related to these programs. These internal controls are subject to periodic evaluations by the management and finance department staff of the City. A robust purchasing policy ensures adherence to Uniform Guidance on the use of federal funds.

The City annually adopts fiscal year budgets for its general fund and school operations fund following various laws that govern the City’s operations as authorized by the Council. Per City Council action, the legal level of budgetary control is at the department level. These controls ensure that management cannot overspend departmental budgets without the approval of the governing body. These allocations are reviewed quarterly against actual expenditures, and variances are addressed in the quarterly financial reports presented to the City Council. At mid-year, unless conditions dictate an earlier need, budgets are reviewed, year-end projections are made, adjustments to the financial plan considered, and any necessary changes are legally adopted through the passage of a budget amendment.

## **Relevant Financial Policies**

The City’s budget process and annual financial reporting is governed by Article VI Financial Procedures in the City’s Charter. This article lays out the fiscal year, budget process (including critical dates for submission and approval), the capital program, budget amendments, administration of the budget, borrowing, and the annual audit. The authority of the finance department to collect taxes and manage funds is set in Chapter 4 of the City Ordinance under § 4-14 Department of Finance. Chapter 15 of the City Ordinance governs the appropriate use and allocation of Fund Balance, including setting the minimum unassigned fund balance at 8.33% and the maximum unassigned fund balance at 16.67%. The City’s Charter and Ordinances are available for review online at [www.SacoMaine.org](http://www.SacoMaine.org) under Government → City Code Online.

The Finance Department also has written policies governing billing and collections, the Capital Improvement Program, disposition of city property, grants, investments, payment in lieu of taxes (PILOT), post-issuance compliance for debt, and purchasing. All of the Finance Department policies are available online at [www.SacoMaine.org](http://www.SacoMaine.org) under Administration → Policies. These policies are reviewed regularly, revised as necessary, and submitted to Council for approval.

## **Long Range Financial Planning**

Phase 1: Data Entry. Long Range Financial Planning, including the Capital Planning Process, occurs starting July 1<sup>st</sup> of each year. Finance opens up the new long-range financial plan in ClearGov, which extends 30 years. Departments are invited to add Capital Projects or other long-range planning initiatives to ClearGov on an on-going basis. Each project must be tied to the related Comprehensive Plan principal as well as an applicable TIF Development program, if funded by TIFs.

Phase 2: Plan review. The plan is reviewed quarterly during Capital Planning Committee meetings as well as during Long Range Planning Committee meetings, which occur on an as needed basis but have been meeting monthly most recently. The City’s Comprehensive Plan is the primary long range strategic planning tool. In February, the City’s Capital Planning Committee finalizes a recommendation to the City Administrator to fold into his budget for Council consideration. The City Administrator may amend the Committee recommendation based on his own priorities. The Capital Plan is included in the City Administrator’s Budget Book presented to Council in March.

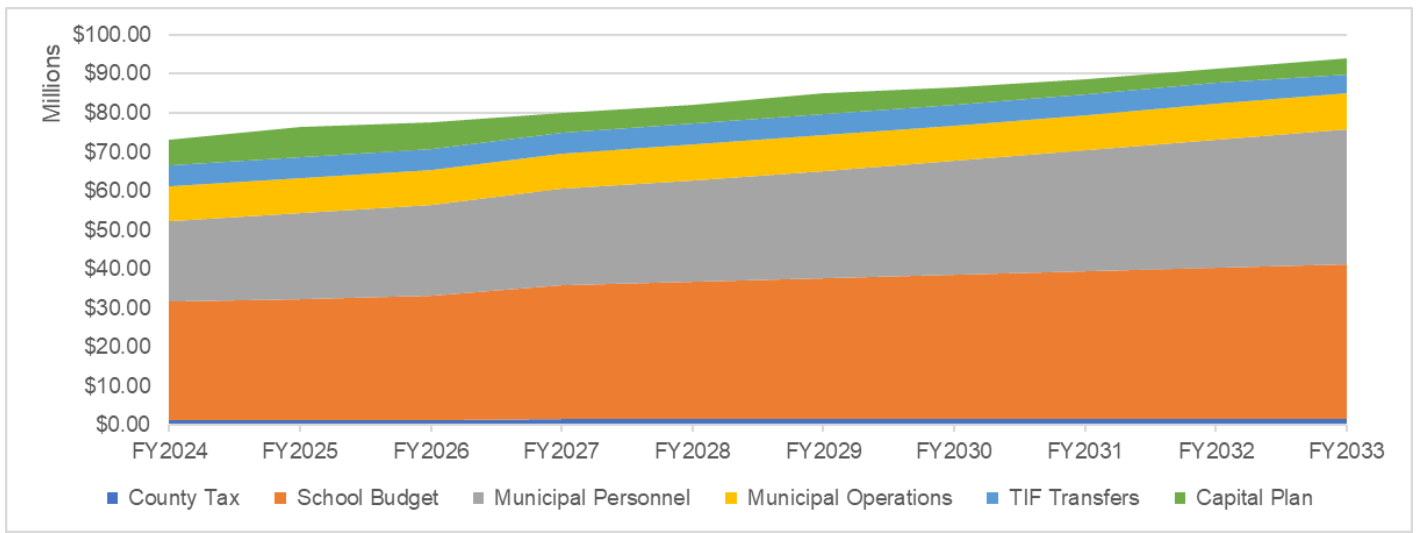
Phase 3: Council Adoption. Council can offer additional amendments before adoption of the Capital Plan on the second Monday in May. The 5 year Capital Plan is adopted in a separate motion from the Fiscal Year Budget, but the Capital Plan is included in the Adopted Fiscal Year Budget book for the sake of simplicity.

For FY2024, the Finance and Administration presented a 5 year TIF plan alongside the Capital Plan for the first time. This change was made because 22% of the 5 year Capital Plan was funded by TIF Districts and it was important to verify available funding from those districts for the duration of the adopted plan.

Most of the funding for long-range planning projects is made possible through the growth of TIF Districts, which allow the City to shelter business growth from the State calculation on educational aid and reinvest that growth in business incentives and development. TIF District revenues and valuation growth are projected through the TIF district's expiration in a secondary report, allowing for multi-year budgeting on strategic initiatives.

Thanks to the implementation of a 30 year plan in ClearGov for TIF District budgeting and Capital Planning, and making use of the prior 5 years to generate an anticipated rate of change for County Tax, School Board Budget, Operations, and Personnel, the City of Saco can reasonably anticipate its expenditure obligations over the next ten years to increase by roughly 3% per year. Municipal personnel costs are anticipated to be the most significant increase. Capital Costs are likely under budgeted in the out years and Staff are working to build a more robust plan that includes all projects of significance for future years.

Budgeted Amounts	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033
County Tax	1,369,705	1,401,125	1,433,266	1,466,143	1,499,775	1,534,179	1,569,371	1,605,371	1,642,197	1,679,867
School Budget	30,248,663	30,952,569	31,672,856	34,409,904	35,210,645	36,030,019	36,868,461	37,726,414	38,604,333	39,502,681
Municipal Personnel	20,796,106	22,016,877	23,309,309	24,677,610	26,126,233	27,659,892	29,283,581	31,002,582	32,822,493	34,749,236
Municipal Operations	8,847,493	8,891,659	8,936,046	8,980,654	9,025,485	9,070,540	9,115,820	9,161,325	9,207,058	9,253,019
TIF Transfers	5,278,357	5,274,132	5,289,955	5,305,825	5,321,742	5,276,726	5,292,556	5,308,434	5,324,359	4,481,825
Capital Plan	6,478,202	7,941,972	6,838,734	5,136,775	4,767,812	5,448,033	4,467,314	3,885,001	3,766,524	4,295,518
<b>Total</b>	<b>73,018,527</b>	<b>76,478,335</b>	<b>77,480,165</b>	<b>79,976,911</b>	<b>81,951,691</b>	<b>85,019,389</b>	<b>86,597,103</b>	<b>88,689,129</b>	<b>91,366,964</b>	<b>93,962,147</b>



**GFOA Budget Award**

The City of Saco received the GFOA Distinguished Budget Presentation Award for meeting the highest standards in transparency and accuracy in its Approved Budget Book for FY2023, as seen on the following page. We are honored to receive this designation and will continue to submit for this award on an annual basis.

**Thank You**

Thank you to the City Senior Staff who work diligently to craft fiscally responsible budgets each year and demonstrate the highest level of dedication to their respective professions and the Saco community. And thank you to City Administrator Bryan Kaenrath for your collaboration and support throughout this budget process.

Glenys R. Salas, Director, City of Saco

# GFOA Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Saco  
Maine**

For the Fiscal Year Beginning

**July 01, 2022**

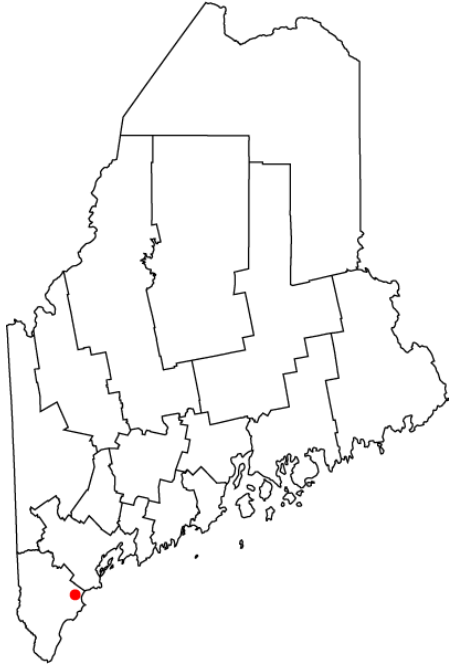
*Christopher P. Morill*

Executive Director



# Section 1 - City of Saco

## City of Saco Overview



The City of Saco is located at the mouth of the Saco River in southern Maine along the Atlantic Ocean, less than 20 minutes south of the Greater Portland Area, and less than two hours north of Boston, Massachusetts. Home to a growing population of 19k+ residents, a revitalized and repurposed mill district, world-class education system, a thriving economy, and many recreational opportunities, including fishing, hiking, biking, and kayaking, the City of Saco has plenty to offer residents, visitors, and businesses alike. With easy transportation via Interstate 95, U.S. Route 1, and as a destination stop along the Amtrak Downeaster, Saco’s residents, visitors, and labor force have easy access to and from the larger metropolitan areas of Boston and Portland, ME. Comprised of 39 square miles, with farmland and areas of resource protection to the west, and the Atlantic Ocean to the east -- and a picturesque and historic Main Street at its center -- Saco boasts a diverse landscape that has something to offer everyone.

According to the 2020 Census, Saco has a population of 20,381 and growing, with a seasonal influx of 2,500 people. The median household income in Saco is \$71,755. Like many other Maine communities, Saco’s once booming textile mill district is being repurposed into a combination of commercial, mercantile, and residential units. According to the Maine Department of Labor, Saco’s unemployment rate is at 2.7%. Top employers include the City of Saco and Saco School Department (including Thornton Academy), Sweetser Children’s Services, Prime Dealerships, and General Dynamics (Source: Saco Economic Development Department). However, no single employer employs more than 3% of Saco’s labor force.

Top taxpayers include Central Maine Power, General Dynamics, and Saco Real Estate Holdings, LLC (Source: Saco Assessor). Saco has a broadly distributed tax base with no single taxpayer accounting for more than 2% of the total tax base. While Saco has experienced both industrial and commercial growth, residential growth has outpaced the others by far.

Taxpayer	2022 Audited Financials		
	Current year Assessed Value	Rank	Percentage of Total Assessed Value
CENTRAL MAINE POWER	\$ 51,142,600	1	2.17%
GENERAL DYNAMICS ARMAMENT	19,513,600	2	0.83%
SACO MILL NO 4	16,231,900	3	0.69%
FERRY RD ASSOCIATES III	15,942,700	4	0.68%
SACO REAL ESTATE HOLDINGS	15,501,900	5	0.66%
MAINE WATER COMPANY	13,543,300	6	0.57%
NORTHERN UTILITIES INC	12,174,700	7	0.52%
CENTRAL MAINE POWER CO, LOUDEN RD	10,715,200	8	0.45%
FERRY RD ASSOCIATES IV	10,455,700	9	0.44%
SACO & BIDDEFORD SAVINGS INST.	10,454,200	10	0.44%

With two schools serving grades K-2 (Fairfield and Young), one school serving grades 3-5 (CK Burns), one school serving grades 6-8 (Saco Middle School), and one prestigious private school (Thornton Academy) serving grades 9-12, the City of Saco offers students of all ages one of the best educations in the State of Maine.

Incorporated as a municipal government and a non-profit organization, the City of Saco operates with a Mayor-Council-Manager form of government. The Mayor and seven (7) City Councilors are elected for two-year staggered terms. The Mayor and City Council appoint the City Administrator, who manages fourteen (14) distinct operational departments. The City of Saco, Maine provides a full range of services, including police and fire protection; sanitation services; the construction and maintenance of roads, bridges, and other infrastructure; a waste water treatment plant (Water Resource Recovery); solid waste collection; health and social welfare; recreation; general administration; economic development; and education.

In February 2023, the Mayor, City Council, City Administrator, and Department Heads worked together to create a long list of issues, goals, and priorities. After a lot of thought, the list of items was condensed to the following nine goals, summarized by individual focus areas (in order of priority):

**Schools and Infrastructure**

Goal: Invest in our schools and infrastructure in ways that are fiscally responsible, environmentally resilient, and support the growth our community wants.

**Economic Opportunity**

Goal: Attract and retain a diverse mix of businesses, quality jobs and investment by providing services that offer everyone a path to opportunity.

**Growth & Innovation**

Goal: Guide and promote best practices in planning, land use, and economic development.

**Livable Community**

Goal: Enhance parks' infrastructure, open spaces, community services, and opportunities for recreation.

**Governance**

Goal: Evaluate city ordinances, policies, and the charter, and update or amend to reflect current and relevant standards.

**Environmental Sustainability**

Goal: Implement resiliency measures to foster environmental sustainability and mitigate the effects of climate change and coastal erosion.

**Transparency & Engagement**

Goal: Foster interdepartmental collaboration, enhance transparency, and promote citizen engagement.

**Organizational Excellence**

Goal: Enhance recruitment, retention, and professional development strategies to maximize service delivery.

The annual budget serves as the foundation for the City of Saco's financial planning and control. The City Administrator and Budget Director create a list of increases and decreases known to affect the budget. The most common items are wages, benefits, debt, state funding, etc. These known changes are added to the prior year's approved budget in order to create a Maintenance of Effort budget. That budget is then broken down into the different departments and distributed to department heads for their review. Each department is allowed to reallocate the total Maintenance of Effort departmental budget among line items based on historical trends. Separately, each department creates requests increases to their budget that will meet increasing demand for services, whether it be from citizens, City Council, natural growth in the community, or external regulation changes. Increases can range from minor adjustments to operational line items to major equipment purchases or increases in head count. The City Administrator will determine which increases can be supported and included in the budget submitted to the Council after the Assessor provides the estimated value (which will change the tax rate). The City Administrator then presents this proposed budget to the City Council for review "at a regular meeting of the City Council in March" (City Charter). The City Council is required to hold a public hearing on the proposed budget and to adopt a final budget in May (no later than 30 days prior to the June school budget vote). The appropriated budget is prepared by fund and department.

Both transfers of appropriations into or out of a department and between various departments require the approval of the governing council.

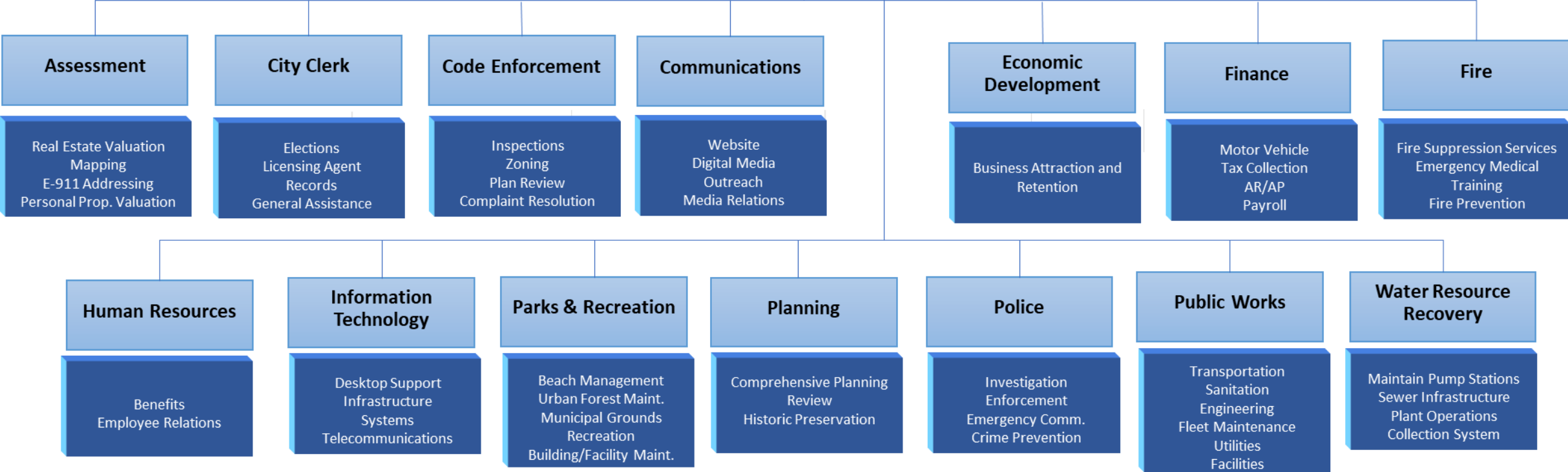
The following organization chart graphically depicts each of the 14 departments within the city organization and the key services delivered. Delivery mechanisms for services vary by department, and each department has its own unique mission relative to its particular service area. Please note that all org charts in this document are based on FY2023 current structure.

# Organizational Chart

Citizens/Customers of Saco

Mayor  
City Council

City Administration



**City of Saco Elected Officials**  
To determine which Ward you live in, please visit our [website](#)

**City Council Representatives**

Mayor, William Doyle .....	<a href="mailto:BDoyle@sacomaine.org">BDoyle@sacomaine.org</a>
Councilor Ward 1, Marshall Archer .....	<a href="mailto:MArcher@sacomaine.org">MArcher@sacomaine.org</a>
Councilor Ward 2, Jim Purdy .....	<a href="mailto:JPurdy@sacomaine.org">JPurdy@sacomaine.org</a>
Councilor Ward 3, Joseph Gunn .....	<a href="mailto:JGunn@sacomaine.org">JGunn@sacomaine.org</a>
Councilor Ward 4, Michael Burman .....	<a href="mailto:MBurman@sacomaine.org">MBurman@sacomaine.org</a>
Councilor Ward 5, Philip Hatch .....	<a href="mailto:PHatch@sacomaine.org">PHatch@sacomaine.org</a>
Councilor Ward 6, Jodi MacPhail .....	<a href="mailto:JMacphail@sacomaine.org">JMacphail@sacomaine.org</a>
Councilor Ward 7, Nathan Johnston .....	<a href="mailto:NJohnston@sacomaine.org">NJohnston@sacomaine.org</a>

**School Board Representatives**

School Board Ward 1, Arthur Archie .....	<a href="mailto:aarchie@sacoschools.org">aarchie@sacoschools.org</a>
School Board Ward 2, Jennifer Preble.....	<a href="mailto:jpreble@sacoschools.org">jpreble@sacoschools.org</a>
School Board Ward 3, Jeff Richard.....	<a href="mailto:jrichard@sacoschools.org">jrichard@sacoschools.org</a>
School Board Ward 4, Kevin Lafortune.....	<a href="mailto:klafortune@sacoschools.org">klafortune@sacoschools.org</a>
School Board Ward 5, William Gayle.....	<a href="mailto:wgayle@sacoschools.org">wgayle@sacoschools.org</a>
School Board Ward 6, Sarah Truman.....	<a href="mailto:struman@sacoschools.org">struman@sacoschools.org</a>
School Board Ward 7, Elizabeth Johnston .....	<a href="mailto:ejohnston@sacoschools.org">ejohnston@sacoschools.org</a>

**Other Representatives**

For more information about the County, State, and Federal Representatives please visit our [website](#).

County Commissioner, District 3, Justin Chenette: (207) 590-3266,  
[jchenette@yorkcountymaine.gov](mailto:jchenette@yorkcountymaine.gov)

Maine State Representative, District 14, Lynn Copeland: (207) 712-6776,  
[Lynn.Copeland@legislature.maine.gov](mailto:Lynn.Copeland@legislature.maine.gov)

Maine State Representative, District 15, Margaret O'Neil: (207) 590-1679,  
[Margaret.ONeil@legislature.maine.gov](mailto:Margaret.ONeil@legislature.maine.gov)

Maine State Representative, District 16, Nathan M. Carlow: (207) 929-0895,  
[Donald.Marean@legislature.maine.gov](mailto:Donald.Marean@legislature.maine.gov)

Maine State Senator, District 31, Donna Bailey: (207) 284-9962,  
[Donna.Bailey@legislature.maine.gov](mailto:Donna.Bailey@legislature.maine.gov)

US Representative, 1<sup>st</sup> Congressional District, Chellie Pingree: (202) 225-6116,  
<https://pingree.house.gov/>

US Senator, Susan Collins: (202) 224-2523, <https://www.collins.senate.gov/>

US Senator, Angus King: (202) 224-5344, <http://www.king.senate.gov/>



## City of Saco Directory of Departments

*Saco City Hall, 300 Main Street, Hours: Monday- Friday 7:30 AM to 4:00 PM*

<p><b>Administration:</b> Saco City Hall, Second Floor ..... <b>(207) 282-4191</b></p> <p><b>Assessment:</b> Saco City Hall, First Floor ..... <b>(207) 282-1611</b>          Real Estate and Property Valuations, Tax Exemptions</p> <p><b>City Clerk:</b> City Hall, First Floor ..... <b>(207) 284-4831</b>          Certificates – Birth, Death &amp; Marriage          Licenses – Dog, Victualer, Liquor, Hunting, Fishing, Mooring, Business Registration</p> <p><b>Code Enforcement:</b> City Hall, First Floor ..... <b>(207) 284-6983</b>          Building, Plumbing, Electrical Permits &amp; Zoning Code</p> <p><b>General Assistance:</b> City Hall, First Floor ..... <b>(207) 282-8206</b>          By Appointment Only - Tuesday &amp; Thursday 8:30 am to 5:00 pm</p> <p><b>Finance:</b> City Hall, First Floor ..... <b>(207) 283-3303</b>          Registration of Vehicles, ATV, Snowmobiles, and Boats          Property Tax Payments</p> <p><b>Fire:</b> Central Fire Station, 271 North Street ..... <b>(207) 282-3244</b></p>	<p><b>Human Resources:</b> Payroll and Employee Benefits, Third Floor ..... <b>(207) 710-5037</b></p> <p><b>Information Technology:</b> City Hall ..... <b>(207) 710-5030</b></p> <p><b>Parks and Recreation:</b> Community Center, 75 Franklin Street ..... <b>(207) 283-3139</b>          Hours: Monday-Friday 7:30 AM to 4:00 PM</p> <p><b>Planning and Development:</b> City Hall, First Floor ..... <b>(207) 282-3487</b></p> <p><b>Police:</b> Police Station, 20 Storer Street ..... <b>(207) 282-8214</b></p> <p><b>Public Works:</b> Public Works, 351 North Street ..... <b>(207) 284-6641</b>          Snow Removal; Storm Drainage; Road Maintenance; Sewer Issues          Hours: Monday-Friday 7:00-3:00 PM</p> <p><b>Transfer Station</b> (Foss Road) ..... <b>(207) 282-7230</b>          Hours: 8:00 AM to 4:00 PM Closed Sundays and Mondays</p> <p><b>Water Resources Recovery:</b> 68 Front Street ..... <b>(207) 282-3564</b>          Hours: Monday-Thursday 7:00-3:30 PM and Friday 6:30-12:00 PM</p> <p><b>Saco Schools:</b> 90 Beach Street ..... <b>(207) 284-4505</b></p>
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For more information about the different City Departments in Saco, please visit [www.sacomaine.org](http://www.sacomaine.org)



## Section 2 – Fiscal Summary

### Financial Overview

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Curr (as of Feb)</b>	<b>FY 2023 Approved</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Administrator's Budget</b>	<b>Council Amendments</b>	<b>Approved Budget</b>
<b>EXPENDITURES</b>											
General government	2,966,565	3,068,388	3,160,003	3,047,902	2,080,943	3,279,242	555,702	16.95%	3,834,944	0	3,834,944
Public safety	7,013,048	7,524,245	7,665,801	8,341,788	5,797,333	9,183,700	553,452	6.03%	9,737,153	0	9,737,153
Public works	5,533,066	5,731,932	5,839,479	5,940,837	4,143,753	5,851,260	106,997	1.83%	5,958,257	0	5,958,257
Culture & Recreation	1,748,132	1,756,454	1,494,499	1,857,266	1,393,753	1,941,891	124,836	6.43%	2,066,726	0	2,066,726
Unclassified	5,916,255	5,772,282	6,601,108	6,720,148	4,729,137	7,112,031	503,607	7.08%	7,615,637	6,750	7,622,387
Intergovernmental	0	0	0	0	0	0	0		0	0	0
County tax	1,197,241	1,238,045	1,330,196	1,292,266	1,329,811	1,329,811	39,894	3.00%	1,369,705	0	1,369,705
Debt service	1,987,937	2,372,154	2,345,524	2,283,793	1,733,584	2,428,235	33,813	1.39%	2,462,049	0	2,462,049
Capital improvements	706,485	17,748	0	0	0	0	0		0	0	0
<b>Total expenditures</b>	<b>27,068,729</b>	<b>27,481,249</b>	<b>28,436,610</b>	<b>29,483,999</b>	<b>21,208,316</b>	<b>31,126,170</b>	<b>1,918,301</b>	<b>6.16%</b>	<b>33,044,471</b>	<b>6,750</b>	<b>33,051,221</b>
<b>OTHER FINANCING USES</b>											
Capital improvements (transfer to capital fund)	15,000	3,443,892	2,313,872	1,791,490	1,166,360	1,056,360	199,450	18.88%	1,255,810	0	1,255,810
Transfer to school	27,267,360	26,079,064	27,700,575	28,302,594	19,406,762	29,121,791	2,255,011	7.74%	31,376,802	(1,128,139)	30,248,663
Other transfers out	1,532,158	2,433,881	2,817,977	3,921,536	258,000	4,894,089	372,268	7.61%	5,266,357	26,450	5,292,807
<b>Total other financing uses</b>	<b>28,814,518</b>	<b>31,956,836</b>	<b>32,832,423</b>	<b>34,015,620</b>	<b>20,831,122</b>	<b>35,072,240</b>	<b>2,826,729</b>	<b>8.06%</b>	<b>37,898,969</b>	<b>(1,101,689)</b>	<b>36,797,280</b>
<b>Total expenditures &amp; other financing uses</b>	<b>55,883,246</b>	<b>59,438,085</b>	<b>61,269,033</b>	<b>63,499,619</b>	<b>42,039,437</b>	<b>66,198,410</b>	<b>4,745,030</b>	<b>7.17%</b>	<b>70,943,440</b>	<b>(1,094,939)</b>	<b>69,848,501</b>
<b>REVENUES</b>											
Taxes	49,158,178	51,146,584	53,003,200	54,947,444	32,875,391	57,073,584	2,806,245	4.92%	59,879,829	(1,094,939)	58,784,890
Licenses & permits	1,122,211	1,168,539	1,110,604	1,122,089	564,309	1,000,711	(14,711)	(1.47%)	986,000	0	986,000
Intergovernmental	3,493,220	3,638,300	4,264,994	5,620,928	4,562,093	5,412,690	763,236	14.10%	6,175,926	0	6,175,926
Charges for services	1,360,741	1,040,345	779,477	1,478,598	997,915	1,527,432	124,609	8.16%	1,652,041	0	1,652,041
Other revenues	1,162,157	614,936	2,549,014	226,421	455,726	186,676	1,057,957	566.74%	1,244,633	0	1,244,633
<b>Total revenues</b>	<b>56,296,507</b>	<b>57,608,704</b>	<b>61,707,288</b>	<b>63,395,480</b>	<b>39,455,435</b>	<b>65,201,092</b>	<b>4,737,336</b>	<b>7.27%</b>	<b>69,938,428</b>	<b>(1,094,939)</b>	<b>68,843,489</b>
<b>OTHER FINANCING SOURCES</b>											
Budgeted use of surplus	0	0	0	0	0	518,800	(184,441)	(35.55%)	334,359	0	334,359
Transfers in	1,269,274	1,048,372	564,576	469,994	351,683	478,518	192,135	40.15%	670,653	0	670,653
<b>Total other financing sources</b>	<b>1,269,274</b>	<b>1,048,372</b>	<b>564,576</b>	<b>469,994</b>	<b>351,683</b>	<b>997,318</b>	<b>7,694</b>	<b>0.77%</b>	<b>1,005,012</b>	<b>0</b>	<b>1,005,012</b>
<b>Total revenues &amp; other financing sources</b>	<b>57,565,781</b>	<b>58,657,076</b>	<b>62,271,864</b>	<b>63,865,474</b>	<b>39,807,118</b>	<b>66,198,410</b>	<b>4,745,030</b>	<b>7.17%</b>	<b>70,943,440</b>	<b>(1,094,939)</b>	<b>69,848,501</b>

## General Fund Expense Budget by Department

Type	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
					Curr (as of Feb)						
Assessor	212,678	236,497	184,503	204,929	173,848	225,479	253,156	112.27%	478,634	0	478,634
Building Maintenance	61,601	3,872	0	0	0	0	0		0	0	0
Capital Projects	2,709,421	5,833,793	4,659,396	4,075,283	3,533,630	3,484,595	233,263	6.69%	3,717,859	0	3,717,859
City Administration	370,894	449,110	227,939	240,696	271,120	289,450	49,126	16.97%	338,577	0	338,577
City Clerk	328,119	320,835	291,411	232,155	302,896	363,588	36,068	9.92%	399,655	0	399,655
Code Enforcement	298,503	393,317	353,521	391,789	356,282	415,315	13,422	3.23%	428,738	0	428,738
Communications	0	0	167,707	201,696	187,695	204,377	28,081	13.74%	232,458	0	232,458
Contingency	491,656	537,612	483,310	291,606	286,798	347,500	21,880	6.30%	369,380	(6,450)	362,930
Council	17,579	15,557	18,612	22,934	13,321	21,575	2,759	12.79%	24,334	0	24,334
County Tax	1,197,241	1,238,045	1,330,196	1,292,266	1,329,811	1,329,811	39,894	3.00%	1,369,705	0	1,369,705
Economic Development	113,680	20,873	33	389	0	0	0		0	0	0
Finance	446,580	566,447	779,728	729,997	683,945	711,634	53,203	7.48%	764,837	0	764,837
Fire/Ambulance	3,204,737	3,436,976	3,544,808	3,718,418	3,865,102	4,150,278	453,379	10.92%	4,603,657	0	4,603,657
Fringe Benefits	3,829,290	4,244,590	4,965,779	5,293,646	5,017,790	5,648,695	397,551	7.04%	6,046,245	0	6,046,245
Grants & Reimbursements	387,939	17,121	140,012	126,847	20,552	0	0		0	0	0
Human Resources	179,905	224,324	255,595	207,069	192,974	203,534	27,769	13.64%	231,303	0	231,303
Information Technology	527,232	394,091	383,607	399,423	397,374	459,252	42,450	9.24%	501,702	0	501,702
Insurance	243,254	174,136	203,730	195,425	208,854	203,500	(2,790)	(1.37%)	200,710	0	200,710
Parks & Recreation	1,748,132	1,756,454	1,494,499	1,857,266	1,778,082	1,941,891	124,836	6.43%	2,066,726	0	2,066,726
Planning	294,082	302,025	316,326	248,896	161,597	227,752	49,668	21.81%	277,421	0	277,421
Police Department	3,808,312	4,087,269	4,120,993	4,631,370	4,103,926	5,041,422	100,073	1.99%	5,141,495	0	5,141,495
Public Works	5,533,066	5,731,932	5,839,479	5,940,837	5,567,289	5,851,260	106,997	1.83%	5,958,257	0	5,958,257
School Budget	27,267,360	26,079,064	27,700,575	28,302,594	29,114,025	29,121,791	2,255,011	7.74%	31,376,802	(1,128,139)	30,248,663
Solicitor	115,712	176,440	181,021	167,928	129,003	157,286	0	0.00%	157,286	0	157,286
Supported Entities	964,116	798,824	808,277	812,624	904,096	912,336	86,966	9.53%	999,302	13,200	1,012,502
T.I.F. Transfers	1,464,820	2,374,763	2,809,977	3,876,115	5,242,516	4,886,089	372,268	7.62%	5,258,357	20,000	5,278,357
Transfers	67,338	24,118	8,000	37,421	284,604	0	0		0	6,450	6,450
<b>Expense Total</b>	<b>55,883,246</b>	<b>59,438,085</b>	<b>61,269,033</b>	<b>63,499,619</b>	<b>64,127,128</b>	<b>66,198,410</b>	<b>4,745,030</b>	<b>7.17%</b>	<b>70,943,440</b>	<b>(1,094,939)</b>	<b>69,848,501</b>

## Revenue Detail

Saco's primary revenue source is tax revenue, both excise and property taxes, which comprises 84.2% of all revenues. Real and personal property taxes are 91.8% of all tax revenue. Property taxes were calculated as total budgeted expenses less all other revenue sources in order to achieve a balanced budget. The remaining 8.2% of tax revenue is primarily Excise Taxes. Excise Taxes, along with all other revenue items, are budgeted by evaluating the prior 3 years of full year results plus a comparison between the current year's budget and year to date results. Typically, the revenue budgeted is an average of the last 3 full year actuals and the current year's budget. If the last 3 years show a significant growth in revenue, an increase in line with historic trends may be entered. Since the City of Saco cannot control revenue, Finance prefers to err on the conservative side with these estimates. This conservative approach has enabled the City to grow the unassigned fund balance to its cap of 2 months expenses, as revenues typically exceed forecast each year. Other revenue sources include intergovernmental funding (8.8%), charges for services (2.4%), license and permit fees (1.4%), interest earnings (1.3%), and transfers in from other funds (1.0%).

Revenue Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>Revenue</b>											
<b>50 - Taxes</b>											
Excise Taxes: Boat Excise 10020 - 300202 - 00000	16,724	16,666	21,165	19,508	22,384	18,000	0	0.00%	18,000	0	18,000
Excise Taxes: Motor Vehicle Excise 10020 - 300201 - 00000	3,881,491	3,293,730	3,192,926	3,238,339	3,547,249	3,400,000	20,000	0.59%	3,420,000	0	3,420,000
Interest And Lien Co: Tax/Lien Interest 10030 - 300300 - 00000	117,113	107,950	168,844	102,993	67,309	115,000	0	0.00%	115,000	0	115,000
Interest And Lien Co: Lien Fees 10030 - 300301 - 00000	12,592	15,834	15,076	10,516	9,659	15,000	0	0.00%	15,000	0	15,000
Excise Taxes: Rapid Renewal Excise 10020 - 300200 - 00000	827,493	1,259,764	1,492,373	1,426,420	1,282,468	1,100,000	90,000	8.18%	1,190,000	0	1,190,000
Real And Personal Pr: Taxes Committed 10000 - 300101 - 00000	44,239,368	46,400,546	48,026,138	50,114,448	52,503,516	52,367,584	2,696,245	5.15%	55,063,829	(1,094,939)	53,968,890
Real And Personal Pr: Taxes - In Lieu 10000 - 300105 - 00000	63,398	52,093	86,678	35,220	61,355	58,000	0	0.00%	58,000	0	58,000
<b>50 - Taxes Total</b>	<b>49,158,178</b>	<b>51,146,584</b>	<b>53,003,200</b>	<b>54,947,444</b>	<b>57,493,940</b>	<b>57,073,584</b>	<b>2,806,245</b>	<b>4.92%</b>	<b>59,879,829</b>	<b>(1,094,939)</b>	<b>58,784,890</b>
<b>52 - Licenses &amp; Permits</b>											
Building Permits: Building Permits 10050 - 300251 - 00000	585,764	634,988	604,288	675,288	564,756	530,000	0	0.00%	530,000	0	530,000
Building Permits: Consent Agreements 10050 - 300711 - 00000	12,995	1,000	3,500	0	0	500	0	0.00%	500	0	500
City Clerk Fees: City Clerk Fees 10040 - 300250 - 00000	71,701	62,438	64,513	14,734	8,944	9,250	5,450	58.92%	14,700	0	14,700
Plumbing Permits: Plumbing Permits 10070 - 300253 - 00000	24,293	24,756	22,609	21,986	26,018	24,000	(2,000)	(8.33%)	22,000	0	22,000
Victualers' License: Victualers' Licenses 10110 - 300450 - 00000	9,345	8,745	11,170	10,985	11,170	7,500	2,000	26.67%	9,500	0	9,500
City Clerk Fees: City Clerk - Certifi 10040 - 300261 - 00000	9,133	9,224	8,170	9,054	9,564	9,000	0	0.00%	9,000	0	9,000
City Clerk Fees: City Clerk - Addl Ce 10040 - 300262 - 00000	6,143	5,826	5,778	7,958	7,637	5,500	700	12.73%	6,200	0	6,200
City Clerk Fees: City Clerk - Burial 10040 - 300263 - 00000	2,114	2,860	3,150	2,982	4,270	1,900	700	36.84%	2,600	0	2,600
City Clerk Fees: City Clerk - Marriag 10040 - 300264 - 00000	5,208	4,408	5,076	5,760	5,278	4,800	200	4.17%	5,000	0	5,000
Victualers' License: Medical Marijuana Fe 10110 - 300451 - 00000	3,000	0	0	0	5,000	0	0		0	0	0
Canine Licenses And : Canine License Fees 10100 - 300400 - 00000	6,383	6,543	2,584	4,926	7,017	6,000	(700)	(11.67%)	5,300	0	5,300
Canine Licenses And : Canine Late Fees 10100 - 300401 - 00000	18,650	11,000	650	9,400	15,860	10,180	(180)	(1.77%)	10,000	0	10,000
Canine Licenses And : Canine Impound Fees 10100 - 300402 - 00000	1,250	1,000	860	1,130	750	1,500	(400)	(26.67%)	1,100	0	1,100
Electrical Inspectio: Electrical Inspectio 10080 - 300254 - 00000	60,608	68,143	77,626	69,457	85,698	60,000	7,000	11.67%	67,000	0	67,000
Building Permits: Other Inspection Fee 10050 - 300258 - 00000	9,700	6,855	8,294	8,530	6,075	8,100	0	0.00%	8,100	0	8,100
Building Permits: Multifamily Safety 10050 - 300259 - 00000	0	31,210	360	0	0	30,000	(15,000)	(50.00%)	15,000	0	15,000
Cable Television Fra: Cable Television Fra 10060 - 300252 - 00000	295,924	289,542	291,976	279,899	203,536	292,481	(12,481)	(4.27%)	280,000	0	280,000
<b>52 - Licenses &amp; Permits Total</b>	<b>1,122,211</b>	<b>1,168,539</b>	<b>1,110,604</b>	<b>1,122,089</b>	<b>961,572</b>	<b>1,000,711</b>	<b>(14,711)</b>	<b>(1.47%)</b>	<b>986,000</b>	<b>0</b>	<b>986,000</b>

Revenue Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>54 - Intergovernmental</b>											
Homestead Exemptions: Homestead Exemptions 10132 - 300507 - 00000	976,937	980,812	1,306,967	1,257,327	1,107,935	1,368,245	138,980	10.16%	1,507,225	0	1,507,225
Other State Aid: Other State Revenue 10130 - 300502 - 00000	5,774	5,144	4,940	4,909	1,408	5,000	2,500	50.00%	7,500	0	7,500
Other State Aid: State Bete Program 10130 - 300513 - 00000	340,027	364,223	302,774	454,509	506,701	453,980	67,080	14.78%	521,060	0	521,060
Federal Assistance: Fema 10120 - 300601 - 00000	574,682	0	0	0	0	0	0		0	0	0
Other State Aid: Pedestrian Safety 10810 - 300610 - 61013	0	0	2,058	209	0	0	0		0	0	0
Other State Aid: Napc Camp Fy2022 10810 - 300610 - 61010	0	0	0	5,000	0	0	0		0	0	0
Welfare Reimbursemen: Welfare Reimbursemen 10041 - 300506 - 00000	73,075	85,149	61,148	31,967	70,094	85,498	(1,078)	(1.26%)	84,420	0	84,420
Other State Aid: Justice Assistance M 10466 - 300620 - 00000	76,552	0	0	0	0	0	0		0	0	0
Federal Assistance: Covid-19 Cares Act G 10120 - 300606 - 00000	0	123,525	0	0	0	0	0		0	0	0
Other State Aid: Bullet Proof Vest Pa 10810 - 300610 - 61003	0	0	2,057	0	3,360	0	0		0	0	0
Other State Aid: Speed Enforcement Gr 10810 - 300610 - 61004	0	0	10,002	19,628	4,694	0	0		0	0	0
Other State Aid: Oui/Impaired Enforce 10810 - 300610 - 61006	0	0	1,440	7,800	4,384	0	0		0	0	0
Other State Aid: Rendezvous Point Nat 10810 - 300610 - 61011	0	0	5,282	0	0	0	0		0	0	0
Other State Aid: Distracted Driving A 10810 - 300610 - 61012	0	0	4,268	6,782	4,320	0	0		0	0	0
Other State Aid: Mma Safety Grant Rev 10810 - 300610 - 61015	0	0	0	1,777	0	0	0		0	0	0
Other State Aid: Bhs 2022 Dre/Fp Trai 10810 - 300610 - 61043	0	0	0	1,211	0	0	0		0	0	0
Other State Aid: State-Paid Outside A 10810 - 300610 - 61044	0	0	0	0	2,428	0	0		0	0	0
County Grant Revenue: York County Vaccine 10814 - 300617 - 61035	0	0	0	67,687	3,315	0	0		0	0	0
Other State Aid: Snowmobile Registrat 10130 - 300255 - 00000	2,833	2,853	3,019	3,065	2,847	3,000	0	0.00%	3,000	0	3,000
Other State Aid: Tree Growth Reimburs 10130 - 300500 - 00000	35,816	48,903	48,433	59,978	64,611	48,000	0	0.00%	48,000	0	48,000
Other State Aid: State Veteran'S Exem 10130 - 300503 - 00000	10,490	10,396	11,404	20,585	0	11,745	0	0.00%	11,745	0	11,745
Local Road Assistanc: Local Road Assistanc 10504 - 300505 - 00000	221,848	228,232	213,535	221,604	223,352	222,000	0	0.00%	222,000	0	222,000
Revenue Sharing: State Revenue Sharin 10131 - 300504 - 00000	1,175,187	1,789,063	2,287,667	3,456,890	3,604,430	3,215,222	555,754	17.29%	3,770,976	0	3,770,976
<b>54 - Intergovernmental Total</b>	<b>3,493,220</b>	<b>3,638,300</b>	<b>4,264,994</b>	<b>5,620,928</b>	<b>5,603,878</b>	<b>5,412,690</b>	<b>763,236</b>	<b>14.10%</b>	<b>6,175,926</b>	<b>0</b>	<b>6,175,926</b>
<b>55 - Budgeted Use of Surplus</b>											
Budgeted Use Of Surp: Use Of Fund Balance 10350 - 300800 - 00000	0	0	0	0	0	518,800	(184,441)	(35.55%)	334,359	0	334,359
<b>55 - Budgeted Use of Surplus Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>518,800</b>	<b>(184,441)</b>	<b>(35.55%)</b>	<b>334,359</b>	<b>0</b>	<b>334,359</b>
<b>56 - Charges for Services</b>											
False Alarm Fines: False Alarm Fines 10240 - 300709 - 00000	18,150	22,750	9,700	12,700	(2,400)	18,000	(1,800)	(10.00%)	16,200	0	16,200
Miscellaneous Fees: Miscellaneous Fees 10250 - 300710 - 00000	1,654	1,220	1,200	1,050	975	1,310	0	0.00%	1,310	0	1,310
Police: Parking Revenue 10150 - 300725 - 00000	0	0	18,645	23,609	38,000	47,263	(13,263)	(28.06%)	34,000	0	34,000
Miscellaneous Fees: Vehicle Registration 10250 - 300740 - 00000	0	0	32,336	79,228	80,739	61,650	18,350	29.76%	80,000	0	80,000
Community Policing -: Community Policing - 10160 - 300701 - 00000	51,460	29,894	34,987	0	0	54,075	0	0.00%	54,075	0	54,075
Police: Witness Fees - Polic 10150 - 300501 - 00000	3,152	(787)	479	1,205	2,461	1,400	(400)	(28.57%)	1,000	0	1,000
Police: School Resource Offi 10150 - 300555 - 00000	0	0	0	0	112,832	56,926	0	0.00%	56,926	0	56,926
Police: Police General Reven 10150 - 300700 - 00000	84,329	41,801	12,713	12,012	107,334	26,903	(15,723)	(58.44%)	11,180	0	11,180
Sewer Inspection Fee: Sewer Inspection Fee 10200 - 300705 - 00000	2,750	2,550	3,950	2,500	1,000	2,500	0	0.00%	2,500	0	2,500
Transfer Station Fee: Transfer Station Fee 10190 - 300704 - 00000	127,166	142,663	187,901	183,518	173,637	153,000	30,500	19.93%	183,500	0	183,500

Revenue Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Public Works: Public Works Revenue 10170 - 300702 - 00000	62,890	54,900	44,841	86,909	90,251	55,000	0	0.00%	55,000	0	55,000
Public Works: Street Opening Permi 10170 - 300706 - 00000	7,245	3,305	2,475	6,580	965	500	3,500	700.00%	4,000	0	4,000
Public Works: Flow Control Ordinan 10170 - 300707 - 00000	1,850	750	2,900	2,650	2,850	2,900	(550)	(18.97%)	2,350	0	2,350
Recreation Departmen: Recreation Departmen 10230 - 300708 - 00000	1,000,095	741,300	427,349	1,066,637	1,101,354	1,046,005	103,995	9.94%	1,150,000	0	1,150,000
<b>56 - Charges for Services Total</b>	<b>1,360,741</b>	<b>1,040,345</b>	<b>779,477</b>	<b>1,478,598</b>	<b>1,709,998</b>	<b>1,527,432</b>	<b>124,609</b>	<b>8.16%</b>	<b>1,652,041</b>	<b>0</b>	<b>1,652,041</b>
<b>58 - Other revenues</b>											
Building Rentals: Rental Income 10280 - 300752 - 00000	36,434	57,901	43,815	53,338	21,960	47,176	(11,152)	(23.64%)	36,024	0	36,024
Fire Revenues: Fire Dept Revenues 10474 - 300563 - 00000	0	100	100	252	100	0	0		0	0	0
Interest Earnings: Interest Earnings 10260 - 300750 - 00000	584,105	415,575	50,368	60,347	669,478	50,000	864,709	1729.42%	914,709	0	914,709
Sale Of City Assets: Sale Of City Assets 10270 - 300751 - 00000	336,026	1,050	2,310,957	0	0	0	200,000		200,000	0	200,000
Land Use Reimburseme: Land Use Reimburseme 10414 - 300557 - 00000	19,526	833	33,120	15,900	0	0	0		0	0	0
Planning/Zoning Boar: Economic Dev & T.I.F 10310 - 300754 - 00000	575	250	0	0	1,000	500	0	0.00%	500	0	500
Planning/Zoning Boar: Planning Board & Eng 10310 - 300755 - 00000	133,769	126,542	32,616	76,174	62,157	65,000	10,000	15.38%	75,000	0	75,000
Planning/Zoning Boar: Millbrook Business P 10310 - 300755 - 50308	30,270	0	0	0	0	0	0		0	0	0
Recycled Waste And F: Recycled Waste & Fee 10320 - 300756 - 00000	9,628	8,226	9,860	327	0	14,000	(5,600)	(40.00%)	8,400	0	8,400
Unclassified: Miscellaneous Unclas 10330 - 300757 - 00000	11,824	4,460	27,092	20,083	23,835	10,000	0	0.00%	10,000	0	10,000
Insurance Claims And: Insurance Claims And 10290 - 300753 - 00000	0	0	0	0	41,842	0	0		0	0	0
0080 - Private Grant: Fire House Subs Gran 10812 - 300612 - 61008	0	0	33,647	0	0	0	0		0	0	0
0080 - Private Grant: Elections Covid Resp 10812 - 300612 - 61014	0	0	7,440	0	0	0	0		0	0	0
<b>58 - Other revenues Total</b>	<b>1,162,157</b>	<b>614,936</b>	<b>2,549,014</b>	<b>226,421</b>	<b>820,372</b>	<b>186,676</b>	<b>1,057,957</b>	<b>566.74%</b>	<b>1,244,633</b>	<b>0</b>	<b>1,244,633</b>
<b>90 - Other Fin Sources (Uses)</b>											
Transfer From Plan/E: Transfer From Econom 10344 - 300959 - 00000	193,680	0	0	0	0	0	0		0	0	0
Transfer From Pol Sp: Transfer From Camp E 10343 - 300958 - 00000	47,261	8,400	8,400	15,267	19,083	22,900	0	0.00%	22,900	0	22,900
Transfer From Fire S: Transfer From Ambula 10342 - 300951 - 00000	720,000	389,447	415,373	415,373	415,373	415,373	220,580	53.10%	635,953	0	635,953
Transfer From Fire S: Transfer From Fire I 10342 - 300963 - 00000	25,000	0	0	0	0	0	0		0	0	0
Transfers From P&R S: Transfer From Bayvie 10345 - 300957 - 00000	0	9,000	22,980	9,000	9,000	9,000	2,800	31.11%	11,800	0	11,800
From Capital Project: Transfer From Capita 10341 - 300952 - 00000	275,133	221,750	117,547	0	57,315	31,245	(31,245)	(100.00%)	0	0	0
From Special Revenue: Transfer From Enterp 10340 - 300954 - 00000	0	406,035	0	0	0	0	0		0	0	0
From Special Revenue: Single Transfers Fro 10340 - 300964 - 00000	8,200	13,740	276	30,355	2	0	0		0	0	0
<b>90 - Other Fin Sources (Uses) Total</b>	<b>1,269,274</b>	<b>1,048,372</b>	<b>564,576</b>	<b>469,994</b>	<b>500,774</b>	<b>478,518</b>	<b>192,135</b>	<b>40.15%</b>	<b>670,653</b>	<b>0</b>	<b>670,653</b>
<b>Revenue Total</b>	<b>57,565,781</b>	<b>58,657,076</b>	<b>62,271,864</b>	<b>63,865,474</b>	<b>67,090,534</b>	<b>66,198,410</b>	<b>4,745,030</b>	<b>7.17%</b>	<b>70,943,440</b>	<b>(1,094,939)</b>	<b>69,848,501</b>

## Schedule of Full Time Equivalents

Department	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Administrator's Budget	Council Amendments	FY2024 Approved Budget
Assessor	3.0	3.0	3.0	3.0	3.0	3.0		3.0
City Administration	4.0	2.0	2.0	2.0	3.0	3.0		3.0
City Clerk	3.0	3.0	3.0	3.0	2.5	3.0		3.0
Code Enforcement	5.0	5.5	5.5	5.5	5.5	5.5		5.5
Communications		2.0	2.0	2.0	2.0	2.5		2.5
Finance	8.0	8.5	8.5	9.5	9.5	9.0		9.0
Fire/Ambulance	38.0	40.0	40.0	41.0	44.0	46.0	1.0	47.0
Human Resources	2.5	2.5	2.5	2.5	2.5	2.5		2.5
Information Technology	3.0	3.0	3.0	3.0	3.5	3.5		3.5
Parks & Recreation	14.0	14.0	14.0	15.0	15.0	15.5		15.5
Planning (& ED in FY21)	2.0	2.0	4.0	3.0	3.0	3.0		3.0
Economic Development	2.0	2.0		2.0	2.0	2.0		2.0
Police Department	51.5	53.5	53.5	55.0	54.0	55.0		55.0
Public Works	37.0	37.0	38.0	38.0	39.0	39.0		39.0
Wwt Plant Operations	12.5	13.5	13.5	13.5	13.5	13.5		13.5
<b>Grand Total</b>	<b>185.5</b>	<b>191.5</b>	<b>192.5</b>	<b>198.0</b>	<b>202.0</b>	<b>206.0</b>	<b>206.0</b>	<b>206.0</b>

All part-time employees have been classified as 0.5. This schedule excludes temporary and seasonal employees. Changes to headcount are detailed in the departmental introductions in Section 4.



## Schedule of Projected Changes to Fund Balance

	General Fund	School Operation Fund	Other Gov't Funds	Total Gov't Funds	Next Year's General Fund Budget	% of Fund Balance	Surplus (Deficit)
<b>FUND BALANCES (DEFICIT)</b>							
Nonspendable	80,316	27,282	191,553	299,151			
Restricted	0	1,179,783	8,176,515	9,356,298			
Committed	0	0	5,905,263	5,905,263			
Assigned	355,966	0	0	355,966			
Unassigned	11,938,836	0	(33,186)	11,905,650	66,198,410	17.98%	870,375
Total fund balances (deficit) as of June 30, 2022	12,375,118	1,207,065	14,240,145	27,822,328			
<b>FY 2023 FUND BALANCE INCREASES (DECREASES)*</b>							
Nonspendable	0	0	0	0			
Restricted	0	(275,759)	(4,248,375)	(4,524,134)			
Committed	0	0	(771,931)	(771,931)			
Assigned	0	0	0	0			
Unassigned	564,200	0	0	564,200			
<b>FUND BALANCES (DEFICIT)</b>							
Nonspendable	80,316	27,282	191,553	299,151			
Restricted	0	904,024	3,928,140	4,832,164			
Committed	0	0	5,133,331	5,133,331			
Assigned	355,966	0	0	355,966			
Unassigned	12,503,036	0	(33,186)	12,469,850	69,848,501	17.85%	826,105
Total fund balances (deficit) as of June 30, 2023	12,939,318	931,306	9,219,838	23,090,462			
<b>FY 2024 BUDGETED INCREASES (DECREASES)**</b>							
Nonspendable	0	0	0	0			
Restricted	0	(431,306)	(1,263,143)	(1,694,449)			
Committed	0	0	2,170,664	2,170,664			
Assigned	0	0	0	0			
Unassigned	(334,359)	0	33,186	(301,173)			
<b>FUND BALANCES (DEFICIT)</b>							
Nonspendable	80,316	27,282	191,553	299,151			
Restricted	0	472,718	2,664,997	3,137,715			
Committed	0	0	7,303,996	7,303,996			
Assigned	355,966	0	0	355,966			
Unassigned	12,168,677	0	0	12,168,677			
Estimated fund balances (deficit) as of June 30, 2024	12,604,959	500,000	10,160,546	23,265,505			

This schedule provides an overview of projected fund balance changes across all major and non-major governmental funds.

Changes in FY 2023 fund balances are estimates and subject to change. Changes in FY 2024 Fund Balances are based on the approved budget. From FY 2022 to FY 2023, the most significant change is within restricted funds, which are set to spend down \$4.2 million in capital initiatives funded largely by TIFs. After that, the School Operations Fund is set to reduce its surplus by \$275,759. Under Committed, there is a net decrease of \$771,931 in fund balance, however that simply reports the carry over balance within the Capital Projects fund. Those funds have up to 3 years to be expended. Assumptions for the change in Unassigned Fund Balance are below:

+ \$600,000 surplus State rev
+ \$600,000 interest earnings
+\$240,000 excise
- \$50,000 rental revenue
- \$825,800 use of fund balance

From FY 2023 to FY 2024, the most significant change in in fund balance is \$1.3 million to be expended from TIF funds and \$334,359 to be expended from unassigned fund balance for one-time and capital initiatives in the FY2024 budget. Committed fund balance is anticipated to increase \$2.2 million due to transfers to a debt service fund for future bond payments for the Treatment Plant.

"Fund balance" is a term used to describe the net assets of governmental funds. It is calculated as the difference between the assets and liabilities reported in a governmental fund.



## Section 3 – Capital Program

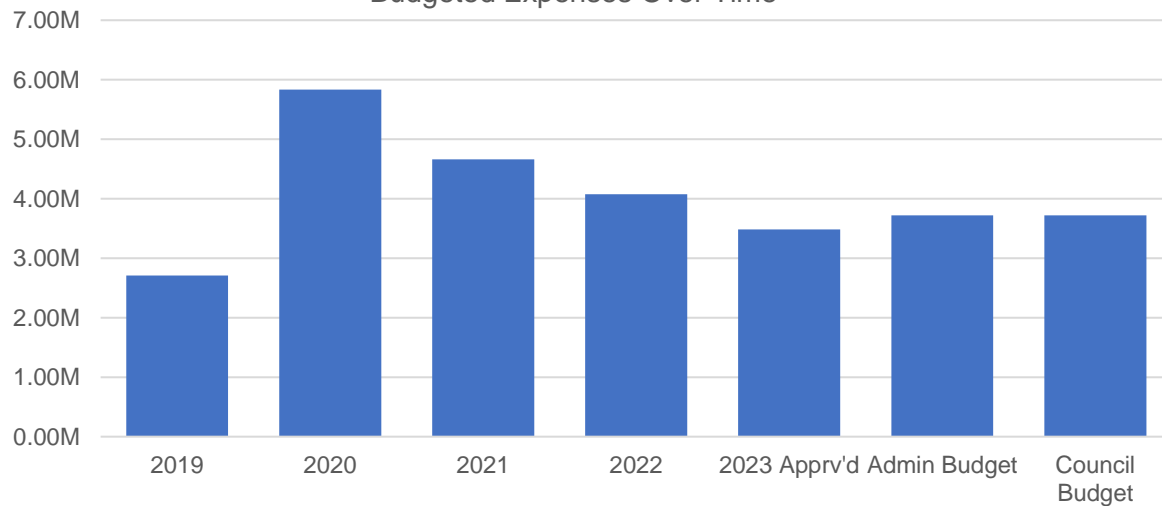
According to Section 6.04 of the City Charter, the City Administrator is to prepare and submit to the City Council a five-year capital program at a regular meeting of the City Council in March of each year. It should include all capital improvements proposed to be undertaken during the five fiscal years ensuing with appropriate supporting information, cost estimates and financing methods, and the estimated annual cost of maintaining both current and proposed new capital. The City of Saco defines a capital asset as one that is greater than \$10,000 in value with a useful life of at least 5 years. This includes pavement infrastructure (Right of Way or ROW), utilities, grounds, buildings, vehicles, and equipment. Capital expenditures are generally those expenditures to purchase, update, rehabilitate, replace, or expand capital assets. Capital expenditures must be at least \$10,000 to be included in capital planning. Capital expenditures for bonded debt projects are excluded from these reports and the bond payments are included instead. This allows the City to accurately compare capital expenditures over time against set targets based on capital life cycles. Department heads submit needed projects for review by the Capital Planning committee, which works to prioritize the projects over a 5 year timeline, keeping in mind budget targets as provided by the City Administrator. The City Administrator may make additional edits before submitting the plan to Council for review. Council then has the authority to make additional amendments to the Capital Program.

### General Fund Capital Program Summary

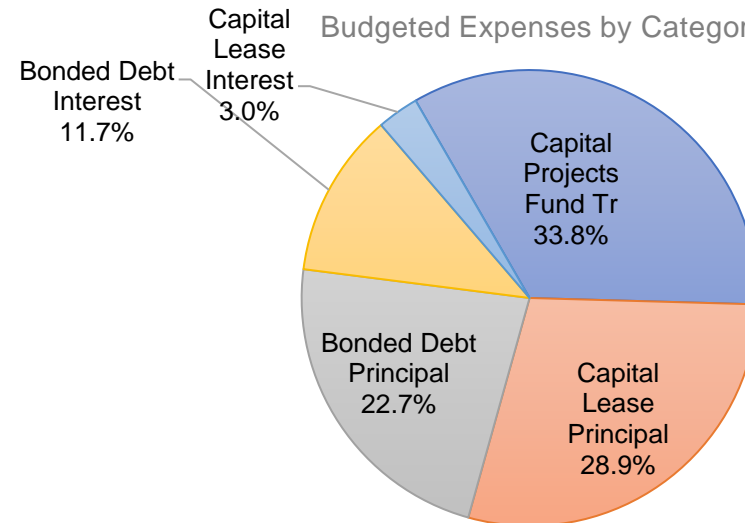
This schedule below includes capital expenditures, bonded debt payments, and capital financing payments out of the General Fund only. General Fund expenditures are supplemented by other governmental funds as detailed in the following schedules.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expense	Bonded Debt Principal	834,329	943,178	924,050	919,847	880,932	847,657	(4,177)	(0.49%)	843,480	0	843,480
	Bonded Debt Interest	550,032	696,685	519,526	505,240	437,455	470,731	(36,049)	(7.66%)	434,682	0	434,682
	Capital Lease Principal	555,903	671,272	839,667	808,850	908,608	1,028,911	45,138	4.39%	1,074,049	0	1,074,049
	Capital Lease Interest	47,673	61,019	62,281	49,855	65,275	80,936	28,901	35.71%	109,837	0	109,837
	Capital Projects	706,485	17,748	0	0	0	0	0		0	0	0
	Capital Projects Fund Tr	15,000	3,443,892	2,313,872	1,791,490	1,241,360	1,056,360	199,450	18.88%	1,255,810	0	1,255,810
<b>Expense Total</b>		<b>2,709,421</b>	<b>5,833,793</b>	<b>4,659,396</b>	<b>4,075,283</b>	<b>3,533,630</b>	<b>3,484,595</b>	<b>233,263</b>	<b>6.69%</b>	<b>3,717,859</b>	<b>0</b>	<b>3,717,859</b>

Budgeted Expenses Over Time

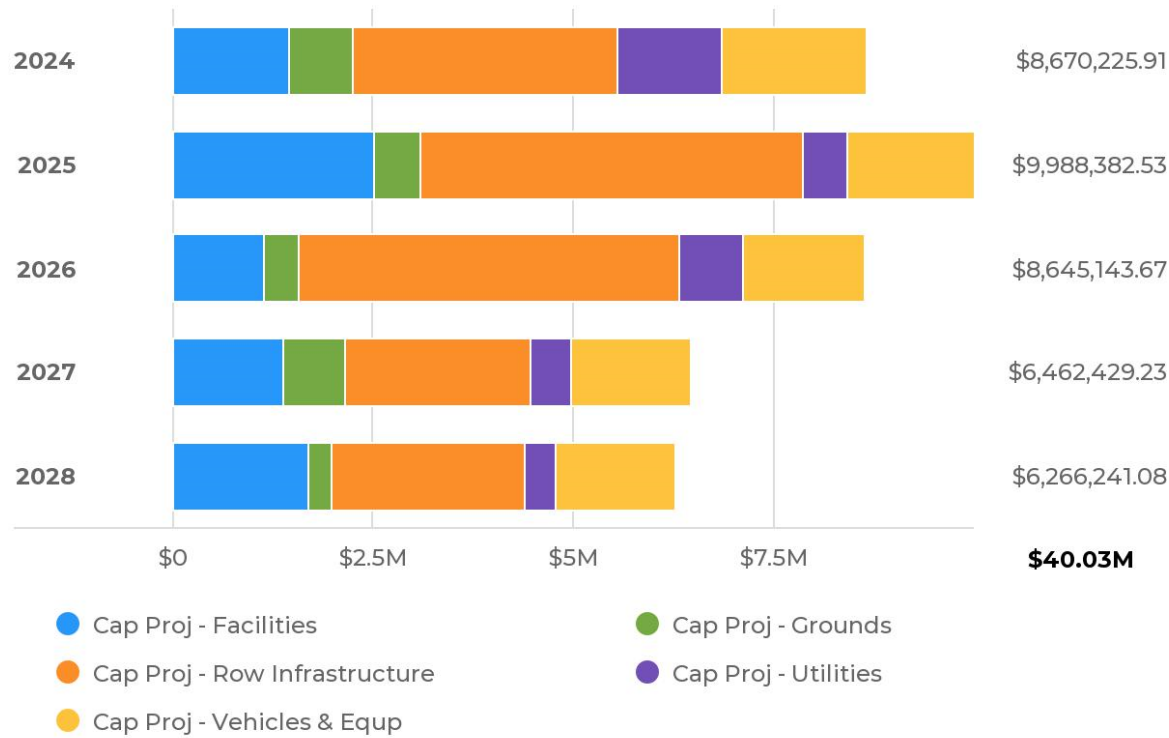


Budgeted Expenses by Category



## 5 Year Capital Improvement Plan 2024 – 2028

Capital Costs By Department (per year)



Bond (17%)	\$6,754,904.01
Financing (Vehicles/Equipment) (14%)	\$5,606,420.49
General Fund (17%)	\$6,715,026.00
Grant (28%)	\$11,157,853.80
Impact or User Fees (2%)	\$857,162.21
TIF Funds (22%)	\$8,941,056.39
<b>TOTAL</b>	<b>\$40,032,422.90</b>

The following are significant new projects included in this year's Capital Program:

- Parks Storage Building Modifications – The City owns a bucket truck for tree maintenance but the Parks Garage is not large enough to store the truck. This extension, costing \$160,000, will extend the life of the bucket truck and improve the overall condition of the Parks garage.
- Camp Ellis Museum & Arts Center - \$100,000 has been set aside to overall the old Camp Ellis Fire Station building as a community center for events and waterfront education. Upon completion, the City may see increases in utilities and maintenance costs.
- Camp Ellis Boat Ramp - \$260,000 is budgeted to rebuild the Camp Ellis boat ramp to improve usage of our Camp Ellis Pier. Ongoing maintenance costs should go down slightly due to the new condition of the asset.
- Prentice Park – The City is looking to build out a boat launch and amenities at Prentice park. \$125,000 has been appropriated from ARPA and the City anticipates \$125,000 in grant funding through the State's Land and Water Conservation Fund grant program. Trail network costs may go up a bit upon completion to ensure maintenance of this asset in the future.
- Public Safety Radio Communications – Along with \$400,000 appropriated in FY23, the City anticipates \$667,000 in Congressionally Directed Spending funds for a total project cost of \$1.067 million to rebuild the radio communications system for public safety. Maintenance costs will be minimal, but the City is anticipating additional funds within Public Safety operations lines for triband radios that can operate on multiple radio communications systems.
- Multi-modal Bridge – In partnership with the City of Biddeford, Saco is in the initial design phase of a new multi-modal bridge to connect the Biddeford parking garage with the Saco train station. This first phase is anticipated to be covered 75% by State funding and 12.5% by Biddeford's share of the local match.

Year	Cap Proj - Facilities	Cap Proj - Grounds	Cap Proj - Row Infrastructure	Cap Proj - Utilities	Cap Proj - Vehicles & Equip	All Capital Projects
2024	1,451,737	803,179	3,301,724	1,286,828	1,826,757	<b>8,670,226</b>
2025	2,504,037	592,518	4,776,204	554,828	1,560,796	<b>9,988,383</b>
2026	1,139,838	441,967	4,749,691	782,646	1,531,002	<b>8,645,144</b>
2027	1,368,902	791,415	2,311,198	502,010	1,488,904	<b>6,462,429</b>
2028	1,685,453	307,364	2,402,798	394,711	1,475,915	<b>6,266,241</b>
<b>TOTAL</b>	<b>8,149,966</b>	<b>2,936,444</b>	<b>17,541,616</b>	<b>3,521,022</b>	<b>7,883,375</b>	<b>40,032,422</b>

## Debt Service Municipal Bond

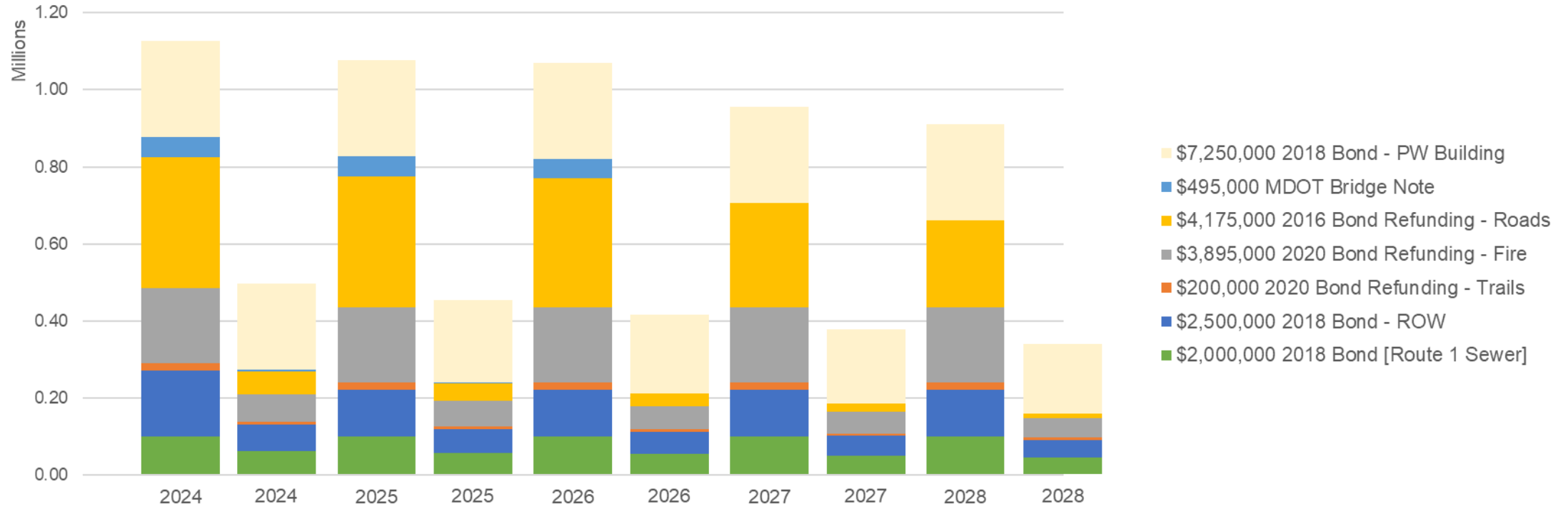
### Debt Principal-Municipal Bond

Bond Name	2024	2025	2026	2027	2028	2029+	Total
\$2,000,000 2018 Bond [Route 1 Sewer]	100,000	100,000	100,000	100,000	100,000	1,100,000	1,600,000
\$2,500,000 2018 Bond - ROW	170,000	120,000	120,000	120,000	120,000	1,170,000	1,820,000
\$200,000 2020 Bond Refunding - Trails	20,000	20,000	20,000	20,000	20,000	40,000	140,000
\$3,895,000 2020 Bond Refunding - Fire	195,000	195,000	195,000	195,000	195,000	2,335,000	3,310,000
\$4,175,000 2016 Bond Refunding - Roads	340,000	340,000	335,000	270,000	225,000	205,000	1,715,000
\$495,000 MDOT Bridge Note	51,480	52,317	49,654			-	153,451
\$7,250,000 2018 Bond - PW Building	250,000	250,000	250,000	250,000	250,000	5,000,000	6,250,000
<b>Grand Total</b>	<b>1,126,480</b>	<b>1,077,317</b>	<b>1,069,654</b>	<b>955,000</b>	<b>910,000</b>	<b>9,850,000</b>	<b>14,988,451</b>
General Fund	843,480	794,317	786,654	672,000	627,000	7,958,000	11,681,451
TIF District	283,000	283,000	283,000	283,000	283,000	1,892,000	3,307,000
<b>Grand Total</b>	<b>1,126,480</b>	<b>1,077,317</b>	<b>1,069,654</b>	<b>955,000</b>	<b>910,000</b>	<b>9,850,000</b>	<b>14,988,451</b>

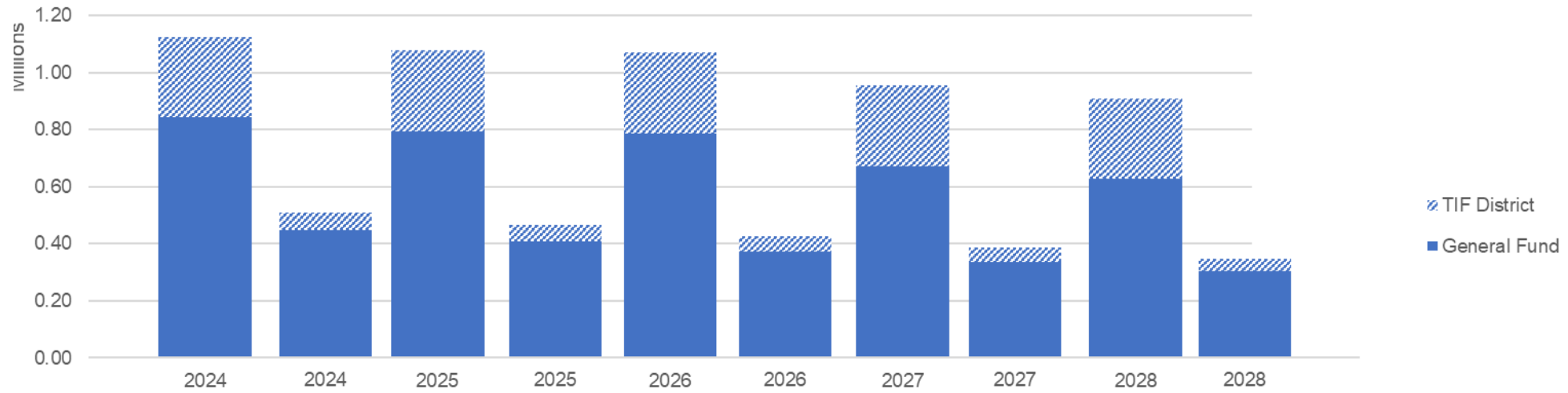
### Debt Interest -Municipal Bond

Bond Name	2024	2025	2026	2027	2028	2029+	Total
\$2,000,000 2018 Bond [Route 1 Sewer]	59,625	55,250	51,500	47,125	42,125	196,563	452,188
\$2,500,000 2018 Bond - ROW	67,944	61,444	56,944	51,694	45,694	199,459	483,178
\$200,000 2020 Bond Refunding - Trails	8,179	7,518	6,967	6,415	5,864	9,964	44,908
\$3,895,000 2020 Bond Refunding - Fire	71,571	65,782	60,958	56,135	51,311	300,686	606,442
\$4,175,000 2016 Bond Refunding - Roads	59,750	46,150	32,650	20,550	10,650	26,175	195,925
\$495,000 MDOT Bridge Note	2,551	1,714	864			-	5,129
\$7,250,000 2018 Bond - PW Building	224,688	213,750	204,375	193,438	180,938	1,669,844	2,687,031
<b>Grand Total</b>	<b>494,307</b>	<b>451,608</b>	<b>414,258</b>	<b>375,356</b>	<b>336,581</b>	<b>2,402,691</b>	<b>4,474,801</b>
General Fund	434,682	396,358	362,758	328,231	294,456	2,206,128	4,022,613
TIF District	59,625	55,250	51,500	47,125	42,125	196,563	452,188
<b>Grand Total</b>	<b>494,307</b>	<b>451,608</b>	<b>414,258</b>	<b>375,356</b>	<b>336,581</b>	<b>2,402,691</b>	<b>4,474,801</b>

**Debt Principal and Interest by Bond Over Time**



**Debt Principal and Interest by Funding Mechanism Over Time**



## Debt Service Capital Financing

### Debt Principal – Capital Financing

Capital Request	2024	2025	2026	2027	2028	2029+	Total
2024 New IT Work Vehicle Financing @	9,899	8,144	8,551	8,979	9,428	-	45,000
2024 Fire Dept - Pumper - ID 404 Financing	64,967	67,566	70,268	73,079	76,002	428,118	780,000
2024 Fire Dept - Ambulance - ID 414 Financing	50,772	52,803	54,915	57,112	59,397	-	275,000
2024 Extrication Equipment FD Financing @	16,498	13,573	14,252	14,964	15,713	75,000	150,000
2024 DPW - Sidewalk Plow - ID 367 Financing	26,771	27,842	28,955	30,114	31,318	-	145,000
2024 DPW - Patrol Truck - ID 336 Financing	35,079	36,482	37,942	39,459	41,038	-	190,000
2024 DPW - Crack Sealer - ID 317 Financing	7,385	7,680	7,988	8,307	8,640	-	40,000
2024 331 New Patrol Truck [District Growth] Financing @	60,493	49,768	52,256	54,869	57,613	-	275,000
2024 322 DPW Loader Financing	51,694	42,529	44,656	46,888	49,233	-	235,000
2023 General Fund 5-Year Financing	205,177	211,478	217,972	224,666		-	859,293
2022 WRRD Toolcat Financing	6,389	6,475	6,563			-	19,427
2022 General Fund 5-Year Financing	121,393	123,032	124,693			-	369,119
2022 Fire Dept Pumper Financing	59,069	60,569	62,107	63,685	65,303	278,224	588,957
2022 DPW Street Lights Financing	73,059	74,221	152,001			-	299,281
2021 General Fund 5-Year Financing	55,495	56,155				-	111,650
2021 General Fund 10-Year Financing	69,655	70,672	71,704	72,751	73,813	227,968	586,562
2021 Chevy Volt Financing	4,081	4,130				-	8,210
2020 WRRD Crane Truck Financing	13,585					-	13,585
2020 General Fund Bundled Financing	143,788					-	143,788
2020 City Copiers Financing	24,830					-	24,830
2020 Ambulance Financing	50,253					-	50,253
2019 Vac Truck Financing	40,530	41,982				-	82,512
2019 2 Dump Trucks + F550 Financing	68,171	70,612				-	138,783
2018 2 Dump Trucks Financing	50,860					-	50,860
2017 Excavator Case Cx60C Financing	10,467					-	10,467
2016 Plow Package Financing	2,651	2,746				-	5,396
2016 Fire Truck Financing	50,688	51,769				-	102,457
<b>Total</b>	<b>1,373,700</b>	<b>1,080,228</b>	<b>954,824</b>	<b>694,874</b>	<b>487,495</b>	<b>1,009,310</b>	<b>5,600,430</b>

## Debt Interest – Capital Financing

Capital Request	2024	2025	2026	2027	2028	2029+	Total
2024 New IT Work Vehicle Financing @		1,755	1,348	920	471	-	4,495
2024 Fire Dept - Pumper - ID 404 Financing	31,200	28,601	25,899	23,088	20,165	52,717	181,669
2024 Fire Dept - Ambulance - ID 414 Financing	11,000	8,969	6,857	4,660	2,376	-	33,862
2024 Extrication Equipment FD Financing @		2,925	2,246	1,534	786	-	7,491
2024 DPW - Sidewalk Plow - ID 367 Financing	5,800	4,729	3,615	2,457	1,253	-	17,855
2024 DPW - Patrol Truck - ID 336 Financing	7,600	6,197	4,738	3,220	1,642	-	23,396
2024 DPW - Crack Sealer - ID 317 Financing	1,600	1,305	997	678	346	-	4,925
2024 331 New Patrol Truck [District Growth] Financing @		10,725	8,237	5,624	2,881	-	27,467
2024 322 DPW Loader Financing		9,165	7,039	4,806	2,462	-	23,472
2023 General Fund 5-Year Financing	26,389	20,088	13,593	6,899		-	66,970
2022 WRRD Toolcat Financing	262	176	89			-	527
2022 General Fund 5-Year Financing	4,983	3,344	1,683			-	10,011
2022 Fire Dept Pumper Financing	14,959	13,459	11,921	10,343	8,726	17,889	77,297
2022 DPW Street Lights Financing	4,759	3,597	3,635			-	11,990
2021 General Fund 5-Year Financing	1,329	668				-	1,997
2021 General Fund 10-Year Financing	8,564	7,547	6,515	5,468	4,406	6,689	39,189
2021 Chevy Volt Financing	98	49				-	147
2020 WRRD Crane Truck Financing	259					-	259
2020 General Fund Bundled Financing	3,167					-	3,167
2020 City Copiers Financing	916					-	916
2020 Ambulance Financing	957					-	957
2019 Vac Truck Financing	2,955	1,503				-	4,458
2019 2 Dump Trucks + F550 Financing	4,970	2,529				-	7,498
2018 2 Dump Trucks Financing	1,755					-	1,755
2017 Excavator Case Cx60C Financing	335					-	335
2016 Plow Package Financing	193	98				-	291
2016 Fire Truck Financing	2,184	1,104				-	3,288
<b>Total</b>	<b>136,233</b>	<b>128,534</b>	<b>98,412</b>	<b>69,698</b>	<b>45,511</b>	<b>77,294</b>	<b>555,683</b>

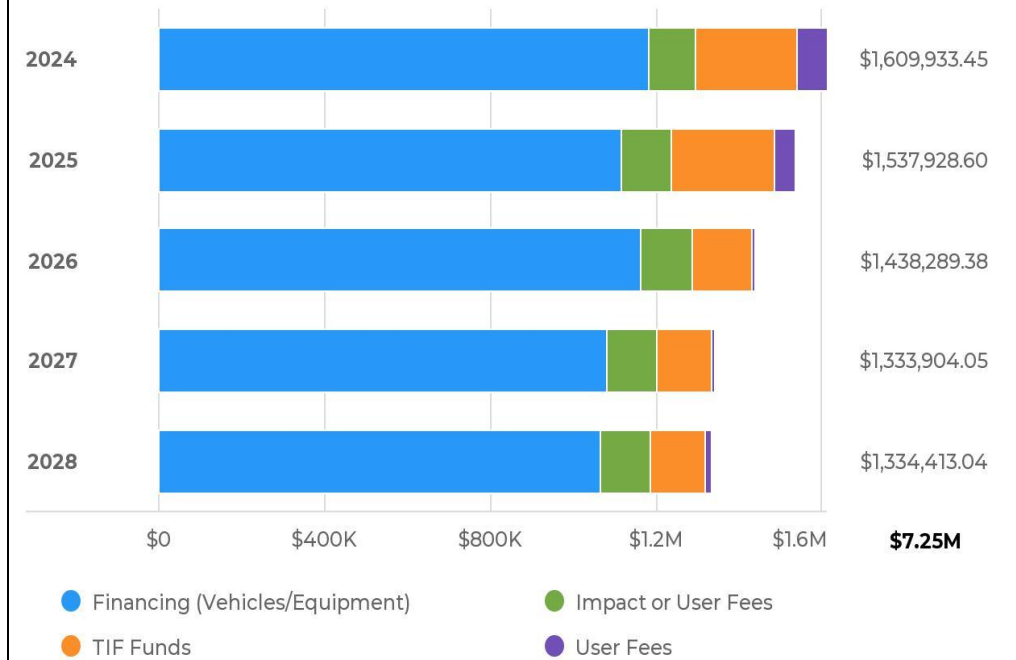


### Future Asset Replacement Schedule

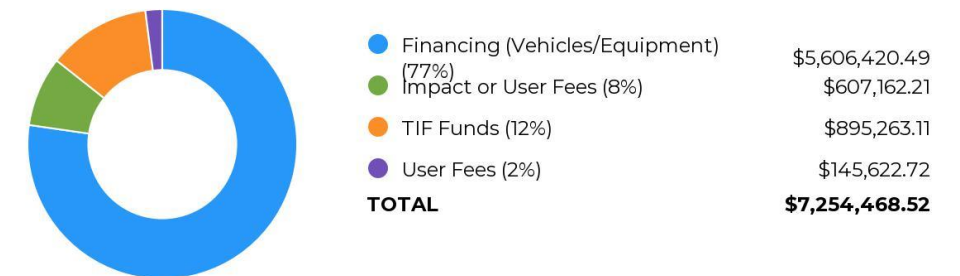
Capital Request	2024	2025	2026	2027	2028
2024 322 DPW Loader Financing	235,000				
2024 331 New Patrol Truck [District Growth] Financing	275,000				
2024 DPW - Crack Sealer - ID 317 Financing	40,000				
2024 DPW - Patrol Truck - ID 336 Financing	190,000				
2024 DPW - Sidewalk Plow - ID 367 Financing	145,000				
2024 Extrication Equipment FD Financing @	75,000				
2024 Fire Dept - Ambulance - ID 414 Financing	275,000				
2024 Fire Dept - Pumper - ID 404 Financing	780,000				
2024 New IT Work Vehicle Financing @	45,000				
2025 City Copier Financing		116,000			
2025 DPW - Skidsteer - ID 364 Financing		65,000			
2025 Fire Dept - Ambulance - ID 411 Financing		275,000			
2025 Fire Dept - Brush Truck - ID 409 Financing		125,000			
2025 Fire Dept - Pumper - ID 403 Financing		700,000			
2025 Fire Dept - SUV - ID 424 Financing		55,000			
2026 DPW - Blower - ID 323A Financing			200,000		
2026 Fire Dept - Ladder Truck - ID 401 Financing			1,200,000		
2027 City Hall Prius- #102 Financing				30,000	
2027 DPW dump truck - #330 Financing				200,000	
2027 DPW sidewalk paver #3b2 Financing				50,000	
2027 DPW tow behind compressor Financing				30,000	
2027 FD Rescue Pumper- #405 Financing				775,000	
2027 Parks/Rec - Mower - Toro 4500 Financing				85,000	
2028 DPW 301 Sudan Financing					35,000
2028 DPW 308 Pick-up Financing					45,000
2028 DPW 327 Loader Financing					275,000
2028 DPW 332 Patrol Financing					275,000
2028 DPW 333 Patrol Financing					275,000
2028 FD 426 Tahoe Financing					75,000
2028 WRRD 504 F-350 Financing					75,000

### Financing Overview – Current and Future

Funding Source By Year



Funding Source By All Years



## Debt Policy

In accordance with 30 MRSA, Section 5061, as amended, no municipality shall incur debt for specified purposes in excess of certain percentages of the state valuation of such municipality. Additionally, no municipality shall incur debt in the aggregate in excess of 15% of its stated assessed valuation. For the purposes of this report, the state assessed value is taken from the FY 2022 audited financial statements.

**The City of Saco is rated Aa3 by Moody's and AA by S&P.**

### Legal Debt Margin Calculation for Fiscal Year 2024

	Outstanding bonds and leases	Percent of state assessed value \$2,925,550,000	Allowable Amount	Margin
For waste water treatment plant	123,734	7.50%	219,416,250	219,292,516
For municipal	18,330,147	7.50%	219,416,250	201,086,103
<b>Total</b>	<b>\$18,453,881</b>	<b>15.00%</b>	<b>\$438,832,500</b>	<b>\$420,378,619</b>

## Status of the Capital Fund

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Starting Balances	FY 2023 Curr (Thru Feb)	FY 2023 Curr Balances	FY 2024 Budget
Expense	CAP PROJ - FACILITIES	0	835,400	1,707,312	652,764	818,361	201,405	616,956	293,750
	CAP PROJ - GROUNDS	0	90,722	61,421	143,948	177,247	118,478	58,769	165,000
	CAP PROJ - IMPACT FEES	0	(102,180)	(41,458)	(115,660)	823,462	164,148	659,314	0
	CAP PROJ - ROW INFRASTRUCTURE	0	10,001	279,442	725,888	678,032	145,684	532,348	362,250
	CAP PROJ - UTILITIES	0	(35,677)	29,060	271,707	730,815	406,025	324,790	257,010
	CAP PROJ - VEHICLES & EQUIP	0	100,809	44,696	25,755	147,990	24,627	123,363	177,800
	FEDERAL GRANT EXPENSES	0	0	0	23,578	0	0	0	667,000
	FEMA REIMBURSEABLE EXPENSES	0	0	0	0	0	6,838	0	0
	PUBLIC PRIVATE PARTNERSHIP	0	0	0	0	0	18,962	0	0
	STATE GRANT EXPENSES	0	0	0	241,187	0	48,284	0	860,000
	TRANSFER TO GENERAL FUND	0	100,000	117,547	0	0	0	0	0
<b>Expense Total</b>		<b>0</b>	<b>999,075</b>	<b>2,198,019</b>	<b>1,969,166</b>	<b>3,375,907</b>	<b>1,134,451</b>	<b>2,241,456</b>	<b>2,782,810</b>

For a line item detail of the Capital Projects fund, please see the "Other Funds Line Item Detail" at the end of Section 6.



## Section 4 – Department Budgets



## Assessing

### Assessment Organization Chart

Tax Assessor

March, 2023  
FTE: 3

Deputy Tax Assessor

Property Appraiser

The Assessing Department's mission is to assess the City of Saco's land, buildings, and personal property fairly and equitably, while providing excellence and transparency in public service. We strive to accomplish this by identifying and uniformly assessing property within the city by utilizing accepted mass appraisal principles and maintaining conformance with state laws. Our mission ensures that effort put forth results in the creation and maintenance of accurate parcel maps used to provide geographic data analysis and to efficiently provide the public with high quality electronic products and services; All created in a supportive work environment that encourages cooperation, honesty, integrity, and respect.

One of the most important tasks the Assessing Department performs is to monitor assessed values as they relate to the qualified sales information collected monthly. These qualified sales, or arms-length transactions, are analyzed to create fair and equitable tax apportionments. Using the sales analysis, the Assessing Department appraises every property in the city in order to reach a citywide assessed valuation. The assessor does not determine property taxes. Instead, the assessed valuation determines the overall share of taxes paid. Because assessments affect property taxes, it is important that assessed value be fair and accurate.

As the real estate market continues to fluctuate, we are diligently working to maintain acceptable assessment standards that fall within our state's statutory guidelines.



#### Performance Data & Goals for Fiscal Year 2023

- Goal: Financial Stability - Continue to strive for optimal efficiency in maintaining accurate property record card data. Performance Measure: We accepted and processed over 1,000 applications for the LD290 Property Tax Stabilization from August until the deadline on December 1, 2022, and are preparing for implementation on April 1, 2023. Successful implementation of LD 290 for fiscal year 2023.
- Goal: Organizational Excellence - Maintain staffing levels. Performance measure: We have discontinued the shared assessing agreement with the City of Biddeford. We have a new Assessor and new Deputy Assessor, and the Administrative Listing Assistant is now the Property Appraiser. We are all Certified Maine Assessors and are building a solid assessing team for Saco. Three full-time Saco assessing employees.
- Goal: Organization Excellence - Improve training and certifications. Performance measure: Our staff has continued to further their education and keep up with the increased responsibilities due to new construction growth, and the new senior tax program administration. The assessing staff of three are all Certified Maine Assessors; and maintain their continuing education to keep certification.

#### Goals for Fiscal Year 2024

- Funded Goal: Create efficiencies in data analysis and organizational processes. Continue to promote transparency for taxpayers. \$3,000 in additional contracted services, primarily for GIS updates.
- Funded Goal: Prepare for a citywide revaluation in fiscal year 2024. \$250,000
- Funded Goal: Strive for equitable assessment of residential and commercial properties. \$4,446 in overtime for the department.
- Continue making market adjustments to meet acceptable sales ratio standards for state governance.

## Assessing Budget Overview

### Assessing Expenses Funded from General Fund

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	120,812	173,305	136,570	140,815	142,422	144,422	27,363	18.95%	171,785	0	171,785
	Contracts	50,106	39,622	27,389	38,692	2,644	54,211	220,900	407.48%	275,111	0	275,111
	Equipment	1,508	27	0	0	959	159	0	0.00%	159	0	159
	Fees	25,136	12,078	10,013	12,035	15,326	13,429	50	0.37%	13,479	0	13,479
	Maintenance/Parts	0	0	0	0	50	0	0		0	0	0
	Miscellaneous	455	0	0	340	1,089	0	0		0	0	0
	Overtime	30	0	0	39	0	0	4,446		4,446	0	4,446
	Programs	852	855	1,445	1,258	714	1,000	0	0.00%	1,000	0	1,000
	Supplies	8,985	3,483	4,319	6,575	5,377	3,800	600	15.79%	4,400	0	4,400
	Travel/Training	2,880	3,602	2,324	2,237	2,352	5,000	0	0.00%	5,000	0	5,000
	Utilities	1,914	3,526	2,442	2,940	2,915	3,458	(204)	(5.89%)	3,254	0	3,254
<b>Expense Total</b>		<b>212,678</b>	<b>236,497</b>	<b>184,503</b>	<b>204,929</b>	<b>173,848</b>	<b>225,479</b>	<b>253,156</b>	<b>112.27%</b>	<b>478,634</b>	<b>0</b>	<b>478,634</b>

### Assessing Expenses Funded from TIFs

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	0	0	45,523	46,938	32,786	48,141	9,121	18.9%	57,262	0	57,262
<b>Total Budget</b>		<b>212,678</b>	<b>236,497</b>	<b>184,503</b>	<b>204,929</b>	<b>173,848</b>	<b>225,479</b>	<b>253,156</b>		<b>535,896</b>	<b>0</b>	<b>535,896</b>

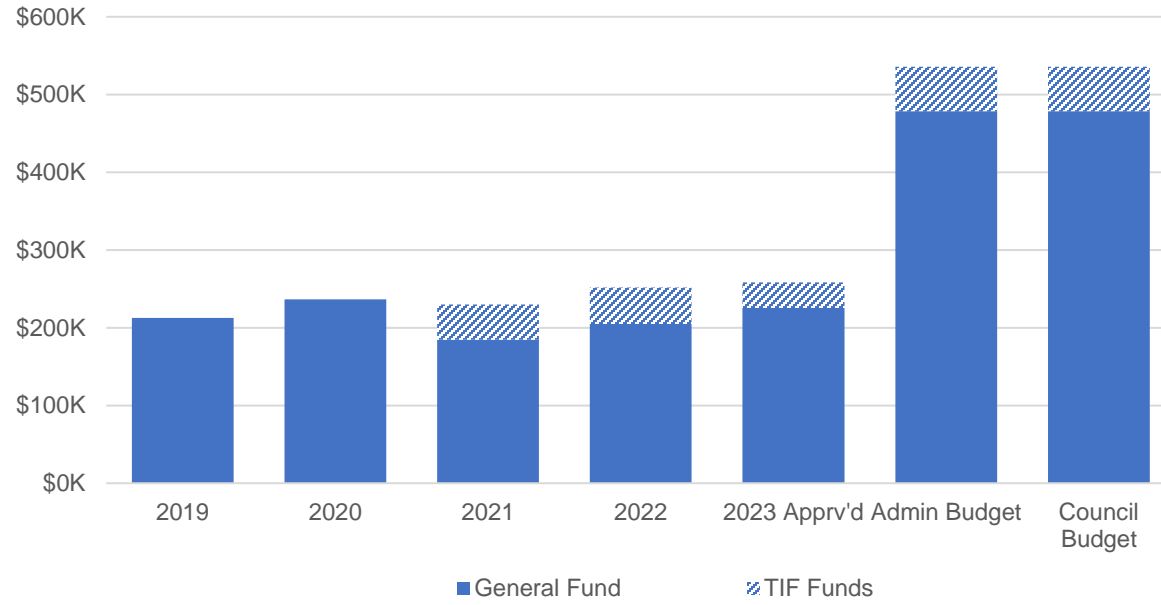
### Assessing Revenues

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Revenue	Local	19,526	833	33,120	15,900	0	0	0		0	0	0
<b>Revenue Total</b>		<b>19,526</b>	<b>833</b>	<b>33,120</b>	<b>15,900</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Income</b>		<b>(193,151)</b>	<b>(235,664)</b>	<b>(151,383)</b>	<b>(189,029)</b>	<b>(173,848)</b>	<b>(225,479)</b>			<b>(535,896)</b>		<b>(535,896)</b>

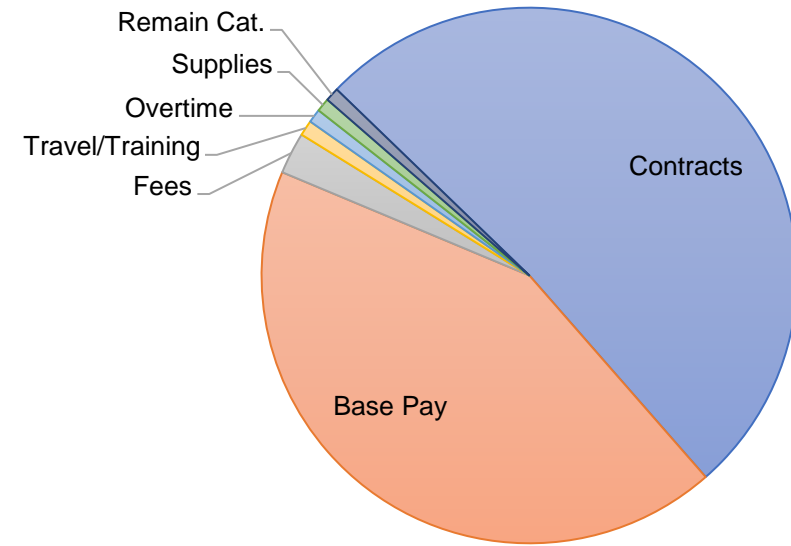


## Assessing Budget Overview

Budgeted Expenses Over Time



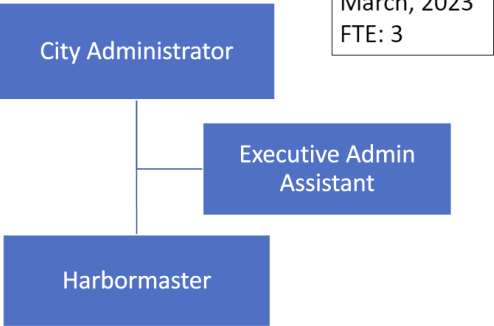
Budgeted Expenses by Category



# Administration



## Administration Organization Chart



City Administration directs day-to-day City operations, oversees the 14 municipal departments, and manages the City's long-term planning processes. Administration acts as a central office for purchasing and bids/requests for proposals, dissemination of public information, and administering grants and projects that require the coordination of multiple departments. The City Administrator, in coordination with the Finance Department, also proposes and develops the annual budget

The department takes great pride in the City of Saco and works closely with our internal departments, advisory bodies, supported entities, and external organizations, building and maintaining partnerships and strong relationships. Saco continues to thrive, and the Administration Department is honored to serve the citizens of Saco and ensure they receive top-quality services. In the new year, we hope to continue taking on many of the big challenges facing the City and drive progress for our citizens.

### Performance Data & Goals for Fiscal Year 2023

- Financial Stability Goal. Performance measure: Administration, in coordination with Finance, proposed a responsible annual budget that limited impact to our taxpayers with net tax levy increase below 3% for FY2024.
- Schools and Infrastructure Goal. Performance measure: Continuing work with the Army Corp of Engineers, our Congressional delegation and community groups to make progress toward a project partnership agreement and construction of the jetty spur. This is of extremely high importance to our Camp Ellis neighborhood in reducing the potential impact of damaging waves in major storms. Administration has also been engaged in the creation of a regional dredge program and the establishment of a dredge authority to manage the County's newly acquired dredge equipment. One on-site visit for ACOE project and one dredge equipment purchased in FY2023.
- Economic Opportunity Goal. Performance measure: This past year we engaged with a leadership coach to further help us become an effective team as well as help individual members achieve their career goals. Eight sessions total.

### Goals for Fiscal Year 2024

City Administration is tasked with administering strategic planning as laid out by Council. As such, the department's top goals align with Council priorities:

- Financial Stability Goal: Ensure an equitable and sustainable tax base that offers diverse residential, affordable housing and commercial opportunities.
- Schools and Infrastructure Goal: Invest in our schools and infrastructure in ways that are fiscally responsible, environmentally resilient, and support the growth our community wants.
- Economic Opportunity Goal: Attract and retain a diverse mix of businesses, quality jobs and investment by providing services that offer everyone a path to opportunity.

## Administration Budget Overview

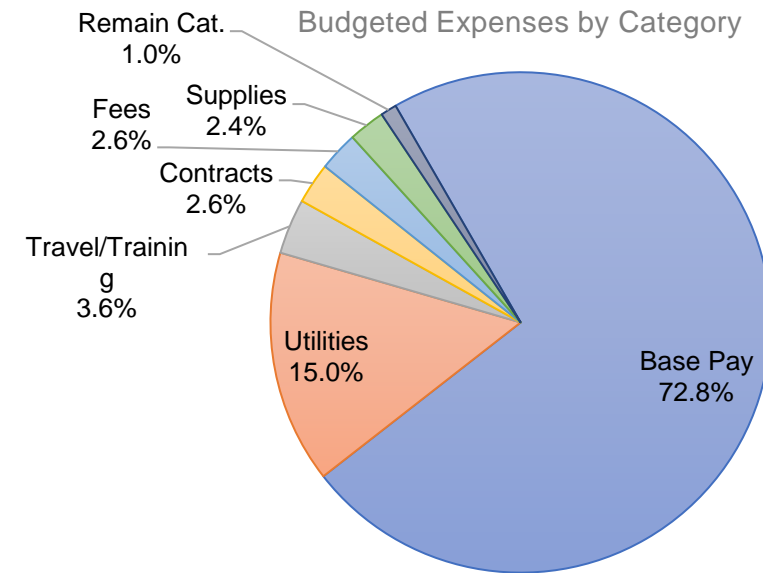
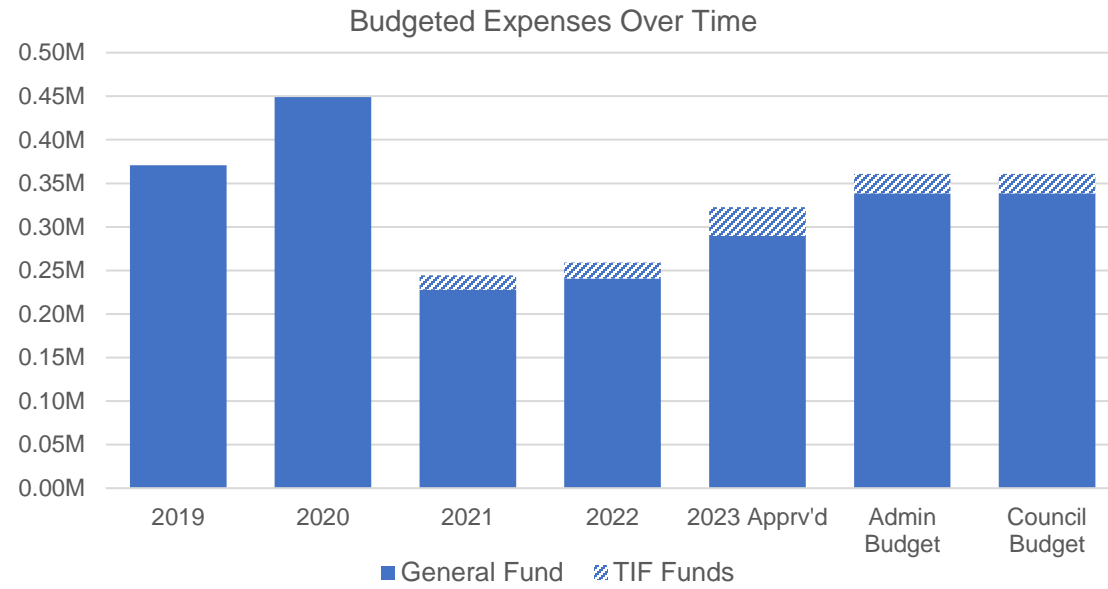
### City Administration Expenses Funded from General Fund

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Miscellaneous	16,948	374	308	5,310	910	500	0	0.00%	500	0	500
	Base Pay	310,063	321,470	162,424	176,140	206,754	211,920	28,504	13.45%	240,424	0	240,424
	Contracts	24,723	12,509	18,977	4,265	1,854	9,550	0	0.00%	9,550	0	9,550
	Equipment	995	2,178	664	0	0	1,250	0	0.00%	1,250	0	1,250
	Fees	1,822	5,606	4,964	8,293	8,066	14,964	(5,759)	(38.48%)	9,205	0	9,205
	Supplies	5,147	7,415	3,036	3,208	5,829	5,520	3,000	54.35%	8,520	0	8,520
	Travel/Training	8,540	7,608	1,165	3,641	9,556	5,900	6,978	118.27%	12,878	0	12,878
	Utilities	2,657	34,363	33,312	36,499	36,010	37,846	16,403	43.34%	54,250	0	54,250
	Maintenance/Parts	0	55,444	3,091	3,341	2,101	2,000	0	0.00%	2,000	0	2,000
	Overtime	0	2,141	0	0	42	0	0		0	0	0
<b>Expense Total</b>		<b>370,894</b>	<b>449,110</b>	<b>227,939</b>	<b>240,696</b>	<b>271,120</b>	<b>289,450</b>	<b>49,126</b>	<b>16.97%</b>	<b>338,577</b>	<b>0</b>	<b>338,577</b>

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expenses	Base Pay	0	0	16,390	18,528	12,655	33,210	(11,003)	(33.1%)	22,207	0	22,207
<b>Total Budget</b>		<b>370,894</b>	<b>449,110</b>	<b>244,329</b>	<b>259,224</b>	<b>283,775</b>	<b>322,660</b>	<b>38,123</b>		<b>360,783</b>	<b>0</b>	<b>360,783</b>
<b>Operating Income</b>		<b>(370,894)</b>	<b>(449,110)</b>	<b>(244,329)</b>	<b>(259,224)</b>	<b>(283,775)</b>	<b>(322,660)</b>			<b>(360,783)</b>		<b>(360,783)</b>

## Administration Budget Overview



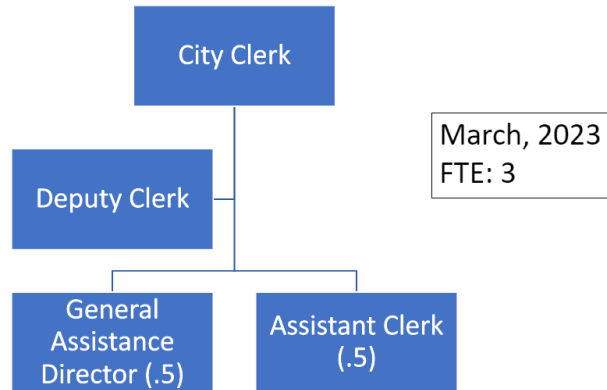
## City Clerk

The office of the City Clerk strives to deliver the highest level of professionalism and customer service to the residents of Saco. We, through dedicated employees, continue to be stewards of Municipal records and provide reasonable access to said records, conduct elections enabling our residents to exercise their constitutional rights, and provide financial assistance to vulnerable community members who need support.

- Permanent Records: We maintain vital records, as well as other historical information, providing a resource for genealogists and other individuals interested in our permanent records data. Our office is also responsible for the codification of the city charter and ordinances.
- Licensing Agent: Our office is responsible for maintaining and processing all types of licenses required by the municipality and State of Maine.
- Elections: The preparation and the conduct of the state and municipal elections is the responsibility of the Clerk. In addition to elections, the Clerk is required by State Law to certify nomination petitions as well as citizen initiatives. The Clerk also serves as the Registrar of Voters.
- General Assistance: We are responsible for providing immediate aid to people who are unable to provide the necessities essential to sustain themselves or their families. A determination of services is provided within twenty-four hours of application.



### City Clerk Organization Chart



#### Performance Goals & Data for Fiscal Year 2023 through February 28, 2023

- Draft Council Minutes – Prepare and distribute to Council for review within 5 days. Performance data: Out of 17 meetings, 15 sets of minutes were prepared and distributed within the goal of 5 days.
- Permanent Records – Deeds, easement, contracts etc. – File in records storage within 2 days of receipt. Performance data: Twenty-one permanent records were filed within the goal of 2 days.
- Voter Registration Cards – Enter and scan into the Central Voter Registration System within 2 days of receipt. Exception: Election Day Registrations. Performance data: There were 1,047 voter registration cards entered within the goal of 2 days and 11 cards that were entered a few days past the goal.

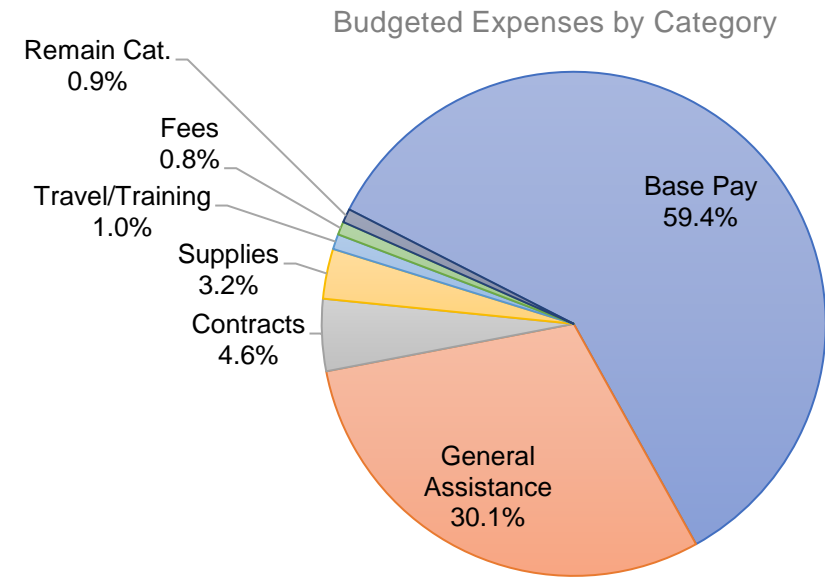
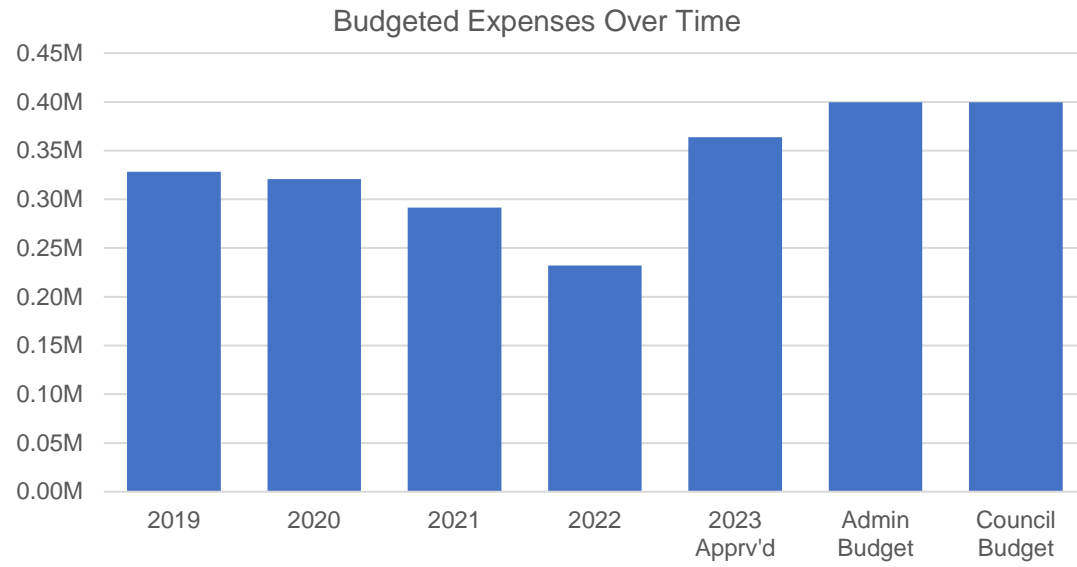
#### Departmental Goals Fiscal Year 2024

- Evaluation of vital record books by a professional preservation company to identify any books that need preservation or restoration in the next fiscal year.
- Promote the License Management System to increase online usage and head towards paperless licensing.
- Improve polling place process flow for voter registration and voting for future elections.
- Coordinate tri-community General Assistance meetings to discuss various issues and increase communication between communities

## City Clerk Budget Overview

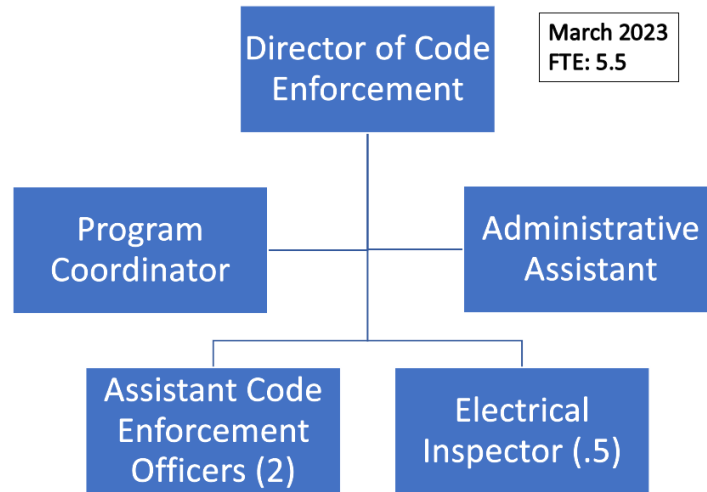
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	148,352	156,669	179,411	161,831	186,111	203,040	34,483	16.98%	237,523	0	237,523
	Contracts	35,641	14,466	9,559	21,679	14,678	18,440	0	0.00%	18,440	0	18,440
	Equipment	8,260	676	1,316	409	1,274	670	0	0.00%	670	0	670
	Fees	410	1,520	5,730	1,440	1,565	1,575	1,800	114.29%	3,375	0	3,375
	General Assistance	120,109	129,681	72,620	33,899	89,610	120,100	0	0.00%	120,100	0	120,100
	Miscellaneous	0	476	2,888	581	280	675	0	0.00%	675	0	675
	Overtime	861	499	1,666	479	42	864	43	4.98%	907	0	907
	Programs	(42)	21	(84)	(21)	(21)	0	0		0	0	0
	Supplies	10,439	12,378	13,443	9,879	7,430	12,815	0	0.00%	12,815	0	12,815
	Travel/Training	1,328	1,020	3,179	320	766	3,900	0	0.00%	3,900	0	3,900
	Utilities	2,761	3,429	1,683	1,659	1,161	1,509	(258)	(17.12%)	1,250	0	1,250
<b>Expense Total</b>		<b>328,119</b>	<b>320,835</b>	<b>291,411</b>	<b>232,155</b>	<b>302,896</b>	<b>363,588</b>	<b>36,068</b>	<b>9.92%</b>	<b>399,655</b>	<b>0</b>	<b>399,655</b>
Revenue	Local	132,927	112,045	101,951	66,928	75,490	55,630	7,770	13.97%	63,400	0	63,400
	State	73,075	85,149	61,148	31,967	70,094	85,498	(1,078)	(1.26%)	84,420	0	84,420
<b>Revenue Total</b>		<b>206,001</b>	<b>197,193</b>	<b>163,099</b>	<b>98,895</b>	<b>145,583</b>	<b>141,128</b>	<b>6,692</b>	<b>4.74%</b>	<b>147,820</b>	<b>0</b>	<b>147,820</b>
<b>Net Cost to Tax Base</b>		<b>(122,118)</b>	<b>(123,642)</b>	<b>(128,312)</b>	<b>(133,260)</b>	<b>(157,313)</b>	<b>(222,460)</b>			<b>(251,835)</b>		<b>(251,835)</b>

## City Clerk Budget Overview



## Code Enforcement

Code Enforcement  
Organization Chart



The Saco Code Enforcement Department's mission is to ensure the public's safety through proper construction oversight, effective zoning compliance, and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations, continued compliance with occupancy and building regulations, zoning regulation enforcement, and all necessary administrative support services.

Fiscal Year 2023 was another busy year for the Code Enforcement Department. The number of permits processed increased again this year, while the demand for residential dwelling units has decreased slightly. There was an increase in commercial spending closing the gap with residential spending. Most of the commercial activity was renovation of existing buildings.



### Performance Data & Goals for Fiscal Year 2023

- Goal: Processing permit applications in a reasonable time frame. *Performance Data: Building Permit activity continued to increase with 1,696 total permits issued for Fiscal Year 2023 compared to 1,562 for Fiscal Year 2022. This number is comprised of 244 Plumbing Permits, 648 Electrical Permits, 505 Building Permits, and 154 Certificates of Occupancy, with each permit requiring no less than 1 inspection, and on average, 3 to 5 for residential and 3 to 10 for commercial projects. We issued 145 Seasonal Rental Permits. During the pandemic, complaint activity was low but increased in Fiscal Year 2022 and continued to increase in Fiscal Year 2023.*
- Answering all questions and inquiries in a timely manner (Building, Zoning, and Complaints).
- Assisting all parties as they navigate the process from permit to inspection to final Certificate of Occupancy. *Performance Data: The total number of housing units built in Saco decreased to 127 units, down from 150 units in the previous year. For 2023, the number of detached single-family housing units constructed was 53 compared to 67 for 2022. There were also 16 condo units, 1 mobile unit, 8 multi-family buildings/49 units, and 8 accessory apartments. There were three new commercial buildings constructed, located at 42 & 45 Industrial Park Road and 14 Phillips Spring Road.*
- Investigating and pursuing new technology and systems to disseminate the data this office receives to the public and all other departments that would benefit from the information.

### Goals for Fiscal Year 2024

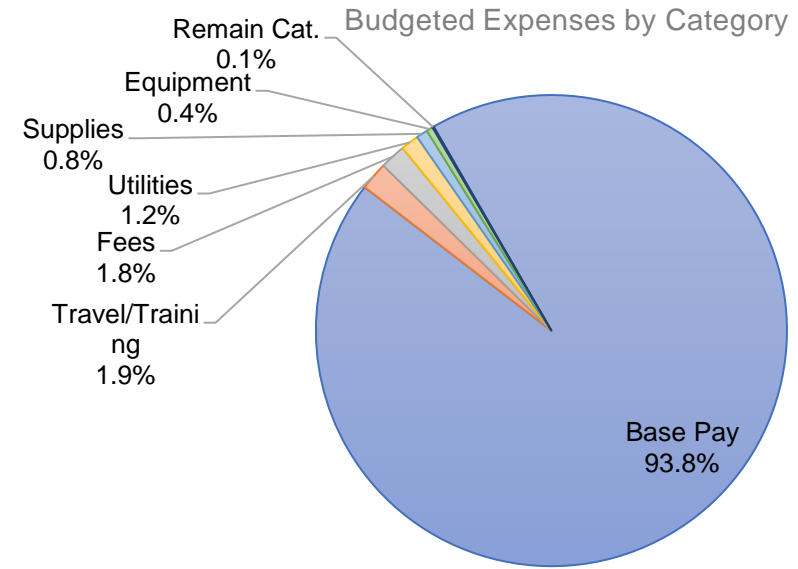
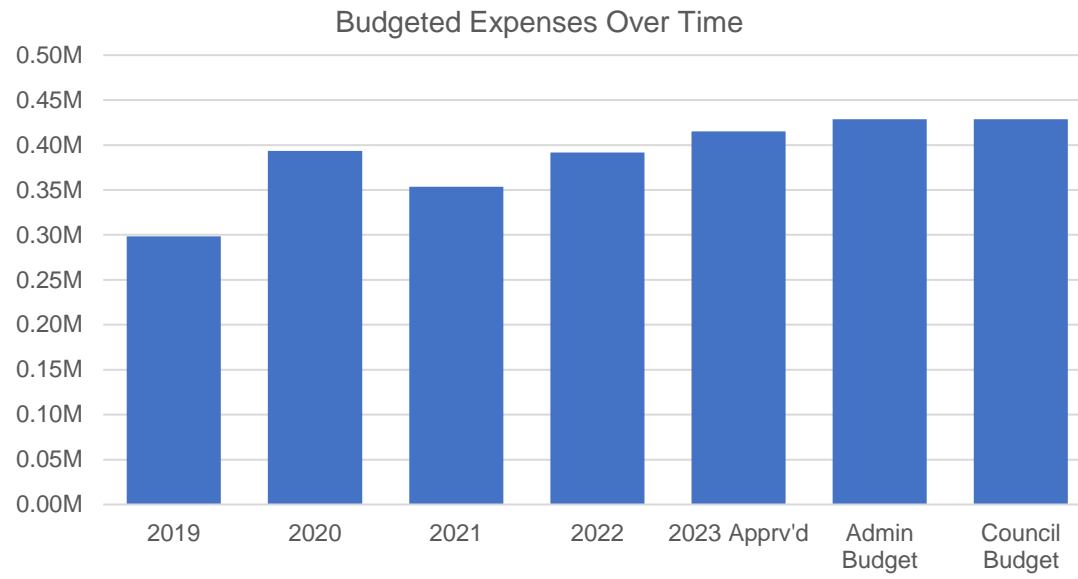
The duties of the Code Enforcement Office align with the Council goal of Growth and Innovation. The Code Enforcement Office maintains excellent customer service to assist in growth and achieve the Council's goal by:

- Processing permit applications in a reasonable time frame.
- Answering all questions and inquiries in a timely manner (Building, Zoning, and Complaints).
- Assisting all parties as they navigate the process from permit to inspection to final Certificate of Occupancy.
- Investigating and pursuing new technology and systems to disseminate the data this office receives to the public and all other departments that would benefit from the information.



## Code Enforcement Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		% Change	Administrator's Budget	Council Amendments	Approved Budget	
						Curr (as of Feb)	FY 2023 Approved					
Expense	Miscellaneous	220	0	322	134	314	0	0	0	0	0	
	Base Pay	279,134	331,637	328,952	369,241	330,867	388,161	13,813	3.56%	401,973	0	401,973
	Contracts	1,810	812	799	417	0	400	0	0.00%	400	0	400
	Equipment	675	145	871	621	215	1,896	0	0.00%	1,896	0	1,896
	Fees	395	9,494	9,229	9,269	9,194	9,274	(1,749)	(18.86%)	7,525	0	7,525
	Supplies	3,191	3,722	4,582	2,479	2,766	3,450	(100)	(2.90%)	3,350	0	3,350
	Travel/Training	7,345	6,387	4,811	5,375	5,956	8,300	0	0.00%	8,300	0	8,300
	Utilities	5,346	6,084	3,955	4,254	4,352	3,835	1,459	38.04%	5,294	0	5,294
	Maintenance/Parts	306	0	0	0	0	0	0		0	0	0
	Overtime	82	35	0	0	2,619	0	0		0	0	0
	Transfer	0	35,000	0	0	0	0	0		0	0	0
<b>Expense Total</b>		<b>298,503</b>	<b>393,317</b>	<b>353,521</b>	<b>391,789</b>	<b>356,282</b>	<b>415,315</b>	<b>13,422</b>	<b>3.23%</b>	<b>428,738</b>	<b>0</b>	<b>428,738</b>
Revenue	Local	693,360	766,953	716,677	775,262	682,546	652,600	(10,000)	(1.53%)	642,600	0	642,600
<b>Revenue Total</b>		<b>693,360</b>	<b>766,953</b>	<b>716,677</b>	<b>775,262</b>	<b>682,546</b>	<b>652,600</b>	<b>(10,000)</b>	<b>(1.53%)</b>	<b>642,600</b>	<b>0</b>	<b>642,600</b>
	<b>Net Income</b>	<b>394,857</b>	<b>373,636</b>	<b>363,156</b>	<b>383,472</b>	<b>326,264</b>	<b>237,285</b>			<b>213,862</b>		<b>213,862</b>



## Communications

# Communications Organization Chart

Communications  
Director (.5)

March 2023  
FTE: 2

Digital Media  
Manager

Communications  
Coordinator (.5)

The Communications Department's mission is to gather and share information to support and encourage an open, participatory government, informed community, and interconnected City staff.

The Communications Department has 3 employees (1 shared, 1 part-time, and 1 full-time) responsible for providing effective communication with the community to increase the understanding of and support for City programs, policies, and projects and develop positive media relations that provide balanced coverage of City issues. To accomplish our mission, the team manages media/external communications, publishes the City's external and internal newsletter, manages SacoTV, and creates/publishes content for the website and City social media pages. In addition, we support each department and several supported entities for communications planning, messaging, photography and videography, and other support.

We have also supported outreach to community members who aren't online. Printing funds went toward significant informational efforts to reach community members and connect them with resources, such as informational rack cards, and we help organize several virtual/in-person events annually. In addition, we oversaw ongoing improvements to the City Hall Council Chambers, which will soon have high-quality hybrid meeting capability. Our new Communications Coordinator was hired in May 2022, and has bolstered our video production and overall communications output considerably.

We completed the Community Satisfaction Survey in partnership with several City departments and the Center for Research and Public Policy. This survey focused on quality of life, satisfaction with City services, prioritization of City goals, community needs, and communication. Through a multi-modal outreach plan, we were proud to have strong representation from all demographics in Saco with 931 completed surveys. The final report was presented to Council and released to the community in October, 2022, at [www.sacomaine.org/communitysurvey](http://www.sacomaine.org/communitysurvey).

In March, 2023, we won three awards in the Blue Pencil & Golden Screen Awards judged by the National Association of Government Communicators. We were recognized for a Public Service Announcement ("What You Might Lose" PSA), Educational/Instructional Video ("Saco, Maine, Phishing"), and Photojournalist's Portfolio. In this competition, the City competes directly against other municipalities of all sizes, as well as state and federal agencies. We are proud to be recognized for these projects, all completed in partnership with other City departments.

Our department values collaboration. We worked with every other municipal department in Fiscal Year 2023 and are excited to support them further in the year ahead. Our most fruitful collaborations this year included:

- Completing the first Citywide community satisfaction survey since 2013, with 931 respondents from all demographics and +/- 3.2% margin of error at a 95% confidence level.
- Collaborating with Finance and Administration to better explain the budget process, mil rate, and what the approved FY24 budget lays out in plans for the next year in Saco (ongoing). · Partnering with Administration and HR to showcase employees who reached five-year service milestones totaling 300+ years of dedication to the City.
- Working with Saco Police Department, state agencies, and regional law enforcement agencies, we produced a 30-second drunk driving PSA that has aired on local television and online advertising, funded through the partnerships. At no cost to the City, this message has been viewed at least 220,000 times, and is part of the PD's diverse approach to tackling higher-than-usual OUI numbers in Saco in 2022.
- Partnering with Information Technology to create a new internal phishing video, bolstering municipal network security through engaging training.



- Working with the Human Resources Department to further improve the internal City newsletter, the Saco Signal, which aims to improve communication and understanding between City departments and staff. As of March 10, 2023, we have published 24 editions.
- Collaborating with Saco Parks & Recreation and the Bicycle Pedestrian Advisory Committee to inform residents about composting options in Saco. - Supported the Human Resources Department with increased communications and media for recruiting, as hiring continues to be a challenge across many sectors of municipal government nationwide. - Updated Saco's Mayor & City Council video, allowing residents to hear directly from their ward's Councilor.
- Supporting all Council Goals and Objectives, primarily: Quality Service, Transparency & Engagement, and Organizational Excellence.

We look forward to working with other city departments and our community partners to ensure community members feel informed about what is happening in their local government



### Performance Data & Goals for Fiscal Year 2023

(Data from July 1, 2022, and March 10, 2023, unless otherwise stated)

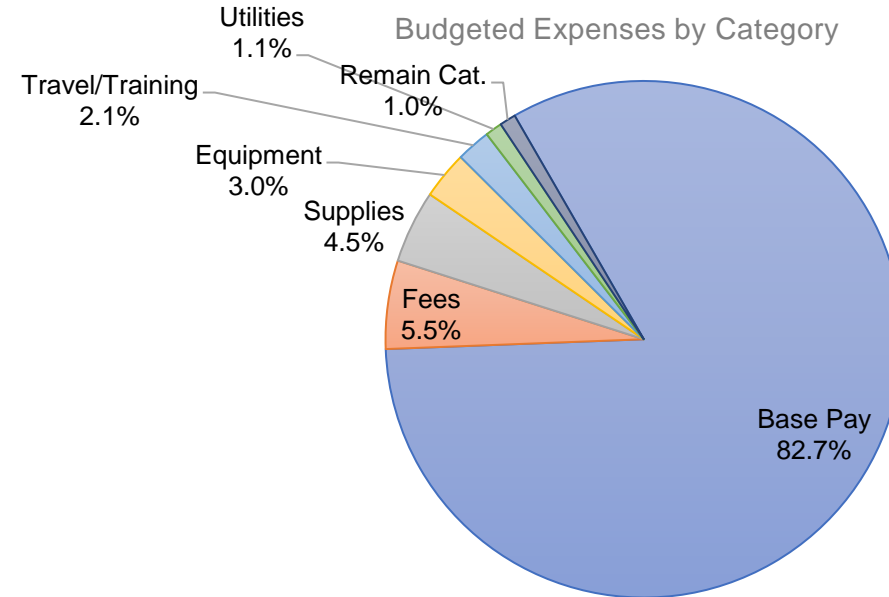
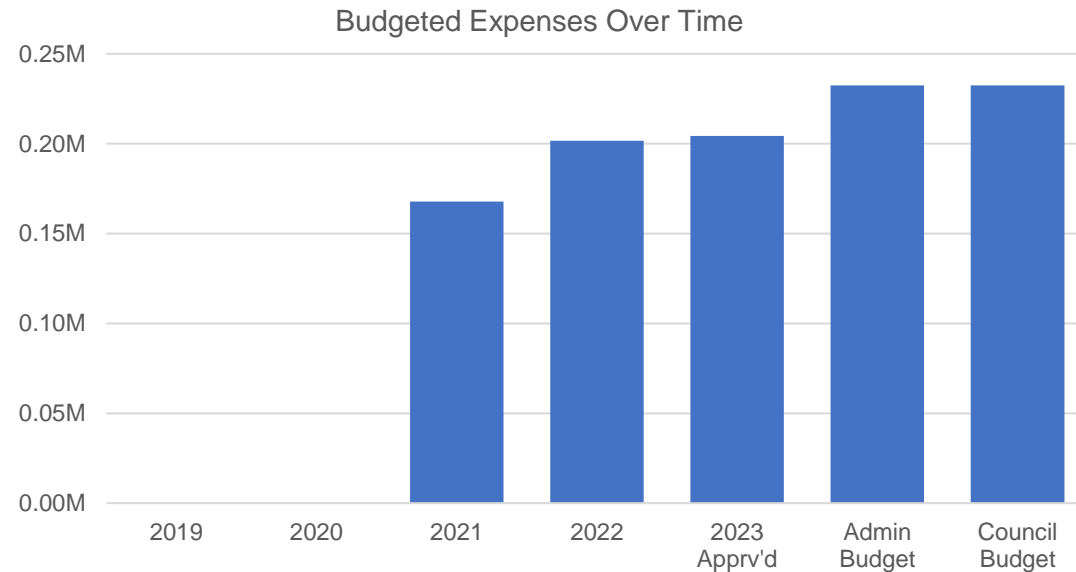
- Goal: Audit Cable Franchise Fees to ensure compliance with the existing contract. Performance Data: Audit completed and \$5,007.22 in underpayment received.
- Goal: Order a new playback device to allow content other than meetings to be scheduled on local access. Performance Data: Device received and installed, awaiting network fiber rerouting to take online in control room.
- Goal: Complete the Community Satisfaction Survey process, which began in FY2022. Performance Data: Completed in October 2022, with 931 responses for a +/- 3.2% margin of error at a 95% confidence level.
- Goal: Explore options for emergency communications. Performance Data: Conversations ongoing with Emergency Management division to determine best steps forward.
- Funded Goal: Convert auditorium to be prepared for potential future hybrid meetings using ARPA funds. Performance Data: Contractor completed hybrid meeting conversion in March, 2023.

### Goals for Fiscal Year 2024

- Goal: Continue exploring options for emergency communications.
- Goal: Prepare for a website refresh anticipated for Fiscal Year 2025-2026.
- Goal: Negotiate a Cable Franchise Agreement to enhance the viewer experience for our broadcasted meetings and additional content on our local access channel, SacoTV.
- Funded Goal: Continue to support marketing and recruiting creative and videos by making the Communications Coordinator position full-time. \$37,241

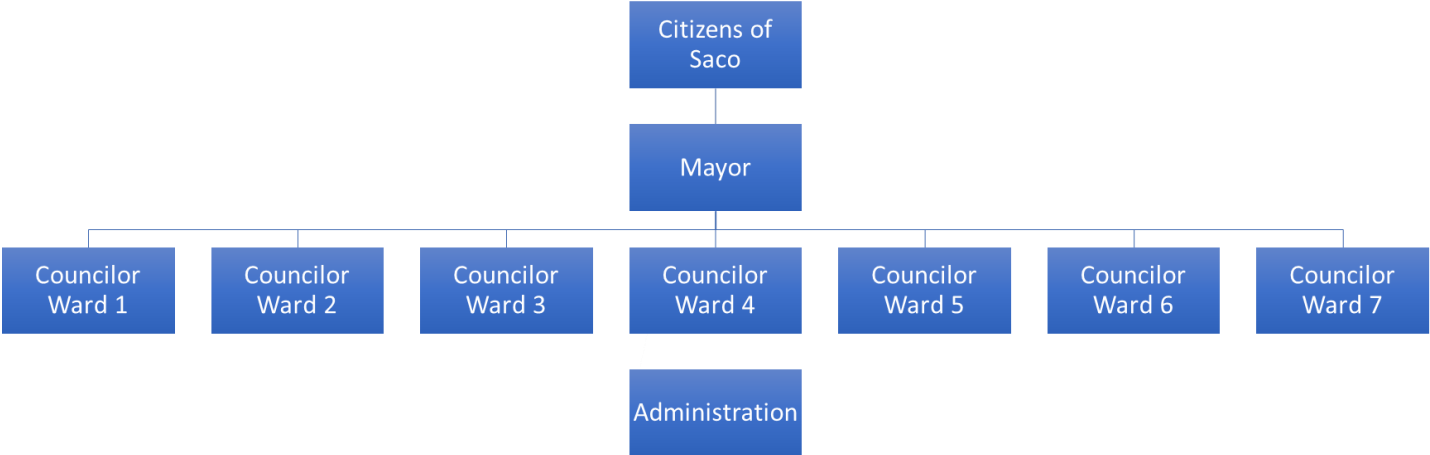
## Communications Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	0	0	140,672	148,548	151,857	164,466	27,843	16.93%	192,309	0	192,309
	Contracts	0	0	143	200	739	500	0	0.00%	500	0	500
	Equipment	0	0	7,199	22,408	5,539	6,935	0	0.00%	6,935	0	6,935
	Fees	0	0	12,321	12,506	10,693	12,860	0	0.00%	12,860	0	12,860
	Maintenance/Parts	0	0	841	1,059	1,518	1,550	0	0.00%	1,550	0	1,550
	Miscellaneous	0	0	67	0	4,788	300	0	0.00%	300	0	300
	Supplies	0	0	4,191	10,920	7,000	10,574	0	0.00%	10,574	0	10,574
	Travel/Training	0	0	1,495	4,056	3,300	4,968	0	0.00%	4,968	0	4,968
	Utilities	0	0	778	2,000	2,262	2,223	238	10.71%	2,462	0	2,462
<b>Expense Total</b>		<b>0</b>	<b>0</b>	<b>167,707</b>	<b>201,696</b>	<b>187,695</b>	<b>204,377</b>	<b>28,081</b>	<b>13.74%</b>	<b>232,458</b>	<b>0</b>	<b>232,458</b>
Revenue	Local	295,924	289,542	291,976	279,899	203,536	292,481	(12,481)	(4.27%)	280,000	0	280,000
<b>Revenue Total</b>		<b>295,924</b>	<b>289,542</b>	<b>291,976</b>	<b>279,899</b>	<b>203,536</b>	<b>292,481</b>	<b>(12,481)</b>	<b>(4.27%)</b>	<b>280,000</b>	<b>0</b>	<b>280,000</b>
<b>Net Income</b>		<b>295,924</b>	<b>289,542</b>	<b>124,268</b>	<b>78,203</b>	<b>15,841</b>	<b>88,104</b>			<b>47,542</b>		<b>47,542</b>



# Council

Council Organization Chart



The City Council went through a strategic direction setting exercise in February 2023. See their Focus Areas and Adopted Council Goals below.

**Schools and Infrastructure**

Goal: Invest in our schools and infrastructure in ways that are fiscally responsible, environmentally resilient, and support the growth our community wants.

**Economic Opportunity**

Goal: Attract and retain a diverse mix of businesses, quality jobs and investment by providing services that offer everyone a path to opportunity.

**Growth & Innovation**

Goal: Guide and promote best practices in planning, land use, and economic development.

**Livable Community**

Goal: Enhance parks' infrastructure, open spaces, community services, and opportunities for recreation.

**Governance**

Goal: Evaluate city ordinances, policies, and the charter, and update or amend to reflect current and relevant standards.

**Environmental Sustainability**

Goal: Implement resiliency measures to foster environmental sustainability and mitigate the effects of climate change and coastal erosion.

**Transparency & Engagement**

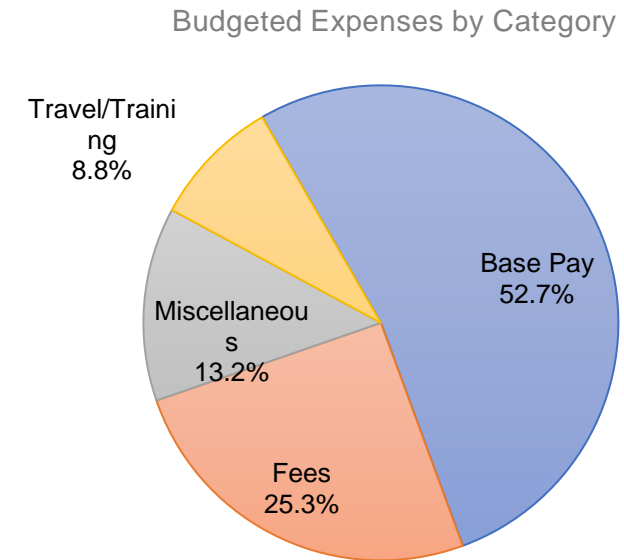
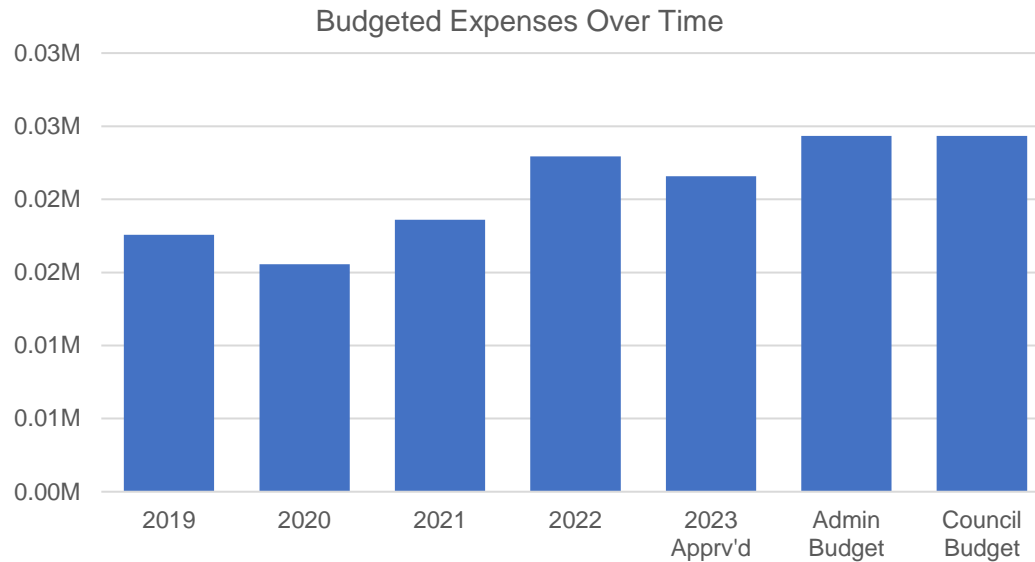
Goal: Foster interdepartmental collaboration, enhance transparency, and promote citizen engagement.

**Organizational Excellence**

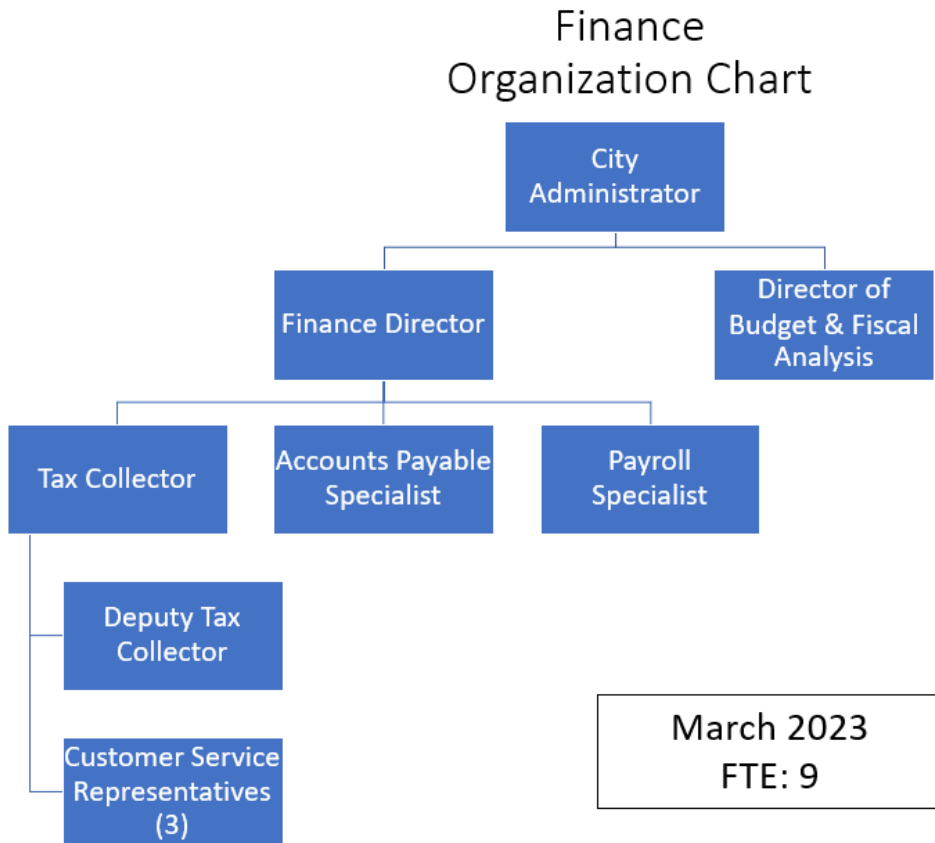
Goal: Enhance recruitment, retention, and professional development strategies to maximize service delivery.

## Council Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expense	Miscellaneous	3,606	1,424	1,834	3,624	735	3,000	0	0.00%	3,000	0	3,000
	Base Pay	11,877	11,430	12,475	12,000	9,000	12,000	0	0.00%	12,000	0	12,000
	Fees	0	0	0	0	0	0	5,759		5,759	0	5,759
	Supplies	254	1,541	4,257	3,039	3,546	4,575	(3,000)	(65.57%)	1,575	0	1,575
	Travel/Training	1,843	1,163	45	4,271	40	2,000	0	0.00%	2,000	0	2,000
<b>Expense Total</b>		<b>17,579</b>	<b>15,557</b>	<b>18,612</b>	<b>22,934</b>	<b>13,321</b>	<b>21,575</b>	<b>2,759</b>	<b>12.79%</b>	<b>24,334</b>	<b>0</b>	<b>24,334</b>
<b>Net Cost to Tax Base</b>		<b>(17,579)</b>	<b>(15,557)</b>	<b>(18,612)</b>	<b>(22,934)</b>	<b>(13,321)</b>	<b>(21,575)</b>			<b>(24,334)</b>		<b>(24,334)</b>



## Finance



The goal of the Finance Department is to support the City of Saco's reputation for best-in-class services through the responsible collection, disbursement, and budgeting of financial resources. In the last year, the Finance Department has faced the same staffing challenges as many other organizations across the country and made several important organizational changes as a result. These changes will enable Finance to improve our internal customer service to front-line departments, improve support on the City's \$20 million/year personnel expenditures, ensure continuance of operations through unplanned absences, and meet the needs of our community members.



## Performance Data & Goals for Fiscal Year 2023

The Finance Department had several ambitious measurable goals for fiscal year 2023 that aligned with the Comprehensive Plan. We are pleased to report on our progress:

- Financial Stability/Strengthen the City's fiscal position: Go to market for professional investment services to make better use of our fund balance. Double interest revenues for the FY2024 budget planning process. Performance Measure: Interest earnings set to increase by 1,653% in FY2024 with budgeted earnings of \$876,851 with Morgan Stanley.
- Financial Stability/Strengthen the City's fiscal position: Expand use of P-Card payments to increase rebate revenues. Double rebate revenues for the FY2024 budget planning process. Performance Measure: Increased rebate revenues by 400% to \$37,858.14.
- Financial Stability/Strengthen the City's fiscal position: Go to market for collections services. Collect \$30,000 on our outstanding receivables. Reduce outstanding receivables by 10% through a combination of collections efforts and thoughtful write-offs. Performance Measure: Implemented LifeQuest as collection agency in July, 2022. Ambulance patient payments increased \$70,830 annually.
- Financial Stability/Strengthen our City's fiscal position: 9.1 Link the annual Capital Improvement Plan process to Comprehensive Plan goals, policies, and strategies.
  - Develop a measurable matrix in collaboration with Public Works to use in prioritizing the 5-year Capital Plan. Performance Measure: New Capital Planning process ties new projects to Comprehensive Plan with reporting available through ClearGov. Capital Planning process extends 30 years.
  - Schedule and complete at least four Capital Planning meetings in FY2023. Four Capital Planning meetings for senior staff completed in latest 12 months. Performance Measure: Significant improvement in cross-departmental communication and strategy around Capital Planning.
- Financial Stability/Strengthen our City's fiscal position: 9.2 Continue financing existing and future facilities and services in fiscally prudent, cost-effective methods.
  - Collate the City's existing portfolio of Capital Assets into a single Asset Reporting Program to assist in prioritizing asset needs and establishing sustainable funding levels. Performance Measure: Project is 75% complete. Continuing efforts between Finance and DPW to capture infrastructure in MUNIS
  - Performance Measure: \$4.7 million in alternative funding mechanisms identified for FY2024 Capital Plan. More than half of capital now funded by alternatives to General Fund tax appropriation.
- Expend roughly 40% of ARPA funding, focusing primarily on capital investment and in line with Council prioritization, in FY2023. Performance Measure: 10% of ARPA Funding expended to date. Capital strategy re-prioritization means most funding will be spent in FY2024.
- Funded Goal: Enroll members in ongoing compliance support and training from the American Payroll Association – the nation's premier payroll training organization. Performance Measure: 3 Finance Department employees are enrolled in the APA, improving the City's compliance with FLSA, IRS, and all other applicable agencies.
- Go to market on insurance. Performance Measure: \$70,000 in cost increase avoidance for FY2024.
- Resolve Ambulance billing challenges. Result \$161,000 increase in commercial payer receipts annually.

**Total Finance Department Accomplishments in FY2023: \$1,216,539**

## Goals for Fiscal Year 2024

The Finance Department has several measurable goals for the coming year that align with the Comprehensive Plan:

- Financial Stability/Strengthen the City's fiscal position: Monitor and collect on Accounts Receivables on a monthly basis including previous fiscal year outstanding balances. Funded \$2800 for impact printers.
- Economic Opportunity: Fully set up Customer Self Serve in which citizens can view and download their tax invoices online. Remove barriers to online payment by eliminating the online fee for e-check payment.
- Financial Stability/Strengthen the City's fiscal position: Launch ACI payment method for enrolled vendors to improve payment security and increase rebates another 10%.
- Financial Stability/Strengthen the City's fiscal position: Identify at least 20 new grant opportunities and support departments in receiving at least 3 new grants. Funded with \$15,000 to be allocated by internal grants working group.
- Financial Stability/Strengthen the City's fiscal position: Facilitate the distribution of \$2.7 million in grant funding currently budgeted in the City's Capital Plan for FY2024.
- Financial Stability/Strengthen the City's fiscal position: Generate Ambulance revenues of \$95,000 average monthly.
- Schools & Infrastructure: Complete the ClearGov build-out and begin Capital Planning process for FY2025 in July.
- Schools & Infrastructure: Roll all infrastructure assets into the City's ERP and generate reasonable funding targets for the Capital Plan.

## Finance Budget Overview

### Finance Expenses Funded from General Fund

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expense	Base Pay	384,653	419,643	559,218	509,044	470,288	524,873	17,688	3.37%	542,561	0	542,561
	Contracts	21,231	30,025	31,612	22,504	34,005	26,400	15,000	56.82%	41,400	0	41,400
	Equipment	1,803	519	540	5,707	4,729	1,800	2,800	155.56%	4,600	0	4,600
	Fees	8,877	89,437	148,548	148,944	143,965	113,126	17,204	15.21%	130,330	0	130,330
	Miscellaneous	40	45	4,798	76	488	0	0		0	0	0
	Overtime	1,400	1,255	3,873	2,346	1,989	3,277	164	5.00%	3,441	0	3,441
	Supplies	23,419	20,182	27,475	25,051	16,781	29,274	0	0.00%	29,274	0	29,274
	Travel/Training	3,435	3,312	141	12,493	8,058	8,836	0	0.00%	8,836	0	8,836
	Utilities	1,722	2,028	3,522	3,832	3,641	4,048	347	8.57%	4,395	0	4,395
<b>Expense Total</b>		<b>446,580</b>	<b>566,447</b>	<b>779,728</b>	<b>729,997</b>	<b>683,945</b>	<b>711,634</b>	<b>53,203</b>	<b>7.48%</b>	<b>764,837</b>	<b>0</b>	<b>764,837</b>

### Finance Expenses Funded from TIFs

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expenses	Base Pay	0	0	10,253	9,984	9,248	33,066	(11,247)	(34.0%)	21,819	0	21,819
	Fees	0	0	0	0	0	15,000	0	0	15,000	0	15,000

### Finance Expenses Funded from ARPA

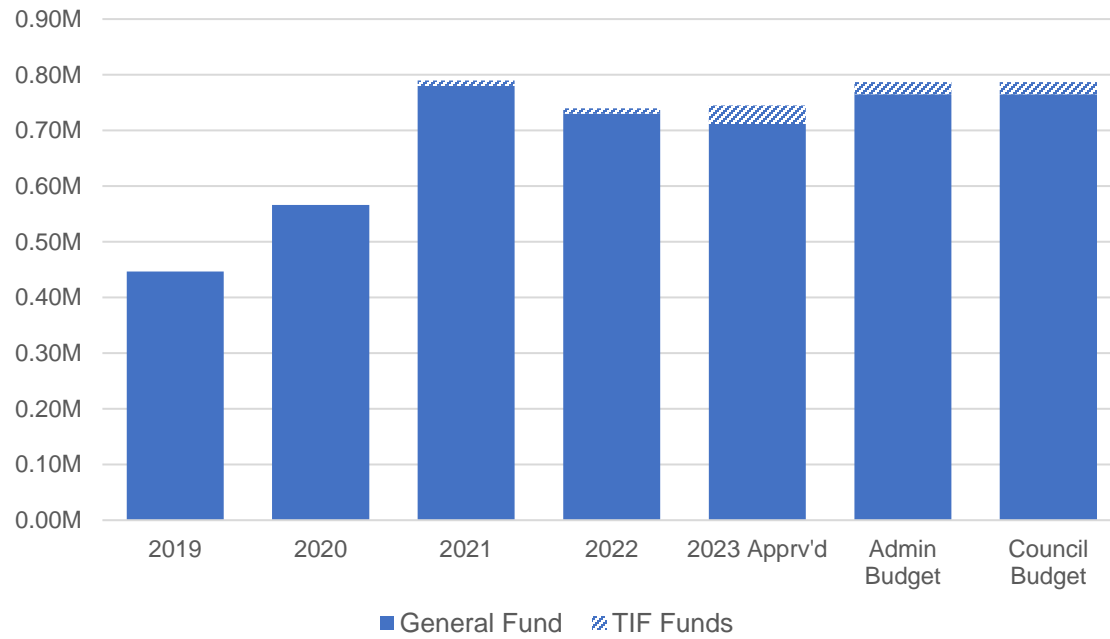
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expenses	Base Pay	0	0	0	0	14,688	25,000	5,546		30,546	0	30,546
<b>Total Budget</b>		<b>446,580</b>	<b>566,447</b>	<b>789,981</b>	<b>739,981</b>	<b>707,881</b>	<b>784,700</b>	<b>47,501</b>	<b>6.1%</b>	<b>832,201</b>	<b>0</b>	<b>832,201</b>

### Finance Revenues

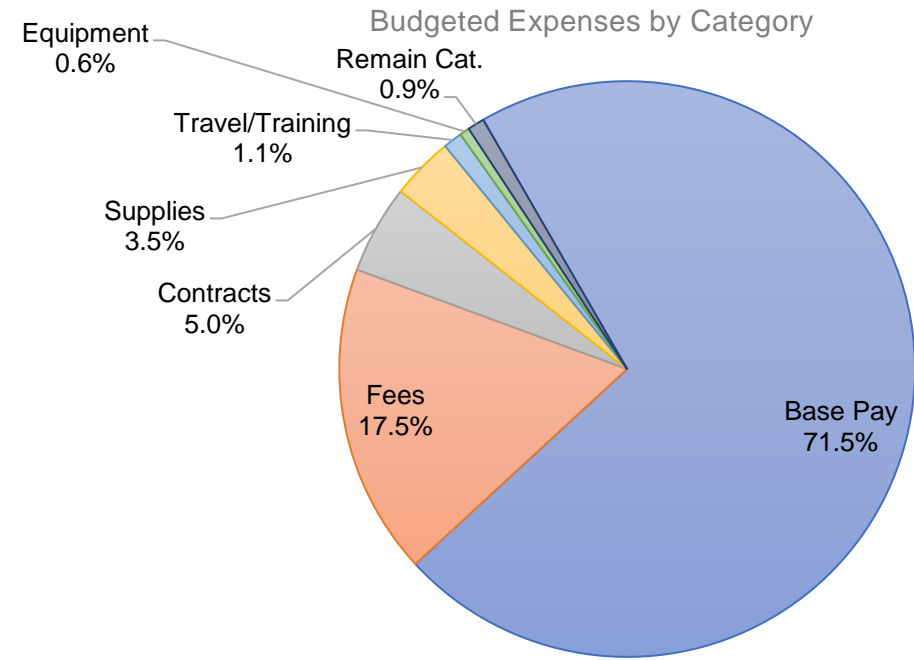
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Revenue	LC - Local	131,359	125,004	217,456	193,787	158,682	192,960	18,350	9.51%	211,310	0	211,310
<b>Revenue Total</b>		<b>131,359</b>	<b>125,004</b>	<b>217,456</b>	<b>193,787</b>	<b>158,682</b>	<b>192,960</b>	<b>18,350</b>	<b>9.51%</b>	<b>211,310</b>	<b>0</b>	<b>211,310</b>

# Finance Budget Overview

Budgeted Expenses Over Time

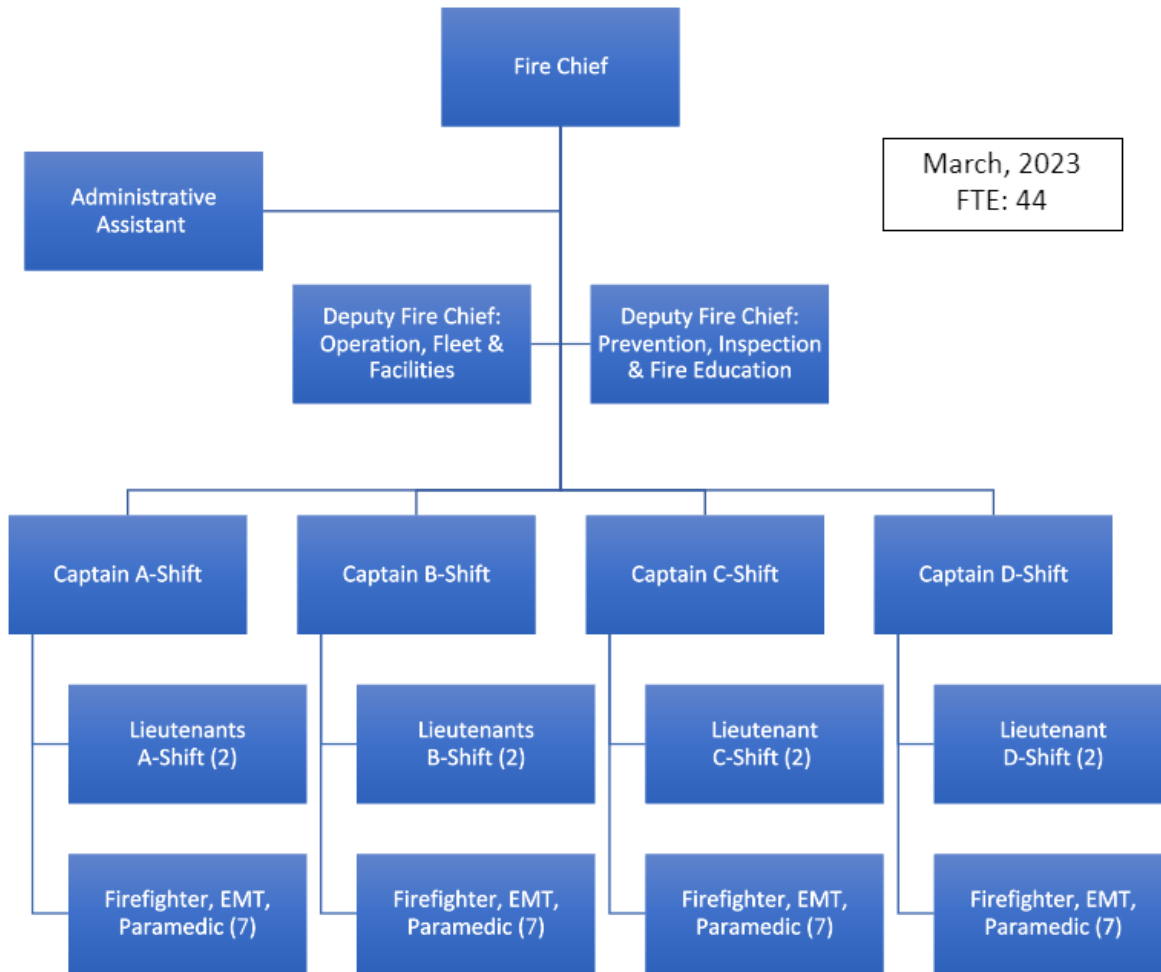


Budgeted Expenses by Category



## Fire & Ambulance

### Fire Organization Chart



The members of the Saco Fire Department continue to provide best-in-class Fire, Rescue & Emergency Response Services for residents of Saco. We do this by leveraging the commitment to excellence that our staff has for the specialized work that they do as Firefighters, Fire Officers, and Emergency Medical Service Clinicians while they serve their community. Providing these services is accomplished through the support of the community and through the oversight of the city council by providing us with the best apparatus, equipment, and resources available to meet those demands.

## Performance Data & Goals for Fiscal Year 2023

- Responded to a total of 4,147 incidents in calendar year 2022, including 24 structural fire responses, over 90 fire-related incidents, 167 motor vehicle accidents, and 3,214 emergency medical service calls.
- With American Rescue Plan Act funding, acquired specialized EMS equipment, including:
  - Cardiac Monitor
  - Lucas Chest Compression System
  - Advanced Life Support Jump Kits
  - IV Medication Pumps
  - Mobile Data Devices for Patient Care Reporting
- Completed the purchase and installation of our Gear Extractor/Washer and Gear Drying Cabinet · To align with our commitment to professional development, our personnel have accomplished the following certifications:
  - Two members are newly licensed Nationally Registered Paramedics
  - One member is a newly licensed Nationally Registered Advanced Emergency Medical Technician
  - Two members are now State Certified Structural Firefighters
  - One of those members continued with their training and is currently attending a Pro Board/State Certified Firefighter II program and is expected to graduate in June 2023
  - Three members are currently enrolled in EMS educational programs and are working toward their Nationally Registered Paramedic Certification with anticipated completion in the Spring '24
- Our community engagement activities included:
  - The Fire Department Open House – estimated 800 visitors
  - Fire Preventions activities in our schools and daycares – more than 1,000 children interactions
  - Delivery of multiple community CPR Classes that lead to more than 157 CPR certifications
  - Partnering with the Saco Police and Saco Parks & Recreation Department at our Drive-thru Trunk or Treat event on Halloween – 700 participants
  - We continue with our annual Central Fire Station Christmas Lighting Ceremony and visit with Santa on Thanksgiving Night
  - And hosting the Salvation Army Giving Tree
- The Organizational Assessment of the Saco Fire Department, prepared by Municipal Resources, Inc. (MRI) and accepted by the Saco City Council in March of 2018 still serves as a guiding document for our organization. The assessment was developed to assist in strategic planning to balance organizational growth as the community continues to grow all while addressing increased call volume and the numerous occurrences of simultaneous and overlapping calls.

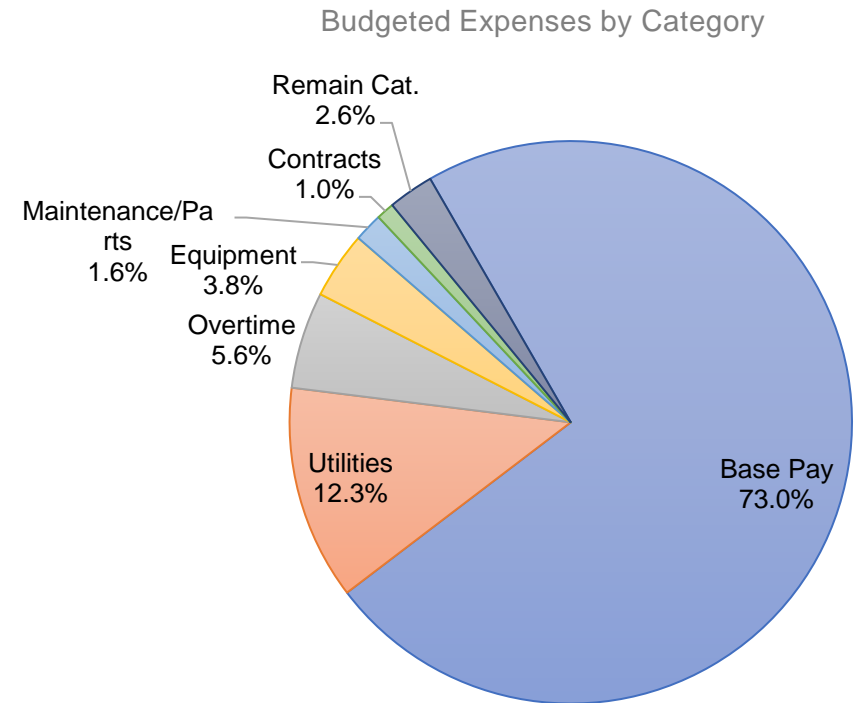
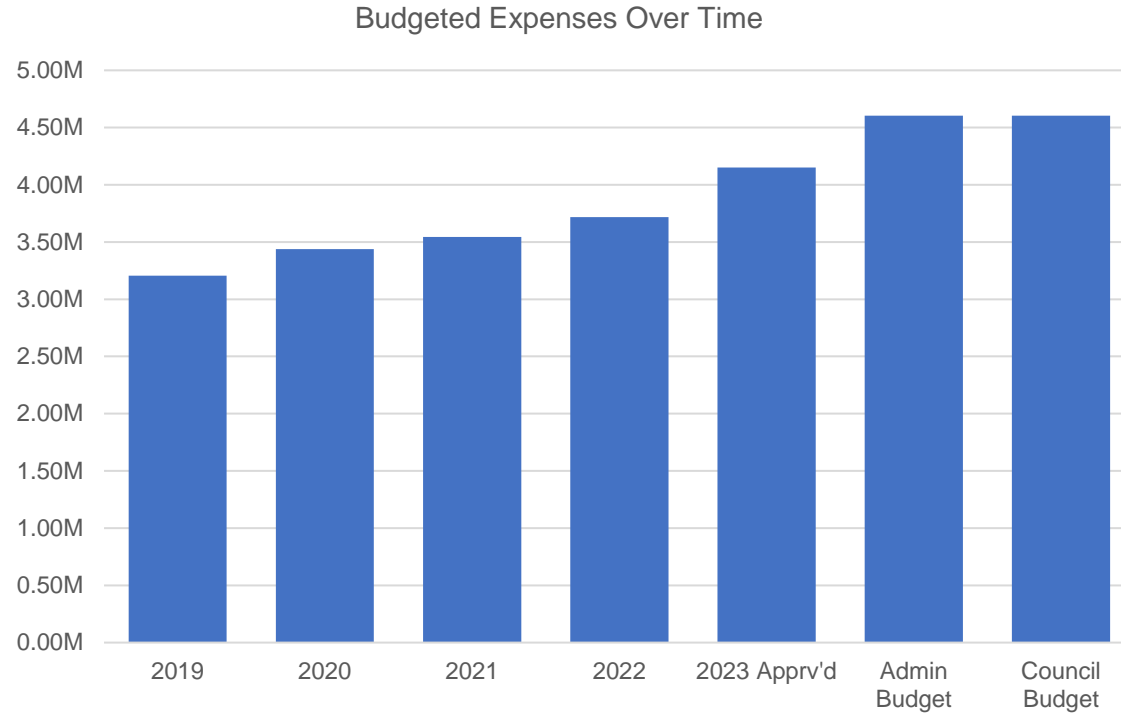
## Goals for Fiscal Year 2024

- Provide sufficient immediately-available resources, both personnel and equipment, to match increasing requests for service and do so within recognized benchmarks for response times.
- Commit entirely to maintaining a positive organizational culture that limits attrition for our staff. When required, utilize recruitment tools that helps draw great people to join our department, so we maintain adequate staffing levels in both our on-call and career divisions.
- Provide a comprehensive training program that maintains perishable skills throughout the organization.
- Continue work toward full implementation of our new Fire Management Software with our partners at FirstDue, which will aid in providing our responders access to our pre-incident planning documentation from apparatus mobile devices while in the field.
- Funded Goal: Staffing Increase – Headcount. The need for additional Fire/EMS Staffing is directly related to the growth of the community and the increased demands on the services that we provide. In calendar year 2022, the department was dispatched to a total of 4,147 total incidents; this represents an increase of 471 incidents more than just two years ago, and 1,147 more incidents than 2012. With Emergency Medical Incidents make up nearly 78% of our call volume, one trend that we continue to see is nearly 25% (765) of our EMS incidents lead to transports to medical facilities in the greater Portland area, making our personnel unavailable for other responses in our area for more than 90 minutes.
  - Recommendation VI.7 of the MRI Assessment calls for on-duty staffing levels of nine by July 2023; we are currently operating with minimum staffing levels of eight. The additional two Firefighter/EMS Providers that have received the support of the City Administrator in our FY '24 Budget will have an immediate and positive impact on our continued ability to provide emergency services. Shift Staffing will transition to two shifts of 11 and two shifts remaining at 10, and provide us the ability to raise our on-duty staffing minimums to nine personnel 50% of the time.
- 10472/500324 – Uniform & Safety Equipment Purchases of Personal Protective Equipment (PPE), Fire, EMS, and Specialized Rescue Operations are made in accordance with the applicable National Fire Protection Association Standards.
  - This increased funding request is necessary to ensure our personnel have the proper PPE to reduce safety and health risks associated with improper fitting or degraded equipment. This two-part request will provide initial one-time onboarding costs for additional headcount personnel, will as allow us to maintain compliance with current standards, supports our on-going replacement/repair schedule, and adjusts for manufacturers' increased costs.
- 10472/500325 – Clothing and Boot Allowance
  - This increased funding request is also a two-part request that will provide initial one-time onboarding costs for additional headcount personnel and an operational increase for clothing to allow personnel to safely perform their duties.
- All incremental funding requests are offset in full by additional transfer of revenue from Ambulance billing.

## Fire & Ambulance Budget Overview

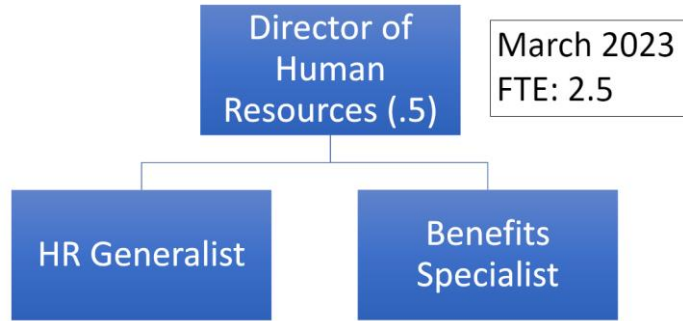
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	2,189,272	2,466,258	2,548,003	2,750,307	2,696,090	3,018,990	334,855	11.09%	3,353,845	0	3,353,845
	Capital	24,912	8,011	7,512	14,188	10,692	8,000	0	0.00%	8,000	0	8,000
	Contracts	42,097	34,462	48,126	46,090	43,954	47,178	301	0.64%	47,479	0	47,479
	Equipment	122,004	130,644	108,591	104,605	166,300	152,060	24,744	16.27%	176,804	0	176,804
	Fees	2,798	9,331	10,333	14,703	9,678	16,750	19,200	114.63%	35,950	0	35,950
	Maintenance/Parts	135,458	102,364	84,216	77,242	76,881	75,550	0	0.00%	75,550	0	75,550
	Miscellaneous	0	17	975	66	336	0	0		0	0	0
	Overtime	231,121	247,201	224,800	196,114	353,543	238,814	16,716	7.00%	255,530	0	255,530
	Programs	1,445	905	1,044	702	1,785	1,500	0	0.00%	1,500	0	1,500
	Supplies	47,242	47,644	42,622	48,120	42,154	44,700	0	0.00%	44,700	0	44,700
	Travel/Training	27,150	33,863	31,623	32,171	31,736	38,000	0	0.00%	38,000	0	38,000
	Utilities	381,237	356,275	436,962	434,111	431,951	508,736	57,563	11.31%	566,299	0	566,299
<b>Expense Total</b>		<b>3,204,737</b>	<b>3,436,976</b>	<b>3,544,808</b>	<b>3,718,418</b>	<b>3,865,102</b>	<b>4,150,278</b>	<b>453,379</b>	<b>10.92%</b>	<b>4,603,657</b>	<b>0</b>	<b>4,603,657</b>
Revenue	Local	0	100	100	252	100	0	0		0	0	0
	Transfer	745,000	389,447	415,373	415,373	415,373	415,373	220,580	53.10%	635,953	0	635,953
<b>Revenue Total</b>		<b>745,000</b>	<b>389,547</b>	<b>415,473</b>	<b>415,625</b>	<b>415,473</b>	<b>415,373</b>	<b>220,580</b>	<b>53.10%</b>	<b>635,953</b>	<b>0</b>	<b>635,953</b>
<b>Net Cost to Tax Base</b>		<b>(2,459,737)</b>	<b>(3,047,429)</b>	<b>(3,129,335)</b>	<b>(3,302,793)</b>	<b>(3,449,629)</b>	<b>(3,734,905)</b>			<b>(3,967,704)</b>		<b>(3,967,704)</b>

## Fire & Ambulance Budget Overview



## Human Resources

### Human Resources Organizational Chart



The Human Resources department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable, and market-driven compensation management system, and providing consistent and uniform administration of collective bargaining agreements. In addition, the Human Resources Department partners with each City department to attract, recruit, and retain our talented and qualified workforce.

The Department of Human Resources, a team of 2.5 full-time equivalents, also develops occupational health and safety programs, monitors compliance with established safety standards, administers drug-free workplace programs, coordinates citywide recognition programs, and ensures fair and equal treatment of employees and applicants.



## 2022 Milestone Recognition





## Goals and Performance Data from Fiscal Year 2023

In FY2023, the Human Resources team continued to enhance the departmental functions and the level of customer service for employees.

- Goal: Improve employee understanding of benefits.  
*Performance Data: We have loaded all of the employee benefit data into a new Paychex module for benefits administration and management. In addition, we continued to offer educational sessions about retirement options in partnership with retirement providers and will continue to host these sessions periodically throughout the year.*
- Goal: Explore ways to enhance benefit offerings.  
*Performance Data: The city offered employer-paid life insurance for all employees regardless of enrollment in the city's health insurance. We went to market for our dental plan this year to ensure the most competitive price while maintaining great benefits. UNUM came in with the best option, so we moved forward with a renewal. We also expanded coverage through the Health Reimbursement Arrangement plan covering co-pays and other eligible medical expenses for employees.*
- Goal: Increase employee understanding of FMLA and ensure compliance.  
*Performance Data: For FMLA, we have properly filed 28 leaves with four additional pending. Our Benefits Specialist has processed 15 Short-term Disability claims, 12 Paid Parental Leave cases, and six other types of leave which fit into other paid and unpaid leave categories.*
- Goal: Continue to audit our human resources practices to ensure compliance and that we're following best practices.  
*Performance Data:*
  - *Audited retirement plans for compliance and increased employer matches.*
  - *Corrected the I-9 process which resulted in the digitization of more than 300 records.*
  - *We have properly administered the first report of injury process, with 23 FYI claims, six medical, and three lost time. We have also administered return-to-work and modified duty assignments to help our employees return safely.*
- Goal: Tighten the billing audit process.  
*Performance Data: We have a 0.03% error rate for the MMEHT and an error rate of 0.3% for UNUM, which is a significant improvement from previous years.*
- Goal: Offer meaningful professional development opportunities.  
*Performance Data: We have sent fifteen senior staff, four deputies, fourteen managers, and five prospective supervisors to leadership development programs in partnership with Priority Learning.*
- Goal: Develop a performance management methodology.  
*Performance Data: We have trialed a new performance management module in Paychex. We have added measures for performance surrounding participating on a team in addition to departmental metrics.*
- Goal: Streamline the recruiting and onboarding process.  
*Performance Data: All new jobs are now posted through the Hiring Module in Paychex. Since launching in June 2022, we have received approximately 848 candidates with 25 total job requisitions posted. We have hired 17 new full-time employees, one part-time employee, 19 seasonal workers, and two temporary workers.*

## Goals for Fiscal Year 2024

We have accomplished a significant amount in the past two years of restructuring, but more work still needs to be done.

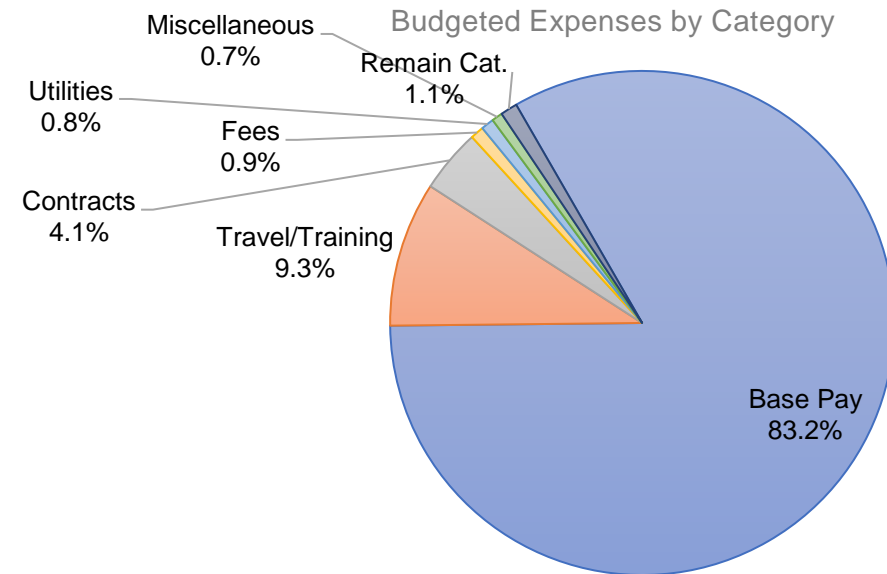
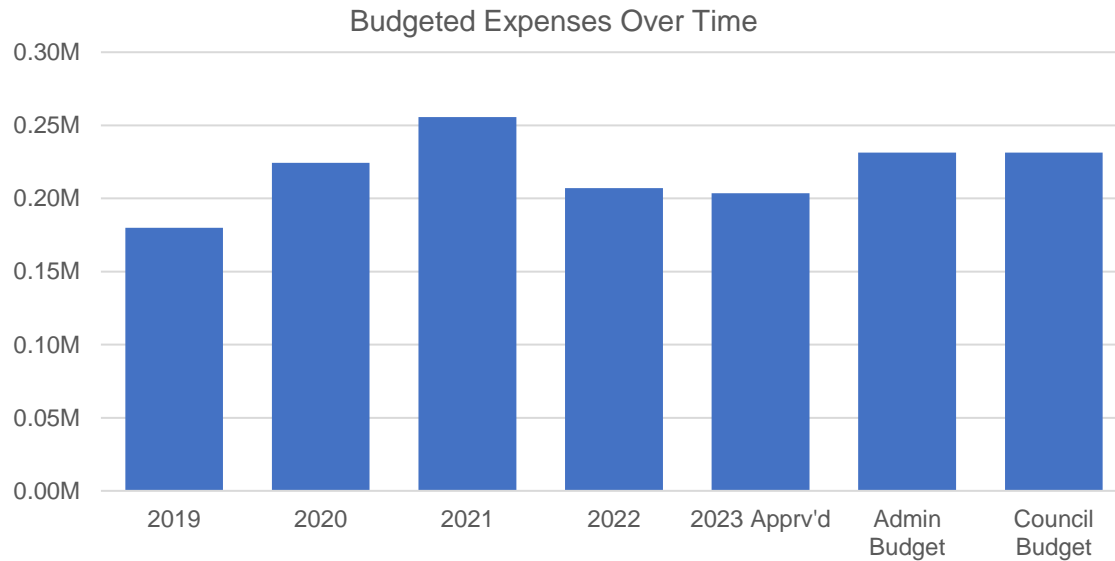
- We continue to explore creative recruiting strategies and partner with the Communications team to develop effective creative elements and marketing videos. We will continue to develop recruiting videos in FY2024.
- Since the Wage and Compensation assessment is more than two years old, we will be reviewing classifications and salary placements to ensure we have properly classified employees and remain market competitive.
- Due to staffing models, we have several departments experiencing aging workforces and a lack of redundancy in operations. Succession planning is an important proactive focus for the years ahead. This continues to be a priority for our team as we head into FY2024.
- We will continue to work with the Wellness Coordinator to create a wellness brand. We are excited to continue to support the Wellness Coordinator in identifying new wellness opportunities, lunch and learn ideas, and other educational and recreational opportunities.
- We will continue to explore retention strategies and bring creative solutions forward to identify and hire qualified, talented employees.
- Funded Goal: We will continue to focus on training, education, and professional development opportunities for our workforce. \$9740 incremental funding for organization-wide training.

We are looking forward to continuing the strong work from the Human Resources team as we head into Fiscal Year 2024.



## Human Resources Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	154,047	189,238	209,745	166,692	166,464	175,341	17,023	9.71%	192,364	0	192,364
	Contracts	4,853	2,002	220	14,301	8,270	9,360	68	0.73%	9,428	0	9,428
	Equipment	1,224	0	963	1,513	696	1,150	0	0.00%	1,150	0	1,150
	Fees	822	22,497	438	1,324	789	1,999	0	0.00%	1,999	0	1,999
	Miscellaneous	660	0	13,690	858	4,516	1,600	0	0.00%	1,600	0	1,600
	Overtime	0	0	0	168	143	0	0		0	0	0
	Supplies	4,480	2,039	4,980	1,447	825	1,350	0	0.00%	1,350	0	1,350
	Travel/Training	13,130	7,916	23,958	18,974	9,718	11,760	9,740	82.82%	21,500	0	21,500
	Utilities	689	632	1,600	1,791	1,552	975	938	96.25%	1,912	0	1,912
<b>Expense Total</b>		<b>179,905</b>	<b>224,324</b>	<b>255,595</b>	<b>207,069</b>	<b>192,974</b>	<b>203,534</b>	<b>27,769</b>	<b>13.64%</b>	<b>231,303</b>	<b>0</b>	<b>231,303</b>
<b>Net Cost to Tax Base</b>		<b>(179,905)</b>	<b>(224,324)</b>	<b>(255,595)</b>	<b>(207,069)</b>	<b>(192,974)</b>	<b>(203,534)</b>			<b>(231,303)</b>		<b>(231,303)</b>



## Information Technology

The City of Saco has moved rapidly into a new era of computing and technology use. In the last 4 years we have upgraded core infrastructure, added abilities to online permitting and licensing, increased our resiliency to cyber-attacks, vastly improved system monitoring and alerting, increased communication and collaboration, and enhanced our use of cloud resources. Making these changes has improved our ability to quickly react to unplanned efforts and increased our issues resolved on first contact. Without modern technology, our departments cannot serve our citizens in the manner they have come to expect, which is why the department is eager to digitize The City of Saco through online services and enhanced applications.

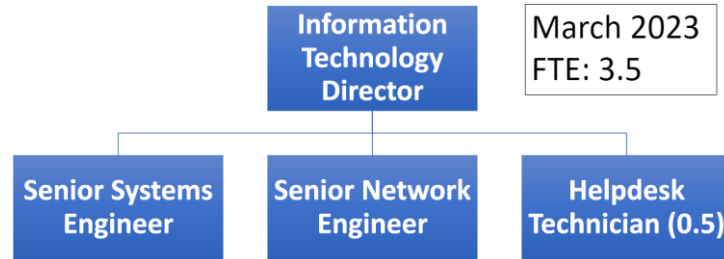
**Vision:** Drive necessary and effective IT capabilities for improved operations and collaboration across all City of Saco departments.

**Mission:** Create an interconnected and informed City through the prioritized, secure, and innovative application of Information Technology resources.

**Guiding Principles:** Focus on the success of our departments and ensure complete funding of initiatives and services. Manage institutional risk. Advance the institutional vision by utilizing disruptive technologies strategically.



### Information Technology Organization Chart



#### Performance Data & Goals for Fiscal Year 2023

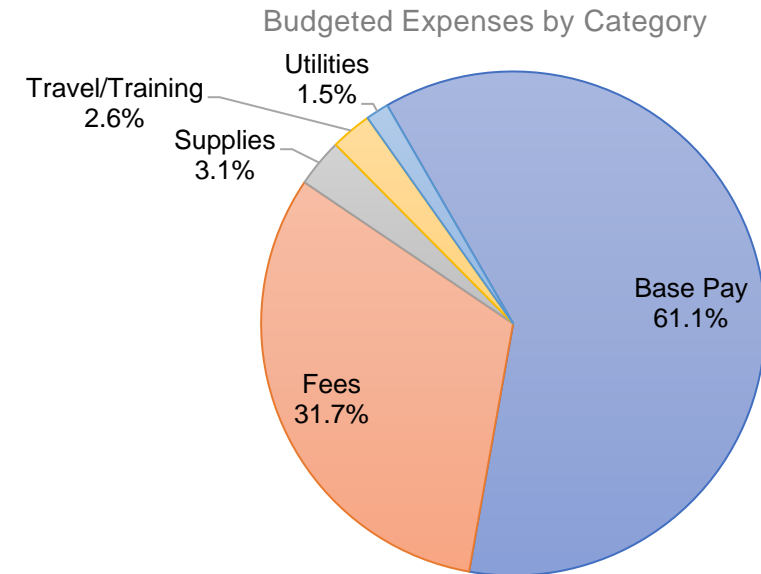
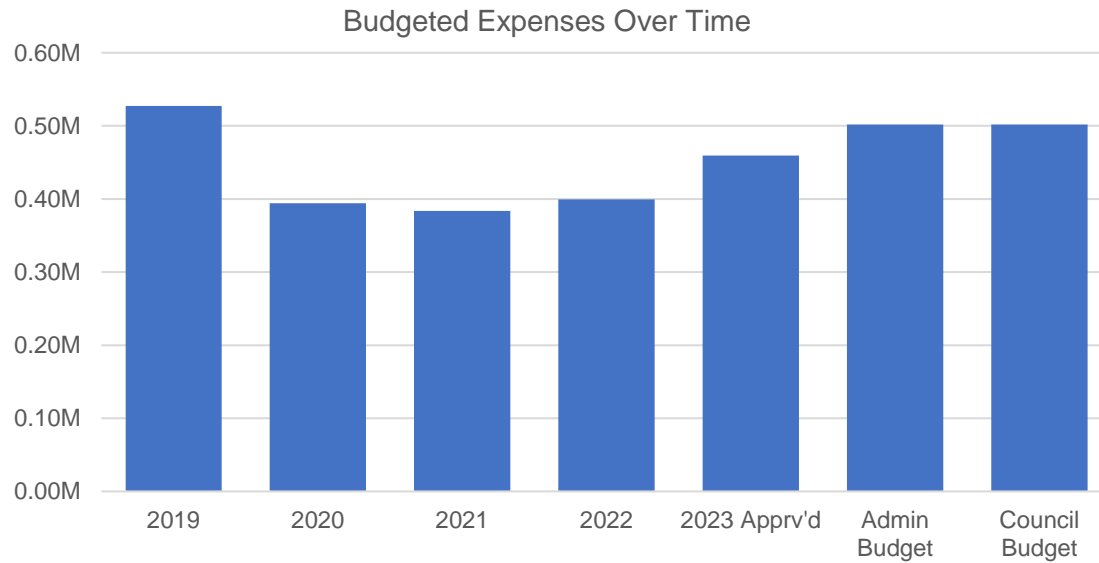
- Goal: Changed and evaluated Emergency Dispatch Systems. Performance Data: Replaced Fire Department Management with FirstDue and evaluated multiple new CAD/RMS systems.
- Goal: Promote information-sharing through communication and collaboration, enabling the City of Saco to work together effectively. Services include online collaboration, video conferencing, messaging, e-mail, event services, and digital signage. Performance Data: 205 personal computers and 222 users.
- Goal: Reduce risk of cybersecurity threats by protecting the City of Saco technology assets. Services include secure computing such as data protection and encryption, vulnerability scans, continuous user assessment, log analysis, advanced endpoint protection, and forensic analysis capabilities. Performance Data: 97 CIS Controls implemented, and 22,000 security threats neutralized.
- Goal: Provide users with a digital workplace that enables effective performance. Services include desktop and software support, print services, storage solutions, collaboration services, project management tools, and telephony. Performance Data: 99.99% system uptime and 1,792 support tickets.
- Goal: Create 3 training videos with the support of the Communications Departments.
- Goal: Continue to support staff improvement. The City of Saco IT department obtained 5 IT certificates this year.
- Goal: Hire and Train new helpdesk technician.

#### Goals for Fiscal Year 2024

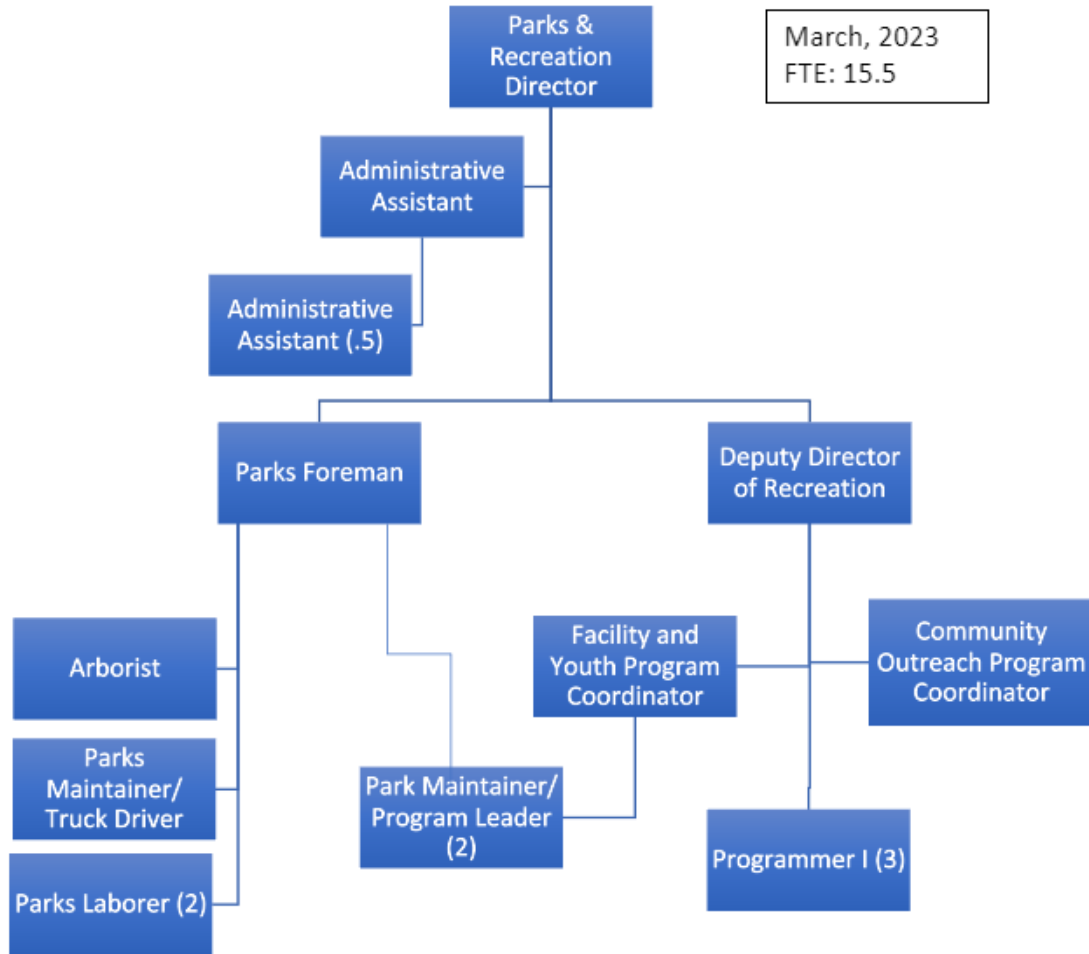
- Goal: Continue to improve the cybersecurity posture of the City by using analytics, threat intelligence, and other innovative approaches.
- Goal: Evaluate and replace citywide phone system.
- Goal: Prepare for a world of expanded digitization including electronic devices of all forms using new ways of IT operations to increase productivity.
- Funded Goal: Adopt innovative talent management approaches to recruit and retain top-notch talent. Additional \$5,675 for more helpdesk technician hours.
- Goal: Leverage IT employees' passion and expertise in process improvement frameworks as well as the platform of technology tools that enable efficiencies, such as intelligent business process management.
- Goal: Increase use and awareness of technology tools to improve the digital experience, increase self-service, and reduce work effort where possible.
- Goal: Embrace a "cloud first" and "mobile first" strategy.
- Goal: Continually analyze existing technologies and retire those that are no longer viable.

## Information Technology Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Miscellaneous	0	0	1,491	143	0	0	0		0	0	0
	Base Pay	198,995	207,596	241,262	240,308	260,655	290,083	16,619	5.73%	306,702	0	306,702
	Contracts	40,070	20,476	6,568	20,043	47	43	(43)	(100.00%)	0	0	0
	Equipment	19,107	24,067	18,578	427	0	0	0		0	0	0
	Fees	250,547	122,258	79,415	100,596	114,873	133,766	25,140	18.79%	158,906	0	158,906
	Supplies	4,524	7,677	4,764	17,642	8,663	15,500	0	0.00%	15,500	0	15,500
	Travel/Training	8,055	7,117	21,368	12,013	7,652	13,200	0	0.00%	13,200	0	13,200
	Utilities	2,067	2,837	7,407	8,252	5,483	6,660	734	11.03%	7,395	0	7,395
	Maintenance/Parts	957	1,371	2,367	0	0	0	0		0	0	0
	Programs	2,909	693	387	0	0	0	0		0	0	0
<b>Expense Total</b>		<b>527,232</b>	<b>394,091</b>	<b>383,607</b>	<b>399,423</b>	<b>397,374</b>	<b>459,252</b>	<b>42,450</b>	<b>9.24%</b>	<b>501,702</b>	<b>0</b>	<b>501,702</b>
<b>Net Cost to Tax Base</b>		<b>(527,232)</b>	<b>(394,091)</b>	<b>(383,607)</b>	<b>(399,423)</b>	<b>(397,374)</b>	<b>(459,252)</b>			<b>(501,702)</b>		<b>(501,702)</b>



# Parks & Recreation Organization Chart



## Parks & Recreation

The mission of the Saco Parks and Recreation Department is to build our community through People, Parks and Programs. Over the last year, the programs and services offered through our department have returned to the level offered before the impact of COVID. As we look to the future, our planning focus is to continue to develop diverse and inclusive programs that engage all members of our community, offer more special events that unify our residents and create feelings of belonging and togetherness, and enhance our park amenities to be the best in the state.

During 2023, program participation grew by leaps and bounds. We had more than 500 children registered (from Kindergarten to 8th grade) to participate in our summer day camps. One of our more unique programs in the world of municipal recreation is the Twin City Theater Academy, which saw more than 150 enrollments in 2022 and produced five amazing shows between our summer and fall productions. The fall youth sports programs were strong between soccer, field hockey, track, mini cheering, and flag football. We had 483 participants for all our fall programs. As the weather turned colder, our winter programs sprang into action, which include Recreation and Travel Basketball and Saco Stars Competition Cheering. These have been tremendous successes with 408 participants and we are grateful for our collaboration with the Saco School Department, who hosted practice and game locations for these programs. This year we also offered more adult sports programs including our popular Drop-in Basketball series and a new inter-community Tennis Social League.

During the school year, we offer After the Bell programs for children grades Pre-K to 5th at four different locations. We currently have 325 participants enrolled and average 175-200 children attending each day. This specific

program is our largest during the school year and is an essential offering we provide to our community families. Running this program requires extremely dedicated full-time staff and seasonal staff. We at Saco Parks and Recreation are thankful for all our staff and how hard they work to ensure safety, well-being, and enrichment for each participant.

The department continues to rise to the occasion and works tirelessly to achieve our goal to build a better community through People, Parks, and Programs.



## Performance Data & Goals for Fiscal Year 2023

Here are some of the highlights and achievements for parks:

- Diamond Riverside Park was completely redone. It now contains a walking trail, new playgrounds, extension of the boat launch and a new dock to make it easier to load and unload boats.
- Cascade Fall Trails received a new bridge that allows people to get to the other side of to see the falls clearer and enjoy a longer stay within the trail system.
- The City of Saco oversees city-owned land, trees, parks, and athletic fields. Performance data: 657 acres of land, of which 162 acres are maintained. The city has six major recreational parks and athletic fields, 16 neighborhood parks, and many trail systems. We have been named Tree City USA city for the past 12 years. We had 672 trees maintained, planted or removed in calendar year 2022.
- The third annual Earth Day parks clean-up was held on April 22, 2022. We had more than 130 volunteer participants come out and help us with cleaning up the parks. The parks that we worked on included Memorial Field, Jubilee Park, Front Street Park, Pepperell Park, Haley Park (Community Garden), and Saco Middle School.
- This year we placed signage at all city parks to better enhance the parks and notability.
- Implemented our new parks volunteer initiative “Stewards of Saco Parks” which featured four successful seasonal projects in various park locations.

Here are a few highlights and achievements for Recreation:

- A few of our special events during the year, including the Spooky Halloween Drive Thru in collaboration with the Fire Department, and a new summer concert series in collaboration with Saco Main Street held in Jubilee Park during July and August, Easter Egg Hunt in April and our Breakfast with Santa.
- Collaborate with Dyer library to bring two story walks to Saco. One located at Cascade Falls and the second at Diamond Riverside Park.
- Fall programs include our fan favorites soccer, flag football, field hockey, track, and mini cheering, and featured our largest enrollment in youth sports in several seasons.
- Winter sports for 2022 included Saco Stars Competition Cheering, Travel Basketball, and Recreation Basketball. We are proud that we were able to return to an inter-community game format in basketball.
- Spring programs include T-ball, Track, Tennis, Start Smart Golf, and Soccer Clinics.
- We had 18,171 Registrations in 2022.

Here are some highlights and achievements for our SENIORity program:

- Had 3 special occasion meals: a lobster bake, Thanksgiving Dinner, and a spring BBQ.
- Offered monthly lunch and learns programs and seasonal wellness classes, which in 2022 featured classes on foraging and herbal/homeopathic recipes.
- Wellbeing exercises that we offered include Gentle Yoga, Indoor Walking, Tai Chi, Chair Yoga, Yoga with Weights, Yoga Flow, and Yoga Fusion. Feedback on these programs has been inspirational; one participant described the newly added Yoga Flow series as “transformational” and achieving greater results than past experiences with PT.
- The sport of pickleball continues to grow in Saco with daily use of our outdoor courts on Summer Street in spring, summer, and fall, and increased indoor sessions during the winter at the Community Center gym.
- SENIORity continues to expand their horizon by offering a trip to the Grand Canyon in 2022 which was a success.
- The mystery lunches and the specialty bus trips continue to sell out quickly. We are looking forward to adding a second 15-passenger bus to our fleet to offer more exciting trips and engage additional members of our SENIORity program.

## Goals for Fiscal Year 2024

- Update the basketball court at C.K. Burns School by adding new outdoor basketball hoops.
- Install a Gazebo at the Saco Dog Park located on School Street.
- Replace the central play structure at Pepperrell Park in April 2023.
- Fix the drainage at Young School Playground and Diamond Riverside Playground.
- Add steps to Sandy Bottom (located off Ferry Road). This is where people fish from on the Saco River.

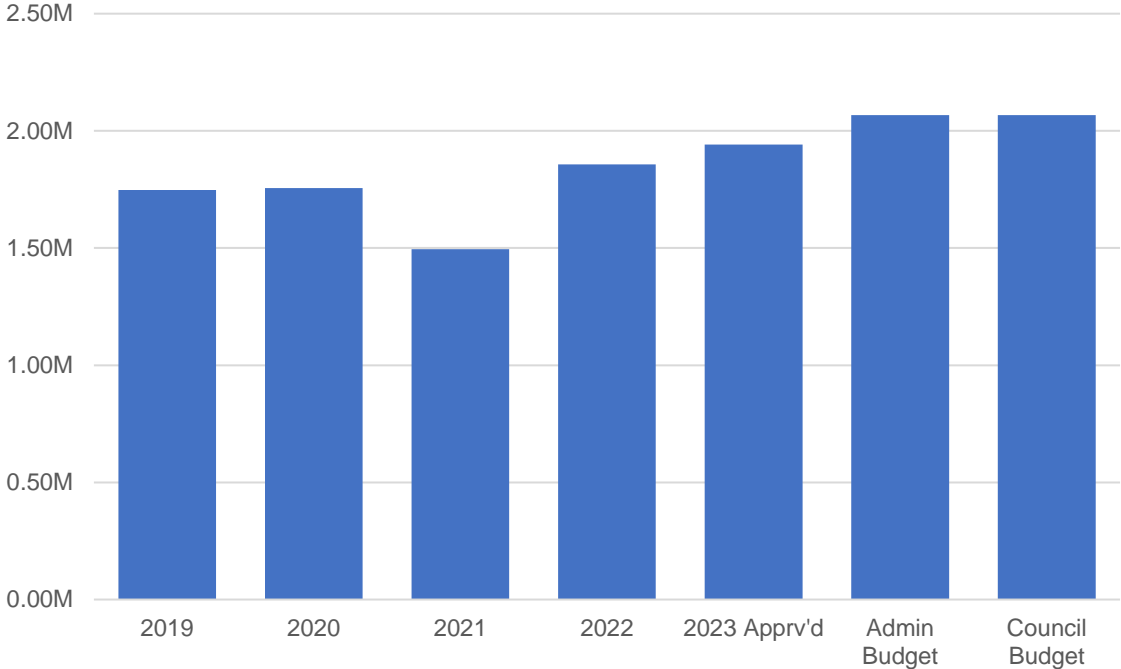


## Parks & Recreation Budget Overview

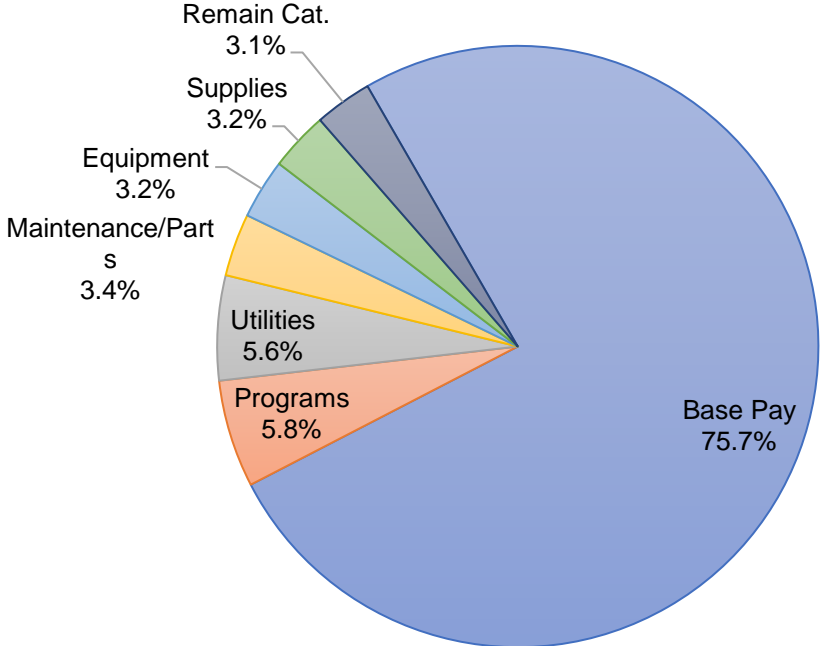
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023	FY 2023 Approved	\$ Change	% Change	Administrator' s Budget	Council Amendments	Approved Budget
						Curr (as of Feb)						
Expense	Miscellaneous	15,669	17,423	8,037	27,346	2,397	1,500	0	0.00%	1,500	0	1,500
	Base Pay	1,209,532	1,233,176	1,167,108	1,373,502	1,270,720	1,474,008	91,193	6.19%	1,565,201	0	1,565,201
	Contracts	49,121	42,650	32,195	47,282	28,038	17,648	1,640	9.29%	19,288	0	19,288
	Equipment	111,156	95,017	48,160	69,296	78,160	60,987	5,500	9.02%	66,487	0	66,487
	Fees	727	700	1,086	1,085	24,193	17,100	1,600	9.36%	18,700	0	18,700
	Supplies	51,065	66,844	63,529	63,307	66,573	59,675	6,000	10.05%	65,675	0	65,675
	Travel/Training	6,763	3,916	1,539	5,690	9,078	7,500	1,400	18.67%	8,900	0	8,900
	Utilities	82,683	71,683	65,502	85,997	91,684	103,290	13,143	12.72%	116,433	0	116,433
	Maintenance/Parts	53,977	57,318	51,452	79,245	62,182	69,965	(400)	(0.57%)	69,565	0	69,565
	Overtime	21,548	19,343	7,585	14,534	15,442	11,479	3,948	34.39%	15,427	0	15,427
	Programs	145,891	148,384	48,305	89,981	129,614	118,739	811	0.68%	119,550	0	119,550
<b>Expense Total</b>		<b>1,748,132</b>	<b>1,756,454</b>	<b>1,494,499</b>	<b>1,857,266</b>	<b>1,778,082</b>	<b>1,941,891</b>	<b>124,836</b>	<b>6.43%</b>	<b>2,066,726</b>	<b>0</b>	<b>2,066,726</b>
Revenue	Local	1,000,095	741,300	427,349	1,066,637	1,101,354	1,046,005	103,995	9.94%	1,150,000	0	1,150,000
	Transfer	0	9,000	22,980	9,000	9,000	9,000	2,800	31.11%	11,800	0	11,800
<b>Revenue Total</b>		<b>1,000,095</b>	<b>750,300</b>	<b>450,329</b>	<b>1,075,637</b>	<b>1,110,354</b>	<b>1,055,005</b>	<b>106,795</b>	<b>10.12%</b>	<b>1,161,800</b>	<b>0</b>	<b>1,161,800</b>
<b>Net Cost to Tax Base</b>		<b>(748,037)</b>	<b>(1,006,155)</b>	<b>(1,044,170)</b>	<b>(781,629)</b>	<b>(667,728)</b>	<b>(886,886)</b>			<b>(904,926)</b>		<b>(904,926)</b>

# Parks & Recreation Budget Overview

Budgeted Expenses Over Time



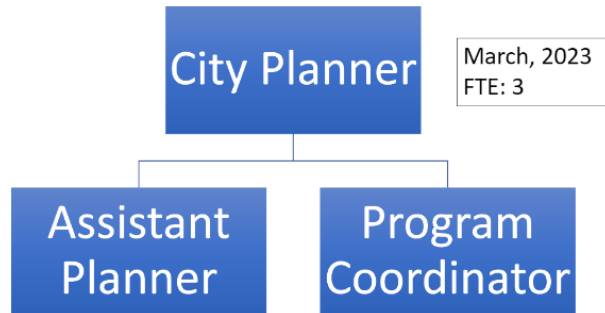
Budgeted Expenses by Category





## Planning

### Planning Organization Chart



Planning is for everyone. The Planning Department is here to work with everyone to help Saco implement our community’s vision, goals, and policies.

The Planning Department serves as the primary staff liaisons to the Planning Board, Historic Preservation Commission, Long Range Planning Committee, Conservation Commission, and Bicycle Pedestrian Advisory Committee. Additionally, Planning staff work collaboratively on long-term planning initiatives with local and regional impact. The Planning Department reviews development proposals, ensuring the city’s ordinances standards, policies, and best practices are met throughout the review process. This includes site plans, subdivisions, conditional uses, contract zones,

ordinance amendments, long-term studies, site location of development, shoreland zoning, and certificate of appropriateness reviews.

After applications are approved, the Planning Department continues to oversee the compliance monitoring process, coordinating closely with the Public Works Department. According to Saco’s ordinances, the Planning Department plays a critical role to ensure compliance with site work standards before any work can be authorized for permitting with the Code Enforcement Department. As such, it’s critical that these departments continue strong collaborative relationships. The Planning Department works with residents on initiatives such as the Comprehensive Plan, explaining ordinance standards, and notifying residents about pending applications so they can be prepared to provide public comment and ask questions.



#### Performance Data & Goals for Fiscal Year 2023

- Goal: Provide professional planning services to the community. *Performance Data: Over the past year, the Planning Department reviewed 90 development proposals through site plan, conditional use, subdivision, site law, certificates of appropriateness, and contract zones. The Department also started a Housekeeping Amendment ordinance revisions process, which remains ongoing.*
- Goal: Improve public hearing process. *Performance Data: The Department worked with the Planning Board to adopt public hearing guidelines. These guidelines offer greater clarity around the public hearing process.*

#### Goals for Fiscal Year 2024

Planning staff is looking forward to this fiscal year and has several key initiatives to accomplish, some of which have already begun:

- Funded Goal: Traffic & Infrastructure Plan: Start a Traffic Infrastructure Plan which will finally address the multiple questions around traffic impact and sidewalk impact fees for development proposals in Saco. The Planning Department and Public Works Department are looking for some funding in this year’s budget to collaboratively produce this initiative. \$25,000 use of fund balance and matched with TIF and ARPA funding.
- Funded Goal: Standard Operating Procedures & Rules of Order: Create a set of Standard Operating Procedures for the Planning Department for long-term growth and health of the Department’s permitting processes, to offer roadmaps about how planning does things to make our work more transparent and to buffer against any future or unexpected staff changes. We will work in a parallel path with our Boards and Commissions on Rules of Procedure. \$14,503 towards document storage fees and overtime to review and organize records for offsite storage. \$1,000 for improvements to iWorq.
- Strengthen Compliance throughout the City: Strengthen compliance initiatives within our Department, ensuring development happens in a managed manner compliant with approvals. This requires support from Councilors, Code Enforcement, and Public Works Departments.
- Interface More with our Community: Make the Planning Department, City Planner, and Planning Staff more accessible to our community. Continue updating our website and public-facing materials to make them more user-friendly, collaborating with the Communications Department along the way. Critical to this initiative will be enhanced improvements to our electronic tracking and permitting software.

## Performance Data & Goals for Fiscal Year 2023

- The Department worked with the Long-Range Planning Committee to complete the Comprehensive Plan Update.

## Goals for Fiscal Year 2024

- Master Plan for Portland Road: Complete a Portland Road Sub-Area Plan to understand and implement Community Priorities into the development patterns of this area in Saco. The former planner identified this initiative for grant funding, but additional funds may be needed to make the plan happen.
- A Place for Everyone: Complete a Housing Action Plan to help implement housing actions that strengthen Saco's ability to offer everyone a safe and healthy place to live. This was identified as an action item in last year's budget, and ARPA funds exist to make it happen.
- Our Climate: Complete the Climate Adaptation & Action Plan in collaboration with Saco's Energy & Sustainability Committee. This Plan is a grant-funded initiative from the Committee awarded by the State's Community Resilience Partnership program.

#SacoPlans – Planning is for everyone! Learn more about Saco's Planning Department: [sacomaine.org/planning](https://sacomaine.org/planning)

Do you have questions about these goals? Feel free to submit your questions at [sacomaine.org/planning](https://sacomaine.org/planning)



## Planning & Economic Budget Overview

As part of the FY2019 Budget, Planning & Economic Development were merged together as a single department. The history of departmental expenses was also merged for simplification of reporting. For the FY2022 budget, these departments have been split out again in the City Administrator's Budget. Therefore, only Planning expenses are in the City Administrator's Budget in the General Fund for FY2022. All the Economic Development expenses have been migrated to TIF Expenses.

### Planning & Economic Development Expenses Funded from General Fund

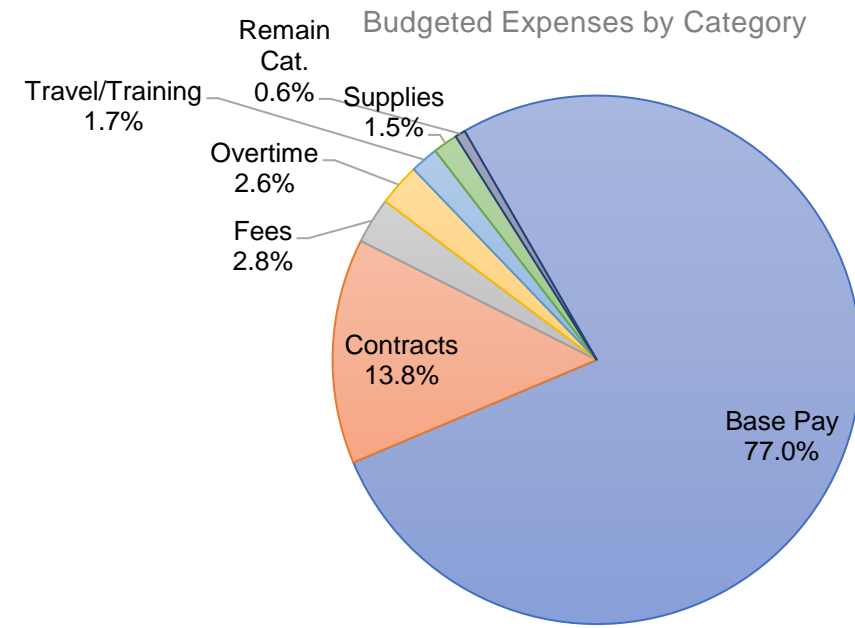
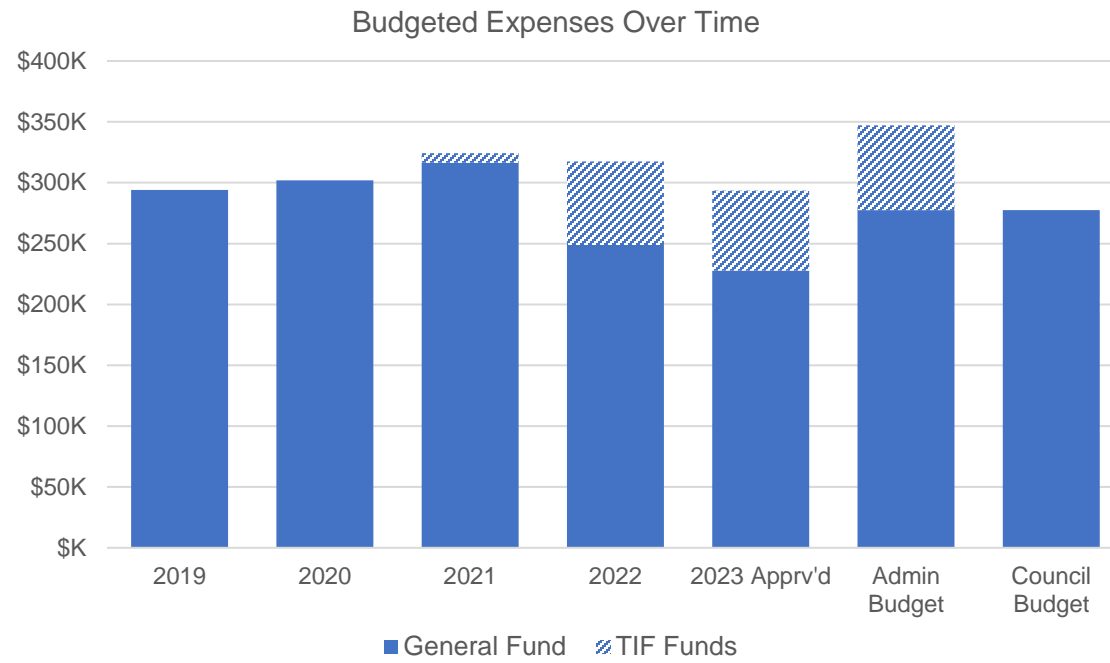
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	195,339	268,270	132,942	159,723	152,066	153,576	9,446	6.15%	163,022	0	163,022
	Contracts	87,160	17,896	150,063	68,713	(1,891)	46,000	22,500	48.91%	68,500	0	68,500
	Equipment	3,670	40	3,436	3,725	306	3,000	(800)	(26.67%)	2,200	0	2,200
	Fees	2,626	5,379	10,474	3,119	2,802	4,940	9,028	182.75%	13,968	0	13,968
	Maintenance/Parts	(1,190)	49	0	0	0	0	0		0	0	0
	Miscellaneous	0	0	0	690	114	0	0		0	0	0
	Overtime	327	438	0	1,944	982	5,303	7,500	141.43%	12,803	0	12,803
	Supplies	3,710	6,007	12,194	5,563	5,353	6,650	800	12.03%	7,450	0	7,450
	Travel/Training	1,782	1,449	5,875	4,016	720	6,040	2,500	41.39%	8,540	0	8,540
	Utilities	660	2,496	1,342	1,403	1,144	2,243	(1,305)	(58.20%)	938	0	938
<b>Expense Total</b>		<b>294,082</b>	<b>302,025</b>	<b>316,326</b>	<b>248,896</b>	<b>161,597</b>	<b>227,752</b>	<b>49,668</b>	<b>21.81%</b>	<b>277,421</b>	<b>0</b>	<b>277,421</b>

### Planning Expenses Funded from TIFs

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Base Pay	0	0	7,973	68,453	43,842	65,817	4,050	6.2%	69,867	0	69,867
<b>Total Budget</b>		<b>294,082</b>	<b>302,025</b>	<b>324,299</b>	<b>317,348</b>	<b>205,438</b>	<b>293,569</b>	<b>53,718</b>	<b>18.3%</b>	<b>347,287</b>	<b>0</b>	<b>347,287</b>

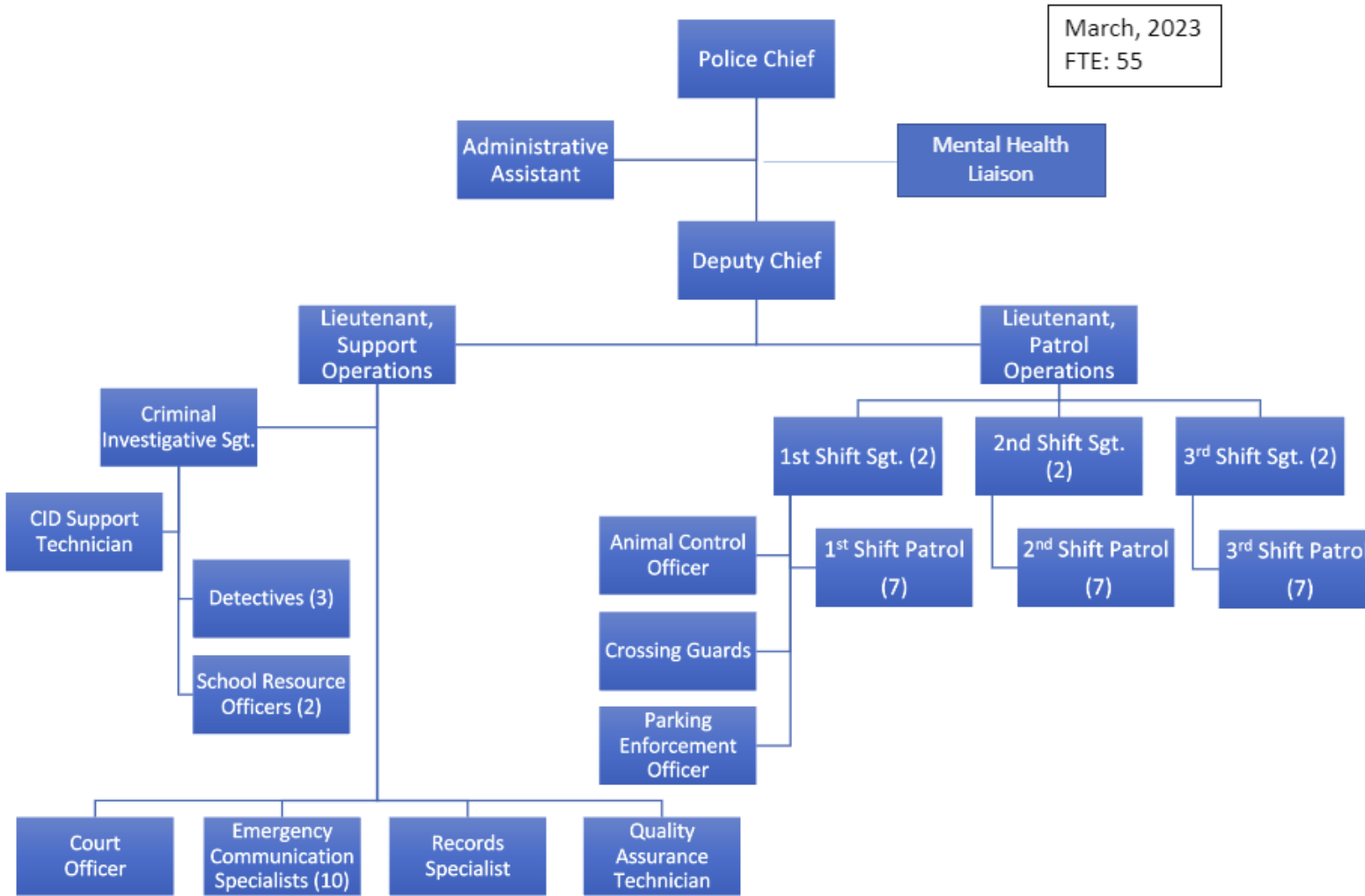
### Planning & Economic Development Revenues

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Revenue	Local	164,614	126,792	32,616	76,174	63,157	65,500	10,000	15.27%	75,500	0	75,500
	Transfer	193,680	0	0	0	0	0	0		0	0	0
<b>Revenue Total</b>		<b>358,294</b>	<b>126,792</b>	<b>32,616</b>	<b>76,174</b>	<b>63,157</b>	<b>65,500</b>	<b>10,000</b>	<b>15.27%</b>	<b>75,500</b>	<b>0</b>	<b>75,500</b>



# Police Department

## Police Department Organization Chart



March, 2023  
FTE: 55

The City of Saco is an incredible community, which makes it a great place to live and work. The members of the police department enjoy being part of this community and work hard to ensure safety for both residents and visitors. The Saco Police Department remains committed to providing exceptional policing services with consistent reliance on our core values of Professionalism, Accountability, Compassion, and Trust.

The increases in our budget fund the contractual increases for the Collective Bargaining Agreements at the Police Department, and increased costs for programs, assets, and licenses that the Police Department already has funded.



## Performance Data & Goals for Fiscal Year 2023

- Goal: Return to pre-pandemic level community engagement. *Performance Measure: National Night Out was held in August with a fantastic turnout and Socks for Seniors continues to be another favorite event.*
- Goal: Continue aggressive recruitment to draw great people to join the ranks of the Saco Police Department. We also intend to continue our efforts to solidify a positive organizational culture to limit attrition. We hope that our efforts will pay off in filling our complement of officers to achieve full staff for the first time since 2016. *Performance Measure: The department continues to recruit and retain exceptional people interested in a law enforcement career. In addition, we have utilized funding from the training line to develop our staff through new programs.*
- Goal: Maintaining training for all sworn members of the organization in the Police Executive Research Forum's ICAT (Integrating Communications, Assessment, and Tactics) de-escalation training. *Performance Measure: Every employee at Saco Police Department has been trained in ICAT and are putting this training into practice.*
- Goal: Apply for accreditation through the Maine Law Enforcement Accreditation Program (MLEAP). *Performance Measure: Ongoing. We are nearing completion of all policy work and facility changes needed in order to apply for MLEAP.*
- Funded Goal: Partner with Spurwink to provide a Community Engagement Specialist to enhance services to those in need in our community. \$85,667. Status: The Department hired its own Licensed Clinical Social Worker as part of our team rather than contract this position.
- Funded Goal: Upgrade server for the public health and safety dispatch recording system. \$12,145. *Performance Measure: Upgrade complete. In addition, three dispatch consoles that were end of life were replaced.*
- Funded goal: Implement Responder Live Connect, a software that allows individuals to text with dispatch, including translation services. \$2,676. *Performance Measure: This software program is in place.*
- Funded Goal: Leverage \$250,000 in starter funds to begin the public health & safety IMC CAD RMS Replacement, including a regional solution. \$250,000. *Performance Measure: The City contracted with an organization from Virginia to assist in this endeavor. There are several software solutions being evaluated.*

## Goals for Fiscal Year 2024

- Funded Goal: Decommission the indoor shooting range and repurpose that space for training. This will also allow for reorganization of other space in the building. \$80,000 in capital plan.
- Funded Goal: Providing employees with the technology required to maintain compliance with increasing national standards for information security. \$16,129 for workplace cellular phones, \$18,000 for TRIBAND radio upgrades, \$13,420 for docking stations in cruisers.
- Funded Increase: Support the department with operational increases to match needs, including office supplies, vehicle repairs, and printing. \$18,000 total.
- Goal: Continue current community events and outreach. We will continue National Night Out and Socks for Seniors. With the addition of our Community Engagement Specialist position, we have the capability to assist citizens with non-law enforcement related issues.
- Goal: Continue to look for grant opportunities that can fund equipment or program enhancements for the police department.



## Police Department Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Expense	Capital	101,250	125,562	150,786	254,024	(11,607)	0	157,000		157,000	0	157,000
	Miscellaneous	(1,002)	231	12,430	1,245	3,956	0	0		0	0	0
	Base Pay	2,762,907	2,910,439	2,911,335	3,227,231	2,927,729	3,760,301	94,628	2.52%	3,854,929	0	3,854,929
	Contracts	90,019	95,623	120,565	169,686	133,312	135,176	14,951	11.06%	150,126	0	150,126
	Equipment	59,941	130,372	75,246	74,609	54,207	65,580	14,980	22.84%	80,560	0	80,560
	Fees	985	20,737	27,236	30,293	117,224	288,247	(248,801)	(86.32%)	39,446	0	39,446
	Supplies	16,512	13,877	29,637	17,604	16,808	18,280	3,926	21.48%	22,206	0	22,206
	Travel/Training	39,046	43,795	29,406	40,473	51,009	53,571	62	0.12%	53,633	0	53,633
	Utilities	89,192	99,375	108,386	106,720	101,217	114,990	37,761	32.84%	152,750	0	152,750
	Maintenance/Parts	68,228	156,578	95,207	93,871	88,279	103,250	10,596	10.26%	113,846	0	113,846
	Overtime	487,995	453,965	430,981	527,695	557,101	419,614	12,588	3.00%	432,202	0	432,202
	Payout	84,871	32,687	122,457	82,471	58,443	79,414	2,382	3.00%	81,796	0	81,796
	Medical	8,368	4,030	7,321	5,450	6,248	3,000	0	0.00%	3,000	0	3,000
<b>Expense Total</b>		<b>3,808,312</b>	<b>4,087,269</b>	<b>4,120,993</b>	<b>4,631,370</b>	<b>4,103,926</b>	<b>5,041,422</b>	<b>100,073</b>	<b>1.99%</b>	<b>5,141,495</b>	<b>0</b>	<b>5,141,495</b>

### Police Department Expenses Funded from ARPA

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Maintenance of Effort	Administrator's Changes	Administrator's Budget
Expense	Base Pay	0	0	0	0	8,077	85,667	(22,667)	(26.5%)	63,000	0	63,000
<b>Total Budget</b>		<b>3,808,312</b>	<b>4,087,269</b>	<b>4,120,993</b>	<b>4,631,370</b>	<b>4,112,003</b>	<b>5,127,089</b>	<b>77,406</b>	<b>1.5%</b>	<b>5,204,495</b>	<b>0</b>	<b>5,204,495</b>

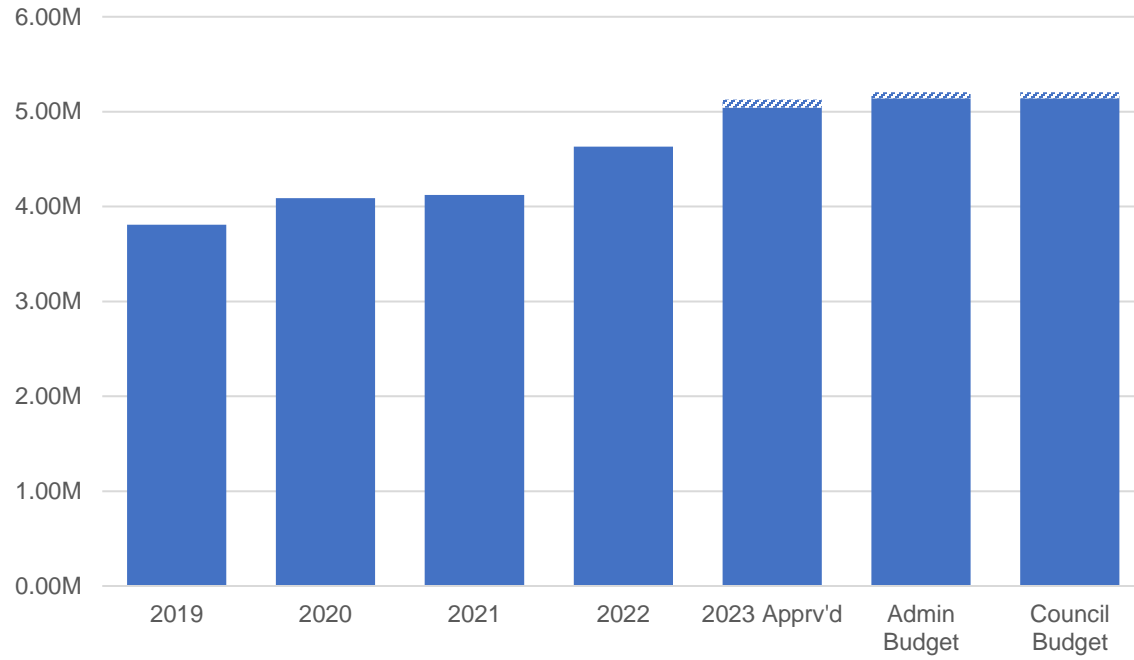
### Police Department Revenues

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Revenue	Grant	76,552	0	0	0	0	0	0		0	0	0
	Local	157,090	93,658	76,525	49,526	147,648	204,567	(31,186)	(15.2%)	173,381	0	173,381
	Transfer Rev	47,261	8,400	8,400	15,267	11,450	22,900	0	0.0%	22,900	0	22,900
<b>Revenue Total</b>		<b>280,903</b>	<b>102,058</b>	<b>84,925</b>	<b>64,793</b>	<b>159,098</b>	<b>227,467</b>	<b>(31,186)</b>	<b>(13.7%)</b>	<b>196,281</b>	<b>0</b>	<b>196,281</b>

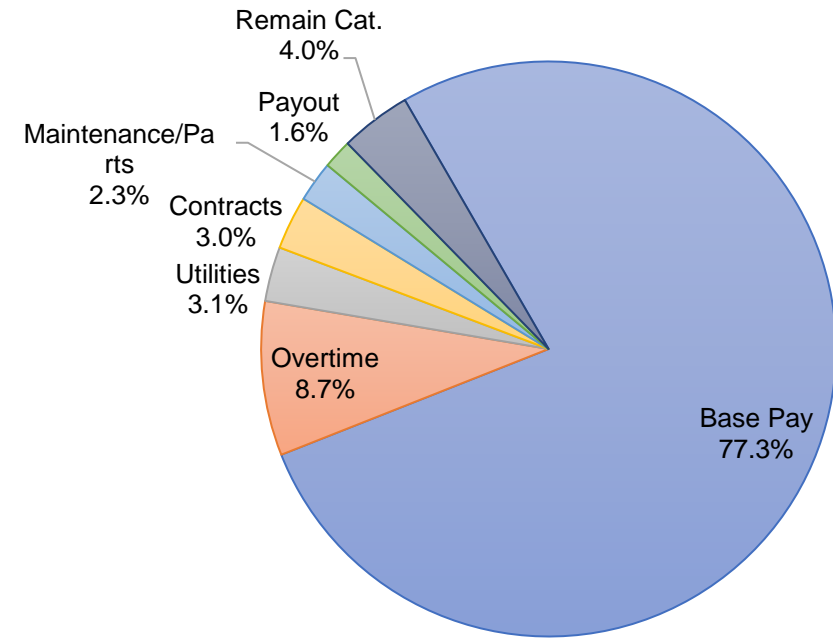
<b>Net Cost to Tax Base</b>	<b>(3,527,409)</b>	<b>(3,985,212)</b>	<b>(4,036,068)</b>	<b>(4,566,577)</b>	<b>(3,944,828)</b>	<b>(4,813,955)</b>				<b>(4,945,214)</b>		<b>(4,945,214)</b>
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# Police Department Budget Overview

Budgeted Expenses Over Time



Budgeted Expenses by Category

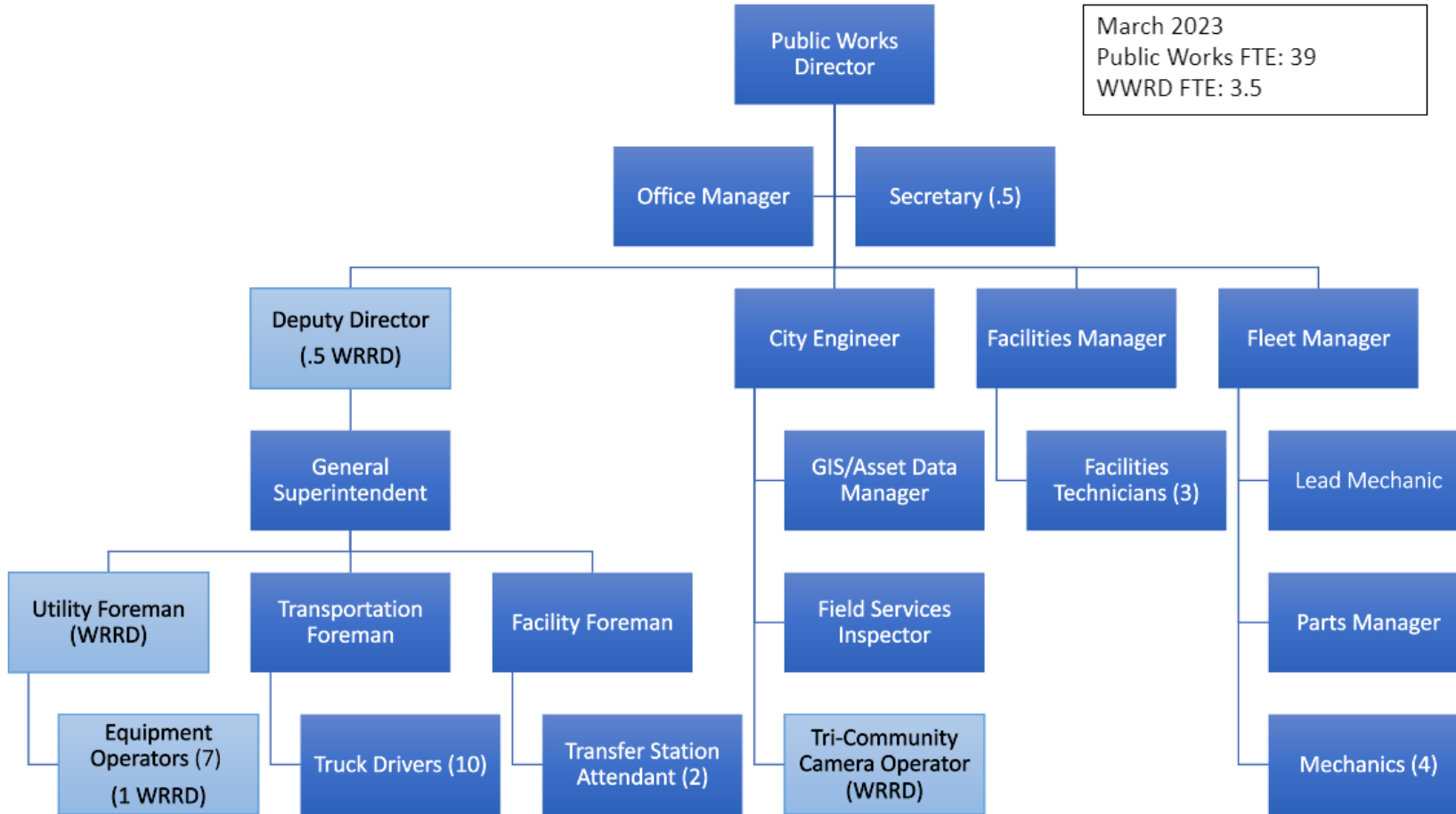




## Public Works

### Public Works Organization Chart

March 2023  
Public Works FTE: 39  
WWRD FTE: 3.5



The Public Works Department plans, maintains, and operates public infrastructure needed and desired by the citizens of Saco in a prompt, courteous, safe, efficient, and cost-effective manner.

Our diverse services of design, construction, maintenance, procurement, and emergency response span across these focus areas:

- Transportation: Roads, bridges, sidewalks, traffic control devices, right of way.
- Sanitation: Collection and disposal of solid waste (trash/recycling) and bulky waste handling.
- Utilities: Stormwater and wastewater infrastructure, street lighting.
- Facilities: All City department buildings, Saco Transportation Center, seasonal restrooms.
- Engineering: Design, studies, inspection, surveying, reporting, mapping, and compliance.
- Fleet: All City and School Department cars, trucks, equipment, generators, trailers, hoists.

#### Performance Data & Goals for Fiscal Year 2023

Beyond the day-to-day service delivery, Public Works has been working towards these goals during FY 2023:

- Goal: Integrate 2022 MS4 Permit Regulations, including expanded stormwater inspections and sampling; and development of Low Impact Development (LID) Ordinances. In addition, DPW is committed to complete stormwater projects and initiatives within the Goosefare Brook watershed. *Performance Update: Water quality improvement projects in Goosefare Brook watershed continue to be implemented. Ordinance revisions will continue into FY24.*
- Goal: Complete design, permitting, and begin construction of the Jenkins Road/ Rt. 112 alignment and traffic signalization project. Remain in communication and provide local review/feedback to Maine Turnpike Authority on the proposed Rt. 112 Turnpike interchange project. *Performance Data: Underway and on schedule.*
- Goal: Establish a prioritization system for additions to our infrastructure network (example: expansion of our sidewalk or



utility systems) in line with the Comprehensive Plan, Council Goals, and regulatory/compliance factors. Performance Data: Preliminary expansion plans in development, specific location designs completed, engineering study in FY24 to establish priority order and costs to achieve plan.

#### Goals for Fiscal Year 2024

The Public Works Department will be focusing on the following initiatives, including others, in the upcoming Fiscal Year 2024:

- Goal: Adopt MS4 compliant Low Impact Development (LID) ordinance. Deliverables: City ordinance acceptable to Maine DEP and adopted by City Council; training and informational material on compliance with new ordinance.
- Goal: Invest in our people. Several staff vacancies, personnel changes, and a changing workplace environment create the need to build/adapt our team for the future now. Focus will be on establishing a creative, engaging, and supportive workplace to attract and retain driven employees committed to meeting the challenges of a growing community. Deliverables include: workshops and training schedules, employee feedback reports, updating positional roles and responsibilities, and team building exercises.
- Goal: Align Capital Investments with the Comprehensive Plan. Incorporate multiple Comprehensive Plan action items and state/regional focus areas into each capital improvement project. Deliverables include: Engineering study for capacity, infill and expansion of transportation infrastructure, condition report on existing assets, scoring/evaluation matrix for future projects, updating Comprehensive Plan implementation matrix.

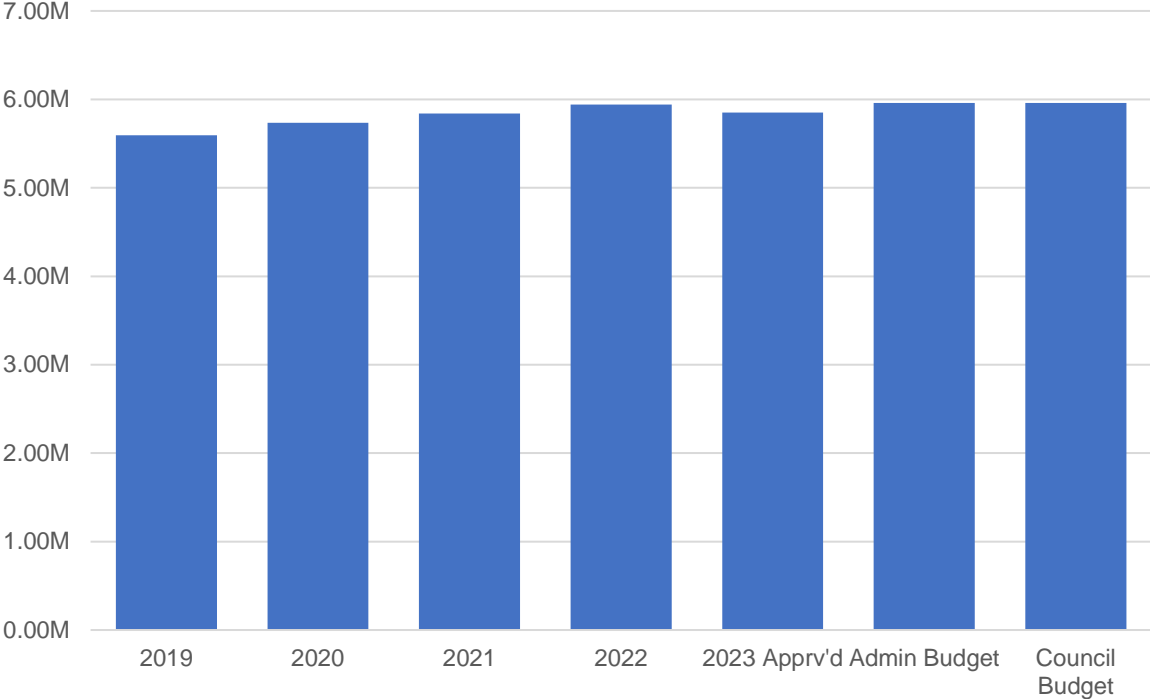
## Public Works Budget Overview

The Building Maintenance (Facilities) history has been consolidated with the Public Works budget for this report.

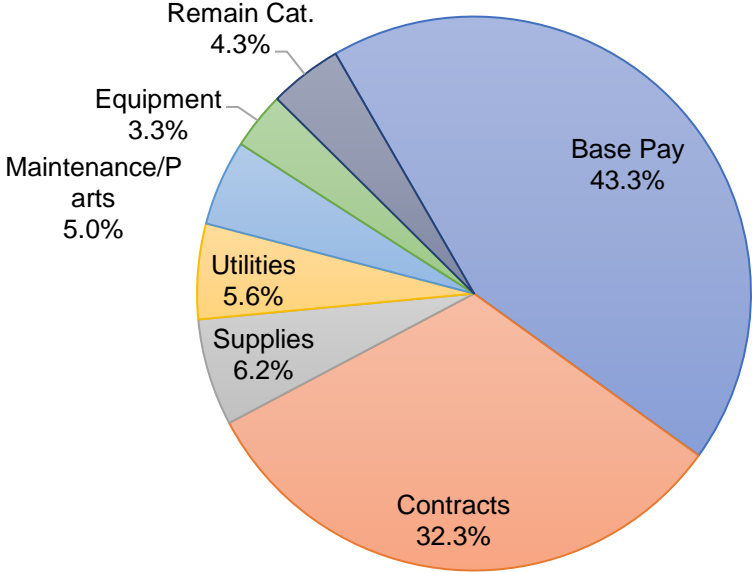
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Capital	923,207	885,858	935,272	923,801	653,370	601,000	(430,000)	(71.55%)	171,000	0	171,000
	Miscellaneous	0	0	(2,465)	1,652	9,058	0	0		0	0	0
	Base Pay	1,867,831	1,928,939	1,926,541	2,147,557	2,021,277	2,265,934	238,475	10.52%	2,504,409	0	2,504,409
	Contracts	1,471,132	1,526,659	1,660,267	1,439,540	1,620,210	1,733,118	137,413	7.93%	1,870,531	0	1,870,531
	Equipment	221,413	225,345	162,912	158,973	182,437	192,700	140	0.07%	192,840	0	192,840
	Fees	24,740	51,455	40,892	49,358	33,232	42,947	0	0.00%	42,947	0	42,947
	Supplies	299,212	290,251	222,495	269,332	337,302	323,389	37,932	11.73%	361,321	0	361,321
	Travel/Training	10,503	11,668	5,060	11,530	15,573	14,500	13,500	93.10%	28,000	0	28,000
	Utilities	433,206	419,395	500,828	405,996	262,349	229,424	92,728	40.42%	322,152	0	322,152
	Maintenance/Parts	193,043	259,083	281,981	395,781	274,256	276,000	13,770	4.99%	289,770	0	289,770
	Overtime	149,521	136,043	104,699	136,400	157,386	171,248	3,039	1.77%	174,287	0	174,287
	Medical	858	1,108	997	916	838	1,000	0	0.00%	1,000	0	1,000
<b>Expense Total</b>		<b>5,594,667</b>	<b>5,735,805</b>	<b>5,839,479</b>	<b>5,940,837</b>	<b>5,567,289</b>	<b>5,851,260</b>	<b>106,997</b>	<b>1.83%</b>	<b>5,958,257</b>	<b>0</b>	<b>5,958,257</b>
Revenue	Local	211,529	212,394	251,927	282,484	268,703	227,900	27,850	12.22%	255,750	0	255,750
	Taxes	4,725,708	4,570,160	4,706,464	4,684,268	4,852,100	4,518,000	110,000	2.43%	4,628,000	0	4,628,000
<b>Revenue Total</b>		<b>4,937,237</b>	<b>4,782,554</b>	<b>4,958,391</b>	<b>4,966,751</b>	<b>5,120,803</b>	<b>4,745,900</b>	<b>137,850</b>	<b>2.90%</b>	<b>4,883,750</b>	<b>0</b>	<b>4,883,750</b>
<b>Net Cost to Tax Base</b>		<b>(657,430)</b>	<b>(953,251)</b>	<b>(881,088)</b>	<b>(974,086)</b>	<b>(446,486)</b>	<b>(1,105,360)</b>	<b>30,853</b>	<b>0</b>	<b>(1,074,507)</b>	<b>0</b>	<b>(1,074,507)</b>

# Public Works Budget Overview

Budgeted Expenses Over Time



Budgeted Expenses by Category

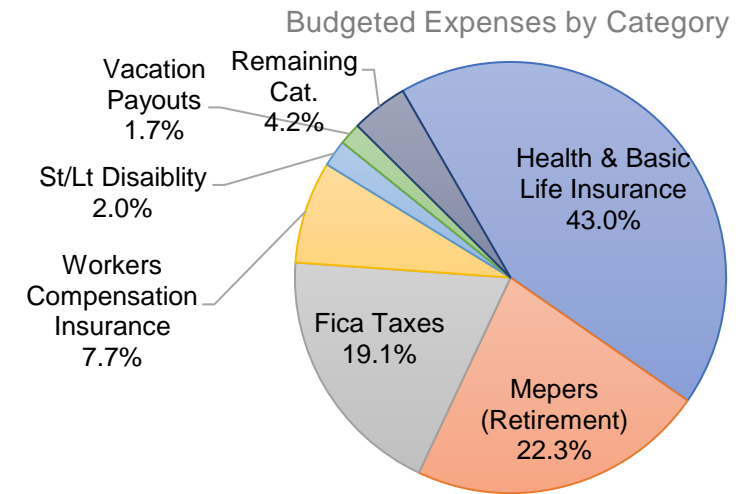
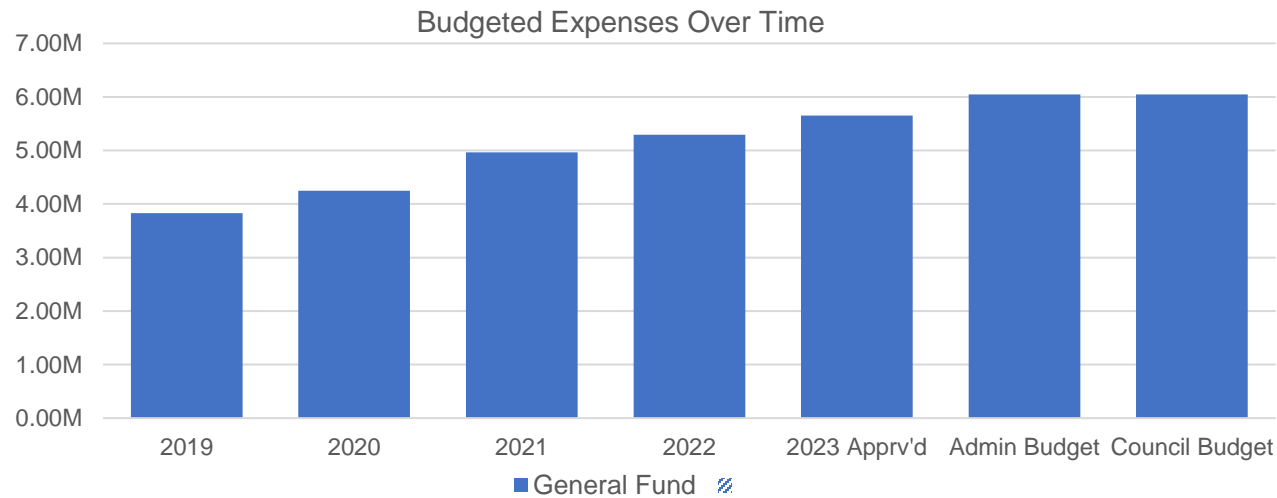


## Section 5 – Other Budgeting Units



## Fringe Benefits

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Background Checks	7,036	2,310	3,392	20,733	7,157	10,000	0	0.00%	10,000	0	10,000
	Contracted Services	4,031	0	0	0	0	0	0		0	0	0
	-Ded Code Entry-Dental/Optical	325	0	0	0	0	0	0		0	0	0
	Deferred Compensation	104,185	104,306	163,888	122,048	90,525	108,582	(11,973)	(11.03%)	96,609	0	96,609
	Dental	59,670	32,117	70,484	33,548	21,345	49,292	2,708	5.49%	52,000	0	52,000
	Fica Taxes	816,055	877,678	885,425	982,844	949,545	1,079,360	77,027	7.14%	1,156,387	0	1,156,387
	Health & Basic Life Insurance	1,841,946	2,052,378	2,160,176	2,156,265	2,064,186	2,360,639	238,870	10.12%	2,599,509	0	2,599,509
	Medical Testing	13,172	11,568	12,303	17,322	21,166	20,000	0	0.00%	20,000	0	20,000
	Mepers (Retirement)	577,825	747,001	898,027	1,029,052	1,211,686	1,187,447	162,773	13.71%	1,350,220	0	1,350,220
	Payroll Contingency	0	(181)	11,957	608	(995)	0	17,000		17,000	0	17,000
	Recruitment	0	0	4,648	8,775	8,094	10,000	0	0.00%	10,000	0	10,000
	St/Lt Disability	74,456	112,976	120,093	108,742	100,711	107,716	12,762	11.85%	120,478	0	120,478
	Tuition	0	0	10,437	12,101	6,801	25,500	0	0.00%	25,500	0	25,500
	Unemployment Compensation	10,390	16,627	27,302	39,547	30,930	36,964	(12,068)	(32.65%)	24,896	0	24,896
	Vacation Payouts	0	0	0	149,255	137,441	35,000	65,000	185.71%	100,000	0	100,000
	Workers Compensation Insurance	320,200	287,810	597,646	612,806	369,196	618,195	(154,549)	(25.00%)	463,646	0	463,646
<b>Expense Total</b>		<b>3,829,290</b>	<b>4,244,590</b>	<b>4,965,779</b>	<b>5,293,646</b>	<b>5,017,790</b>	<b>5,648,695</b>	<b>397,551</b>	<b>7.04%</b>	<b>6,046,245</b>	<b>0</b>	<b>6,046,245</b>



## Supported Entities

### Supported Entities Funded by the General Fund

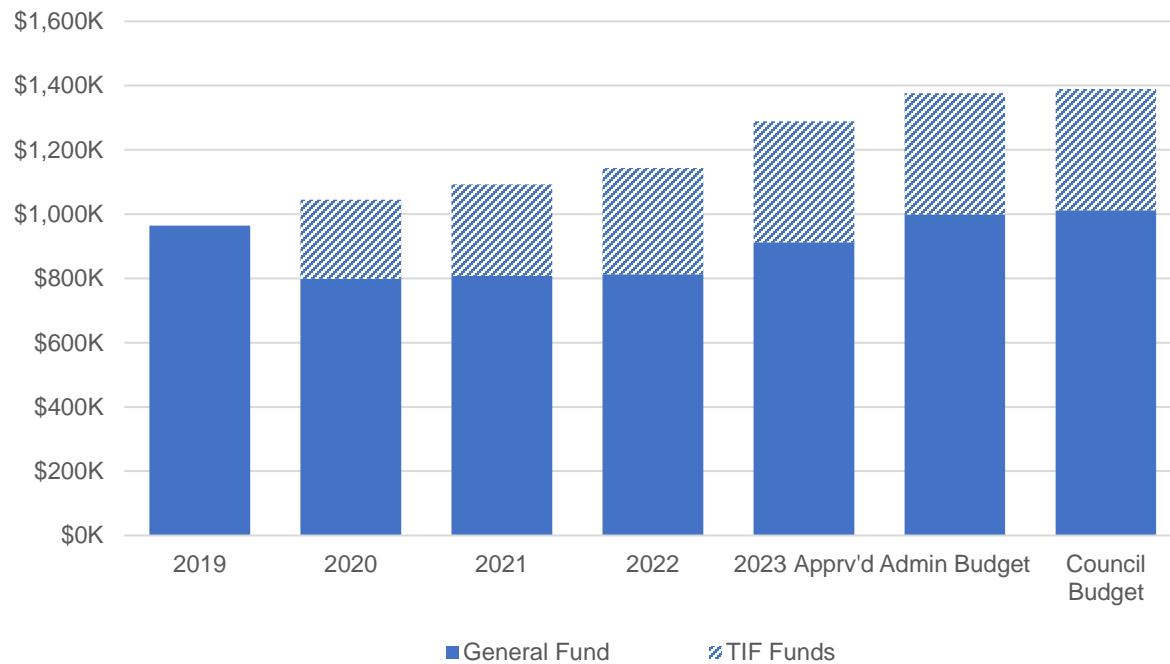
Type	Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	\$	%	Administrator's	Council	Approved
		Actual	Actual	Actual	Actual	Curr (as of Feb)	Approved	Change	Change	Budget	Amendments	Budget
Expense	Adoptive & Foster Families Me	0	0	1,500	1,500	1,500	1,500	0	0.0%	1,500	0	1,500
	Age Friendly Saco	7,500	10,000	7,500	7,500	64,000	64,000	0	0.0%	64,000	10,000	74,000
	American Red Cross Of Maine	0	0	1,000	500	500	500	0	0.0%	500	0	500
	Bsoob Transit	140,000	0	0	0	0	0	0		0	0	0
	Caring Unlimited	0	5,545	5,545	5,545	6,114	6,114	0	0.0%	6,114	0	6,114
	Conservation Commission	6,350	332	4,761	4,124	500	5,000	0	0.0%	5,000	0	5,000
	Dyer Library	643,300	678,000	698,340	705,440	496,235	744,352	85,556	11.5%	829,908	0	829,908
	Eastern Trail Membership	5,000	5,000	5,000	5,000	6,000	6,000	0	0.0%	6,000	0	6,000
	Economic Development Comm	9,000	0	0	0	0	0	0		0	0	0
	Historic Preservation	0	0	18,259	10,500	5,000	5,000	0	0.0%	5,000	0	5,000
	Maine Municipal Association	19,572	20,412	20,770	21,221	0	21,221	1,410	6.6%	22,631	0	22,631
	S.M.A.A - South Me Agency Agin	5,500	5,500	7,500	7,500	7,500	7,500	0	0.0%	7,500	0	7,500
	Saco Bay Trails	0	0	0	0	0	0	3,000		3,000	0	3,000
	Saco Bicycle & Pedestrian Comm	0	0	0	882	0	1,000	0	0.0%	1,000	200	1,200
	Saco Main Street	82,561	20,000	0	0	0	0	0		0	0	0
	Saco Pathfinders	2,833	2,853	5,000	5,000	5,000	5,000	0	0.0%	5,000	0	5,000
	Saco River Corridor	10,000	10,000	10,000	10,000	10,000	10,000	0	0.0%	10,000	0	10,000
	Seeds Of Hope	10,000	7,000	10,000	10,000	12,000	12,000	0	0.0%	12,000	3,000	15,000
	South. Maine Finance Agency	0	9,000	0	0	0	0	0		0	0	0
	Southern Maine Plan & Dev Comm	0	7,681	7,912	7,912	8,149	8,149	0	0.0%	8,149	0	8,149
	Southern Me Veterans' Memorial	0	1,000	1,000	1,000	1,000	1,000	0	0.0%	1,000	0	1,000
	Supported Entities	0	0	190	0	4,000	4,000	(4,000)	100.0%	0	0	0
	Ta Tv Community Education Chan	17,500	12,500	0	5,000	5,000	5,000	0	0.0%	5,000	0	5,000
	Vet 2 Vet	0	0	0	0	0	0	1,000		1,000	0	1,000
	Veterans Council	1,000	0	0	0	1,000	1,000	0	0.0%	1,000	0	1,000
	York County Comm Action	4,000	4,000	4,000	4,000	4,000	4,000	0	0.0%	4,000	0	4,000
<b>Expense Total</b>		<b>964,116</b>	<b>798,824</b>	<b>808,277</b>	<b>812,624</b>	<b>637,498</b>	<b>912,336</b>	<b>86,966</b>	<b>9.5%</b>	<b>999,302</b>	<b>13,200</b>	<b>1,012,502</b>



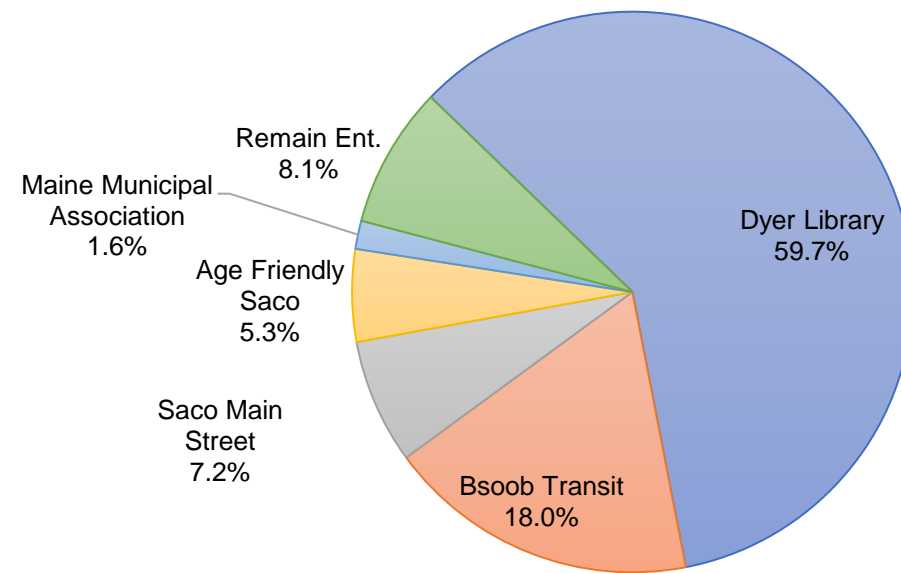
### Supported Entities Funded by TIF Funds

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023		\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
						Curr (as of Feb)	FY 2023 Approved					
Expense	Biddeford Saco Chamber	0	10,000	10,000	22,000	0	12,000	0	0.00%	12,000	0	12,000
	Saco Main Street	0	71,000	100,000	100,000	100,000	100,000	0	0.00%	100,000	0	100,000
	South. Maine Finance Agency	0	0	9,000	9,000	9,000	10,000	0	0.00%	10,000	0	10,000
	Bsoob Transit	0	165,000	165,000	200,000	250,000	250,000	0	0.00%	250,000	0	250,000
	Arts Development Commission	0	0	0	0	(214)	5,000	0	0.00%	5,000	0	5,000
<b>Expense Total</b>		<b>0</b>	<b>246,000</b>	<b>284,000</b>	<b>331,000</b>	<b>358,786</b>	<b>377,000</b>	<b>0</b>	<b>0.00%</b>	<b>377,000</b>	<b>0</b>	<b>377,000</b>
<b>Total</b>		<b>964,116</b>	<b>1,044,824</b>	<b>1,092,277</b>	<b>1,143,624</b>	<b>996,284</b>	<b>1,289,336</b>			<b>1,376,302</b>	<b>13,200</b>	<b>1,389,502</b>

Budgeted Expenses Over Time



Budgeted Expenses by Category



## Dyer Library Budget

As part of the FY2021 Audit, City of Saco Finance Department determined that the Dyer Library was a discrete component unit of the city because of the significant control City Council exerts over Dyer Library operations in the form of funding, which comprises 80% of annual income for the proposed FY2024 budget. As such, the full Dyer Library budget is presented here as submitted to the City Administrator for consideration. The "\$ Change" and "% Change" columns were added by City of Saco to assist in analyzing the data. The \$ Change and % Change columns present the difference between the FY2023 Budget and the FY2024 Proposed Budget.

Budget 2023-24 Approved by Board of Trustees on		2021/2022 Actual	2022/2023 Budget	2022/2023 Estimated	2023-24 Proposed	2023-24 \$ Change	2023-24 % Change	2023-24 Library	2023-24 Museum
<b>Revenue</b>									
4000	<b>Unrestricted Operating Income</b>								
4005	Government Public Funding - City of Saco	705,440	744,352	744,352	<b>829,908</b>	85,556	11.5%	640,689	189,219
4015	Endowment Income	39,144	26,000	22,000	<b>26,000</b>	0	0.0%	20,072	5,928
4020	Bank & CD Interest	299	200	800	<b>200</b>	0	0.0%	154	46
4055	Unrestricted Donations & Bequests	5,000	5,000	10,000	<b>5,000</b>	0	0.0%	3,860	1,140
4060	Annual Fund Unrestricted	49,809	46,500	47,000	<b>48,000</b>	1,500	3.2%	37,056	10,944
4070	Fund Raising - Special Events/Projects	0	0	0	<b>0</b>	0		0	0
4071	Festival of Trees Income	26,971	20,500	27,000	<b>28,000</b>	7,500	27.8%	0	28,000
4075	Sarah Bradbury Trust	22,000	18,000	18,000	<b>18,000</b>	0	0.0%	13,896	4,104
4080	Miscellaneous	0	100	100	<b>100</b>	0	0.0%	77	23
4076	Brick Income	100	1,000	100	<b>1,000</b>	0	0.0%	772	228
	<b>Total Unrestricted Operating Income</b>	<b>848,763</b>	<b>861,652</b>	<b>869,352</b>	<b>956,208</b>	<b>94,556</b>	<b>10.9%</b>	<b>716,577</b>	<b>239,631</b>
4100	<b>Restricted/Board Designated Income</b>								
4110	Special Collections/Acquisition Donations	220	200	200	<b>200</b>	0	0.0%	200	0
4115	Museum Res/Indv/Business	0	1,000	500	<b>1,000</b>	0	0.0%	0	1,000
4120	Museum Exhibition Sponsorships	0	500	500	<b>1,000</b>	500	100.0%	0	1,000
4121	Museum Program Fees	214	500	500	<b>500</b>	0	0.0%	0	500
4122	Museum Admissions	781	2,000	2,000	<b>2,500</b>	500	25.0%	0	2,500

<b>Budget 2023-24</b>		<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2023</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Approved by Board of Trustees on</b>		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Library</b>	<b>Museum</b>
4123	Museum Visitor Donations	1,825	4,000	1,500	<b>4,000</b>	0	0.0%	0	4,000
4125	Library Res/Indiv/Business Donations	500	0	0	<b>1,000</b>	1,000		1,000	0
4126	Adult Book Gift Funds	0	50	200	<b>50</b>	0	0.0%	50	0
4127	Children's Book Gift Funds	55	200	300	<b>200</b>	0	0.0%	200	0
4128	Maine History Room Donations	0	50	0	<b>500</b>	450		500	0
4131	Library Fines & Fax Fees	5,324	6,000	6,000	<b>7,000</b>	1,000	16.7%	7,000	0
4132	Non-Resident Library Card Fees	2,061	2,500	2,500	<b>3,000</b>	500	20.0%	3,000	0
4140	Circ Desk Donation Jar	1,169	2,000	2,000	<b>2,000</b>	0	0.0%	2,000	0
4165	Inness Book Fund Income	4,034	2,800	2,000	<b>2,000</b>	(800)	(40.0%)	2,000	0
4172	Fairfield Center Fund Income	2,463	1,800	1,200	<b>1,500</b>	(300)	(25.0%)	1,500	0
4175	Deering Fund Income	17,202	12,000	10,500	<b>10,500</b>	(1,500)	(14.3%)	8,106	2,394
4178	Mary A. Bradbury Trust Fund Income	92	75	75	<b>100</b>	25	33.3%	77	23
4171	John S. Locke Fund Income	117	80	90	<b>100</b>	20	22.2%	77	23
4180	Acquisition/Collection Fund Income	9,483	6,800	7,000	<b>5,000</b>	(1,800)	(25.7%)	0	5,000
4170	Fairfield Internship Fund	1,757	1,200	1,400	<b>1,100</b>	(100)	(7.1%)	849	251
	Long Range Strategic Planning Gift	0	0	0	<b>5,000</b>	5,000		3,860	1,140
	<b>Total Restricted Income</b>	<b>47,297</b>	<b>43,755</b>	<b>38,465</b>	<b>48,250</b>	<b>4,495</b>	<b>11.7%</b>	<b>30,420</b>	<b>17,830</b>
4200	<b>Grant Revenue</b>		<b>20,851</b>						
4300	<b>Sales/Facility Fees (Earned Income)</b>								
4305	Library Facility Rentals	223	1,000	0	<b>1,000</b>	0		1,000	0
4306	Museum Facility Rentals	50	300	0	<b>300</b>	0		0	300
4310	Museum Shop Sales	5,854	7,200	5,500	<b>7,500</b>	300	5.5%	0	7,500
4325	Library Annual and Used Book Sales	18,071	18,000	16,000	<b>20,000</b>	2,000	12.5%	20,000	0
4330	Archival Photograph Order Income	90	150	50	<b>150</b>	0	0.0%	116	34
	Reproduction Publication Rights	0	0	50	<b>0</b>	0	0.0%	0	0
4335	Photocopies & Printing	1,882	3,000	1,300	<b>3,500</b>	500	38.5%	3,500	0
4340	Exempt Sales	0	200	200	<b>200</b>	0	0.0%	200	0

<b>Budget 2023-24</b>		<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2023</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Approved by Board of Trustees on</b>		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Library</b>	<b>Museum</b>
4360	Sales Tax Collected	322	500	200	500	0	0.0%	386	114
	<b>Total Sales/Facility Fees</b>	<b>26,492</b>	<b>30,350</b>	<b>23,300</b>	<b>33,150</b>	<b>2,800</b>	<b>12.0%</b>	<b>25,202</b>	<b>7,948</b>
4400	<b>Cost of Sales</b>								
4410	Photograph Order Expense	0	125	0	125	0		0	125
4415	Sales Tax Expense	(322)	(400)	(200)	(500)	(100)	50.0%	50	450
4420	Museum Gift Shop Inventory Expense	(2,312)	(2,000)	(200)	(3,000)	(1,000)	500.0%	0	(3,000)
4430	Credit Card Transaction Fee Expense	(4,093)	(3,400)	(2,000)	(1,200)	2,200	(110.0%)	(926)	(274)
	<b>Total Cost of Sales</b>	<b>(6,727)</b>	<b>(5,675)</b>	<b>(2,400)</b>	<b>(4,575)</b>	<b>1,100</b>	<b>(45.8%)</b>	<b>(876)</b>	<b>(2,699)</b>
	<b>Net Total Sales/Facility Fees</b>	19,765	24,675	20,900	28,575	3,900	18.7%	26,078	10,647
	<b>Other Miscellaneous Income</b>		0	0	0			0	0
	<b>Total Income</b>	<b>915,825</b>	<b>930,082</b>	<b>928,717</b>	<b>1,033,033</b>	<b>102,951</b>	<b>11.1%</b>	<b>773,074</b>	<b>268,109</b>
<b>Expenses</b>									
5100	<b>Personnel Expenses</b>								
5105	Salaries and Wages	567,643	579,613	619,908	650,903	71,290	11.5%	502,497	148,406
5106	Inactive Compensated Absences	(17,310)	(7,000)	(6,000)	(9,000)	(2,000)	33.3%	(6,948)	(2,052)
5110	Payroll Taxes	44,233	45,500	48,000	49,000	3,500	7.3%	37,828	11,172
5115	Employee Benefits/Health Ins.	55,784	70,380	68,000	71,000	620	0.9%	54,812	16,188
5125	Worker's Compensation	2,764	4,400	3,200	4,700	300	9.4%	3,628	1,072
5130	Unemployment Insurance Expense	(1,643)	0	0	0	0		0	0
5131	Retirement Fund	13,011	15,750	15,500	15,000	(750)	(4.8%)	11,580	3,420
	<b>Total Personnel Costs</b>	<b>664,482</b>	<b>708,643</b>	<b>748,608</b>	<b>781,603</b>	<b>72,960</b>	<b>9.7%</b>	<b>603,398</b>	<b>178,205</b>
5200	<b>Library Services and Material</b>								
5205	Adult Books	21,370	32,000	36,000	38,500	6,500	18.1%	38,500	0
5206	Large Print Books	3,403	3,000	1,500	3,000	0	0.0%	3,000	0
5210	Juvenile Books	13,216	10,500	9,500	12,000	1,500	15.8%	12,000	0

<b>Budget 2023-24</b>		<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2023</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Approved by Board of Trustees on</b>		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Library</b>	<b>Museum</b>
5215	Adult Reference	0	0	0	<b>0</b>	0		0	0
5220	Serials/Periodicals	3,665	4,000	4,000	<b>4,200</b>	200	5.0%	4,200	0
5230	Adult Audio Books & CDs	950	1,500	500	<b>500</b>	(1,000)	(200.0%)	500	0
5231	Juvenile Audio	131	500	500	<b>500</b>	0	0.0%	500	0
5232	Young Adult Collection	2,542	6,000	6,000	<b>7,000</b>	1,000	16.7%	7,000	0
5234	DVDs	1,342	6,000	6,000	<b>4,500</b>	(1,500)	(25.0%)	4,500	0
5237	Downloadable Costs	1,300	1,300	1,200	<b>1,300</b>	0	0.0%	1,300	0
	<b>Total Library Acquisitions</b>	<b>47,919</b>	<b>64,800</b>	<b>65,200</b>	<b>71,500</b>	<b>6,700</b>	<b>10.3%</b>	<b>71,500</b>	<b>0</b>
<b>5250 Dyer Library Archives &amp; Special Collections</b>									
5255	Acquisitions for Maine History Collection	0	200	0	<b>200</b>	0		200	0
5260	Archival Supplies - Conservation/Preservation	0	300	300	<b>300</b>	0	0.0%	300	0
5265	Archival Equipment - Preservation	0	200	100	<b>200</b>	0	0.0%	200	0
5270	Fairfield Fund Award/Internship	1,000	1,000	0	<b>1,000</b>	0		1,000	0
					<b>0</b>				
	<b>Total Archives &amp; Special Collections</b>	<b>1,000</b>	<b>1,700</b>	<b>400</b>	<b>1,700</b>	<b>0</b>	<b>0.0%</b>	<b>1,700</b>	<b>0</b>
<b>5280 Dyer Library Materials &amp; Services</b>									
5285	Interlibrary Loan Expenses	1,232	1,800	2,100	<b>1,800</b>	0	0.0%	1,800	0
5290	Library Cataloging Materials & Supplies	3,466	4,000	3,500	<b>4,700</b>	700	20.0%	4,700	0
					<b>0</b>				
	<b>Total Dyer Library Materials &amp; Services</b>	<b>4,698</b>	<b>5,800</b>	<b>5,600</b>	<b>6,500</b>	<b>700</b>	<b>12.5%</b>	<b>6,500</b>	<b>0</b>
<b>5300 Museum Collection Care &amp; Management</b>									
5305	Museum Object Conservation	1,000	1,000	1,000	<b>1,000</b>	0	0.0%	0	1,000
5310	Museum Acquisition	3,366	500	2,650	<b>500</b>	0	0.0%	0	500
5315	Museum Conservation Supplies	379	400	400	<b>400</b>	0	0.0%	0	400

<b>Budget 2023-24</b>		<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2023</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Approved by Board of Trustees on</b>		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Library</b>	<b>Museum</b>
5318	Museum Collection Care Other	493	800	800	800	0	0.0%	0	800
	<b>Total Museum Collection Care &amp; Management</b>	<b>5,238</b>	<b>2,700</b>	<b>4,850</b>	<b>2,700</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>2,700</b>
5400	<b>Program Expenses</b>								
5401	Special Events	345	700	0	400	(300)		0	400
5405	Juvenile Library Programs	5,671	4,000	4,000	4,500	500	12.5%	4,500	0
5410	General Library Programs	41	500	200	500	0	0.0%	500	0
5415	Museum Programs	0	0	500	500	500	100.0%	0	500
5420	Museum Exhibitions	2,043	5,000	5,000	5,000	0	0.0%	0	5,000
	<b>Total Program Expenses</b>	<b>8,100</b>	<b>10,200</b>	<b>9,700</b>	<b>10,900</b>	<b>700</b>	<b>7.2%</b>	<b>5,000</b>	<b>5,900</b>
5500	<b>Building &amp; Grounds</b>								
5505	Museum Repairs & Maintenance	3,351	2,500	2,000	3,200	700	35.0%	0	3,200
5506	Library Repairs & Maintenance	2,877	5,000	2,000	5,500	500	25.0%	5,500	0
5510	Museum Building & Grounds Supplies	793	1,400	1,200	1,400	0	0.0%	0	1,400
5511	Library Building & Grounds Supplies	1,889	2,800	2,500	2,800	0	0.0%	2,800	0
5515	Museum Security	1,206	1,600	1,600	1,600	0	0.0%	0	1,600
5516	Library Security	2,489	1,400	1,400	1,400	0	0.0%	1,400	0
5520	Grounds Care	40	100	500	100	0	0.0%	77	23
5521	Snow Removal - Walkways and Stairs	0	300	400	700	400	100.0%	540	160
5525	Museum Furniture and Fixture	0	0	0	0	0		0	0
5526	Library Furniture and Fixture	0	0	0	0	0		0	0
5500	Pandemic Mediation	635	0	1,000		0	0.0%	0	0
	<b>Total Building &amp; Grounds</b>	<b>13,280</b>	<b>15,100</b>	<b>12,600</b>	<b>16,700</b>	<b>1,600</b>	<b>12.7%</b>	<b>10,318</b>	<b>6,382</b>

<b>Budget 2023-24 Approved by Board of Trustees on</b>		<b>2021/2022 Actual</b>	<b>2022/2023 Budget</b>	<b>2022/2023 Estimated</b>	<b>2023-24 Proposed</b>	<b>2023-24 \$ Change</b>	<b>2023-24 % Change</b>	<b>2023-24 Library</b>	<b>2023-24 Museum</b>
<b>Insurance - General Liability</b>									
5610	General Liability	14,308	14,500	14,000	<b>14,000</b>	(500)	(3.6%)	0	14,000
5615	Commercial Multi-peril	17,176	12,000	11,500	<b>12,000</b>	0	0.0%	9,264	2,736
<b>Total Insurance</b>		<b>31,484</b>	<b>26,500</b>	<b>25,500</b>	<b>26,000</b>	<b>(500)</b>	<b>(2.0%)</b>	<b>9,264</b>	<b>16,736</b>
<b>5700 Utilities</b>									
5705	Museum Electricity	6,575	9,000	12,000	<b>12,500</b>	3,500	29.2%	0	12,500
5706	Library Electricity	15,753	16,500	26,570	<b>31,500</b>	15,000	56.5%	31,500	0
5715	Museum Water & Sewer	250	400	200	<b>400</b>	0	0.0%	0	400
5716	Library Water & Sewer	503	475	300	<b>475</b>	0	0.0%	475	0
5720	Museum Fuel Oil	0	0	0	<b>0</b>	0		0	0
5721	Library Fuel Oil	0	500	600	<b>500</b>	0	0.0%	500	0
<b>Total Utilities</b>		<b>23,081</b>	<b>26,875</b>	<b>39,670</b>	<b>45,375</b>	<b>18,500</b>	<b>46.6%</b>	<b>32,475</b>	<b>12,900</b>
<b>5800 Management/Administration</b>									
5801	Legal Fees	0	200	0	<b>200</b>	0		154	46
5802	Accounting Fees	5,800	6,000	9,800	<b>10,000</b>	4,000	40.8%	7,720	2,280
5803	Payroll Processing Fees	1,869	2,000	1,800	<b>2,000</b>	0	0.0%	1,544	456
5811	Museum Organizational Memberships Fees	658	680	550	<b>680</b>	0	0.0%	0	680
5812	Library Organizational Membership Fees	625	150	150	<b>150</b>	0	0.0%	150	0
5813	Museum Staff Education	0	400	400	<b>400</b>	0	0.0%	0	400
5814	Library Staff Education	50	200	200	<b>200</b>	0	0.0%	200	0
5815	Museum Staff Travel	74	400	160	<b>400</b>	0	0.0%	0	400
5816	Library Staff Travel	0	200	0	<b>200</b>	0		200	0

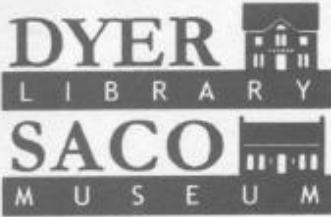
<b>Budget 2023-24</b>		<b>2021/2022</b>	<b>2022/2023</b>	<b>2022/2023</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Approved by Board of Trustees on</b>		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Proposed</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Library</b>	<b>Museum</b>
5821	Museum Advertising	2,004	4,500	3,500	<b>4,500</b>	0	0.0%	0	4,500
5822	Library Advertising	100	0	0	<b>0</b>	0		0	0
5824	Museum Postage	196	500	150	<b>500</b>	0	0.0%	0	500
5825	Library Postage	290	800	500	<b>800</b>	0	0.0%	800	0
5826	Museum Printing	0	75	50	<b>75</b>	0	0.0%	0	75
5835	Library Office Supplies	1,943	2,200	2,000	<b>2,200</b>	0	0.0%	2,200	0
5836	Museum Office Supplies	484	1,000	800	<b>1,000</b>	0	0.0%	0	1,000
5843	Library Copiers & Maintenance	0	500	500	<b>500</b>	0	0.0%	500	0
5844	Museum Copiers & Maintenance	0	500	2,500	<b>500</b>	0	0.0%	0	500
5845	Telephone & Cable Library & Museum	2,328	2,600	2,500	<b>2,600</b>	0	0.0%	2,007	593
5846	Telcom Equipment & Repairs	0	400	200	<b>400</b>	0	0.0%	309	91
5848	Library LSLN T-1 Connection	0	0	0	<b>0</b>	0		0	0
5851	Licenses - City of Saco/State of Maine	64	100	100	<b>100</b>	0	0.0%	77	23
5862	Volunteer Recognition	260	150	250	<b>150</b>	0	0.0%	116	34
5890	Constant Contact/Quickbooks/LGLight	2,375	2,250	2,250	<b>2,250</b>	0	0.0%	1,737	513
5891	Printer Cartridges - Laser/Inkjet Black & Color	1,106	2,400	1,200	<b>2,400</b>	0	0.0%	1,853	547
	<b>Total Management</b>	<b>20,226</b>	<b>28,205</b>	<b>29,560</b>	<b>32,205</b>	<b>4,000</b>	<b>13.5%</b>	<b>19,567</b>	<b>12,638</b>
5900	<b>Governance &amp; Endowment Administration</b>								
5905	Investment Fees	16,666	14,000	14,500	<b>14,000</b>	0	0.0%	10,808	3,192
5920	Board Expense Other	0	200	75	<b>200</b>	0	0.0%	154	46
5925	Directors & Officers Insurance	0	1,900	1,700	<b>1,800</b>	(100)	(5.9%)	1,390	410
5940	Fund Development	1,528	1,400	1,400	<b>1,400</b>	0	0.0%	1,081	319
5950	Fund Raising Expenses	2,106	4,500	2,300	<b>4,500</b>	0	0.0%	3,474	1,026
	Long Range Strategic Planning				<b>5,000</b>	5,000		3,860	1,140
5941	Brick expense	30	500	200	<b>500</b>	0	0.0%	386	114
	<b>Total Governance &amp; Endowment Admin</b>	<b>20,330</b>	<b>22,500</b>	<b>20,175</b>	<b>27,400</b>	<b>4,900</b>	<b>24.3%</b>	<b>21,153</b>	<b>6,247</b>



<b>Budget 2023-24 Approved by Board of Trustees on</b>		<b>2021/2022 Actual</b>	<b>2022/2023 Budget</b>	<b>2022/2023 Estimated</b>	<b>2023-24 Proposed</b>	<b>2023-24 \$ Change</b>	<b>2023-24 % Change</b>	<b>2023-24 Library</b>	<b>2023-24 Museum</b>
<b>6000</b>	<b>Technology</b>								
6005	Museum Computer & Equipment	0	700	450	<b>700</b>	0	0.0%	0	700
6010	Library Computer & Equipment	2,644	2,000	2,000	<b>2,000</b>	0	0.0%	2,000	0
6015	Museum Software Purchases	412	100	100	<b>100</b>	0	0.0%	0	100
6020	Library Software Purchases	0	100	0	<b>100</b>	0		100	0
6021	Technical Support	0	100	0	<b>100</b>	0		77	23
6025	Web Site Development Maintenance	240	250	240	<b>250</b>	0	0.0%	193	57
6027	Follett Subscription	1,209	1,200	1,200	<b>1,200</b>	0	0.0%	1,200	0
6028	MSLN Internet Connection Fee	0	0	0	<b>0</b>	0		0	0
	<b>Total Technology</b>	<b>4,505</b>	<b>4,450</b>	<b>3,990</b>	<b>4,450</b>	<b>0</b>	<b>0.0%</b>	<b>3,570</b>	<b>880</b>
<b>6100</b>	<b>Capital Improvements</b>								
	Library	1,000	1,000	1,000	<b>1,000</b>	0	0.0%	1,000	0
	Museum	1,000	1,000	23,880	<b>1,000</b>	0	0.0%	0	1,000
	<b>Total Capital Improvements</b>	<b>2,000</b>	<b>2,000</b>	<b>23,880</b>	<b>2,000</b>	<b>0</b>	<b>0.0%</b>	<b>1,000</b>	<b>1,000</b>
<b>6300</b>	<b>Other Expense</b>								
	Festival of Trees Expense	2,116	4,000	4,000	<b>4,000</b>	<b>0</b>	<b>0.0%</b>	0	4,000
	Grant expense	3,636				<b>0</b>			
	<b>Total Other Expense</b>	<b>5,752</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>4,000</b>
	<b>Replacement Reserve</b>								
	Museum Furniture & Fixtures	0	0	0	<b>0</b>	<b>0</b>		0	0
	Library Furniture & Fixtures	0	0	0	<b>0</b>	<b>0</b>		0	0
	<b>Total Replacement Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

<b>Budget 2023-24 Approved by Board of Trustees on</b>	<b>2021/2022 Actual</b>	<b>2022/2023 Budget</b>	<b>2022/2023 Estimated</b>	<b>2023-24 Proposed</b>	<b>2023-24 \$ Change</b>	<b>2023-24 % Change</b>	<b>2023-24 Library</b>	<b>2023-24 Museum</b>
<b>Grand Total Expenses</b>	<b>852,095</b>	<b>923,473</b>	<b>993,733</b>	<b>1,033,033</b>	<b>109,560</b>	<b>11.0%</b>	<b>785,444</b>	<b>247,589</b>
<b>Total Income</b>	<b>915,825</b>	<b>930,082</b>	<b>928,717</b>	<b>1,033,033</b>	<b>102,951</b>	<b>11.1%</b>	<b>773,074</b>	<b>268,109</b>
<b>Total Expense</b>	<b>852,095</b>	<b>923,473</b>	<b>993,733</b>	<b>1,033,033</b>	<b>109,560</b>	<b>11.0%</b>	<b>785,444</b>	<b>247,589</b>
<b>Variance (To be removed from endowment</b>	<b>63,730</b>	<b>6,609</b>	<b>(65,016)</b>	<b>0</b>			<b>(12,370)</b>	<b>20,520</b>

## Dyer Library Funding Request Letter



the cultural center of southern maine

City of Saco  
300 Main Street  
Saco, ME 04072

February 23, 2022

Dear City Council members,

The Dyer Library Association requests \$829,908 in funding from the City of Saco for the fiscal year 2023-2024. The DLA operates Saco's busy and beloved public library as well as the Saco Museum, a regional center for local history, art and education that has become a mainstay for providing history instruction to Saco's students. We are requesting an 11% increase from last year's funding level, only to try to keep pace with inflation. The increase will enable us to largely maintain the buying power of our book budget and fund a 5% cost of living increase in our payroll. In addition, this year our electricity contract expired and, in our new contract, supply prices tripled.

The DLA served *in-house* 110,542 people in 2021, an increase over the previous year, in spite of remaining closed for two months during the early days of the Covid pandemic. With operating expenses that were 63% of Biddeford's library and 67% of Scarborough's, the DLA served 245% more people than Scarborough and 632% more than Biddeford. Even more notable were our children's and young adult programming numbers: we served 350% more than Biddeford and 2189% more than Scarborough, clearly making the DLA a wonderful value for Saco's taxpayers. This calculation *doesn't include* the additional thousands of schoolchildren the Saco Museum served that year through virtual programming. One of the drivers of these impressive numbers is that YOUR public library reopened on the first day the governor allowed, one of very few libraries in the state to do so. Many other libraries remained off limits to customers for nearly the rest of the year. (All figures are based upon the Maine State Library Annual Report for 2020-21, the most recent year available.)

In spite of the high number of people served by the DLA compared to both Biddeford and Scarborough, we operate with slightly more than *half as many* full time equivalent staff as either of those libraries. Because of budgetary limitations, the DLA has never offered its employees step increases. The *only* changes in pay come through cost of living raises, making them essential for attracting and keeping the kind of quality employees that can sustain the high level efforts and remarkable productivity of the DLA. Sadly, of our 23 staff members, 10 still earn less than the \$17.88 per hour that the Massachusetts Institute of Technology has identified as a living wage in Maine.

We, of course, will continue all of our enthusiastic fundraising work, including our two annual fund appeals, our giant annual and ongoing book sales, and the Festival of Trees, as well as determined efforts to apply for grants whenever possible. It is through this work that we are able to raise nearly all of our operating costs beyond payroll expenses. We remain deeply grateful for all of your support, and proudly committed to serving the City and citizens of Saco.

Sincerely yours,

Leslie Rounds  
Executive Director



## All Other Supported Entity Requests





## Adoptive and Foster Families of Maine Inc. & The Kinship Program

304 Hancock St. Suite 2A

207-827-2331

333 Lincoln Street Suite 101

Bangor, ME 04401

[www.affm.net](http://www.affm.net)

Saco, ME 04072

March 21, 2023

Dear Saco City Council Members,

I would like to take a moment to say thank you on behalf of Adoptive and Foster Families of Maine Inc. & The Kinship Program, (AFFM), for the consideration of including our Saco office in the supported entity budget for the fiscal year of 2024. AFFM would like to request funding for \$1,500 to be added to the budget. AFFM is grateful to have the opportunity to continue to grow and support more families in southern Maine who are caring for youth in the foster care system.

AFFM is a 501©3 non-profit organization providing free services to families statewide. AFFM's mission is to provide the training, guidance, knowledge, and resources needed to handle the complex issues encountered by families as they open their hearts and homes to children in need.

Your contribution would allow AFFM to reach and support more families, particularly kinship families.

Kinship families are those who are caring for a relatives' child. Many kinship families are living on fixed income and receive little to no financial support while raising their relatives' child and rely on AFFM programs. They are often unprepared for the financial burden that comes to providing 24/7 care. The funds provided by the City of Saco would be a huge support in helping families better their ability to care for the child(ren) in their home. Support provided will cover basic needs such as purchasing beds, providing grocery cards, as well as helping out with the cost of utilities and minor car repairs to help transport themselves and the child to medical, educational, and other appointments that promote the wellbeing and safety of the child.

It is because of the kindness and generosity of our community that AFFM is able to provide such support to local families. Thank you again for considering our request.

Sincerely,  
Meagan Sprague  
Resource Family Program Manager  
Saco AFFM



February 23, 2022

**AGE FRIENDLY SACO Request for Funding FY 2024**

Age Friendly Saco (AFS) continues to provide many important services to our residents. During this past year we were able to implement new programming – Saco Cycles, an adaptive bicycle program – to provide our older residents with the joy of a bicycle ride once again. We continue to address the needs of our residents by collaborating with our partners: Parks and Recreation Dept., Police Dept, Public Works Dept., Finance Dept, Fire Department, Saco Main Street, Thornton Academy, Ferry Beach Retreat and Conference Center, Habitat for Humanity, SMAA, Saco Food Pantry, BSOOB Transit, Rotary Club of Saco Bay, UNE Center on Aging, U Maine Center on Aging, ME Council on Aging and many more agencies too numerous to list.

We addressed food insecurity among our older residents by continuing to provide USDA monthly food box deliveries as well as food deliveries from the Saco Food Pantry. In addition, we partnered with Ferry Beach Retreat and Conference Center to again provide delivered meals to our residents .

To address social isolation among our residents we hosted lunch and learn events in collaboration with Saco Parks and Recreation and we look forward to the return of the popular dinner dances at the Community Center. We also hosted our annual and very well attended Wellness Fair at TA featuring a talk on ADUs, Property Tax Relief and Estate Planning.

Most recently we collaborated with Biddeford Housing Authority on a Comfortably Home grant application by coordinating all the Age Friendly communities in Northern York County. As a result, 25 homes of our older residents in our area will benefit from the \$81,000 grant received by Biddeford Housing.

AFS continues to seek grant funds to support its work. In 2022, we received a grant from Maine Community Foundation to support the continued growth of Saco's on-demand transportation program. These funds have been used to support our volunteer drivers with gas cards to offset their costs and software to manage all of AFS' data. To date, this program has provided over 300 rides. Our team of 10 volunteer drivers have donated more than 1000 hours and traveled over 3200 miles. See the attached video link to view the impact of this program on our residents:  
<https://www.youtube.com/watch?v=6yeLLsKqh3A>

Our request includes continued funding for our Transportation Coordinator in order to continue our on- demand transportation program for another year. In addition, as AFS has grown in complexity, and services offered, we are requesting a small increase in operational funding that is vital to support ongoing operations of AFS and the coordination of our army of volunteers.

**Budget Request 'FY 24**

AFS Transportation Coordinator Position:	\$54,000 ( same as previous year)
Ongoing support of AFS	<u>\$15,000</u>
Total Support requested:	\$69,000

It should be noted that one of the stated goals in the City of Saco's Long Range Comprehensive Plan is to "continue the implementation of Age Friendly Saco's Action Plan."

Thank you in advance for your consideration,

Tony LeBlanc, Treasurer,  
Age Friendly Saco Board of Directors





January 23, 2023

City of Saco  
Attn: Torie Gorman  
300 Main Street  
Saco, ME 04072

Dear Torie,

As we look ahead to the new year, we take a moment to reflect on our profound gratitude to the municipal partners who help us deliver our lifesaving mission in our community. With your support, we are able to ensure the health, safety, and preparedness of our friends and neighbors throughout Northern New England.

Last year, our staff and volunteer workforce provided an array of services throughout the region:

- We made **576 homes safer** by installing smoke detectors and educating families about fire safety and prevention through our Home Fire Campaign.
- Trained **34,765 people** in first aid, CPR, and water safety skills. (training data for county level)
- We collected over **132,000 units of blood**. Hospitals throughout Northern New England depend on the American Red Cross for these collections.
- In our region, over **3,900** service members, veterans, and their families received supportive services through our Service to the Armed Forces department.

Your American Red Cross remains committed to providing relief and support. We do this with the help of our incredible volunteers and donors, including you, our friends in Saco. *This year, we respectfully request a municipal appropriation of \$1,000.00.* These funds will directly benefit individuals and families right here in our region, who benefit from our unique services at no cost.

For more information about the work we've been doing in your area, please refer to the attached Service Delivery sheet for York County. If you have any questions, please call us at 1-800-464-6692 or [supportnne@redcross.org](mailto:supportnne@redcross.org).

Warmly,

Lauren Jordan  
Development Coordinator

32 N Prospect St  
Burlington, VT 05401

2 Maitland St  
Concord, NH 03301

2401 Congress St  
Portland, ME 04101

[www.redcross.org/nne](http://www.redcross.org/nne)  
American Red Cross of Northern New England

**Economic Development**  
Saco City Hall  
300 Main Street  
Saco, Maine 04072-1538



**Jessa Berna**  
**Economic Development Specialist**  
[jberna@sacomaine.org](mailto:jberna@sacomaine.org)  
Phone: (207) 282-3487 ext.358

February 6, 2023

Mayor William Doyle and City Councilors  
c/o Bryan Kaenrath, City Administrator  
City of Saco  
300 Main Street  
Saco, ME 04072

Dear Mayor Doyle and City Councilors,

The City Council authorized the creation of an Arts Commission in late 2020 to bring together members of the community, City Councilors, and staff to improve the aesthetic quality of the City's public spaces. The Arts Commission held its first meeting on March 4, 2021, and has been consistently active ever since.

The Arts Commission worked with Saco Main Street to paint two artistic crosswalks downtown and we hope to do more in the future. For the past two years we have decorated the City's tree at the annual Festival of Trees fundraiser for the Saco Museum and enjoy the opportunity to participate in this community event. The Commission installed its first public art in 2022, decorating three downtown traffic light boxes and, similar to the crosswalks, we hope to do more in the future. We have also developed an online [Artist Directory](#) where artists who live, work, sell, or perform in Saco can register to promote their work.

Future projects that we are also pursuing include:

- Creation of an online interactive map featuring public art throughout the city.
- Installation of "wheat paste murals" in the downtown (temporary 2D art of various scales in select locations).
- Selection and installation of semi-permanent or permanent art on public property in Saco.
- Developing programs for citizen participation in performing arts like musical performances and poetry slams.

The Arts Commission officially requests \$5,000.00 for Fiscal Year 2024 to help support its Vision: "Supporting Saco's cultural vitality through the creation and development of public art". This level of financial support is consistent with our funding for FY 2023, and will be used towards the goal of promoting the Arts in Saco.

We appreciate your consideration of this funding to help to strengthen economic development and improve quality of life by bring more public art to the community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kerry S. Peiser". The signature is fluid and cursive, with the first name being the most prominent.

Kerry S. Peiser  
Chair - Arts Commission



FY24 Budget Request  
Bicycle and Pedestrian Advisory Committee

To: Mayor Doyle, City Council, City Administrator Kaenrath  
From: Bicycle and Pedestrian Advisory Committee (BPAC)  
Re: FY24 Budget Request  
Date: February 16, 2023

Amount requested for FY24: \$1,200.

Benefits that the BPAC offers to Saco: as directed by the City Council in early 2000, the BPAC works "...to support and encourage a bicycle and walking friendly community, which provides for safe, convenient, and enjoyable active transportation for all ages and abilities." In the past year, the BPAC has participated in:

- Supporting a community compost program featuring bicycle-supported pick-up.
- Delivering a report on a potential Bike Share program that will one day include Saco, Biddeford and OOB.
- Collaborating with Age Friendly Saco to offer free bike rides to seniors at facilities such as the Wardwell and Atlantic Heights on a "bicycle built for 3."
- Staging a 2nd annual "Ride of Silence" in May 2022 to recognize bicyclists who have been killed or injured while riding on public streets and roads.
- The 3rd annual "Cranksgiving" ride in November 2022 from the Community Center to Hannaford to the Saco Food Pantry to recognize those in need, and to donate food items.

The BPAC is budgeted for \$1,000 during the current fiscal year. We propose an increase to \$1,200 for FY24. This would allow the BPAC to:

- Work with the soon-to-be-adopted Maine DOT Statewide Active Transportation Policy to improve bicycle and pedestrian facilities, focus on safety of users, and establish a mobility network that will encourage residents to bike and walk for local trips.
- Work with City staff to draft a Complete Streets policy and ordinance in conjunction with the recently adopted regional Complete Streets policy developed by the PACTS Regional Transportation Advisory Committee.
- Remotely attend the National Bike Summit in Washington, D.C., in March 2023 for exposure to national bike and ped issues, volunteers and professionals in the field.
- Inform and educate residents and visitors as to the positive impacts of biking and walking on our health, the environment, and our mental well-being.
- Support and participate in the planned "Tour de Biddeford Saco," a group bike ride with the goal of increasing support for biking and walking by residents and visitors.

BPAC members thank the Mayor and Council for their support, and look forward to continuing our work to expand and improve bicycle and pedestrian use in Saco, with neighboring communities, and regionally.



February 28, 2023

Torie Gorman  
City of Saco, Executive Assistant  
300 Main Street  
Saco, ME 04072

BSOOB Transit Municipal Funding Request – Fiscal Year 2024

Ms. Gorman,

The Biddeford-Saco-Old Orchard Beach Transit Committee hereby requests \$250,000 from each of the parent municipalities for FY24. This is a flat funding request compared to FY23. BSOOB Transit increased funding from FY22 to FY23 by \$50,000, noting significant increases to fuel and labor costs. During FY23, the agency has taken measures to control costs, and has experienced savings in fuel energy with the deployment of the battery electric buses.

In the last four years, BSOOB Transit has been awarded discretionary grants totaling over \$6 million for zero-emission buses and supportive infrastructure, along with multiple regionally competitive awards to fund improvements to service and the customer experience.

BSOOB Transit understands that municipalities will be facing considerable budget challenges related to various dynamics. It is likely that BSOOB Transit will face similar issues in the future. That said, our current collective bargaining agreement plans for a 4% wage increase for the represented workforce, and can be funded within the current municipal contribution and grant award structure.

I would also like to propose a future funding schedule that will allow all parties to have a clear roadmap for future investment, well in advance of the traditional budget cycle. Below is the proposed 3-year funding arrangement:

Fiscal Year	Funding Request	% Increase from Previous Year
FY23	\$250,000	25%
FY24	\$250,000	0%
FY25	\$280,000	12%
FY26	\$315,000	12.5%

As a direct recipient of Federal Transportation Administration grants, BSOOB Transit relies on municipal match for grant funding. These grant programs require a local match between 20% - 50%, dependent on the use (ex. capital vs. operating). There are many current opportunities for discretionary capital grants, but the resources to support operating costs are not as readily obtainable. This is where the municipal contribution is vital.

I am eager to continue the advancement of cleaner, more efficient, and more reliable service to our communities. Please let me know how I can assist in the presentation and evaluation of this request.

Regards,

Chad Heid, Executive Director  
BSOOB Transit

13 Pomerleau St, Biddeford, ME 04005

(207) 282-5408

BSOOBTransit.org



P.O. Box 590 Sanford, Maine 04073  
 tel. 207.490.3227 fax 207.490.2186  
 caring-unlimited.org

February 10, 2023

City of Saco  
 300 Main Street  
 Saco, ME 04072

Dear Councilors and Budget Committee members,

Thank you for your consideration of Caring Unlimited’s annual request for support from the City of Saco at the same level as last year, \$6,411. Your support helps to ensure that members of your community and all residents of York County experiencing domestic violence and abuse have access to the life-changing and life-saving supports they need.

Caring Unlimited continues to respond to the demand for services and seek new sources of funding to meet the ongoing and emergency needs of victims and survivors of domestic violence in our county. This year we expanded our youth community education and prevention efforts, made capital improvements to our residential facilities, and expanded our emergency hoteling and housing assistance using COVID relief funds.

The following is a snapshot of how Saco residents accessed CU’s no-cost services last year. Because we are only able to collect location data on about half the people that use our services, the total value is likely twice as high as the conservative number reported here.

SERVICE PERIOD:	10/1/21-9/30/22
SACO RESIDENTS SERVED LAST YEAR (Unduplicated individuals served)	52 Individuals
TOTAL HRS OF INDIVIDUAL ADVOCACY PROVIDED LAST YEAR (Supportive Counseling and/or Legal Assistance Provided to Individuals):	382 Hours
TOTAL # OF STUDENTS RECEIVING PREVENTION EDUCATION	195 Students
<b>COST TO CARING UNLIMITED OF SERVICES OF PROVIDED TO SACO LAST YEAR:</b>	<b>\$46,034</b>
<b>FY24 SUPPORT REQUESTED:</b>	<b>\$6,411</b>

Sincerely,

Susan Giambalvo  
 Executive Director

Serving York County Since 1977



January 27th, 2023

City of Saco Budgeting and Planning & Economic Development:

Please consider this funding request for the Chamber of Commerce in the amount of \$12,000 for FY'24. This is the same level of funding requested and received last year and consistent with the great support we are fortunate to have from both of our main cities.

The Chamber of Commerce's mission is to promote business success and community development. Your support of our efforts is much appreciated and is crucial in putting us in position to achieve our mission. The Chamber accomplishes our mission by:

- Hosting networking events, informational sessions, training seminars, business expos, ribbon cutting celebrations, and job fairs
- Distributing online communications efforts (newsletters, emails, and frequent social media postings), along with printed publications such as our Annual Guidebook
- Staffing our Welcome Center office featuring information on the area and our members.

This past year we were finally able to deliver our complete set of Chamber programming without the constraints that we all were subjected to during the difficult pandemic years of 2020 and 2021. We also saw the return of our regional workforce development efforts in conjunction with Councilor Marshall Archer and look forward to growing that initiative as well. Approximately 210 Saco-based businesses and organizations are members of our Chamber of Commerce currently.

We find tremendous value in partnering with Saco municipal leaders, business owners, and residents to continue to grow the commercial and community momentum in Saco, and we look forward to working with the City of Saco team on new ideas or other ways to keep growing the impact we can make for progress in our area by working together.

Sincerely,

Jim LaBelle  
Executive Director



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## MEMO

To: Mayor Doyle & Saco City Council  
Fr: Saco Conservation Commission  
Re: Funding for Fiscal Year 2024  
Date: February 27, 2023

The Saco Conservation Commission is requesting \$5,000 for the upcoming fiscal year to encourage utilization and protection of the City's conserved areas and natural resources, per City Code: § 4-37 F. Authority.

The following is a summary of last year's programs and an outline of the anticipated budget.

### Summary of Last Year's Programs; Spring/Summer 2022

- Distributed 100 flyers/posters promoting the Conservation Commission's digital StoryMap at the 10 largest campsites in Saco, OOB and Pine Point
- Created ads promoting the StoryMap reaching Facebook users in South Portland; Kennebunk; Gorham
- Provided Saco Bay Trails financial support for development of new website and printed trail maps

### Budget Request: \$5,000

### Allocation of Next Year's Budget: FY2023/2024

#### **35%**

Outreach to Saco residents (including students) in support of Comp Plan Strategy 6.1d, with emphasis on the following:

1. Importance of environmental stewardship to ensure proper caretaking of the local ecology;
2. Necessity of climate action to reduce Saco's greenhouse gasses.

#### **55%**

Open Space Planning; utilizing matching grants for consultant to fulfill Comp Plan Strategy 6.1a

#### **10%**

Regional promotion of Conservation Commission's digital StoryMap, enticing visitors to enjoy Saco's conserved areas

City Code: § 4-37 F. Authority (4)

We appreciate this opportunity to present our plan and are happy to answer any questions.

November 23, 2022

City of Saco  
300 Main Street  
Saco, ME 04072  
Attn: Bryan Kaenrath, City Administrator



Please consider this the official annual request to appropriate **\$6,000 for fiscal year 2024** for dues and membership to the Eastern Trail Management District (ETMD) for continuing trail building and maintenance.

Now, more than ever, people are searching for a semblance of order, solace, and connection outdoors. As a wide multi-use path that is safe for walking, running, biking, skiing, and snowshoeing, while maintaining physical distancing, greenways like the Eastern Trail are essential to helping us maintain mental and physical health now and into the future. Last year's economic impact study of the Eastern Trail, in partnership with Southern Maine Planning and Development Commission, revealed that the **250,000 annual users** of the trail **generate \$46M in annual economic benefits in S. Maine**, and this will increase as we build new trail in Scarborough, Biddeford Saco, Kennebunk to N. Berwick, and eventually S. Berwick to the New Hampshire border in Kittery.

We recently completed feasibility work for a new section of trail between Kennebunk and North Berwick, which would create trail access immediately adjacent to Pratt and Whitney on Rte 9. This winter (2023) we are planning **to invest up to \$910,000 of funding for engineering design for this 11-mile section** of proposed new trail between Kennebunk and North Berwick, with funding from federal sources as well as from the Eastern Trail Alliance.

**Finally, in early 2023 we are planning to do more trail feasibility work between the proposed trail head adjacent to Pratt and Whitney and the intersection of routes 236 and 91 in South Berwick, a distance of roughly 8 miles.** This work would be completed under a Maine Department of Transportation Planning and Partnership Initiative (PPI) grant that would include the towns of North Berwick and South Berwick as well as the Eastern Trail. These grants require a 50/50 match from a non-state entity, and the Eastern Trail can provide all the match thanks to a generous donation from a trail supporter.

Thank you in advance for continuing your support of the Eastern Trail in FY 2024. Financial support your community is critical for the Eastern Trail in our effort to provide a quality recreational and alternative transportation amenity to each of the communities it passes through. Please let me know if you have any questions or if any additional information would be helpful.

Sincerely,

A handwritten signature in black ink that reads "Jon Kachmar".

**Jon Kachmar**  
**Executive Director**  
Eastern Trail Alliance/Eastern Trail Management District

PO Box 250, Saco, ME 04072  
207-248-9260, [patti@easterntail.org](mailto:patti@easterntail.org)



Planning Department  
Saco City Hall  
300 Main Street  
Saco, Maine 04072-1538



Shannon Chisholm  
Assistant City Planner  
[Schisholm@sacomaine.org](mailto:Schisholm@sacomaine.org)  
Phone: (207) 282-3487 ext.353

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**TO:** Saco City Council  
**CC:** Bryan Kaenrath, City Administrator  
Diana Huot, HPC Chair  
Emily Cole-Prescott, City Planner  
**FROM:** Shannon Chisholm, Assistant City Planner  
**RE:** **Historic Preservation Commission FY 2024 Budget Request**

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The purpose of the Historic Preservation Commission is to protect, preserve, and enhance the historic and architectural character of the community and to educate residents on the importance of protecting historic resources. The Commission's preservation and education efforts include: reviewing and approving Certificate of Appropriateness applications for development and building renovations within Saco's Historic Preservation Overlay District, working with Saco residents, stakeholders, and property owners to identify, evaluate, and manage historic resources within the community, and creating and managing educational programs, exhibits, or activities to celebrate and raise awareness of Saco's historic character and resources.

The Historic Preservation Commission had several successes over the past year, including the completion of the Camp Ellis Architectural Survey and Climate Resiliency Options report. This report was funded by a CLG grant and Historic Preservation Commission Funds. One-hundred and thirty four (134) properties in Camp Ellis were documented during the architectural survey and six (6) properties were identified as being eligible to be placed upon the National Register of Historic Homes. A Camp Ellis Neighborhood Meeting was hosted in November to inform residents of the different resiliency options available to them to protect their properties against sea level rise and storm surge. During this meeting, residents were also surveyed to gauge their interest in establishing a Historic Preservation Overlay District in Camp Ellis. Another Camp Ellis Neighborhood Meeting will be held in the Summer of 2023.

The Historic Preservation Commission is now energetically pursuing another CLG grant to install an open-air museum in the Downtown area and Saco Island (aka: Saco Community History Project). The intent of the project is to educate residents and visitors about the history of Saco and encourage Historical Tourism. Other projects that have been discussed for the upcoming year include updating the historic displays within the City Hall Auditorium, participating in Jane's Walk, securing the Rendezvous Point Burying Ground, and pursuing opportunities with the Saco River Shipwreck.

The Historic Preservation Commission is also seeking to continue with the following programs:

Item(s)	Detail(s)	Request Amount
Legal Notice Ads – Public Hearings	\$200/notice (1prox..)	\$3,000
Building Plaque Program	\$125 per plaque	\$750
Education/Legal Training for Commissioners	Includes the cost to attend different historic preservation conferences and trainings	\$1,250
<b>Total Request Amount:</b>		<b>\$5,000</b>

It is important to note that the Historic Preservation Commission has a fund balance of \$12,326 because the Camp Ellis Architectural Survey and Climate Resiliency Options report had to be paid for in full by the City. The State of Maine reimbursed the city as work on the report was completed. These remaining funds will be used toward the Saco Community History Project, for which the HPC is pursuing grant funding.

Sincerely,

A handwritten signature in black ink that reads "Shannon Chisholm". The signature is written in a cursive, flowing style.

Shannon Chisholm, Assistant City Planner



Maine Municipal  
Association

60 COMMUNITY DRIVE  
AUGUSTA, MAINE 04330-9486  
(207) 623-8428  
www.memun.org

TO: Key Municipal Officials

FROM: Catherine M. Conlow, MMA Executive Director

DATE: January 6, 2023

RE: 2023 MMA Municipal Member Dues and Service Program

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On behalf of the MMA Executive Committee and staff, I thank you for your support and participation in the Maine Municipal Association. As memorialized in our mission, MMA is your organization, and staff are committed to providing quality programs that support excellence in municipal government service. In 2022, MMA upheld its commitment to local government leaders by providing services running the gamut from advocacy to risk management.

Enclosed is the membership dues notice for 2023. Most municipalities can expect to see an increase in their dues based on three primary budget items driving 2023 expenditures: (1) increases in salaries necessary to recruit and retain staff; (2) member demands for automation and technical support for cyber security; and (3) the implementation of the Berry Dunn Gap Analysis recommendations.

- 1. Staff Recruitment & Retention.** Like many municipalities, MMA experienced salary pressures in 2022. Several vacancies due to resignations and retirements demonstrated that MMA salaries could not compete with similar positions in the private sector. Specialized positions in health insurance, property and casualty, and finance proved difficult to fill given the competition for labor and our wage structure. With support from the Executive Committee, an across-the-board cost-of-living adjustment was made for all employees in 2022 – in addition to the merit pool – to help us maintain competitiveness within the marketplace.
- 2. Automation & Technical Support.** Our IT Department adopted policies and procedures to keep MMA and its members safe from threats of cyber security, and our Health Trust Services and Risk Management Services staff offered the programs necessary to protect the well-being of the municipal workforce. Additionally, MMA committed itself to improving the member experience via electronic access to our publications and on-line claims forms. The workshops offered throughout 2022 provided a mix of in-person events held all over the state that when paired with the use of Zoom webinars improved member access to vital training programs. To date, members have around-the-clock access to the nearly 70 training sessions found in Association's video training library. In the spring of 2023, MMA will launch its new website that will include enhancements enabling members to readily find needed information and publications, as well as to engage MMA services more efficiently by using on-line claims filing and payment systems.

3. **Berry Dunn Gap Analysis Recommendations.** Finally, as we emerged from the pandemic, our members made it known that the workforce recruitment, retention, and training challenges facing private sector employers had significantly impacted municipalities of all populations across the state. It became even more clear that the solutions of yesterday were no longer sufficient to meet the modern-day realities.

With guidance from the Executive Committee, the Association initiated implementation of the 2021 Berry Dunn Curriculum Inventory & Gap Analysis report, which began with the hiring of MMA’s Director of Educational Services and the formation of an MMA Education and Training Advisory Council. In 2023 the council, represented by municipal officials, education and training partners, and other stakeholders, will create a structure to ensure MMA is responsive to its members and able to leverage subject matter expertise across the state to address pressing education and training needs.

While this is a significant step; it is one of many to come. Over the course of the new year, municipal leaders can expect MMA to continue to enhance and expand its training and educational programs and continue to support local workforce recruitment and retention efforts.

For planning and budgetary purposes, we encourage you to share the attached 2023 dues notice with the appropriate elected and appointed municipal officials. Your community will receive an official request for payment in late January.

We appreciate your continued support and participation in the Maine Municipal Association.

If you have any questions or would like to offer suggestions on other ways in which the Association might serve its members, please contact me at (800) 452-8786 or by e-mail at [cconlow@memun.org](mailto:cconlow@memun.org).

Thank you and best wishes for the New Year.

Enclosures: MMA Membership Dues Notice  
MMA Year in Review  
Important Dates to Remember

**MUNICIPALITY: City of Saco**

<b>MMA Membership Dues for Calendar Year 2023 are:</b>	<b>\$22,631.00</b>
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The amount above represents your municipality’s annual dues for membership in the Maine Municipal Association.

Please note that the actual Membership Dues Invoice will be mailed directly to your municipality’s billing office in late January.

If you have any questions, please do not hesitate to contact Cathy Conlow, Executive Director 1-800-452-8786 or by e-mail at [cconlow@memun.org](mailto:cconlow@memun.org) or Theresa Chavarie, Manager of the Executive Office & Member Relations at [tchavarie@memun.org](mailto:tchavarie@memun.org).

**\*\*\* Thank you for supporting your Association \*\*\***



Saco Pathfinders Snowmobile Club  
P.O. Box 27  
Saco, ME. 04072  
Tel: (207) 332-0017

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February 15, 2023

Dear Saco Leadership Team,

Please consider this our request for the funds (\$5000) provided annually to the Saco Pathfinders Snowmobile Club.

The Saco Pathfinders have been active in Saco since 1972. We have a club house located at 42 Heath Road in North Saco. We maintain approximately 30 miles of trails in Saco which are used not only by snowmobilers, but by hikers, hunters, bikers, cross country skiers, etc. In the summer and fall, these trails are maintained completely by our volunteers who use all their own equipment (trucks, 4 wheelers, chainsaws, loppers, etc). In the winter months, those same volunteers use a small fleet of Pathfinder owned snowmobiles and drags to compact and smooth the trails for the outdoor enthusiasts.

The funds provided annually by the City of Saco are critical to the survival of the Saco Pathfinders Snowmobile Club and the maintenance of these trails.

Thank you for your continued support,

Doug Doherty, President

*Douglas G Doherty*



February 23, 2023

Mayor William Doyle and City Councilors  
c/o Bryan Kaenrath, City Administrator  
City of Saco, 300 Main Street, Saco, Maine 04072

Subject: Saco Main Street Funding Request for FY2024

Dear Mayor Doyle and Members of Saco City Council,

On behalf of Saco Main Street, thank you for the opportunity to present our funding request for FY 2024. As you may know, Saco Main Street is one of only ten Maine downtowns accredited by the National Main Street™ program. Your support is what allows us to be so honored. We look forward to continuing to make your investment in Saco Main Street a win-win for the community.

In 2022, Saco Main Street, with the help of all City departments, area businesses, volunteers and the good will of many people, brought several large-scale community events to Saco. Highlights include:

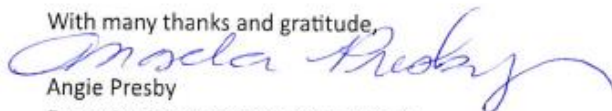
- In June, Bark in the Park celebrated dogs, their people, and local businesses, while raising money for a park gazebo. In January 2023, we presented a check for \$10,000 to Saco Parks and Recreation to make this a reality, opening June 1, 2023.
- The 51<sup>st</sup> Sidewalk Arts Festival on June 24 attracted 4,500 guests to downtown Saco to celebrate the work of over 75 artists and enjoy music and food.
- Music in the Park last summer brought popular musical acts to town along with a new rainout strategy: A collaboration with the First Parish Congregational Church UCC with its beautiful acoustics as an indoor back-up location.
- The Pumpkin Harvest Festival on October 22 had a record 7,000 people visit our downtown for free, fun, family-friendly autumn-themed activities.
- Our Tree Lighting and Caroling event on December 2<sup>nd</sup> featured the Saco Middle School choir, emceed by Justin Chenette, hot cocoa, and good cheer. A strong storm moved in and caused the cancellation of the Festival of Lights Parade on December 3<sup>rd</sup> due to safety concerns, in a collaborative decision among city departments and public safety personnel. Future event planning will incorporate a bad weather strategy because all parties recognize how important these holiday traditions are to Saco.
- Beloved local business The Saco Scoop exceeded all expectations as a Saco Main Street project and is now independently owned by long-time Scoop manager Melissa Colley, Main Street's newest entrepreneur.

2022 also brought us dynamic Executive Director Jennifer Day, who made great strides towards transparency and focus on mission. Our Board of Directors, which grew by five members, begins 2023 energized and enthusiastic. Our Executive Committee meets weekly with staff to plan and share vital information, so that we can all be up to date and share the workload of an ambitious event and program schedule.

In the next year, Saco Main Street will focus on the following initiatives:

- Identifying opportunities to further Economic Vitality, Design, Organization and Promotion in our downtown using knowledge resources and training from the Maine Downtown Center. We will seek grants and revitalization projects for downtown Saco.
- Continue to produce effective and enjoyable community events, bring people together, and drive foot traffic to Main Street. Recruit community members as volunteers in various capacities and expand event participation.
- Improve our 501 (c) 3 fundraising capacity, and create a short- and long-term development plan.

Please consider this our formal request for the amount of \$100,000 for the next funding cycle. As always, we appreciate all the support we receive from the City of Saco, financially and otherwise, as we work to create a vibrant economy and community together.

With many thanks and gratitude,  
  
Angie Presby  
Executive Director, Saco Main Street

Saco Main Street | 15 Pepperell Square | PO Box 336 | Saco, ME 04072 | 207-286-3546



*Saco Bay Trails*  
*P.O. Box 720*  
*Saco, Maine 04072*  
*contact@sacobaytrails.org*

February 27, 2023

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

Please consider this the official annual request to appropriate \$3,000 for the fiscal year 2024 to assist Saco Bay Trails in our mission to create and maintain recreational trails in our community.

People have flocked to the outdoors since the pandemic, and in the process, they have rediscovered a connection to nature. As the largest manager of public trails in Saco, we have seen firsthand the increase of trail users running, walking, biking, skiing, and snowshoeing in our communities' open spaces.

Our volunteers maintain approximately 15 miles of trails in 8 locations across the length and breadth of the city. We manage two trail systems on City-owned land, at Horton Woods and Cascade Falls, and the Atlantic Way, Plymouth, and Vines trail system that is partially on City-owned land. Saco Bay Trails is also the official trail manager in the Goosefare Brook Division of Rachel Carson National Wildlife Refuge. Additionally, our trail partners in Saco include The Ecology School, Saco Valley Land Trust, Sweetser, and Leary Farm, Inc.

In 2022, Saco Bay Trails hosted ten volunteer events attended by over 60 volunteers totaling over 330 volunteer hours. Those hours are valued at over \$8,800.00 and provide services including trail maintenance, family-friendly nature programming, and outdoor education & awareness. Saco Bay Trails also partnered with the Saco Parks and Recreation Department and U.S. Fish and Wildlife Service in submitting a grant application to the Federal Lands Access Program (FLAP). That partnership resulted in the City of Saco being awarded over \$400k in FLAP grant funding to improve the Atlantic Way Trail.

Looking forward to 2024, the City of Saco can rely on Saco Bay Trails to continue our partnerships with Saco Parks and Recreation and the Saco Conservation Commission to improve trails and recreational signage across the City-owned trails our organization manages. We will also continue our community outreach work by sharing information about walking and hiking opportunities on our local trails at Saco Main Street's Sidewalk Art Festival, Bark in the Park event, and Pumpkin Harvest Festival, along with Age Friendly Saco's Annual Wellness Fair.

Thank you in advance for continuing your support of Saco Bay Trails in FY 2024. Financial support from the City of Saco is critical for Saco Bay Trails in our effort to provide free outdoor recreation for the people of Saco. Please let me know if you have any questions or if any additional information would be helpful.

Sincerely,

**Ryan Gorman**  
**President, Board of Trustees**  
**Saco Bay Trails**



35 South Street  
Biddeford, Maine 04005

*"It all begins with a meal..."*

---

January 27th, 2023

Glenys Salas  
City of Saco  
300 Main Street  
Saco, Maine 04072

Dear Ms. Salas

I am writing to request that Seeds of Hope Neighborhood Center be considered for a grant from the City of Saco to help support the cost of expenses for our programs. Your support of \$12,000 helped with purchasing food, our Overnight Warming Center, costs of camping equipment to support those experiencing homelessness, and for providing needed hygiene products and new clothing items such as underwear.

As I am sure you know, and your police department and general assistance office will agree, the need is greater than ever this year and has significantly increased the demands on their services as well as on our own. Our numbers have nearly quadrupled for those needing an overnight solution to being unhoused.

We receive frequent referrals from those departments to provide support to individuals encountered in your city, especially those needing to find warm shelter in extreme weather. We have seen a large uptick in the number of those experiencing homelessness, substance use and needing significant mental health support.

In this our 4<sup>th</sup> year of the Warming Center, we can remain open 7 nights a week through mid-March to keep our most vulnerable population off the streets. We also extend our daytime and weekend day hours beyond our normal operating hours due to extreme cold or storms. In the event the police find people on the streets they can be brought to us. We sometimes have streaks of days that we are open 24 hours a day.

Being open 7 nights, a week has an immeasurable positive impact on those needing to spend the night. The zero-gravity chairs we purchased 2 years ago make a big difference in the ability to have a restorative sleep in a safe environment. All those who come to us, can avail themselves to our other services, including warm clothing, housing and employment searches, as well as a wide range of resources.

For these reasons and so many more, we ask to increase our request to \$15,000 to help support our overnight Warming Center, mitigate the increase of food and utility costs, and the increase of those in need of our services. In the event an increase is not possible, we would be most fortunate if you are able to continue the funding at \$12,000 to help us continue to care for our most vulnerable neighbors (what we call those we serve).

Please do not hesitate to contact me with any questions.

All my best,  
*Vassie Fowler*  
Executive Director

---

207.283.1783

[www.seedsofhope4me.org](http://www.seedsofhope4me.org)

*Seeds of Hope Neighborhood Center collaborates with our local communities and neighbors  
to find solutions to poverty and to promote personal growth.*



Dear Council Members,

Please consider this the Southern Maine Agency on Aging's (SMAA's) formal request for funding to the City of Saco for the 2024 Fiscal Year.

Founded in 1973, SMAA has a longstanding history of being the most visible and trusted source of objective information for successful aging in the State of Maine. Each year, SMAA serves roughly 20,000 older adults, adults with disabilities and people who care for them through our many programs and services.

Last year, SMAA provided the following services valued at \$163,756 to 560 Saco residents in an effort to address these growing social service needs:

- **188** Saco residents received assistance through the Agency's Information and Resources program - staffed by Resources Specialists and Social Workers who work with seniors and their families by phone or in-person to provide information and support, and to increase access to available benefits. Those residents experienced **265** contacts with SMAA staff;
- **108** Saco residents received case management services from Resource Specialists and Social Workers. Staff assisted in connecting these residents to services such as coordinating transportation and appointments as well as application assistance. These meetings included direct assistance, a comprehensive needs assessment, and may include home visits. Staff provided **97** hours of support;
- **81** residents received Medicare and other insurance counseling. In addition to helping choose the best coverage for each individual, Agency volunteers assisted in saving participants hundreds and often thousands of dollars on yearly insurance and prescription costs;
- **55** residents participated in SMAA's Community Café and/or "As You Like It" congregate dining programs where they received **881** affordable and nutritious meals, and socialized, helping to reduce their risk of isolation and loneliness;
- **26** Saco residents received guidance, participated in classes and/or support groups to help better understand and manage their caregiving role through the Family Caregiver Support Programs;
- **3** residents who are caregivers received **232** hours of valuable respite through the Caregiver Respite Program;
- **7** Saco residents living with dementia attended SMAA's Sam L. Cohen Adult Day Center where they received **1,656** hours of person-centered care and participated in therapeutic and engaging activities during the day;
- and **119** Saco residents, who are homebound, cannot shop for or prepare meals on their own, and/or are food insecure, received **11,798** home-delivered meals, safety checks, and vital socialization through the Meals on Wheels and Simply Delivered for ME programs.

SMAA continues to see a heightened need for services during this tumultuous time. Even as clients return to in-person activities, the impact of social isolation and loneliness will continue to fuel a demand for SMAA's services. Just like our local hospitals and other institutions have had to scale up their capacity to serve the increased medical and other needs in our communities, SMAA must remain poised and positioned to help vulnerable older adults stay safe and healthy at home.

We know that the needs of older adults are becoming more critical and complex. Our programs aim to increase access to knowledge, information, and resources for vulnerable senior populations in our region who are challenged by food insecurity, social isolation, financial strain, and physical and mental health decline.

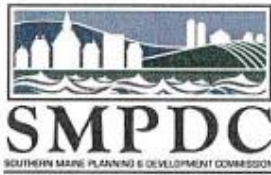
SMAA will be relying on the continued support of partners like the City of Saco to help respond to and meet these growing needs of our older friends, family, and neighbors. This year, we are asking the City of Saco to consider a contribution of **\$7,500** in unrestricted support to help SMAA meet the ever-evolving and increasing needs of older and disabled Saco residents and their caregivers.

Sincerely,

A handwritten signature in cursive script that reads "Megan Walton".

Megan Walton  
Chief Executive Officer





*Serving the Municipalities of Southwestern Maine For Over 50 years*

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January 25, 2023

City of Saco  
Ms. Torie Gorman

Dear Torie:

The Southern Maine Planning and Development Commission (SMPDC) would like to thank you for your dues payment of last year. Your dues payments are the means for SMPDC to provide quality services to your community at an affordable cost, match our state and federal contracts, provide access to federal and state grant programs and work on issues of regional concern. They are the foundation for the technical assistance that we are able to provide to all the cities and municipalities in the region.

Your dues provide a wealth of benefits to your community and communities throughout the region. Many of these benefits can be found on our webpage at [www.smpdc.org](http://www.smpdc.org).

Below are some of the benefits we have provided Saco over the past year or so and the benefits you may continue to enjoy:

- The city saved over \$33,000 by participating in cooperative purchasing through SMPDC for salt and copy paper.
- SMPDC is assisting the Eastern Trail on moving forward with completing southern sections of the trail.
- All of these items are in addition to regular benefits such as newsletters, workshops on solar, revolving loan funds for businesses and other services.
- Helped the City obtain a \$50,000 Climate Action Grant and are currently underwriting a study of Greenhouse Gas Emission.

Our request for **\$8,394.00** is a 3% increase from last year's request. This small increase is necessary due to increasing costs of health and other insurances, rent, and retaining valued staff. We would point out that our dues are far less than almost all other similar organizations in the state.

We are grateful for your continued support. If you have questions please give me a call at 571-7065. We are proud to be part of the Saco community.

Sincerely,

Paul Schumacher, Executive Director

CC: Glenys Salas

110 Main Street, Suite 1400, Saco, ME 04072  
207.571-7065 Voice • 207.571-7068 Fax  
[smpdc.org](http://smpdc.org)

S | M Southern Maine  
F | A Finance Agency

February 2, 2023

Mr. Bryan Kaenrath  
City Administrator  
City of Saco  
300 Main Street  
Saco, Maine 04072

Re: City of Saco – Municipal Support – FY 2024

Dear Bryan;

Southern Maine Finance Agency (SMFA), is in the process of preparing a draft budget for review by the Board of Directors. Based on the activity and long range plans of the Finance Agency, the City of Saco's continued support of SMFA is critical.

Accordingly, I respectfully submit this agency's budget request for flat funding of \$9,000.00 for fiscal year 2024. SMFA's budget requests have always been based upon this agency's need for financial support. While we have increased SMFA's programs and service area, we continue to endeavor to grow in a financially responsible and self-sufficient manner that benefits the businesses and communities we serve.

SMFA greatly appreciates Saco's continued support of this agency and its mission to promote sustainable economic prosperity through regional business lending, targeting underserved markets. We strive to be the preferred leader in gap financing and collaborative solutions for the entrepreneurial economy in southern Maine.

To that end, we have continued to work with the City and Denise Clavette on conducting financial capacity analyses, as well as participating in the City's Economic Development Commission. We continue to work with the City to address the financing needs of small businesses in the City of Saco including the administration of the City's COVID-19 loans. Of the original 20 loans, 1 has repaid early and the remaining 19 loans are paying as agreed.

In closing, we greatly appreciate the City of Saco's continued support and we look forward to strengthening our partnership and economic development efforts. If you have any questions regarding SMFA's budget request, please do not hesitate to contact me at the number listed below. Thank you for your consideration and assistance with this matter.

Sincerely,



William O Armitage II  
Executive Director

<https://bsaadc.sharepoint.com/Shared Documents/Budget/FY 2024/Budget Request - FY2023 Saco.docx>

20 Pomerleau Street, Suite 300, Biddeford, Maine 04005, 207.282.1748, [www.smfamaine.org](http://www.smfamaine.org)



**SOUTHERN MAINE VETERANS  
MEMORIAL CEMETERY ASSOCIATION**

83 Stanley Road, Springvale, Me 04083  
southernmaineveteranscemetery.org  
Email: SMVMCA198@gmail.com

December 16, 2022

**Chairman**  
Dick Langlais

**Vice Chairman**  
Kevin Warden

**Treasurer**  
Curtis Mills

**Secretary**  
Ron Rivard

**Trustees**  
Ray Parent  
Bob Champagne  
Roger Watson

**Ex Officio**  
Melissa Willette

**Board Members**  
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Dale Midgely  
Penny Mills  
Angela LeBlanc  
Jessica Violette  
John Flagler  
Linda Smilie  
Dan Caron  
Nadine Gookin  
David Contois  
Bruce Knight  
Joe Doiron

**Mayor -City Council**  
300 main St.  
Saco, ME 04072

Dear Mr. Mayor and Members of the City Council:

Despite the difficulties of the pandemic, the Southern Maine Veterans Memorial Cemetery Association has been accomplishing its mission of beautification and improvements to the hallowed ground within which lie our fallen heroes. The POW-MIA Memorial was dedicated on September 24, 2022 and has become a landmark site for visitors from far and wide.

SMVMCA is a 501(c) 3 non-profit organization, staffed by volunteers, and is not funded by the state or the federal government. We rely upon the beneficence of local towns, veteran based groups and individuals.

Our latest project has been directed to the enclosure of the Committal Shelter. Phase one has begun and we hope to have the project completed by spring. Our efforts are now focused upon a Memorial honoring the Women of the Armed Forces.

Southern Maine Veterans Memorial Cemetery opened in 2010 and is hallowed ground for over 2200 veterans and family members from Southern Maine including 67 interments from Saco.

As a service to your veteran community, we ask that you consider matching or increasing your last contribution in the amount of \$1000.00. Any amount would be greatly appreciated. Attached you will find a Mission Statement and a financial report of the Association.

With deep appreciation for your consideration and generosity,

Angela LeBlanc - Development





## Saco River Corridor Commission

*"Communities Working Together To Protect Our Rivers"*

Dear Saco City Council Members:

February 21<sup>st</sup>, 2023

The Saco River Corridor Commission (SRCC) completed our 21<sup>st</sup> consecutive water quality monitoring season in 2022 and continues to expand the Water Quality Monitoring (WQM) Program to better assess the health of the rivers in the Saco River Basin. This is more important than ever as our water bodies face increased pressures from both manufactured and natural sources.

The data and analysis provided through the WQM program act as early warning systems for the public water supply in Saco. One of the primary reasons we monitor the waters upstream is to ensure that the city's drinking water is protected. Therefore, we added several new sample sites near critical reservoir areas upstream. Last year, the WQM program identified several sites with declining water quality, including increases in pH, orthophosphate, and bacteria levels. The SRCC will continue monitoring these areas and meet with the city this spring to discuss implementing additional parameters based on existing water quality.

Due to concerns about high bacteria levels, the SRCC continues expanding the WQM program to provide the city with information to address this issue. In 2022, the SRCC obtained advanced equipment from IDEXX, allowing us to increase bacteria sampling significantly. We added a testing site downstream of the Saco wastewater treatment facility, totaling 43 active monitoring sites. In 2023, the SRCC will launch a pioneering program to isolate environmental DNA (eDNA) from samples with high bacteria levels and identify the probable source of the bacteria contamination.

Thanks to grant support from several organizations, the SRCC is incorporating significant water quality trends into our ArcGIS Map system, including long-term trends identified in the analysis of all 20 years of collected data. Symbology will indicate degrading or improving trends at site locations, including an interactive "StoryMap" with detailed information about the site. The maps will include up-to-date water quality testing results that provide community members instant access to current bacteria levels.

The Commission's work to protect natural resources within the corridor makes a tremendous difference in the water quality of the Saco River and the quality of life in Southern Maine. The Land-Use Regulatory Program is another critical aspect of the Commission's work and provides an essential service. This program complements the WQM program by ensuring appropriate development in areas with the greatest potential to impact water quality. In 2022, the Commission approved 113 applications, with 12 projects in Saco.

The Commission respectfully submits its FY2024 budget request of \$10,000 to the City of Saco. Our drinking water supplies mustn't be left unguarded because diminished water quality represents a diminished quality of life. The City of Saco's help and support in this community-based venture is appreciated. The Commission will continue to work to protect public health, but we need the city's participation to succeed. We thank you for your steadfast support of our programs over the years. It is due to this support that our programs have been so successful.

Very Sincerely,

Dalyn Houser  
Executive Director

Enclosures: SRCC 2020 Water Quality Report ([click here](#))  
SRCC 2022 Digital Brochure ([click here](#))  
SRCC 2022 Saco Annual Water Quality Analysis Report

P.O. Box 283 - Cornish, Maine 04020-0283 - (207) 625-8123 Fax (207) 625-7050 Email: [srcc@srcc-maine.org](mailto:srcc@srcc-maine.org)



February 10, 2023

Ms. Gorman:

This letter serves as an official request from Thornton Academy TV to the City of Saco for funds in the FY 2024 budget. TATV and the city have enjoyed a mutually beneficial relationship with our local tv station since 2000 and we continue to work with the city on future local cable and content needs.

The amount requested for FY24 by TATV is \$5,000. This amount is the same amount requested as FY23. The money given by the city to TATV is used primarily for new equipment to be used by station personnel and students to film and live stream dozens of events per year. Those events can be repurposed to show on the Saco TV station. The money is also used for annual technology subscriptions. Technology in the tv and live streaming field is constantly changing and having the most updated cameras, tripods, software and lighting equipment best serves the channel and prepares our students for a college major or job in the new media workforce. This year's funds will be used specifically for a new live streaming camera and a drone for shots around campus, as well as a new boom mic and lavalier microphones.

Please feel free to reach out with any questions.

Sincerely,

Jeff Christenbury  
General Manager, Thornton Academy TV

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Preparing students for a changing world since 1811

438 Main Street, Saco, Maine 04072 | 207.282.3361 | [thorntonacademy.org](http://thorntonacademy.org)



VET TO VET MAINE  
11 Morin St. • PO Box 1205, Biddeford, ME 04005  
(207) 579-4024 • (207) 579-9204  
office@vet2vetmaine.org www.vet2vetmaine.org

**To Mayor William Doyle, Saco City Councilors, and City Administrator Bryan Kaenrath:**

Vet to Vet Maine, a 501(c)(3) nonprofit organization which supports and aids military Veterans and their families in the State of Maine, is very grateful for last year's donation of \$1,000 by the City of Saco and its citizens. As a Supported Entity of the City of Saco, Vet to Vet Maine (V2VME) is requesting a continuation of the \$1,000 contribution for its program in Saco.

Thanks in part to the City of Saco's 2022 contribution, we hired an Outreach Director to recruit more Veterans to serve as volunteer Peer Companions to lonely and socially isolated Veterans. Peer Companions visit their fellow Veterans on a regular basis, connect them to benefits and services that can improve their standard of living, and help resolve issues that arise. V2VME support staff assists with these efforts. We are also initiating a new program that will enable us to serve more Veterans in the community. Two Peer Companions will be assigned to facilitate monthly meetings for Veterans living at independent living communities that wish to collaborate with Vet to Vet Maine. These meetings will bring Veterans together, where they can share stories, offer friendship and support, and get help from V2VME staff for referrals and connections to services that can benefit them.

V2VME also supports Veterans' families. Our Caregivers Support Network supports caregivers of the Veterans in our program. The Caregiver Coordinator, a volunteer, connects the caregivers in the program, provides information on caregiving programs, sends monthly greeting cards, holds a caregiver luncheon in Saco monthly, and assists caregivers who want to become certified under the VA's Personal Support Specialist program, which reimburses caregivers for up to 16 hours of caregiving for a Veteran family member. V2VME's Peer Companions provide caregivers time for respite during their visits to Veterans.

**Summary: Friendships That Last a Lifetime**

The mission of V2VME is to ease the social isolation and loneliness that many Veterans face as they age or when they return home from battle and to link them to services and benefits that can improve their standard of living. We do this by matching Veteran Peer Companions with other Veterans who need a friend and/or mentor. The two Veterans visit on a regular basis, often developing a friendship that can last a lifetime. The trained volunteers guide their Veteran friends in applying for needed services and benefits.

According to 2022 U.S. Census estimates, 1,063 Veterans live in Saco. Of those Veterans, 67 percent are 55 years old or older, including 192 Saco Veterans 75 years or older. An estimated 29 percent of Saco Veterans have a service-connected disability rating. Fewer than half of the state's Veterans receive the VA benefits they have earned as service members. Over the course of the V2VME program, 16 Saco residents have volunteered in V2VME and 13 Saco residents have received visits from Peer Companions. V2VME's executive director, president of the board, and the board's treasurer, all volunteers, live in Saco. Last year Saco residents contributed more than 1,800 hours of volunteer service to V2VME.

With the City of Saco's help, we can fulfill the values of a just society by supporting our Veterans and easing the social isolation that too many of them face. We are asking the City of Saco for a donation of \$1,000—less than \$1 for each Veteran living in Saco. Thank you for considering our request.

Respectfully,

A handwritten signature in black ink that reads "Susan Gold".

Susan Gold, Executive Director  
Vet to Vet Maine

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*Veterans Serving Veterans—Friend to Friend*



*The American Legion  
Owen-Davis Post 96  
P.O. Box 161  
Saco, ME-04072-0161*



Timothy J. Bishop Sr.  
Post Commander

MS.Gorman

I Would Like to request the \$1000.00 , As in the past that's the amount requested. Thank you for your support of our Veterans

Tim Bishop  
Commander

City of Saco  
Geraldine Matherne, Finance Director  
300 Main Street  
Saco, ME 04072

January 3, 2023

Dear Ms. Matherne,

By this letter, YCCAC is requesting for year 2024 funding from the City of Saco in the amount of \$4,000. These funds are critically important to meeting the local cash match requirements applicable to much of the State and Federal funding, which enables us to provide a wide range of services to elderly, disabled and low-income individuals in Saco and throughout York County.

For over fifty years, York County Community Action Corporation has been providing services and presenting opportunities to support the economic, social, educational, physical and emotional wellbeing of York County residents. Guided by the principles outlined in the preamble to the Economic Opportunity Act of 1964, to “eliminate the paradox of poverty in the midst of plenty,” YCCAC believe that all individuals deserve the opportunity to live full and meaningful lives, with a warm and safe place to call home, reliable transportation, affordable health care, nutritious food and, above all, a sense of purpose within a safe and supportive community.

The work of our programs—which include **Head Start and Early Head Start, WIC Nutrition Services, Transportation Services, Energy Services and Weatherization, the Department of Economic Opportunity, and Nasson Health Care**, our Federally Qualified Community Health Center—clearly helps to reduce reliance upon general assistance, and we trust that you have seen a positive impact from it in your community over the past year.

Thank you for your consideration of this request and also for your past support.

Very sincerely,



Brad Bohon  
Community Relations Manager  
York County Community Action Corporation  
6 Spruce Street  
Sanford, ME 04073  
207 408-5625



## Other Budgeting Units

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
Contingency	Bank/Collection/Overshort	(5,414)	92,427	110,185	9,043	27,872	6,500	31,880	490.46%	38,380	0	38,380
	Miscellaneous Expense	83,489	67,857	88,210	62,059	88,768	91,000	(10,000)	(10.99%)	81,000	(6,450)	74,550
	Purchase Of Land	331,022	242,906	0	0	0	0	0		0	0	0
	Tax Abatements	41,706	97,623	260,105	111,466	120,717	100,000	0	0.00%	100,000	0	100,000
	Unit 91 Expenses	12,805	0	0	0	0	0	0		0	0	0
	Senior Tax Rebate	28,047	36,799	24,811	109,037	49,441	150,000	0	0.00%	150,000	0	150,000
<b>Contingency Total</b>		<b>491,656</b>	<b>537,612</b>	<b>483,310</b>	<b>291,606</b>	<b>286,798</b>	<b>347,500</b>	<b>21,880</b>	<b>6.30%</b>	<b>369,380</b>	<b>(6,450)</b>	<b>362,930</b>
<b>County Tax</b>		<b>1,197,241</b>	<b>1,238,045</b>	<b>1,330,196</b>	<b>1,292,266</b>	<b>1,329,811</b>	<b>1,329,811</b>	<b>39,894</b>	<b>3.00%</b>	<b>1,369,705</b>	<b>0</b>	<b>1,369,705</b>
<b>Economic Development</b>		<b>113,680</b>	<b>20,873</b>	<b>33</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
Grants & Reimbursements	Outside Assignments	0	0	0	0	2,428	0	0		0	0	0
	Fema - 2020 Covid 19	0	17,121	16,683	(70)	0	0	0		0	0	0
	Keep Maine Healthy Grant	0	0	73,865	0	0	0	0		0	0	0
	Oui/Impaired Enforcemen Annual	0	0	1,440	7,800	4,384	0	0		0	0	0
	2018 March Nor'Easter	387,939	0	0	0	0	0	0		0	0	0
	Speed Enforcement Grant Annual	0	0	10,002	19,628	4,694	0	0		0	0	0
	Bullet Proof Vest Part Annual	0	0	2,057	0	3,360	0	0		0	0	0
	Pedestrian Safety	0	0	2,058	209	0	0	0		0	0	0
	Mma Safety Grant Expense	0	0	0	1,777	0	0	0		0	0	0
	Napc Camp Fy2022	0	0	0	5,000	0	0	0		0	0	0
	Rendezvous Point National Grnt	0	0	5,376	0	0	0	0		0	0	0
	Fire House Subs Grant Fy2021	0	0	16,824	16,824	0	0	0		0	0	0
	Distracted Driving Annual	0	0	4,268	6,782	4,320	0	0		0	0	0
	Elections Covid Respons Fy2021	0	0	7,440	0	0	0	0		0	0	0
	Bhs 2022 Dre/Fp Training	0	0	0	1,211	0	0	0		0	0	0
	York County Vaccine Support	0	0	0	67,687	1,365	0	0		0	0	0
<b>Grants &amp; Reimbursements Total</b>		<b>387,939</b>	<b>17,121</b>	<b>140,012</b>	<b>126,847</b>	<b>20,552</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Insurance</b>		<b>243,254</b>	<b>174,136</b>	<b>203,730</b>	<b>195,425</b>	<b>208,854</b>	<b>203,500</b>	<b>(2,790)</b>	<b>(1.37%)</b>	<b>200,710</b>	<b>0</b>	<b>200,710</b>
<b>School Budget</b>		<b>27,267,360</b>	<b>26,079,064</b>	<b>27,700,575</b>	<b>28,302,594</b>	<b>29,114,025</b>	<b>29,121,791</b>	<b>2,255,011</b>	<b>7.74%</b>	<b>31,376,802</b>	<b>(1,128,139)</b>	<b>30,248,663</b>
<b>Solicitor</b>		<b>115,712</b>	<b>176,440</b>	<b>181,021</b>	<b>167,928</b>	<b>129,003</b>	<b>157,286</b>	<b>0</b>	<b>0.00%</b>	<b>157,286</b>	<b>0</b>	<b>157,286</b>
T.I.F. Transfers	Transfer To Downtown T.I.F	184,284	732,954	802,781	1,435,666	2,201,918	1,951,480	257,043	13.17%	2,208,523	20,000	2,228,523
	Transfer To T.I.F Funds	1,280,536	1,641,808	2,007,196	2,440,449	3,040,599	2,934,609	115,225	3.93%	3,049,834	0	3,049,834
<b>T.I.F. Transfers Total</b>		<b>1,464,820</b>	<b>2,374,763</b>	<b>2,809,977</b>	<b>3,876,115</b>	<b>5,242,516</b>	<b>4,886,089</b>	<b>372,268</b>	<b>7.62%</b>	<b>5,258,357</b>	<b>20,000</b>	<b>5,278,357</b>
<b>Transfers</b>		<b>67,338</b>	<b>24,118</b>	<b>8,000</b>	<b>37,421</b>	<b>284,604</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>6,450</b>	<b>6,450</b>
<b>Total Other</b>		<b>31,348,999</b>	<b>30,642,171</b>	<b>32,856,854</b>	<b>34,290,590</b>	<b>36,616,164</b>	<b>36,045,977</b>	<b>2,686,264</b>	<b>7.45%</b>	<b>38,732,241</b>	<b>(1,108,139)</b>	<b>37,624,102</b>

## General Fund Expenses Line Item Detail

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>Expense</b>											
<b>Assessor</b>											
MS - Miscellaneous											
0005 Assessor - Oper: Miscellaneous Expens 10412 - 500400 - 00000	455	0	0	340	1,089	0	0		0	0	0
MS - Miscellaneous Total	455	0	0	340	1,089	0	0		0	0	0
<b>BP - Base Pay</b>											
0005 Assessor - Pers: Department Head Wage 10410 - 500101 - 00000	(3,750)	0	0	0	0	0	70,873		70,873	0	70,873
0005 Assessor - Pers: Supervisory Wages 10410 - 500102 - 00000	64,247	72,682	56,635	57,640	61,075	59,100	(1,609)	(2.72%)	57,491	0	57,491
0005 Assessor - Pers: Non-Supervisory Wage 10410 - 500103 - 00000	0	0	0	0	0	0	43,422		43,422	0	43,422
0005 Assessor - Pers: Clerical Wages 10410 - 500104 - 00000	60,315	100,622	79,935	83,174	81,347	85,322	(85,322)	(100.00%)	0	0	0
BP - Base Pay Total	120,812	173,305	136,570	140,815	142,422	144,422	27,363	18.95%	171,785	0	171,785
<b>CT - Contracts</b>											
0005 Assessor - Oper: Advertising 10412 - 500341 - 00000	0	0	0	0	0	100	(100)	(100.00%)	0	0	0
0005 Assessor - Oper: Contracted Services 10412 - 500428 - 00000	50,106	39,622	27,389	38,692	2,644	54,111	221,000	408.42%	275,111	0	275,111
CT - Contracts Total	50,106	39,622	27,389	38,692	2,644	54,211	220,900	407.48%	275,111	0	275,111
<b>EQ - Equipment</b>											
0005 Assessor - Pers: Clothing/Boot Allowa 10410 - 500325 - 00000	269	0	0	0	0	159	0	0.00%	159	0	159
0005 Assessor - Oper: Minor Equipment 10412 - 500317 - 00000	1,239	27	0	0	959	0	0		0	0	0
EQ - Equipment Total	1,508	27	0	0	959	159	0	0.00%	159	0	159
<b>FE - Fees</b>											
0005 Assessor - Oper: Dues & Memberships 10412 - 500330 - 00000	136	180	659	276	300	200	50	25.00%	250	0	250
0005 Assessor - Oper: Computer Software 10412 - 500360 - 00000	25,000	11,898	9,354	11,759	15,026	13,229	0	0.00%	13,229	0	13,229
FE - Fees Total	25,136	12,078	10,013	12,035	15,326	13,429	50	0.37%	13,479	0	13,479
<b>SP - Supplies</b>											
0005 Assessor - Oper: Office Supplies 10412 - 500301 - 00000	2,213	1,632	2,045	3,901	2,391	900	400	44.44%	1,300	0	1,300
0005 Assessor - Oper: Computer Supplies 10412 - 500304 - 00000	4,316	85	525	731	169	300	(300)	(100.00%)	0	0	0
0005 Assessor - Oper: Books/Manuals 10412 - 500332 - 00000	1,356	664	1,140	1,240	537	1,000	0	0.00%	1,000	0	1,000
0005 Assessor - Oper: Postage 10412 - 500337 - 00000	902	804	796	703	2,279	1,100	500	45.45%	1,600	0	1,600
0005 Assessor - Oper: Printing 10412 - 500344 - 00000	198	298	(188)	0	0	500	0	0.00%	500	0	500
SP - Supplies Total	8,985	3,483	4,319	6,575	5,377	3,800	600	15.79%	4,400	0	4,400
<b>TT - Travel/Training</b>											

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0005 Assessor - Oper: Training 10412 - 500322 - 00000	338	1,128	1,461	1,005	674	1,750	0	0.00%	1,750	0	1,750
0005 Assessor - Oper: Travel 10412 - 500339 - 00000	2,542	2,474	863	1,232	1,678	3,250	0	0.00%	3,250	0	3,250
TT - Travel/Training Total	2,880	3,602	2,324	2,237	2,352	5,000	0	0.00%	5,000	0	5,000
UT - Utilities											
0005 Assessor - Oper: Telecom 10412 - 500336 - 00000	1,914	3,526	2,442	2,940	2,915	3,458	(204)	(5.89%)	3,254	0	3,254
UT - Utilities Total	1,914	3,526	2,442	2,940	2,915	3,458	(204)	(5.89%)	3,254	0	3,254
MN - Maintenance/Parts											
0005 Assessor - Oper: Repairs/Maintenance 10412 - 500410 - 00000	0	0	0	0	50	0	0		0	0	0
MN - Maintenance/Parts Total	0	0	0	0	50	0	0		0	0	0
OT - Overtime											
0005 Assessor - Pers: Overtime 10410 - 500114 - 00000	30	0	0	39	0	0	4,446		4,446	0	4,446
OT - Overtime Total	30	0	0	39	0	0	4,446		4,446	0	4,446
PR - Programs											
0005 Assessor - Oper: Deed Services 10412 - 500439 - 00000	852	855	1,445	1,258	714	1,000	0	0.00%	1,000	0	1,000
PR - Programs Total	852	855	1,445	1,258	714	1,000	0	0.00%	1,000	0	1,000
<b>Building Maintenance</b>											
CT - Contracts											
0006 Build. Maint. -: Copier 10422 - 500338 - 00000	2,809	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Contracted Services 10422 - 500428 - 00000	6,236	397	0	0	0	0	0		0	0	0
CT - Contracts Total	9,045	397	0	0	0	0	0		0	0	0
EQ - Equipment											
0006 Build. Maint. -: Minor Equipment 10422 - 500317 - 00000	2,653	576	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Clothing/Boot Allowa 10422 - 500325 - 00000	62	0	0	0	0	0	0		0	0	0
EQ - Equipment Total	2,715	576	0	0	0	0	0		0	0	0
SP - Supplies											
0006 Build. Maint. -: Office Supplies 10422 - 500301 - 00000	543	58	0	0	0	0	0		0	0	0
0006 Build. Maint. -: General Supplies 10422 - 500302 - 00000	687	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Cleaning Supplies 10422 - 500308 - 00000	1,293	12	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Postage 10422 - 500337 - 00000	0	20	0	0	0	0	0		0	0	0
SP - Supplies Total	2,523	90	0	0	0	0	0		0	0	0
TT - Travel/Training											
0006 Build. Maint. -: Travel 10422 - 500339 - 00000	0	238	0	0	0	0	0		0	0	0
TT - Travel/Training Total	0	238	0	0	0	0	0		0	0	0

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
UT - Utilities											
0006 Build. Maint. -: Heating Fuel 10422 - 500313 - 00000	12,466	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Electricity 10422 - 500333 - 00000	42	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Cmp 3501-0932-206 10422 - 500333 - 30934	16,333	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Cmp 3501-1565-963 10422 - 500333 - 30935	1,317	0	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Water 10422 - 500334 - 00000	1,389	0	0	0	0	0	0		0	0	0
UT - Utilities Total	31,546	0	0	0	0	0	0		0	0	0
MN - Maintenance/Parts											
0006 Build. Maint. -: Staff Vehicle Operat 10422 - 500321 - 00000	4,340	(165)	0	0	0	0	0		0	0	0
0006 Build. Maint. -: Building Repairs & M 10422 - 500351 - 00000	11,432	2,737	0	0	0	0	0		0	0	0
MN - Maintenance/Parts Total	15,772	2,572	0	0	0	0	0		0	0	0
Capital Projects											
CP - Capital											
0071 Bonded Debt Pri: Bond Principal - Fac 10650 - 500911 - 00000	386,835	450,000	445,000	445,000	445,000	445,000	0	0.00%	445,000	0	445,000
0071 Bonded Debt Pri: Bond Principal - Gro 10650 - 500913 - 00000	25,000	25,000	20,000	20,000	20,000	20,000	0	0.00%	20,000	0	20,000
0071 Bonded Debt Pri: Bond Principal - Row 10650 - 500915 - 00000	422,494	468,178	459,050	454,847	415,932	382,657	(4,177)	(1.09%)	378,480	0	378,480
0071 Bonded Debt Int: Bond Interest - Faci 10660 - 500911 - 00000	335,053	481,757	328,437	329,194	312,046	312,047	(15,789)	(5.06%)	296,258	0	296,258
0071 Bonded Debt Int: Bond Interest - Grou 10660 - 500913 - 00000	12,031	11,031	8,714	9,944	8,841	8,841	(662)	(7.48%)	8,179	0	8,179
0071 Bonded Debt Int: Bond Interest - Util 10660 - 500914 - 00000	0	0	0	0	0	0	2,551		2,551	0	2,551
0071 Bonded Debt Int: Bond Interest - Row 10660 - 500915 - 00000	202,948	203,897	182,375	166,103	116,568	149,843	(22,149)	(14.78%)	127,694	0	127,694
0071 Capital Lease P: Lease Princ - Vehicl 10651 - 500916 - 00000	555,903	671,272	839,667	808,850	908,608	1,028,911	45,138	4.39%	1,074,049	0	1,074,049
0071 Capital Lease I: Lease Interst- Vehic 10661 - 500916 - 00000	47,673	61,019	62,281	49,855	65,275	80,936	28,901	35.71%	109,837	0	109,837
0071 Capital Project: Ada Upgrades Ch Pr F 10670 - 500911 - 03717	7,125	2,655	0	0	0	0	0		0	0	0
0071 Capital Project: Alarm System Upgr Fy 10670 - 500911 - 03718	28,228	7,979	0	0	0	0	0		0	0	0
0071 Capital Project: Emergency Lighting F 10670 - 500911 - 03719	281	0	0	0	0	0	0		0	0	0
0071 Capital Project: Cip - City Hall Renn 10670 - 500911 - 05101	34,354	0	0	0	0	0	0		0	0	0
0071 Capital Project: North St - Pw Buildi 10670 - 500911 - 05300	6,995	0	0	0	0	0	0		0	0	0
0071 Capital Project: Ms4 Stormwater Fy201 10670 - 500911 - 05305	5,042	0	0	0	0	0	0		0	0	0
0071 Capital Project: Refurbish Vehicles A 10670 - 500911 - 05310	34,144	0	0	0	0	0	0		0	0	0
0071 Capital Project: Energy Efficiency Up 10670 - 500911 - 07101	53,237	0	0	0	0	0	0		0	0	0
0071 Capital Project: Capital Projects - I 10670 - 500912 - 00000	(613)	0	0	0	0	0	0		0	0	0
0071 Capital Project: Paving Richard'S Way 10670 - 500912 - 03701	(6,593)	0	0	0	0	0	0		0	0	0
0071 Capital Project: Street Opening Resto 10670 - 500912 - 03702	(5,298)	0	0	0	0	0	0		0	0	0
0071 Capital Project: Sidwalk (Planning Im 10670 - 500912 - 03703	(12,919)	0	0	0	0	0	0		0	0	0
0071 Capital Project: North Street Traffic 10670 - 500912 - 03704	(17,525)	0	0	0	0	0	0		0	0	0
0071 Capital Project: Goosefare Comp Util 10670 - 500912 - 03716	(154,305)	0	0	0	0	0	0		0	0	0
0071 Capital Project: Park Upgrades Annual 10670 - 500913 - 03723	58,605	6,412	0	0	0	0	0		0	0	0
0071 Capital Project: Camp Ellis/Saco Rive 10670 - 500913 - 03726	782	0	0	0	0	0	0		0	0	0

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0071 Capital Project: P&R Athl Fields/Tenn 10670 - 500913 - 03813	80,000	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Park Fencing Fy2015 10670 - 500913 - 09011	31,017	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Storm Drain Projects 10670 - 500914 - 03714	6,057	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Local Road Drain Rep 10670 - 500914 - 03729	2,927	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Tri-Community Camera 10670 - 500914 - 07105	5,960	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Wildwood Drainage Im 10670 - 500914 - 07108	19,127	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Drainage Syst Improv 10670 - 500914 - 07109	110,953	703	0	0	0	0	0	0	0	0	0
0071 Capital Project: Goosefare Brook-Impa 10670 - 500914 - 07111	293	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Security Camera Impr 10670 - 500914 - 07113	59,606	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: It Network & Hardwar 10670 - 500914 - 07114	118,560	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Sidewalk Imp Plan An 10670 - 500915 - 03700	(718)	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Pacts Projects Local 10670 - 500915 - 07212	224,062	0	0	0	0	0	0	0	0	0	0
0071 Capital Project: Pacts/Interlocal Stu 10670 - 500915 - 09009	17,101	0	0	0	0	0	0	0	0	0	0
CP - Capital Total	2,694,421	2,389,902	2,345,524	2,283,793	2,292,270	2,428,235	33,813	1.39%	2,462,049	0	2,462,049
TR - Transfer											
0071 Capital Project: Transfer To Capital 10681 - 500952 - 00000	15,000	656,318	0	0	0	0	0	0	0	0	0
0071 Capital Project: Sidewalk Imp Plan An 10681 - 500952 - 03700	0	14,014	0	0	0	0	0	0	0	0	0
0071 Capital Project: Paving Richard'S Way 10681 - 500952 - 03701	0	49,446	0	0	0	0	0	0	0	0	0
0071 Capital Project: Street Opening Resto 10681 - 500952 - 03702	0	18,173	0	0	0	0	0	0	0	0	0
0071 Capital Project: Sidewalk (Planning I 10681 - 500952 - 03703	0	68,024	0	0	0	0	0	0	0	0	0
0071 Capital Project: North Street Traffic 10681 - 500952 - 03704	0	116,952	0	0	0	0	0	0	0	0	0
0071 Capital Project: Lincoln Street Sidew 10681 - 500952 - 03705	0	25,000	0	0	0	0	0	0	0	0	0
0071 Capital Project: Goosefare Comp Util 10681 - 500952 - 03716	0	157,210	0	0	0	0	0	0	0	0	0
0071 Capital Project: Ada Upgrades Ch Pr F 10681 - 500952 - 03717	0	36,875	0	0	0	0	0	0	0	0	0
0071 Capital Project: Alarm System Upgr Fy 10681 - 500952 - 03718	0	88,772	0	0	0	0	0	0	0	0	0
0071 Capital Project: Emergency Lighting F 10681 - 500952 - 03719	0	10,219	0	0	0	0	0	0	0	0	0
0071 Capital Project: Engineering Study Ch 10681 - 500952 - 03721	0	26,000	0	0	0	0	0	0	0	0	0
0071 Capital Project: Industrial Park Rr A 10681 - 500952 - 03722	0	17,482	0	10,000	10,000	10,000	(10,000)	(100.00%)	0	0	0
0071 Capital Project: Park Upgrades Annual 10681 - 500952 - 03723	0	28,805	50,000	50,000	50,000	50,000	0	0.00%	50,000	0	50,000
0071 Capital Project: Saco River Dredge Fy 10681 - 500952 - 03724	0	100,000	0	0	0	0	0	0	0	0	0
0071 Capital Project: Camp Ellis/Saco Rive 10681 - 500952 - 03726	0	19,157	0	0	0	0	0	0	0	0	0
0071 Capital Project: Industrial Park Road 10681 - 500952 - 03728	0	5,700	0	0	0	0	0	0	0	0	0
0071 Capital Project: Local Road Drain Rep 10681 - 500952 - 03729	0	97,073	0	0	0	0	0	0	0	0	0
0071 Capital Project: School Street Teen C 10681 - 500952 - 03741	0	0	30,000	75,000	0	0	0	0	0	0	0
0071 Capital Project: Local Road Drain Ann 10681 - 500952 - 03742	0	0	50,000	100,000	72,250	72,250	0	0.00%	72,250	0	72,250
0071 Capital Project: Landfill Monit & Mai 10681 - 500952 - 03755	0	0	0	75,000	75,000	75,000	25,000	33.33%	100,000	0	100,000
0071 Capital Project: Collector Road Annua 10681 - 500952 - 03774	0	87,410	0	50,000	0	0	0	0	0	0	0
0071 Capital Project: Pol Station Hvac Reh 10681 - 500952 - 03775	0	0	0	75,000	0	0	0	0	0	0	0
0071 Capital Project: Jenkins Road Traffic 10681 - 500952 - 03779	0	0	0	390,000	0	0	0	0	0	0	0
0071 Capital Project: Police Vehicle Camer 10681 - 500952 - 03780	0	0	0	70,000	0	0	0	0	0	0	0

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0071 Capital Project: Ferry Road Sidewalks 10681 - 500952 - 03782	0	0	0	100,000	0	0	0		0	0	0
0071 Capital Project: Replace Dispatch Con 10681 - 500952 - 03784	0	0	0	175,000	0	0	0		0	0	0
0071 Capital Project: Public Safety Comm S 10681 - 500952 - 03788	0	0	0	0	100,000	100,000	(100,000)	(100.00%)	0	0	0
0071 Capital Project: Culvert & Stream Cro 10681 - 500952 - 03789	0	0	0	0	0	0	200,000		200,000	0	200,000
0071 Capital Project: Traffic & Pedestrian 10681 - 500952 - 03795	0	0	0	0	10,000	10,000	0	0.00%	10,000	0	10,000
0071 Capital Project: Fd Hvac Air Handling 10681 - 500952 - 03796	0	0	0	0	110,000	0	0		0	0	0
0071 Capital Project: Paving Plan Annual R 10681 - 500952 - 03861	0	0	0	0	0	0	280,000		280,000	0	280,000
0071 Capital Project: Fire Truck Onboard E 10681 - 500952 - 04026	0	0	34,100	30,730	0	0	0		0	0	0
0071 Capital Project: City Hall Rennovatio 10681 - 500952 - 05101	0	55,646	0	0	75,000	0	0		0	0	0
0071 Capital Project: North St - Pw Buildi 10681 - 500952 - 05300	0	4,050	0	0	0	0	0		0	0	0
0071 Capital Project: Ms4 Stormwater Fy201 10681 - 500952 - 05305	0	13,952	0	0	0	0	0		0	0	0
0071 Capital Project: Building - Parks & R 10681 - 500952 - 05306	0	27,325	251	0	0	0	0		0	0	0
0071 Capital Project: Transfer Station Fy2 10681 - 500952 - 05308	0	68,278	0	0	0	0	0		0	0	0
0071 Capital Project: Refurbish Vehicles A 10681 - 500952 - 05310	0	24,070	15,000	30,000	30,000	30,000	0	0.00%	30,000	0	30,000
0071 Capital Project: Energy Efficiency Up 10681 - 500952 - 07101	0	54,656	9,375	18,750	18,750	18,750	0	0.00%	18,750	0	18,750
0071 Capital Project: Route 1 Rtms Sgnl Pr 10681 - 500952 - 07104	0	99,807	0	0	0	0	0		0	0	0
0071 Capital Project: Tri-Community Camera 10681 - 500952 - 07105	0	27,832	5,600	7,010	7,010	7,010	0	0.00%	7,010	0	7,010
0071 Capital Project: Route 1 Drain Culver 10681 - 500952 - 07106	0	0	0	0	300,000	300,000	(300,000)	(100.00%)	0	0	0
0071 Capital Project: Drainage Syst Improv 10681 - 500952 - 07109	0	4,211	0	0	0	0	0		0	0	0
0071 Capital Project: Goosefare Brook-Impa 10681 - 500952 - 07111	0	42,620	0	0	0	0	0		0	0	0
0071 Capital Project: It Network & Hardwar 10681 - 500952 - 07114	0	29,928	40,000	40,000	40,000	40,000	0	0.00%	40,000	0	40,000
0071 Capital Project: Facility Safety & Co 10681 - 500952 - 07115	0	37,410	0	50,000	50,000	50,000	0	0.00%	50,000	0	50,000
0071 Capital Project: Facility Interiors A 10681 - 500952 - 07116	0	56,115	0	165,000	75,000	75,000	0	0.00%	75,000	0	75,000
0071 Capital Project: Facility Exteriors A 10681 - 500952 - 07117	0	56,115	0	75,000	75,000	75,000	0	0.00%	75,000	0	75,000
0071 Capital Project: H.V.A.C. Components 10681 - 500952 - 07118	0	37,410	0	50,000	50,000	50,000	25,000	50.00%	75,000	0	75,000
0071 Capital Project: Forniac Network Fy20 10681 - 500952 - 07119	0	20,000	0	0	0	0	0		0	0	0
0071 Capital Project: Computer Replacement 10681 - 500952 - 07120	0	92,000	0	0	78,350	78,350	69,450	88.64%	147,800	0	147,800
0071 Capital Project: Detention Pond Clean 10681 - 500952 - 07121	0	20,000	0	0	0	0	10,000		10,000	0	10,000
0071 Capital Project: Foss Road Storage Fy 10681 - 500952 - 07122	0	40,000	0	0	0	0	0		0	0	0
0071 Capital Project: Community Center Fy2 10681 - 500952 - 07123	0	50,000	0	0	0	0	0		0	0	0
0071 Capital Project: Bond-Fenderson Road 10681 - 500952 - 07208	0	1,909	0	0	0	0	0		0	0	0
0071 Capital Project: Pacts Projects Local 10681 - 500952 - 07212	0	441,707	140,000	140,000	0	0	0		0	0	0
0071 Capital Project: Pw Facility Fy2021 10681 - 500952 - 09008	0	470,454	1,939,546	0	0	0	0		0	0	0
0071 Capital Project: Pacts/Interlocal Stu 10681 - 500952 - 09009	0	8,785	0	0	0	0	0		0	0	0
0071 Capital Project: Trail Network Repair 10681 - 500952 - 09013	0	36,980	0	15,000	15,000	15,000	0	0.00%	15,000	0	15,000
TR - Transfer Total	15,000	3,443,892	2,313,872	1,791,490	1,241,360	1,056,360	199,450	18.88%	1,255,810	0	1,255,810
<b>City Administration</b>											
MS - Miscellaneous											
0002 City Admin - Op: Miscellaneous Expens 10372 - 500400 - 00000	16,948	374	308	5,310	910	500	0	0.00%	500	0	500

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
MS - Miscellaneous Total	16,948	374	308	5,310	910	500	0	0.00%	500	0	500
BP - Base Pay											
0002 City Admin - Pe: Department Head Wage 10370 - 500101 - 00000	126,923	139,002	102,666	104,989	103,978	106,826	19,012	17.80%	125,837	0	125,837
0002 City Admin - Pe: Non-Supervisory Wage 10370 - 500103 - 00000	126,833	127,443	5,225	12,697	46,932	43,072	71,015	164.88%	114,087	0	114,087
0002 City Admin - Pe: Clerical Wages 10370 - 500104 - 00000	45,989	51,950	56,533	58,453	55,844	61,523	(61,523)	(100.00%)	0	0	0
0002 City Admin - Pe: Temporary/Seasonal W 10370 - 500113 - 00000	10,318	3,075	(2,000)	0	0	0	0		0	0	0
0002 City Admin - Pe: Stipends 10370 - 500118 - 00000	0	0	0	0	0	500	0	0.00%	500	0	500
BP - Base Pay Total	310,063	321,470	162,424	176,140	206,754	211,920	28,504	13.45%	240,424	0	240,424
CT - Contracts											
0002 City Admin - Op: Copier 10372 - 500338 - 00000	0	0	0	2,248	1,854	4,750	0	0.00%	4,750	0	4,750
0002 City Admin - Op: Advertising 10372 - 500341 - 00000	1,274	951	0	2,017	0	2,800	0	0.00%	2,800	0	2,800
0002 City Admin - Op: Contracted Services 10372 - 500428 - 00000	23,449	11,558	18,977	0	0	2,000	0	0.00%	2,000	0	2,000
CT - Contracts Total	24,723	12,509	18,977	4,265	1,854	9,550	0	0.00%	9,550	0	9,550
EQ - Equipment											
0002 City Admin - Op: Minor Equipment 10372 - 500317 - 00000	96	1,002	664	0	0	750	0	0.00%	750	0	750
0002 City Admin - Op: Furniture & Fixtures 10372 - 500350 - 00000	899	1,176	0	0	0	500	0	0.00%	500	0	500
EQ - Equipment Total	995	2,178	664	0	0	1,250	0	0.00%	1,250	0	1,250
FE - Fees											
0002 City Admin - Op: Dues & Memberships 10372 - 500330 - 00000	1,822	1,863	5,736	4,449	2,617	8,005	0	0.00%	8,005	0	8,005
0002 City Admin - Op: Computer Software 10372 - 500360 - 00000	0	3,743	(772)	3,843	5,449	6,959	(5,759)	(82.76%)	1,200	0	1,200
FE - Fees Total	1,822	5,606	4,964	8,293	8,066	14,964	(5,759)	(38.48%)	9,205	0	9,205
SP - Supplies											
0002 City Admin - Op: Office Supplies 10372 - 500301 - 00000	1,481	5,181	1,066	422	336	2,020	0	0.00%	2,020	0	2,020
0002 City Admin - Op: Computer Supplies 10372 - 500304 - 00000	1,359	642	255	0	0	250	0	0.00%	250	0	250
0002 City Admin - Op: Books/Manuals 10372 - 500332 - 00000	892	0	208	0	0	350	0	0.00%	350	0	350
0002 City Admin - Op: Postage 10372 - 500337 - 00000	860	870	96	775	107	1,500	0	0.00%	1,500	0	1,500
0002 City Admin - Op: Employee Recognition 10372 - 500343 - 00000	0	0	0	550	566	1,000	3,000	300.00%	4,000	0	4,000
0002 City Admin - Op: Printing 10372 - 500344 - 00000	556	723	1,411	1,461	4,820	400	0	0.00%	400	0	400
SP - Supplies Total	5,147	7,415	3,036	3,208	5,829	5,520	3,000	54.35%	8,520	0	8,520
TT - Travel/Training											
0002 City Admin - Op: Training 10372 - 500322 - 00000	7,286	4,266	1,165	1,469	3,252	3,700	0	0.00%	3,700	0	3,700
0002 City Admin - Op: Travel 10372 - 500339 - 00000	1,254	3,342	0	2,172	6,304	2,200	6,978	317.18%	9,178	0	9,178
TT - Travel/Training Total	8,540	7,608	1,165	3,641	9,556	5,900	6,978	118.27%	12,878	0	12,878
UT - Utilities											

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0002 City Admin - Op: Heating Fuel 10372 - 500313 - 00000	0	10,589	12,831	10,464	9,592	13,135	0	0.00%	13,135	0	13,135
0002 City Admin - Op: Cmp 3501-0932-206 10372 - 500333 - 20934	0	15,726	13,826	18,274	17,618	17,729	9,783	55.18%	27,512	0	27,512
0002 City Admin - Op: Cmp 3501-1565-963 10372 - 500333 - 20935	0	2,246	2,254	3,074	3,185	1,340	3,290	245.52%	4,630	0	4,630
0002 City Admin - Op: Water 10372 - 500334 - 00000	0	1,605	1,621	1,875	1,709	3,419	521	15.24%	3,940	0	3,940
0002 City Admin - Op: Telecom 10372 - 500336 - 00000	2,657	4,197	2,779	2,811	3,905	2,223	2,809	126.33%	5,032	0	5,032
UT - Utilities Total	2,657	34,363	33,312	36,499	36,010	37,846	16,403	43.34%	54,250	0	54,250
<b>MN - Maintenance/Parts</b>											
0002 City Admin - Op: Staff Vehicle Operat 10372 - 500321 - 00000	0	55,444	3,091	3,341	2,101	2,000	0	0.00%	2,000	0	2,000
MN - Maintenance/Parts Total	0	55,444	3,091	3,341	2,101	2,000	0	0.00%	2,000	0	2,000
<b>OT - Overtime</b>											
0002 City Admin - Pe: Overtime 10370 - 500114 - 00000	0	2,141	0	0	42	0	0		0	0	0
OT - Overtime Total	0	2,141	0	0	42	0	0		0	0	0
<b>City Clerk</b>											
<b>MS - Miscellaneous</b>											
0004 City Clerk - Op: Miscellaneous Expens 10402 - 500400 - 00000	0	476	2,882	581	280	675	0	0.00%	675	0	675
0004 City Clerk Hs&W: Miscellaneous Expens 10540 - 500400 - 00000	0	0	7	0	0	0	0		0	0	0
MS - Miscellaneous Total	0	476	2,888	581	280	675	0	0.00%	675	0	675
<b>BP - Base Pay</b>											
0004 City Clerk - Pe: Department Head Wage 10390 - 500101 - 00000	71,789	74,434	77,240	81,187	83,324	90,890	4,680	5.15%	95,570	0	95,570
0004 City Clerk - Pe: Non-Supervisory Wage 10390 - 500103 - 00000	41,452	28,921	46,543	49,918	67,699	64,568	44,101	68.30%	108,670	0	108,670
0004 City Clerk - Pe: Clerical Wages 10390 - 500104 - 00000	7,594	11,412	9,836	193	2,922	0	0		0	0	0
0004 City Clerk - Pe: Temporary/Seasonal W 10390 - 500113 - 00000	27,518	41,902	45,792	30,533	32,166	47,582	(14,298)	(30.05%)	33,284	0	33,284
BP - Base Pay Total	148,352	156,669	179,411	161,831	186,111	203,040	34,483	16.98%	237,523	0	237,523
<b>CT - Contracts</b>											
0004 City Clerk - Op: Advertising 10392 - 500341 - 00000	7,549	7,452	4,039	8,192	6,360	6,200	0	0.00%	6,200	0	6,200
0004 City Clerk - Op: Contracted Services 10392 - 500428 - 00000	25,004	2,643	0	5,444	5,045	6,500	0	0.00%	6,500	0	6,500
0004 City Clerk - Op: Advertising 10402 - 500341 - 00000	1,338	2,178	3,231	3,993	2,689	2,000	0	0.00%	2,000	0	2,000
0004 City Clerk - Op: Contracted Services 10402 - 500428 - 00000	1,750	2,193	2,290	4,050	584	3,740	0	0.00%	3,740	0	3,740
CT - Contracts Total	35,641	14,466	9,559	21,679	14,678	18,440	0	0.00%	18,440	0	18,440
<b>EQ - Equipment</b>											
0004 City Clerk - Op: Furniture & Fixtures 10392 - 500350 - 00000	0	0	870	0	815	270	0	0.00%	270	0	270
0004 City Clerk - Op: Minor Equipment 10402 - 500317 - 00000	8,260	676	446	409	459	400	0	0.00%	400	0	400
EQ - Equipment Total	8,260	676	1,316	409	1,274	670	0	0.00%	670	0	670
<b>FE - Fees</b>											



Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0004 City Clerk - Op: Dues & Memberships 10392 - 500330 - 00000	410	325	632	245	370	380	0	0.00%	380	0	380
0004 City Clerk - Op: Computer Software 10392 - 500360 - 00000	0	1,195	5,098	1,195	1,195	1,195	1,800	150.63%	2,995	0	2,995
FE - Fees Total	410	1,520	5,730	1,440	1,565	1,575	1,800	114.29%	3,375	0	3,375
SP - Supplies											
0004 City Clerk - Op: Office Supplies 10392 - 500301 - 00000	759	678	989	405	404	1,000	0	0.00%	1,000	0	1,000
0004 City Clerk - Op: Books/Manuals 10392 - 500332 - 00000	387	301	293	282	200	315	0	0.00%	315	0	315
0004 City Clerk - Op: Postage 10392 - 500337 - 00000	1,737	1,983	1,994	2,328	2,131	2,350	0	0.00%	2,350	0	2,350
0004 City Clerk - Op: Printing 10392 - 500344 - 00000	673	928	547	445	1,108	1,300	0	0.00%	1,300	0	1,300
0004 City Clerk - Op: Office Supplies 10402 - 500301 - 00000	1,084	730	805	270	341	800	0	0.00%	800	0	800
0004 City Clerk - Op: Postage 10402 - 500337 - 00000	1,183	2,057	3,580	1,247	2,902	2,850	0	0.00%	2,850	0	2,850
0004 City Clerk - Op: Printing 10402 - 500344 - 00000	4,528	5,507	5,170	4,852	119	4,000	0	0.00%	4,000	0	4,000
0004 City Clerk Hs&W: Office Supplies 10540 - 500301 - 00000	57	157	0	20	45	150	0	0.00%	150	0	150
0004 City Clerk Hs&W: Postage 10540 - 500337 - 00000	31	38	65	30	179	50	0	0.00%	50	0	50
SP - Supplies Total	10,439	12,378	13,443	9,879	7,430	12,815	0	0.00%	12,815	0	12,815
TT - Travel/Training											
0004 City Clerk - Op: Training 10392 - 500322 - 00000	498	881	110	245	0	1,300	0	0.00%	1,300	0	1,300
0004 City Clerk - Op: Travel 10392 - 500339 - 00000	518	139	3,019	0	94	2,000	0	0.00%	2,000	0	2,000
0004 City Clerk - Op: Training 10402 - 500322 - 00000	200	0	0	0	120	200	0	0.00%	200	0	200
0004 City Clerk - Op: Travel 10402 - 500339 - 00000	52	0	0	0	92	100	0	0.00%	100	0	100
0004 City Clerk Hs&W: Training 10540 - 500322 - 00000	60	0	50	75	285	200	0	0.00%	200	0	200
0004 City Clerk Hs&W: Travel 10540 - 500339 - 00000	0	0	0	0	174	100	0	0.00%	100	0	100
TT - Travel/Training Total	1,328	1,020	3,179	320	766	3,900	0	0.00%	3,900	0	3,900
UT - Utilities											
0004 City Clerk - Op: Telecom 10392 - 500336 - 00000	1,481	1,825	1,585	1,659	1,083	1,509	(258)	(17.12%)	1,250	0	1,250
0004 City Clerk Hs&W: Telecom 10540 - 500336 - 00000	1,279	1,603	97	0	78	0	0		0	0	0
UT - Utilities Total	2,761	3,429	1,683	1,659	1,161	1,509	(258)	(17.12%)	1,250	0	1,250
OT - Overtime											
0004 City Clerk - Pe: Overtime 10390 - 500114 - 00000	861	499	1,666	479	42	864	43	4.98%	907	0	907
OT - Overtime Total	861	499	1,666	479	42	864	43	4.98%	907	0	907
PR - Programs											
0004 City Clerk - Op: Fire Prevention 10392 - 500441 - 00000	(42)	21	(84)	(21)	(21)	0	0		0	0	0
PR - Programs Total	(42)	21	(84)	(21)	(21)	0	0		0	0	0
GA - General Assistance											
0004 City Clerk Hs&W: Food Assistance 10540 - 500371 - 00000	10,110	16,059	8,852	4,171	2,500	9,000	0	0.00%	9,000	0	9,000
0004 City Clerk Hs&W: Fuel Assistance 10540 - 500372 - 00000	6,903	3,001	959	964	1,455	6,000	0	0.00%	6,000	0	6,000

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0004 City Clerk Hs&W: Electricity Assistan 10540 - 500373 - 00000	3,728	3,051	996	685	1,701	4,000	0	0.00%	4,000	0	4,000
0004 City Clerk Hs&W: Water/Sewer Assistan 10540 - 500374 - 00000	45	265	0	0	0	500	0	0.00%	500	0	500
0004 City Clerk Hs&W: Burial Assistance 10540 - 500375 - 00000	2,995	3,530	6,600	3,182	2,050	5,000	0	0.00%	5,000	0	5,000
0004 City Clerk Hs&W: Medical Assistance 10540 - 500376 - 00000	935	444	0	0	0	1,000	0	0.00%	1,000	0	1,000
0004 City Clerk Hs&W: Rental Assistance 10540 - 500377 - 00000	95,323	102,857	55,213	24,897	81,510	94,000	0	0.00%	94,000	0	94,000
0004 City Clerk Hs&W: Clothing Assistance 10540 - 500378 - 00000	71	474	0	0	0	500	0	0.00%	500	0	500
0004 City Clerk Hs&W: Telephone Assistance 10540 - 500379 - 00000	0	0	0	0	394	100	0	0.00%	100	0	100
GA - General Assistance Total	120,109	129,681	72,620	33,899	89,610	120,100	0	0.00%	120,100	0	120,100
<b>Code Enforcement</b>											
MS - Miscellaneous											
0008 Code Enforce - : Miscellaneous Expens 10442 - 500400 - 00000	220	0	322	134	314	0	0		0	0	0
MS - Miscellaneous Total	220	0	322	134	314	0	0		0	0	0
BP - Base Pay											
0008 Code Enforce. -: Department Head Wage 10440 - 500101 - 00000	80,187	83,310	66,759	87,372	81,854	89,798	4,485	4.99%	94,283	0	94,283
0008 Code Enforce. -: Non-Supervisory Wage 10440 - 500103 - 00000	135,366	163,117	182,342	148,396	123,928	154,908	152,783	98.63%	307,691	0	307,691
0008 Code Enforce. -: Clerical Wages 10440 - 500104 - 00000	36,333	52,809	44,564	98,539	96,614	106,158	(106,158)	(100.00%)	0	0	0
0008 Code Enforce. -: Stipends 10440 - 500118 - 00000	27,248	32,400	35,287	34,933	28,471	37,297	(37,297)	(100.00%)	0	0	0
BP - Base Pay Total	279,134	331,637	328,952	369,241	330,867	388,161	13,813	3.56%	401,973	0	401,973
CT - Contracts											
0008 Code Enforce - : Advertising 10442 - 500341 - 00000	310	812	(1)	417	0	400	0	0.00%	400	0	400
0008 Code Enforce - : Contracted Services 10442 - 500428 - 00000	1,500	0	800	0	0	0	0		0	0	0
CT - Contracts Total	1,810	812	799	417	0	400	0	0.00%	400	0	400
EQ - Equipment											
0008 Code Enforce. -: Clothing/Boot Allowa 10440 - 500325 - 00000	578	80	0	0	0	796	0	0.00%	796	0	796
0008 Code Enforce - : Minor Equipment 10442 - 500317 - 00000	97	65	871	587	127	600	0	0.00%	600	0	600
0008 Code Enforce - : Furniture & Fixtures 10442 - 500350 - 00000	0	0	0	33	88	500	0	0.00%	500	0	500
EQ - Equipment Total	675	145	871	621	215	1,896	0	0.00%	1,896	0	1,896
FE - Fees											
0008 Code Enforce - : Dues & Memberships 10442 - 500330 - 00000	395	570	305	345	270	350	100	28.57%	450	0	450
0008 Code Enforce - : Computer Software 10442 - 500360 - 00000	0	8,924	8,924	8,924	8,924	8,924	(1,849)	(20.72%)	7,075	0	7,075
FE - Fees Total	395	9,494	9,229	9,269	9,194	9,274	(1,749)	(18.86%)	7,525	0	7,525
SP - Supplies											
0008 Code Enforce - : Office Supplies 10442 - 500301 - 00000	913	1,129	3,047	1,073	1,208	1,000	0	0.00%	1,000	0	1,000
0008 Code Enforce - : Books/Manuals 10442 - 500332 - 00000	344	592	368	416	121	650	(100)	(15.38%)	550	0	550

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0008 Code Enforce - : Postage 10442 - 500337 - 00000	691	852	808	379	548	800	0	0.00%	800	0	800
0008 Code Enforce - : Printing 10442 - 500344 - 00000	1,243	1,150	360	612	889	1,000	0	0.00%	1,000	0	1,000
SP - Supplies Total	3,191	3,722	4,582	2,479	2,766	3,450	(100)	(2.90%)	3,350	0	3,350
TT - Travel/Training											
0008 Code Enforce - : Training 10442 - 500322 - 00000	2,067	559	715	1,031	2,182	2,800	0	0.00%	2,800	0	2,800
0008 Code Enforce - : Travel 10442 - 500339 - 00000	5,278	5,828	4,096	4,345	3,774	5,500	0	0.00%	5,500	0	5,500
TT - Travel/Training Total	7,345	6,387	4,811	5,375	5,956	8,300	0	0.00%	8,300	0	8,300
UT - Utilities											
0008 Code Enforce - : Telecom 10442 - 500336 - 00000	5,346	6,084	3,955	4,254	4,352	3,835	1,459	38.04%	5,294	0	5,294
UT - Utilities Total	5,346	6,084	3,955	4,254	4,352	3,835	1,459	38.04%	5,294	0	5,294
MN - Maintenance/Parts											
0008 Code Enforce - : Building Repairs & M 10442 - 500351 - 00000	306	0	0	0	0	0	0		0	0	0
MN - Maintenance/Parts Total	306	0	0	0	0	0	0		0	0	0
OT - Overtime											
0008 Code Enforce. - : Overtime 10440 - 500114 - 00000	82	35	0	0	2,619	0	0		0	0	0
OT - Overtime Total	82	35	0	0	2,619	0	0		0	0	0
TR - Transfer											
0008 Code Enforce Op: Transfer To Blight E 10682 - 500965 - 00000	0	35,000	0	0	0	0	0		0	0	0
TR - Transfer Total	0	35,000	0	0	0	0	0		0	0	0
<b>Communications</b>											
MS - Miscellaneous											
0013 Communications : Miscellaneous Expens 10396 - 500400 - 00000	0	0	67	0	4,788	300	0	0.00%	300	0	300
MS - Miscellaneous Total	0	0	67	0	4,788	300	0	0.00%	300	0	300
BP - Base Pay											
0013 Communications : Department Head Wage 10394 - 500101 - 00000	0	0	84,883	79,449	56,784	62,033	3,101	5.00%	65,134	0	65,134
0013 Communications : Non-Supervisory Wage 10394 - 500103 - 00000	0	0	55,789	69,099	95,073	102,434	24,742	24.15%	127,175	0	127,175
BP - Base Pay Total	0	0	140,672	148,548	151,857	164,466	27,843	16.93%	192,309	0	192,309
CT - Contracts											
0013 Communications : Advertising 10396 - 500341 - 00000	0	0	143	200	739	500	0	0.00%	500	0	500
CT - Contracts Total	0	0	143	200	739	500	0	0.00%	500	0	500
EQ - Equipment											
0013 Communications : Minor Equipment 10396 - 500317 - 00000	0	0	7,199	22,408	5,539	6,935	0	0.00%	6,935	0	6,935

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
EQ - Equipment Total	0	0	7,199	22,408	5,539	6,935	0	0.00%	6,935	0	6,935
FE - Fees											
0013 Communications : Dues & Memberships 10396 - 500330 - 00000	0	0	294	501	905	600	0	0.00%	600	0	600
0013 Communications : Computer Software 10396 - 500360 - 00000	0	0	12,027	12,005	9,788	12,260	0	0.00%	12,260	0	12,260
FE - Fees Total	0	0	12,321	12,506	10,693	12,860	0	0.00%	12,860	0	12,860
SP - Supplies											
0013 Communications : Office Supplies 10396 - 500301 - 00000	0	0	208	510	240	500	0	0.00%	500	0	500
0013 Communications : Computer Supplies 10396 - 500304 - 00000	0	0	693	1,170	759	500	0	0.00%	500	0	500
0013 Communications : Printing 10396 - 500344 - 00000	0	0	3,290	9,240	6,001	9,574	0	0.00%	9,574	0	9,574
SP - Supplies Total	0	0	4,191	10,920	7,000	10,574	0	0.00%	10,574	0	10,574
TT - Travel/Training											
0013 Communications : Training 10396 - 500322 - 00000	0	0	1,495	2,125	1,571	3,600	0	0.00%	3,600	0	3,600
0013 Communications : Travel 10396 - 500339 - 00000	0	0	0	1,930	1,729	1,368	0	0.00%	1,368	0	1,368
TT - Travel/Training Total	0	0	1,495	4,056	3,300	4,968	0	0.00%	4,968	0	4,968
UT - Utilities											
0013 Communications : Telecom 10396 - 500336 - 00000	0	0	778	2,000	2,262	2,223	238	10.71%	2,462	0	2,462
UT - Utilities Total	0	0	778	2,000	2,262	2,223	238	10.71%	2,462	0	2,462
MN - Maintenance/Parts											
0013 Communications : Repairs/Maintenance 10396 - 500410 - 00000	0	0	841	1,059	1,518	1,550	0	0.00%	1,550	0	1,550
MN - Maintenance/Parts Total	0	0	841	1,059	1,518	1,550	0	0.00%	1,550	0	1,550
<b>Contingency</b>											
CP - Capital											
5703 Contingency Ope: Unit 91 Expenses 10640 - 500408 - 00000	12,805	0	0	0	0	0	0		0	0	0
5703 Contingency Ope: Purchase Of Land 10640 - 500409 - 00000	331,022	242,906	0	0	0	0	0		0	0	0
CP - Capital Total	343,827	242,906	0	0	0	0	0		0	0	0
MS - Miscellaneous											
5703 Contingency Ope: Miscellaneous Expens 10640 - 500400 - 00000	83,489	67,857	88,210	62,059	88,768	91,000	(10,000)	(10.99%)	81,000	(6,450)	74,550
MS - Miscellaneous Total	83,489	67,857	88,210	62,059	88,768	91,000	(10,000)	(10.99%)	81,000	(6,450)	74,550
FE - Fees											
5703 Contingency Ope: Bank/Collection/Over 10640 - 500403 - 00000	(5,414)	92,427	110,185	9,043	27,872	6,500	31,880	490.46%	38,380	0	38,380
FE - Fees Total	(5,414)	92,427	110,185	9,043	27,872	6,500	31,880	490.46%	38,380	0	38,380
GA - General Assistance											

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
5703 Contingency Ope: Tax Abatements 10640 - 500401 - 00000	41,706	97,623	260,105	111,466	120,717	100,000	0	0.00%	100,000	0	100,000
5703 Contingency Ope: Senior Tax Rebate 10640 - 500402 - 00000	28,047	36,799	24,811	109,037	49,441	150,000	0	0.00%	150,000	0	150,000
GA - General Assistance Total	69,754	134,422	284,915	220,503	170,158	250,000	0	0.00%	250,000	0	250,000
<b>Council</b>											
MS - Miscellaneous											
0001 Council - Opera: Miscellaneous Expens 10362 - 500400 - 00000	3,606	1,424	1,834	3,624	735	3,000	0	0.00%	3,000	0	3,000
MS - Miscellaneous Total	3,606	1,424	1,834	3,624	735	3,000	0	0.00%	3,000	0	3,000
BP - Base Pay											
0001 Council - Pers: Elected Officials 10360 - 500117 - 00000	11,877	11,430	12,475	12,000	9,000	12,000	0	0.00%	12,000	0	12,000
BP - Base Pay Total	11,877	11,430	12,475	12,000	9,000	12,000	0	0.00%	12,000	0	12,000
FE - Fees											
0001 Council - Opera: Computer Software 10362 - 500360 - 00000	0	0	0	0	0	0	5,759		5,759	0	5,759
FE - Fees Total	0	0	0	0	0	0	5,759		5,759	0	5,759
SP - Supplies											
0001 Council - Opera: Office Supplies 10362 - 500301 - 00000	14	55	0	42	0	125	0	0.00%	125	0	125
0001 Council - Opera: Books/Manuals 10362 - 500332 - 00000	0	0	0	0	50	0	0		0	0	0
0001 Council - Opera: Citizen Recognition 10362 - 500343 - 00000	0	980	3,872	2,615	3,427	4,000	(3,000)	(75.00%)	1,000	0	1,000
0001 Council - Opera: Printing 10362 - 500344 - 00000	240	506	386	382	69	450	0	0.00%	450	0	450
SP - Supplies Total	254	1,541	4,257	3,039	3,546	4,575	(3,000)	(65.57%)	1,575	0	1,575
TT - Travel/Training											
0001 Council - Opera: Training 10362 - 500322 - 00000	726	594	45	2,014	40	1,000	0	0.00%	1,000	0	1,000
0001 Council - Opera: Travel 10362 - 500339 - 00000	1,117	569	0	2,257	0	1,000	0	0.00%	1,000	0	1,000
TT - Travel/Training Total	1,843	1,163	45	4,271	40	2,000	0	0.00%	2,000	0	2,000
<b>County Tax</b>											
CY - County											
0060 County Tax - Op: County Tax 10590 - 500800 - 00000	1,197,241	1,238,045	1,330,196	1,292,266	1,329,811	1,329,811	39,894	3.00%	1,369,705	0	1,369,705
CY - County Total	1,197,241	1,238,045	1,330,196	1,292,266	1,329,811	1,329,811	39,894	3.00%	1,369,705	0	1,369,705
<b>Economic Development</b>											
MS - Miscellaneous											
0009 Plan & Econ Dev: Miscellaneous Expens 10454 - 500400 - 00000	0	2,258	0	0	0	0	0		0	0	0
MS - Miscellaneous Total	0	2,258	0	0	0	0	0		0	0	0
BP - Base Pay											
0009 Economic Dev Pe: Non-Supervisory Wage 10550 - 500103 - 00000	38,315	0	0	0	0	0	0		0	0	0

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BP - Base Pay Total	38,315	0	0	0	0	0	0		0	0	0
CT - Contracts											
0009 Plan & Econ Dev: Advertising 10454 - 500341 - 00000	6,120	2,250	0	0	0	0	0		0	0	0
0009 Plan & Econ Dev: Econ Dev Contracted 10454 - 500428 - 00000	55,351	4,682	0	0	0	0	0		0	0	0
CT - Contracts Total	61,472	6,932	0	0	0	0	0		0	0	0
EQ - Equipment											
0009 Plan & Econ Dev: Minor Equipment 10454 - 500317 - 00000	119	0	0	0	0	0	0		0	0	0
0009 Plan & Econ Dev: Furniture & Fixtures 10454 - 500350 - 00000	550	2,474	0	0	0	0	0		0	0	0
EQ - Equipment Total	669	2,474	0	0	0	0	0		0	0	0
FE - Fees											
0009 Plan & Econ Dev: Dues & Memberships 10454 - 500330 - 00000	585	750	0	0	0	0	0		0	0	0
FE - Fees Total	585	750	0	0	0	0	0		0	0	0
SP - Supplies											
0009 Plan & Econ Dev: Office Supplies 10454 - 500301 - 00000	3,022	0	0	0	0	0	0		0	0	0
0009 Plan & Econ Dev: Computer Supplies 10454 - 500304 - 00000	1,269	0	0	0	0	0	0		0	0	0
0009 Plan & Econ Dev: Postage 10454 - 500337 - 00000	0	1	0	1	0	0	0		0	0	0
0009 Plan & Econ Dev: Printing 10454 - 500344 - 00000	533	1,058	0	0	0	0	0		0	0	0
SP - Supplies Total	4,824	1,059	0	1	0	0	0		0	0	0
TT - Travel/Training											
0009 Plan & Econ Dev: Training 10454 - 500322 - 00000	783	4,416	0	0	0	0	0		0	0	0
0009 Plan & Econ Dev: Travel 10454 - 500339 - 00000	1,474	1,054	0	388	0	0	0		0	0	0
TT - Travel/Training Total	2,257	5,470	0	388	0	0	0		0	0	0
UT - Utilities											
0009 Plan & Econ Dev: Telephone 10454 - 500336 - 00000	1,460	0	0	0	0	0	0		0	0	0
UT - Utilities Total	1,460	0	0	0	0	0	0		0	0	0
MN - Maintenance/Parts											
0009 Plan & Econ Dev: Repairs/Maintenance 10454 - 500410 - 00000	1,190	0	0	0	0	0	0		0	0	0
MN - Maintenance/Parts Total	1,190	0	0	0	0	0	0		0	0	0
SE - Supported Entity											
0009 Plan & Econ Dev: Historic Preservatio 10454 - 500483 - 00000	2,908	1,930	33	0	0	0	0		0	0	0
SE - Supported Entity Total	2,908	1,930	33	0	0	0	0		0	0	0
<b>Finance</b>											

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MS - Miscellaneous											
0003 Finance - Opera: Miscellaneous Expens 10382 - 500400 - 00000	40	45	4,798	76	488	0	0		0	0	0
MS - Miscellaneous Total	40	45	4,798	76	488	0	0		0	0	0
BP - Base Pay											
0003 Finance - Perso: Department Head Wage 10380 - 500101 - 00000	95,532	92,801	103,981	89,859	119,947	82,367	83,454	101.32%	165,821	0	165,821
0003 Finance - Perso: Supervisory Wages 10380 - 500102 - 00000	62,087	77,810	125,145	115,039	82,735	111,467	(38,440)	(34.49%)	73,028	0	73,028
0003 Finance - Perso: Non-Supervisory Wage 10380 - 500103 - 00000	0	0	0	0	0	0	303,713		303,713	0	303,713
0003 Finance - Perso: Clerical Wages 10380 - 500104 - 00000	222,303	249,033	327,589	302,951	267,606	331,039	(331,039)	(100.00%)	0	0	0
0003 Finance - Perso: Temporary/Seasonal W 10380 - 500113 - 00000	4,731	0	2,504	1,194	0	0	0		0	0	0
BP - Base Pay Total	384,653	419,643	559,218	509,044	470,288	524,873	17,688	3.37%	542,561	0	542,561
CT - Contracts											
0003 Finance - Opera: Advertising 10382 - 500341 - 00000	0	84	138	94	0	1,200	0	0.00%	1,200	0	1,200
0003 Finance - Opera: Contracted Services 10382 - 500428 - 00000	4,481	4,542	5,374	2,060	4,305	0	15,000		15,000	0	15,000
0003 Finance - Opera: Audit Services 10382 - 500429 - 00000	16,750	25,400	26,100	20,350	29,700	25,200	0	0.00%	25,200	0	25,200
CT - Contracts Total	21,231	30,025	31,612	22,504	34,005	26,400	15,000	56.82%	41,400	0	41,400
EQ - Equipment											
0003 Finance - Opera: Minor Equipment 10382 - 500317 - 00000	890	(282)	0	591	1,091	1,000	2,800	280.00%	3,800	0	3,800
0003 Finance - Opera: Furniture & Fixtures 10382 - 500350 - 00000	913	801	540	5,116	3,638	800	0	0.00%	800	0	800
EQ - Equipment Total	1,803	519	540	5,707	4,729	1,800	2,800	155.56%	4,600	0	4,600
FE - Fees											
0003 Finance - Opera: Dues & Memberships 10382 - 500330 - 00000	340	390	195	1,362	875	1,224	0	0.00%	1,224	0	1,224
0003 Finance - Opera: Computer Software 10382 - 500360 - 00000	0	79,103	141,108	140,411	134,232	101,735	17,204	16.91%	118,939	0	118,939
0003 Finance - Opera: Filing Fees/Licenses 10382 - 500370 - 00000	8,537	9,944	7,246	7,171	8,858	10,167	0	0.00%	10,167	0	10,167
FE - Fees Total	8,877	89,437	148,548	148,944	143,965	113,126	17,204	15.21%	130,330	0	130,330
SP - Supplies											
0003 Finance - Opera: Office Supplies 10382 - 500301 - 00000	4,318	3,068	2,118	4,618	3,271	3,722	0	0.00%	3,722	0	3,722
0003 Finance - Opera: Computer Supplies 10382 - 500304 - 00000	2,572	3,366	756	4,227	0	3,500	0	0.00%	3,500	0	3,500
0003 Finance - Opera: Books/Manuals 10382 - 500332 - 00000	863	630	189	624	948	863	0	0.00%	863	0	863
0003 Finance - Opera: Postage 10382 - 500337 - 00000	15,382	13,118	21,609	13,363	12,503	15,000	0	0.00%	15,000	0	15,000
0003 Finance - Opera: Printing 10382 - 500344 - 00000	284	0	2,803	2,219	59	6,189	0	0.00%	6,189	0	6,189
SP - Supplies Total	23,419	20,182	27,475	25,051	16,781	29,274	0	0.00%	29,274	0	29,274
TT - Travel/Training											
0003 Finance - Opera: Training 10382 - 500322 - 00000	1,672	2,157	75	8,226	6,658	6,336	0	0.00%	6,336	0	6,336
0003 Finance - Opera: Travel 10382 - 500339 - 00000	1,763	1,155	66	4,267	1,400	2,500	0	0.00%	2,500	0	2,500
TT - Travel/Training Total	3,435	3,312	141	12,493	8,058	8,836	0	0.00%	8,836	0	8,836

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UT - Utilities											
0003 Finance - Opera: Telecom 10382 - 500336 - 00000	1,722	2,028	3,522	3,832	3,641	4,048	347	8.57%	4,395	0	4,395
UT - Utilities Total	1,722	2,028	3,522	3,832	3,641	4,048	347	8.57%	4,395	0	4,395
OT - Overtime											
0003 Finance - Perso: Overtime 10380 - 500114 - 00000	1,400	1,255	3,873	2,346	1,989	3,277	164	5.00%	3,441	0	3,441
OT - Overtime Total	1,400	1,255	3,873	2,346	1,989	3,277	164	5.00%	3,441	0	3,441
<b>Fire/Ambulance</b>											
CP - Capital											
0021 Fire Ambulance: Capital Improvement 10472 - 500910 - 00000	24,912	8,011	7,512	14,188	10,692	8,000	0	0.00%	8,000	0	8,000
CP - Capital Total	24,912	8,011	7,512	14,188	10,692	8,000	0	0.00%	8,000	0	8,000
MS - Miscellaneous											
0021 Fire Ambulance: Miscellaneous Expens 10472 - 500400 - 00000	0	17	975	66	336	0	0		0	0	0
MS - Miscellaneous Total	0	17	975	66	336	0	0		0	0	0
BP - Base Pay											
0021 Fire/Ambulance-: Department Head Wage 10470 - 500101 - 00000	101,567	106,212	108,783	112,225	95,254	114,629	5,741	5.01%	120,370	0	120,370
0021 Fire/Ambulance-: Supervisory Wages 10470 - 500102 - 00000	166,988	173,559	178,609	187,327	185,221	202,342	10,109	5.00%	212,451	0	212,451
0021 Fire/Ambulance-: Non-Supervisory Wage 10470 - 500103 - 00000	0	0	0	0	0	0	63,419		63,419	0	63,419
0021 Fire/Ambulance-: Clerical Wages 10470 - 500104 - 00000	46,708	48,791	65,393	52,587	54,828	60,403	(60,403)	(100.00%)	0	0	0
0021 Fire/Ambulance-: Firefighter/Emt Wage 10470 - 500110 - 00000	1,804,985	2,072,845	2,108,216	2,304,614	2,295,519	2,544,748	311,853	12.25%	2,856,601	0	2,856,601
0021 Fire/Ambulance-: Call Box Incentives 10470 - 500112 - 00000	1,678	0	0	0	0	0	0		0	0	0
0021 Fire/Ambulance-: Temporary/Seasonal W 10470 - 500113 - 00000	61,216	58,663	80,611	79,390	51,695	82,728	4,136	5.00%	86,864	0	86,864
0021 Fire/Ambulance : Ema Stipends 10625 - 500118 - 00000	6,130	6,187	6,391	6,164	5,573	6,140	0	0.00%	6,140	0	6,140
0021 Fire/Ambulance : Call Box Incentives 10683 - 500112 - 00000	0	0	0	8,000	8,000	8,000	0	0.00%	8,000	0	8,000
BP - Base Pay Total	2,189,272	2,466,258	2,548,003	2,750,307	2,696,090	3,018,990	334,855	11.09%	3,353,845	0	3,353,845
CT - Contracts											
0021 Fire Ambulance: Laundry Service 10472 - 500331 - 00000	759	779	745	995	650	800	0	0.00%	800	0	800
0021 Fire Ambulance: Copier 10472 - 500338 - 00000	0	0	0	304	458	378	301	79.63%	679	0	679
0021 Fire Ambulance: Contracted Services 10472 - 500428 - 00000	41,338	33,683	47,381	44,791	42,847	46,000	0	0.00%	46,000	0	46,000
CT - Contracts Total	42,097	34,462	48,126	46,090	43,954	47,178	301	0.64%	47,479	0	47,479
EQ - Equipment											
0021 Fire Ambulance: Minor Equipment 10472 - 500317 - 00000	72,916	59,426	63,898	49,064	51,332	57,420	45,400	79.07%	102,820	0	102,820
0021 Fire Ambulance: Uniforms/Safety Equi 10472 - 500324 - 00000	27,516	50,703	19,567	34,942	94,705	73,740	(23,400)	(31.73%)	50,340	0	50,340
0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 00000	17,461	15,071	17,780	17,546	18,088	18,400	2,744	14.91%	21,144	0	21,144
0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 21124	339	0	0	0	0	0	0		0	0	0



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0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 21128	365	0	0	0	0	0	0		0	0	0
0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 21149	347	0	0	0	0	0	0		0	0	0
0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 21150	127	0	0	0	0	0	0		0	0	0
0021 Fire Ambulance: Clothing/Boot Allowa 10472 - 500325 - 21152	333	0	0	0	0	0	0		0	0	0
0021 Fire Ambulance: Furniture & Fixtures 10472 - 500350 - 00000	2,599	5,444	7,346	3,053	2,176	2,500	0	0.00%	2,500	0	2,500
EQ - Equipment Total	122,004	130,644	108,591	104,605	166,300	152,060	24,744	16.27%	176,804	0	176,804
FE - Fees											
0021 Fire Ambulance: Dues & Memberships 10472 - 500330 - 00000	2,798	2,227	2,848	1,580	1,612	2,250	0	0.00%	2,250	0	2,250
0021 Fire Ambulance: Computer Software 10472 - 500360 - 00000	0	7,104	7,030	12,618	8,066	14,000	19,200	137.14%	33,200	0	33,200
0021 Fire/Ambulance : Dues & Memberships 10625 - 500330 - 00000	0	0	455	505	0	500	0	0.00%	500	0	500
FE - Fees Total	2,798	9,331	10,333	14,703	9,678	16,750	19,200	114.63%	35,950	0	35,950
SP - Supplies											
0021 Fire Ambulance: Office Supplies 10472 - 500301 - 00000	1,005	1,409	663	1,128	763	1,000	0	0.00%	1,000	0	1,000
0021 Fire Ambulance: General Supplies 10472 - 500302 - 00000	29,592	30,622	32,211	32,409	29,095	30,000	0	0.00%	30,000	0	30,000
0021 Fire Ambulance: Computer Supplies 10472 - 500304 - 00000	1,212	281	474	639	638	1,000	0	0.00%	1,000	0	1,000
0021 Fire Ambulance: Cleaning Supplies 10472 - 500308 - 00000	2,352	3,944	2,830	4,423	2,299	3,700	0	0.00%	3,700	0	3,700
0021 Fire Ambulance: Books/Manuals 10472 - 500332 - 00000	1,197	2,116	166	3,024	75	2,000	0	0.00%	2,000	0	2,000
0021 Fire Ambulance: Postage 10472 - 500337 - 00000	149	639	233	787	228	500	0	0.00%	500	0	500
0021 Fire Ambulance: Printing 10472 - 500344 - 00000	12	179	(207)	88	39	500	0	0.00%	500	0	500
0021 Fire Ambulance: Meal Allowance 10472 - 500349 - 00000	1,209	775	551	552	1,073	1,000	0	0.00%	1,000	0	1,000
0021 Fire/Ambulance : General Supplies 10625 - 500302 - 00000	10,515	7,679	5,701	5,070	7,945	5,000	0	0.00%	5,000	0	5,000
SP - Supplies Total	47,242	47,644	42,622	48,120	42,154	44,700	0	0.00%	44,700	0	44,700
TT - Travel/Training											
0021 Fire Ambulance: Training 10472 - 500322 - 00000	23,916	32,361	30,854	29,678	29,304	35,000	0	0.00%	35,000	0	35,000
0021 Fire Ambulance: Travel 10472 - 500339 - 00000	3,234	1,503	769	2,493	2,433	3,000	0	0.00%	3,000	0	3,000
TT - Travel/Training Total	27,150	33,863	31,623	32,171	31,736	38,000	0	0.00%	38,000	0	38,000
UT - Utilities											
0021 Fire Ambulance: Heating Fuel 10472 - 500313 - 00000	10,085	10,132	7,201	12,660	12,146	10,490	5,968	56.90%	16,458	0	16,458
0021 Fire Ambulance: Gas & Diesel 10472 - 500319 - 00000	23,551	27,214	28,058	30,442	27,988	28,000	22,532	80.47%	50,532	0	50,532
0021 Fire Ambulance: Cmp 3501-6531-689 10472 - 500333 - 22000	2,962	998	866	1,098	1,029	968	684	70.66%	1,652	0	1,652
0021 Fire Ambulance: Cmp 3501-6732-832 10472 - 500333 - 22003	1,090	1,396	1,078	1,410	1,713	1,250	874	69.92%	2,124	0	2,124
0021 Fire Ambulance: Cmp 3501-4716-589 10472 - 500333 - 22004	22,737	23,807	24,776	29,732	35,182	28,000	16,765	59.87%	44,765	0	44,765
0021 Fire Ambulance: Water 10472 - 500334 - 00000	2,553	2,987	3,284	2,707	3,116	4,550	690	15.16%	5,240	0	5,240
0021 Fire Ambulance: Telecom 10472 - 500336 - 00000	7,619	8,886	14,239	13,777	13,589	14,417	(488)	(3.39%)	13,929	0	13,929
0021 Fire Ambulance : Water 10520 - 500334 - 00000	310,640	280,856	357,459	342,285	337,188	421,062	10,538	2.50%	431,600	0	431,600
UT - Utilities Total	381,237	356,275	436,962	434,111	431,951	508,736	57,563	11.31%	566,299	0	566,299

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MN - Maintenance/Parts											
0021 Fire Ambulance: Vehicle & Equipment 10472 - 500320 - 00000	109,061	70,075	59,361	48,089	56,301	50,000	0	0.00%	50,000	0	50,000
0021 Fire Ambulance: Building Repairs & M 10472 - 500351 - 00000	22,104	24,709	19,205	24,392	14,303	20,000	0	0.00%	20,000	0	20,000
0021 Fire Ambulance: Repairs/Maintenance 10472 - 500410 - 00000	1,415	2,843	2,354	2,290	2,965	2,350	0	0.00%	2,350	0	2,350
0021 Fire Ambulance: Electronic Equipment 10472 - 500411 - 00000	2,879	4,736	3,296	2,470	3,313	3,200	0	0.00%	3,200	0	3,200
MN - Maintenance/Parts Total	135,458	102,364	84,216	77,242	76,881	75,550	0	0.00%	75,550	0	75,550
OT - Overtime											
0021 Fire/Ambulance-: Overtime 10470 - 500114 - 00000	231,121	247,201	224,800	196,114	353,543	238,814	16,716	7.00%	255,530	0	255,530
OT - Overtime Total	231,121	247,201	224,800	196,114	353,543	238,814	16,716	7.00%	255,530	0	255,530
PR - Programs											
0021 Fire Ambulance: Fire Prevention 10472 - 500441 - 00000	1,445	905	1,044	702	1,785	1,500	0	0.00%	1,500	0	1,500
PR - Programs Total	1,445	905	1,044	702	1,785	1,500	0	0.00%	1,500	0	1,500
<b>Fringe Benefits</b>											
CT - Contracts											
0012 Fringe Benefits: Contracted Services 10600 - 500428 - 00000	4,031	0	0	0	0	0	0		0	0	0
CT - Contracts Total	4,031	0	0	0	0	0	0		0	0	0
FE - Fees											
0012 Fringe Benefits: Recruitment 10600 - 500342 - 00000	0	0	4,648	8,775	8,094	10,000	0	0.00%	10,000	0	10,000
0012 Fringe Benefits: Background Checks 10600 - 500406 - 00000	7,036	2,310	3,392	20,733	7,157	10,000	0	0.00%	10,000	0	10,000
FE - Fees Total	7,036	2,310	8,040	29,508	15,252	20,000	0	0.00%	20,000	0	20,000
TT - Travel/Training											
0012 Fringe Benefits: Tuition 10600 - 500326 - 00000	0	0	10,437	12,101	6,801	25,500	0	0.00%	25,500	0	25,500
TT - Travel/Training Total	0	0	10,437	12,101	6,801	25,500	0	0.00%	25,500	0	25,500
PO - Payout											
0012 Fringe Benefits: Vacation Payouts 10600 - 500120 - 00000	0	0	0	149,255	137,441	35,000	65,000	185.71%	100,000	0	100,000
0012 Fringe Benefits: Payroll Contingency 10600 - 500296 - 00000	0	(181)	11,957	608	(995)	0	17,000		17,000	0	17,000
PO - Payout Total	0	(181)	11,957	149,863	136,447	35,000	82,000	234.29%	117,000	0	117,000
MD - Medical											
0012 Fringe Benefits: -Ded Code Entry-Dent 10600 - 500215 -	325	0	0	0	0	0	0		0	0	0
0012 Fringe Benefits: Dental 10600 - 500215 - 00000	59,670	32,117	70,484	33,548	21,345	49,292	2,708	5.49%	52,000	0	52,000
0012 Fringe Benefits: Health & Basic Life 10600 - 500288 - 00000	1,841,946	2,052,378	2,160,176	2,156,265	2,064,186	2,360,639	238,870	10.12%	2,599,509	0	2,599,509
0012 Fringe Benefits: Medical Testing 10600 - 500294 - 00000	13,172	11,568	12,303	17,322	21,166	20,000	0	0.00%	20,000	0	20,000
MD - Medical Total	1,915,114	2,096,063	2,242,963	2,207,135	2,106,697	2,429,931	241,578	9.94%	2,671,509	0	2,671,509

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>IN - Insurance</b>											
0012 Fringe Benefits: Unemployment Compens 10600 - 500283 - 00000	10,390	16,627	27,302	39,547	30,930	36,964	(12,068)	(32.65%)	24,896	0	24,896
0012 Fringe Benefits: Workers Compensation 10600 - 500285 - 00000	320,200	287,810	597,646	612,806	369,196	618,195	(154,549)	(25.00%)	463,646	0	463,646
0012 Fringe Benefits: St/Lt Disability 10600 - 500290 - 00000	74,456	112,976	120,093	108,742	100,711	107,716	12,762	11.85%	120,478	0	120,478
<b>IN - Insurance Total</b>	<b>405,045</b>	<b>417,413</b>	<b>745,042</b>	<b>761,095</b>	<b>500,837</b>	<b>762,875</b>	<b>(153,855)</b>	<b>(20.17%)</b>	<b>609,020</b>	<b>0</b>	<b>609,020</b>
<b>RE - Retirement</b>											
0012 Fringe Benefits: Deferred Compensatio 10600 - 500286 - 00000	104,185	104,306	163,888	122,048	90,525	108,582	(11,973)	(11.03%)	96,609	0	96,609
0012 Fringe Benefits: Mepers (Retirement) 10600 - 500287 - 00000	577,825	747,001	898,027	1,029,052	1,211,686	1,187,447	162,773	13.71%	1,350,220	0	1,350,220
0012 Fringe Benefits: Fica Taxes 10600 - 500289 - 00000	816,055	877,678	885,425	982,844	949,545	1,079,360	77,027	7.14%	1,156,387	0	1,156,387
<b>RE - Retirement Total</b>	<b>1,498,065</b>	<b>1,728,985</b>	<b>1,947,340</b>	<b>2,133,944</b>	<b>2,251,757</b>	<b>2,375,389</b>	<b>227,827</b>	<b>9.59%</b>	<b>2,603,216</b>	<b>0</b>	<b>2,603,216</b>
<b>Grants &amp; Reimbursements</b>											
<b>GR - Grant</b>											
0080 - Federal Grant: 2018 March Nor'Easte 10102 - 500601 - 10001	387,939	0	0	0	0	0	0		0	0	0
0080 - Federal Grant: Fema - 2020 Covid 19 10102 - 500601 - 10002	0	17,121	16,683	(70)	0	0	0		0	0	0
0080 - Federal Grant: Keep Maine Healthy G 10102 - 500606 - 00000	0	0	73,865	0	0	0	0		0	0	0
0080 - State Grants : Bullet Proof Vest Pa 10802 - 500610 - 61003	0	0	2,057	0	3,360	0	0		0	0	0
0080 - State Grants : Napc Camp Fy2022 10802 - 500610 - 61010	0	0	0	5,000	0	0	0		0	0	0
0080 - State Grants : Rendezvous Point Nat 10802 - 500610 - 61011	0	0	5,376	0	0	0	0		0	0	0
0080 - State Grants : Bhs 2022 Dre/Fp Trai 10802 - 500610 - 61043	0	0	0	1,211	0	0	0		0	0	0
0080 - Private Grant: Fire House Subs Gran 10806 - 500612 - 61008	0	0	16,824	16,824	0	0	0		0	0	0
0080 - Private Grant: Elections Covid Resp 10806 - 500612 - 61014	0	0	7,440	0	0	0	0		0	0	0
<b>GR - Grant Total</b>	<b>387,939</b>	<b>17,121</b>	<b>122,245</b>	<b>22,965</b>	<b>3,360</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>EQ - Equipment</b>											
0080 - State Grant P: Mma Safety Grant Exp 10800 - 500350 - 61015	0	0	0	1,777	0	0	0		0	0	0
<b>EQ - Equipment Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,777</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>OT - Overtime</b>											
0080 - State Grant P: Speed Enforcement Gr 10800 - 500114 - 61004	0	0	10,002	19,628	4,694	0	0		0	0	0
0080 - State Grant P: Oui/Impaired Enforce 10800 - 500114 - 61006	0	0	1,440	7,800	4,384	0	0		0	0	0
0080 - State Grant P: Distracted Driving A 10800 - 500114 - 61012	0	0	4,268	6,782	4,320	0	0		0	0	0
0080 - State Grant P: Pedestrian Safety 10800 - 500114 - 61013	0	0	2,058	209	0	0	0		0	0	0
0080 - State Grant P: Outside Assignments 10800 - 500114 - 61044	0	0	0	0	2,428	0	0		0	0	0
County Grant Personn: York County Vaccine 10808 - 500114 - 61035	0	0	0	67,687	1,365	0	0		0	0	0
<b>OT - Overtime Total</b>	<b>0</b>	<b>0</b>	<b>17,768</b>	<b>102,105</b>	<b>17,192</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Human Resources</b>											
<b>MS - Miscellaneous</b>											
0011 H/R - Operatin: Miscellaneous Expens 10376 - 500400 - 00000	660	0	13,690	858	4,516	1,600	0	0.00%	1,600	0	1,600

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
MS - Miscellaneous Total	660	0	13,690	858	4,516	1,600	0	0.00%	1,600	0	1,600
BP - Base Pay											
0011 H/R - Personne: Department Head Wage 10374 - 500101 - 00000	93,172	106,295	116,500	52,070	42,857	46,797	2,339	5.00%	49,136	0	49,136
0011 H/R - Personne: Non-Supervisory Wage 10374 - 500103 - 00000	43,893	58,514	72,045	103,649	123,627	128,544	14,684	11.42%	143,228	0	143,228
0011 H/R - Personne: Clerical Wages 10374 - 500104 - 00000	16,982	24,429	21,201	10,973	(20)	0	0		0	0	0
BP - Base Pay Total	154,047	189,238	209,745	166,692	166,464	175,341	17,023	9.71%	192,364	0	192,364
CT - Contracts											
0011 H/R - Operatin: Copier 10376 - 500338 - 00000	0	0	0	0	0	0	68		68	0	68
0011 H/R - Operatin: Advertising 10376 - 500341 - 00000	4,853	2,002	220	0	0	0	0		0	0	0
0011 H/R - Operatin: Contracted Services 10376 - 500428 - 00000	0	0	0	14,301	8,270	9,360	0	0.00%	9,360	0	9,360
CT - Contracts Total	4,853	2,002	220	14,301	8,270	9,360	68	0.73%	9,428	0	9,428
EQ - Equipment											
0011 H/R - Operatin: Minor Equipment 10376 - 500317 - 00000	325	0	246	0	3	500	0	0.00%	500	0	500
0011 H/R - Operatin: Furniture & Fixtures 10376 - 500350 - 00000	899	0	717	1,513	693	650	0	0.00%	650	0	650
EQ - Equipment Total	1,224	0	963	1,513	696	1,150	0	0.00%	1,150	0	1,150
FE - Fees											
0011 H/R - Operatin: Dues & Memberships 10376 - 500330 - 00000	822	3,016	438	553	329	999	0	0.00%	999	0	999
0011 H/R - Operatin: Computer Software 10376 - 500360 - 00000	0	19,481	0	771	0	1,000	0	0.00%	1,000	0	1,000
0011 H/R - Operatin: Filing Fees/Licenses 10376 - 500370 - 00000	0	0	0	0	460	0	0		0	0	0
FE - Fees Total	822	22,497	438	1,324	789	1,999	0	0.00%	1,999	0	1,999
SP - Supplies											
0011 H/R - Operatin: Office Supplies 10376 - 500301 - 00000	1,058	1,653	1,053	782	536	1,000	0	0.00%	1,000	0	1,000
0011 H/R - Operatin: Computer Supplies 10376 - 500304 - 00000	2,485	133	3,692	545	0	50	0	0.00%	50	0	50
0011 H/R - Operatin: Books/Manuals 10376 - 500332 - 00000	532	192	230	121	279	250	0	0.00%	250	0	250
0011 H/R - Operatin: Postage 10376 - 500337 - 00000	259	60	5	0	9	50	0	0.00%	50	0	50
0011 H/R - Operatin: Printing 10376 - 500344 - 00000	147	0	0	0	0	0	0		0	0	0
SP - Supplies Total	4,480	2,039	4,980	1,447	825	1,350	0	0.00%	1,350	0	1,350
TT - Travel/Training											
0011 H/R - Operatin: Training 10376 - 500322 - 00000	8,000	6,732	23,674	17,229	8,197	10,260	9,740	94.93%	20,000	0	20,000
0011 H/R - Operatin: Travel 10376 - 500339 - 00000	5,130	1,184	284	1,744	1,521	1,500	0	0.00%	1,500	0	1,500
TT - Travel/Training Total	13,130	7,916	23,958	18,974	9,718	11,760	9,740	82.82%	21,500	0	21,500
UT - Utilities											
0011 H/R - Operatin: Telecom 10376 - 500336 - 00000	689	632	1,600	1,791	1,552	975	938	96.25%	1,912	0	1,912
UT - Utilities Total	689	632	1,600	1,791	1,552	975	938	96.25%	1,912	0	1,912

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
OT - Overtime											
0011 H/R - Personne: Overtime 10374 - 500114 - 00000	0	0	0	168	143	0	0		0	0	0
OT - Overtime Total	0	0	0	168	143	0	0		0	0	0
<b>Information Technology</b>											
MS - Miscellaneous											
0010 I/T - Operatin: Miscellaneous Expens 10386 - 500400 - 00000	0	0	1,491	143	0	0	0		0	0	0
MS - Miscellaneous Total	0	0	1,491	143	0	0	0		0	0	0
BP - Base Pay											
0010 I/T - Personne: Department Head Wage 10384 - 500101 - 00000	84,646	88,131	110,452	100,376	98,200	108,186	5,402	4.99%	113,588	0	113,588
0010 I/T - Personne: Non-Supervisory Wage 10384 - 500103 - 00000	114,349	119,465	130,810	139,932	162,456	181,897	11,217	6.17%	193,114	0	193,114
BP - Base Pay Total	198,995	207,596	241,262	240,308	260,655	290,083	16,619	5.73%	306,702	0	306,702
CT - Contracts											
0010 I/T - Operatin: Copier 10386 - 500338 - 00000	39,940	2,007	6,568	43	47	43	(43)	(100.00%)	0	0	0
0010 I/T - Operatin: Contracted Services 10386 - 500428 - 00000	130	18,469	0	20,000	0	0	0		0	0	0
CT - Contracts Total	40,070	20,476	6,568	20,043	47	43	(43)	(100.00%)	0	0	0
EQ - Equipment											
0010 I/T - Operatin: Minor Equipment 10386 - 500317 - 00000	19,107	24,067	18,578	427	0	0	0		0	0	0
EQ - Equipment Total	19,107	24,067	18,578	427	0	0	0		0	0	0
FE - Fees											
0010 I/T - Operatin: Computer Software 10386 - 500360 - 00000	3,336	1,226	4,011	2,190	882	5,303	0	0.00%	5,303	0	5,303
0010 I/T - Operatin: Office 365 10386 - 500360 - 00011	0	0	25,412	32,552	33,451	33,452	16,599	49.62%	50,052	0	50,052
0010 I/T - Operatin: Fortinet Train Stati 10386 - 500360 - 00012	0	0	0	106	0	0	0		0	0	0
0010 I/T - Operatin: Fortinet City 10386 - 500360 - 00013	0	0	2,417	1,950	0	0	0		0	0	0
0010 I/T - Operatin: Edr 10386 - 500360 - 00014	0	0	7,055	40,216	50,979	51,566	0	0.00%	51,566	0	51,566
0010 I/T - Operatin: Knowbe4 10386 - 500360 - 00015	0	0	0	2,880	3,494	2,925	585	20.00%	3,510	0	3,510
0010 I/T - Operatin: Shoretel 10386 - 500360 - 00016	0	0	6,322	6,725	7,296	7,000	296	4.22%	7,296	0	7,296
0010 I/T - Operatin: Dameware 10386 - 500360 - 00017	0	0	960	0	0	0	0		0	0	0
0010 I/T - Operatin: Nessus 10386 - 500360 - 00018	0	0	2,390	2,390	0	0	0		0	0	0
0010 I/T - Operatin: Duo 10386 - 500360 - 00020	0	0	720	0	0	0	0		0	0	0
0010 I/T - Operatin: Network License 10386 - 500360 - 00021	0	360	4,707	3,483	1,210	7,680	0	0.00%	7,680	0	7,680
0010 I/T - Operatin: Tyler Detect 10386 - 500360 - 00022	0	0	10,300	0	0	0	0		0	0	0
0010 I/T - Operatin: Ninite 10386 - 500360 - 00023	0	0	1,495	0	0	0	0		0	0	0
0010 I/T - Operatin: Server License 10386 - 500360 - 00024	0	0	0	0	14,735	14,000	0	0.00%	14,000	0	14,000
0010 I/T - Operatin: Bdr 10386 - 500360 - 00025	0	0	10,435	8,104	2,826	5,000	3,000	60.00%	8,000	0	8,000

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0010 I/T - Operatin: Rmm 10386 - 500360 - 00027	0	0	0	0	0	6,840	4,660	68.13%	11,500	0	11,500
0010 I/T - Operatin: Filing Fees/Licenses 10386 - 500370 - 00000	247,211	120,672	3,193	0	0	0	0		0	0	0
FE - Fees Total	250,547	122,258	79,415	100,596	114,873	133,766	25,140	18.79%	158,906	0	158,906
<b>SP - Supplies</b>											
0010 I/T - Operatin: Computer Supplies 10386 - 500304 - 00000	4,524	7,677	4,764	17,642	8,663	15,500	0	0.00%	15,500	0	15,500
SP - Supplies Total	4,524	7,677	4,764	17,642	8,663	15,500	0	0.00%	15,500	0	15,500
<b>TT - Travel/Training</b>											
0010 I/T - Operatin: Training 10386 - 500322 - 00000	7,597	6,767	20,768	10,304	6,819	12,000	0	0.00%	12,000	0	12,000
0010 I/T - Operatin: Travel 10386 - 500339 - 00000	458	350	600	1,708	833	1,200	0	0.00%	1,200	0	1,200
TT - Travel/Training Total	8,055	7,117	21,368	12,013	7,652	13,200	0	0.00%	13,200	0	13,200
<b>UT - Utilities</b>											
0010 I/T - Operatin: Fiber Internet 10386 - 500335 - 00000	30	0	4,432	5,290	1,737	3,325	0	0.00%	3,325	0	3,325
0010 I/T - Operatin: Telecom 10386 - 500336 - 00000	2,037	2,837	2,976	2,962	3,746	3,335	734	22.02%	4,069	0	4,069
UT - Utilities Total	2,067	2,837	7,407	8,252	5,483	6,660	734	11.03%	7,395	0	7,395
<b>MN - Maintenance/Parts</b>											
0010 I/T - Operatin: Repairs/Maintenance 10386 - 500410 - 00000	957	1,371	2,367	0	0	0	0		0	0	0
MN - Maintenance/Parts Total	957	1,371	2,367	0	0	0	0		0	0	0
<b>PR - Programs</b>											
0010 I/T - Operatin: Special Programs 10386 - 500421 - 00000	2,909	693	387	0	0	0	0		0	0	0
PR - Programs Total	2,909	693	387	0	0	0	0		0	0	0
<b>Insurance</b>											
<b>IN - Insurance</b>											
0062 Insurance - Ope: Liability Insurance 10610 - 500281 - 00000	242,879	174,136	203,730	195,425	208,854	203,500	(2,790)	(1.37%)	200,710	0	200,710
0062 Insurance - Ope: Pub Officials Liabil 10610 - 500282 - 00000	375	0	0	0	0	0	0		0	0	0
IN - Insurance Total	243,254	174,136	203,730	195,425	208,854	203,500	(2,790)	(1.37%)	200,710	0	200,710
<b>Parks &amp; Recreation</b>											
<b>MS - Miscellaneous</b>											
0051 Parks & Rec Ope: Miscellaneous Expens 10572 - 500400 - 00000	15,669	17,423	8,037	27,346	2,397	1,500	0	0.00%	1,500	0	1,500
MS - Miscellaneous Total	15,669	17,423	8,037	27,346	2,397	1,500	0	0.00%	1,500	0	1,500
<b>BP - Base Pay</b>											
0051 Parks & Rec - P: Department Head Wage 10570 - 500101 - 00000	86,257	94,618	97,082	100,635	97,345	106,226	6,386	6.01%	112,611	0	112,611
0051 Parks & Rec - P: Supervisory Wages 10570 - 500102 - 00000	277,727	294,463	305,090	316,842	300,426	337,771	16,890	5.00%	354,661	0	354,661
0051 Parks & Rec - P: Non-Supervisory Wage 10570 - 500103 - 00000	1,978	0	294	0	5,995	0	77,169		77,169	0	77,169

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0051 Parks & Rec - P: Clerical Wages 10570 - 500104 - 00000	39,374	38,866	42,352	41,933	43,434	47,736	(47,736)	(100.00%)	0	0	0
0051 Parks & Rec - P: Temporary/Seasonal W 10570 - 500113 - 00000	599,558	575,923	469,464	613,360	596,117	660,000	27,066	4.10%	687,066	0	687,066
0051 Parks & Rec - P: Laborer Wages 10570 - 500130 - 00000	204,637	229,306	252,827	300,731	227,403	322,275	11,419	3.54%	333,694	0	333,694
BP - Base Pay Total	1,209,532	1,233,176	1,167,108	1,373,502	1,270,720	1,474,008	91,193	6.19%	1,565,201	0	1,565,201
CT - Contracts											
0051 Parks & Rec Ope: Copier 10572 - 500338 - 00000	0	0	0	1,266	2,354	2,298	640	27.85%	2,938	0	2,938
0051 Parks & Rec Ope: Advertising 10572 - 500341 - 00000	301	201	104	304	250	350	0	0.00%	350	0	350
0051 Parks & Rec Ope: Contracted Services 10572 - 500428 - 00000	48,819	42,449	32,091	45,713	25,433	15,000	1,000	6.67%	16,000	0	16,000
CT - Contracts Total	49,121	42,650	32,195	47,282	28,038	17,648	1,640	9.29%	19,288	0	19,288
EQ - Equipment											
0051 Parks & Rec - P: Clothing/Boot Allowa 10570 - 500325 - 00000	3,525	5,292	3,680	5,256	3,070	5,600	0	0.00%	5,600	0	5,600
0051 Parks & Rec Ope: Minor Equipment 10572 - 500317 - 00000	15,487	34,725	11,244	19,164	15,002	16,500	500	3.03%	17,000	0	17,000
0051 Parks & Rec Ope: Athletic Equipment 10572 - 500323 - 00000	54,684	10,643	8,828	10,221	12,749	5,000	1,000	20.00%	6,000	0	6,000
0051 Parks & Rec Ope: Uniforms/Safety Equi 10572 - 500324 - 00000	1,401	241	3,032	2,464	1,096	0	0	0	0	0	0
0051 Parks & Rec Ope: Recreation 10572 - 500324 - 41250	0	2,445	3,775	1,122	742	500	0	0.00%	500	0	500
0051 Parks & Rec Ope: Parks 10572 - 500324 - 41251	1,956	1,114	635	1,252	1,289	3,000	0	0.00%	3,000	0	3,000
0051 Parks & Rec Ope: Building 10572 - 500324 - 41252	0	0	0	0	5,578	0	0	0	0	0	0
0051 Parks & Rec Ope: Lifeguards 10572 - 500324 - 41253	1,765	2,205	3,715	2,834	851	1,500	0	0.00%	1,500	0	1,500
0051 Parks & Rec Ope: Trees 10572 - 500324 - 41254	0	0	0	0	1,387	0	0	0	0	0	0
0051 Parks & Rec Ope: Program Clothing 10572 - 500329 - 00000	6,396	4,348	3,466	1,183	4,131	0	0	0	0	0	0
0051 Parks & Rec Ope: Program T-Shirts 10572 - 500329 - 40250	17,579	18,180	5,788	13,789	16,988	16,000	3,000	18.75%	19,000	0	19,000
0051 Parks & Rec Ope: Cheering Uniforms 10572 - 500329 - 40251	2,827	6,124	1,070	5,491	3,208	4,500	0	0.00%	4,500	0	4,500
0051 Parks & Rec Ope: Travel Basketball Un 10572 - 500329 - 40252	1,710	5,661	0	1,688	0	2,500	0	0.00%	2,500	0	2,500
0051 Parks & Rec Ope: Logal Apparel 10572 - 500329 - 40253	1,096	529	0	190	5,174	1,500	1,000	66.67%	2,500	0	2,500
0051 Parks & Rec Ope: Furniture & Fixtures 10572 - 500350 - 00000	2,555	890	128	242	0	1,200	0	0.00%	1,200	0	1,200
0051 Parks & Rec Ope: Rental Equipment 10572 - 500354 - 00000	174	2,622	2,800	4,400	6,894	3,187	0	0.00%	3,187	0	3,187
EQ - Equipment Total	111,156	95,017	48,160	69,296	78,160	60,987	5,500	9.02%	66,487	0	66,487
FE - Fees											
0051 Parks & Rec Ope: Dues & Memberships 10572 - 500330 - 00000	727	700	1,086	1,044	5,658	1,600	1,600	100.00%	3,200	0	3,200
0051 Parks & Rec Ope: Credit Card Fees 10572 - 500403 - 00000	0	0	0	42	18,535	15,500	0	0.00%	15,500	0	15,500
FE - Fees Total	727	700	1,086	1,085	24,193	17,100	1,600	9.36%	18,700	0	18,700
SP - Supplies											
0051 Parks & Rec Ope: Office Supplies 10572 - 500301 - 00000	2,369	4,201	6,145	3,786	4,085	4,000	0	0.00%	4,000	0	4,000
0051 Parks & Rec Ope: General Supplies 10572 - 500302 - 00000	1,409	6,619	3,390	1,890	2,684	4,000	0	0.00%	4,000	0	4,000
0051 Parks & Rec Ope: Agricultural Supplie 10572 - 500303 - 00000	17,753	19,300	21,861	17,933	24,916	21,000	2,500	11.90%	23,500	0	23,500
0051 Parks & Rec Ope: Sand & Gravel 10572 - 500305 - 00000	0	600	42	1,836	371	1,000	1,000	100.00%	2,000	0	2,000
0051 Parks & Rec Ope: Program Supplies 10572 - 500307 - 00000	19,186	28,555	24,065	29,683	28,511	20,500	3,000	14.63%	23,500	0	23,500

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0051 Parks & Rec Ope: Cleaning Supplies 10572 - 500308 - 00000	6,017	5,621	5,606	6,350	2,561	6,375	0	0.00%	6,375	0	6,375
0051 Parks & Rec Ope: Books/Manuals 10572 - 500332 - 00000	557	253	362	125	1,490	300	0	0.00%	300	0	300
0051 Parks & Rec Ope: Postage 10572 - 500337 - 00000	1,300	1,695	2,059	1,705	1,956	2,000	0	0.00%	2,000	0	2,000
0051 Parks & Rec Ope: Printing 10572 - 500344 - 00000	2,475	0	0	0	0	500	(500)	(100.00%)	0	0	0
SP - Supplies Total	51,065	66,844	63,529	63,307	66,573	59,675	6,000	10.05%	65,675	0	65,675
TT - Travel/Training											
0051 Parks & Rec Ope: Training 10572 - 500322 - 00000	4,563	1,745	337	2,912	4,212	5,000	1,000	20.00%	6,000	0	6,000
0051 Parks & Rec Ope: Travel 10572 - 500339 - 00000	2,200	2,171	1,202	2,778	4,866	2,500	400	16.00%	2,900	0	2,900
TT - Travel/Training Total	6,763	3,916	1,539	5,690	9,078	7,500	1,400	18.67%	8,900	0	8,900
UT - Utilities											
0051 Parks & Rec Ope: Heating Fuel 10572 - 500313 - 00000	35,463	28,439	18,227	33,374	38,488	45,000	0	0.00%	45,000	0	45,000
0051 Parks & Rec Ope: Gas & Diesel 10572 - 500319 - 00000	13,221	11,228	12,645	14,276	11,359	13,000	5,000	38.46%	18,000	0	18,000
0051 Parks & Rec Ope: Electricity 10572 - 500333 - 00000	0	0	97	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Cmp 3501-2694-895 10572 - 500333 - 20937	16,779	12,898	12,053	16,942	17,260	14,495	11,013	75.97%	25,508	0	25,508
0051 Parks & Rec Ope: P&R Cmp 3501-4281-0 10572 - 500333 - 20939	1,463	1,154	430	1,195	547	2,045	(245)	(11.96%)	1,800	0	1,800
0051 Parks & Rec Ope: Cmp 3501-3341-256 10572 - 500333 - 20949	1,965	1,865	1,407	1,920	2,028	1,937	953	49.22%	2,890	0	2,890
0051 Parks & Rec Ope: Cmp 3501-7005-402 10572 - 500333 - 20956	465	476	322	309	276	412	(67)	(16.14%)	345	0	345
0051 Parks & Rec Ope: Cmp 3001-1713-648 10572 - 500333 - 20964	0	289	3,075	1,410	6,238	5,000	(3,428)	(68.57%)	1,572	0	1,572
0051 Parks & Rec Ope: 3001-2267-107 Warmin 10572 - 500333 - 20967	0	13	325	357	295	0	399		399	0	399
0051 Parks & Rec Ope: Cmp 3001-3103-038 10572 - 500333 - 20974	0	0	0	755	110	0	842		842	0	842
0051 Parks & Rec Ope: Cmp 3501-6774-339 10572 - 500333 - 30954	219	222	117	0	0	267	(267)	(100.00%)	0	0	0
0051 Parks & Rec Ope: Cmp 3501-7066-347 10572 - 500333 - 30959	122	0	0	0	0	204	(204)	(100.00%)	0	0	0
0051 Parks & Rec Ope: Water 10572 - 500334 - 00000	2,615	4,446	2,574	2,677	2,441	4,750	720	15.16%	5,470	0	5,470
0051 Parks & Rec Ope: Telecom 10572 - 500336 - 00000	10,371	10,654	14,229	12,782	12,642	16,180	(1,573)	(9.72%)	14,606	0	14,606
UT - Utilities Total	82,683	71,683	65,502	85,997	91,684	103,290	13,143	12.72%	116,433	0	116,433
MN - Maintenance/Parts											
0051 Parks & Rec Ope: Vehicle & Equipment 10572 - 500320 - 00000	16,253	21,158	22,409	10,953	23,670	14,500	1,500	10.34%	16,000	0	16,000
0051 Parks & Rec Ope: Vehicle & Equipment 10572 - 500320 - 10320	3,053	4,945	546	4,283	39	4,400	100	2.27%	4,500	0	4,500
0051 Parks & Rec Ope: Building Repairs & M 10572 - 500351 - 00000	34,624	30,837	27,898	52,544	34,323	47,065	(2,000)	(4.25%)	45,065	0	45,065
0051 Parks & Rec Ope: Repairs/Maintenance 10572 - 500410 - 00000	48	378	600	11,425	0	0	0		0	0	0
0051 Parks & Rec Ope: City Trees 10572 - 500448 - 00000	0	0	0	41	4,150	4,000	0	0.00%	4,000	0	4,000
MN - Maintenance/Parts Total	53,977	57,318	51,452	79,245	62,182	69,965	(400)	(0.57%)	69,565	0	69,565
OT - Overtime											
0051 Parks & Rec - P: Overtime 10570 - 500114 - 00000	17,976	15,839	5,169	11,107	10,686	8,880	3,688	41.53%	12,568	0	12,568
0051 Parks & Rec - P: Call Time Wages 10570 - 500134 - 00000	3,572	3,504	2,415	3,427	4,756	2,599	260	10.00%	2,859	0	2,859



Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
OT - Overtime Total	21,548	19,343	7,585	14,534	15,442	11,479	3,948	34.39%	15,427	0	15,427
PR - Programs											
0051 Parks & Rec Ope: Special Programs 10572 - 500421 - 00000	17,804	22,486	9,065	10,920	9,797	15,189	(189)	(1.24%)	15,000	0	15,000
0051 Parks & Rec Ope: Early Rizer Food 10572 - 500421 - 40500	2,158	2,155	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Misc Food 10572 - 500421 - 40502	4,611	5,931	2,355	5,613	5,201	3,500	500	14.29%	4,000	0	4,000
0051 Parks & Rec Ope: Summer Camp Trips 10572 - 500421 - 41000	0	38	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Mrpa Discount Ticket 10572 - 500421 - 42000	7,094	8,975	0	16,794	15,333	16,000	0	0.00%	16,000	0	16,000
0051 Parks & Rec Ope: Cheering Fees 10572 - 500421 - 42002	875	225	423	1,668	13,150	1,000	0	0.00%	1,000	0	1,000
0051 Parks & Rec Ope: Umpires, Officials & 10572 - 500423 - 00000	560	13	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Softball Officials 10572 - 500423 - 40000	1,112	245	0	0	0	1,000	(1,000)	(100.00%)	0	0	0
0051 Parks & Rec Ope: Basketball Officials 10572 - 500423 - 40001	70	700	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Baseball Officials 10572 - 500423 - 40002	948	100	100	100	0	500	0	0.00%	500	0	500
0051 Parks & Rec Ope: Soccer Officials 10572 - 500423 - 40003	1,629	891	431	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Volleyball Officials 10572 - 500423 - 40004	0	490	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Instructors 10572 - 500423 - 40005	1,818	1,090	0	0	4,130	0	0		0	0	0
0051 Parks & Rec Ope: Field Hockey 10572 - 500423 - 40006	0	0	30	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Cheering Instructors 10572 - 500423 - 40007	2,668	900	0	1,500	0	0	0		0	0	0
0051 Parks & Rec Ope: Field Trips 10572 - 500424 - 00000	32,222	10,519	748	4,188	3,250	0	0		0	0	0
0051 Parks & Rec Ope: Vacation Camps 10572 - 500424 - 40503	4,223	4,819	1,329	3,034	4,663	2,500	1,000	40.00%	3,500	0	3,500
0051 Parks & Rec Ope: Summer Camp Trips 10572 - 500424 - 41000	37,554	16,605	125	0	11,716	0	0		0	0	0
0051 Parks & Rec Ope: Pepperell Camp 10572 - 500424 - 41001	0	6,833	1,488	4,055	8,780	12,500	1,000	8.00%	13,500	0	13,500
0051 Parks & Rec Ope: Memorial Camp 10572 - 500424 - 41002	0	11,755	0	3,273	6,014	15,000	1,000	6.67%	16,000	0	16,000
0051 Parks & Rec Ope: Teen Epic Camp 10572 - 500424 - 41004	0	21,659	600	3,405	12,644	14,000	1,000	7.14%	15,000	0	15,000
0051 Parks & Rec Ope: Kinder Camp 10572 - 500424 - 41005	0	2,856	343	4,778	5,030	5,000	500	10.00%	5,500	0	5,500
0051 Parks & Rec Ope: Ski Trips 10572 - 500424 - 41006	0	0	0	260	0	6,000	(6,000)	(100.00%)	0	0	0
0051 Parks & Rec Ope: Miscellaneous Trips 10572 - 500424 - 41007	93	906	0	0	0	0	0		0	0	0
0051 Parks & Rec Ope: Volunteer Program 10572 - 500426 - 00000	1,209	247	81	967	364	500	0	0.00%	500	0	500
0051 Parks & Rec Ope: Senior Programs 10572 - 500427 - 00000	19,433	15,214	15,639	15,453	15,917	13,000	0	0.00%	13,000	0	13,000
0051 Parks & Rec Ope: Senior Trips 10572 - 500427 - 41150	5,645	8,159	1,174	9,063	8,834	10,000	2,000	20.00%	12,000	0	12,000
0051 Parks & Rec Ope: Senior Meals 10572 - 500427 - 41151	4,272	5,535	3,315	2,527	7,487	2,500	1,000	40.00%	3,500	0	3,500
0051 Parks & Rec Ope: Recreation Donations 10572 - 500540 - 00000	(108)	(959)	11,059	2,383	(2,697)	550	0	0.00%	550	0	550
PR - Programs Total	145,891	148,384	48,305	89,981	129,614	118,739	811	0.68%	119,550	0	119,550
Planning											
MS - Miscellaneous											
0009 Planning Operat: Miscellaneous Expens 10452 - 500400 - 00000	0	0	0	690	114	0	0		0	0	0
MS - Miscellaneous Total	0	0	0	690	114	0	0		0	0	0
BP - Base Pay											

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0009 Planning Person: Department Head Wage 10450 - 500101 - 00000	74,903	98,083	50,292	64,233	67,103	61,289	4,859	7.93%	66,148	0	66,148
0009 Planning Person: Non-Supervisory Wage 10450 - 500103 - 00000	71,121	133,096	49,462	70,527	43,415	49,031	47,843	97.58%	96,874	0	96,874
0009 Planning Person: Clerical Wages 10450 - 500104 - 00000	49,315	37,091	33,188	24,963	41,548	43,257	(43,257)	(100.00%)	0	0	0
BP - Base Pay Total	195,339	268,270	132,942	159,723	152,066	153,576	9,446	6.15%	163,022	0	163,022
<b>CT - Contracts</b>											
0009 Planning Operat: Advertising 10452 - 500341 - 00000	1,221	13,243	17,758	6,131	4,529	7,500	(2,500)	(33.33%)	5,000	0	5,000
0009 Planning Operat: Contracted Services 10452 - 500428 - 00000	36,772	4,653	132,305	62,582	(6,419)	38,500	25,000	64.94%	63,500	0	63,500
0009 Contracted Plan: Contracted Services 10456 - 500428 - 00000	38,862	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Park North 10456 - 500428 - 50112	154	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Heath Overlook 10456 - 500428 - 50167	5,946	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Settler'S Landing 10456 - 500428 - 50253	1,923	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Precious Hidden Esta 10456 - 500428 - 50261	572	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: U-Haul 10456 - 500428 - 50279	270	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Life Storage 10456 - 500428 - 50296	1,131	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: 64 Ocean Park Rd 10456 - 500428 - 50303	38	0	0	0	0	0	0		0	0	0
0009 Contracted Plan: Amari Holdings - Gym 10456 - 500428 - 50306	270	0	0	0	0	0	0		0	0	0
CT - Contracts Total	87,160	17,896	150,063	68,713	(1,891)	46,000	22,500	48.91%	68,500	0	68,500
<b>EQ - Equipment</b>											
0009 Planning Operat: Minor Equipment 10452 - 500317 - 00000	2,771	40	2,168	620	30	1,000	(800)	(80.00%)	200	0	200
0009 Planning Operat: Furniture & Fixtures 10452 - 500350 - 00000	899	0	1,268	3,105	276	2,000	0	0.00%	2,000	0	2,000
EQ - Equipment Total	3,670	40	3,436	3,725	306	3,000	(800)	(26.67%)	2,200	0	2,200
<b>FE - Fees</b>											
0009 Planning Operat: Dues & Memberships 10452 - 500330 - 00000	650	1,478	1,179	510	931	1,200	0	0.00%	1,200	0	1,200
0009 Planning Operat: Computer Software 10452 - 500360 - 00000	1,976	3,901	9,295	2,609	1,871	3,740	1,760	47.06%	5,500	0	5,500
0009 Planning Operat: Filing Fees/Licenses 10452 - 500370 - 00000	0	0	0	0	0	0	7,268		7,268	0	7,268
FE - Fees Total	2,626	5,379	10,474	3,119	2,802	4,940	9,028	182.75%	13,968	0	13,968
<b>SP - Supplies</b>											
0009 Planning Operat: Office Supplies 10452 - 500301 - 00000	1,212	2,515	3,435	3,498	2,316	2,800	0	0.00%	2,800	0	2,800
0009 Planning Operat: Computer Supplies 10452 - 500304 - 00000	300	1,370	1,819	0	1,006	1,000	800	80.00%	1,800	0	1,800
0009 Planning Operat: Books/Manuals 10452 - 500332 - 00000	100	311	359	164	30	250	0	0.00%	250	0	250
0009 Planning Operat: Postage 10452 - 500337 - 00000	1,998	1,811	4,560	1,901	1,687	1,600	0	0.00%	1,600	0	1,600
0009 Planning Operat: Printing 10452 - 500344 - 00000	99	0	2,020	0	315	1,000	0	0.00%	1,000	0	1,000
SP - Supplies Total	3,710	6,007	12,194	5,563	5,353	6,650	800	12.03%	7,450	0	7,450
<b>TT - Travel/Training</b>											
0009 Planning Operat: Training 10452 - 500322 - 00000	540	695	4,584	1,873	550	4,240	1,250	29.48%	5,490	0	5,490
0009 Planning Operat: Travel 10452 - 500339 - 00000	1,242	754	1,291	2,143	169	1,800	1,250	69.44%	3,050	0	3,050

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
TT - Travel/Training Total	1,782	1,449	5,875	4,016	720	6,040	2,500	41.39%	8,540	0	8,540
UT - Utilities											
0009 Planning Operat: Telecom 10452 - 500336 - 00000	660	2,496	1,342	1,403	1,144	2,243	(1,305)	(58.20%)	938	0	938
UT - Utilities Total	660	2,496	1,342	1,403	1,144	2,243	(1,305)	(58.20%)	938	0	938
MN - Maintenance/Parts											
0009 Planning Operat: Repairs/Maintenance 10452 - 500410 - 00000	(1,190)	49	0	0	0	0	0		0	0	0
MN - Maintenance/Parts Total	(1,190)	49	0	0	0	0	0		0	0	0
OT - Overtime											
0009 Planning Person: Overtime 10450 - 500114 - 00000	327	438	0	1,944	982	5,303	7,500	141.43%	12,803	0	12,803
OT - Overtime Total	327	438	0	1,944	982	5,303	7,500	141.43%	12,803	0	12,803
<b>Police Department</b>											
CP - Capital											
0020 Police Dept - O: Cruisers 10462 - 500501 - 00000	101,250	125,562	150,786	254,024	(11,607)	0	157,000		157,000	0	157,000
CP - Capital Total	101,250	125,562	150,786	254,024	(11,607)	0	157,000		157,000	0	157,000
MS - Miscellaneous											
0020 Police Dept - O: Miscellaneous Expens 10462 - 500400 - 00000	(1,002)	231	12,430	1,245	3,956	0	0		0	0	0
MS - Miscellaneous Total	(1,002)	231	12,430	1,245	3,956	0	0		0	0	0
BP - Base Pay											
0020 Police Dept - P: Department Head Wage 10460 - 500101 - 00000	206,966	125,272	105,697	108,725	101,178	111,467	5,574	5.00%	117,042	0	117,042
0020 Police Dept - P: Supervisory Wages 10460 - 500102 - 00000	175,821	225,413	274,437	280,108	265,528	292,531	14,643	5.01%	307,174	0	307,174
0020 Police Dept - P: Non-Supervisory Wage 10460 - 500103 - 00000	0	0	0	0	1,154	0	66,830		66,830	0	66,830
0020 Police Dept - P: Clerical Wages 10460 - 500104 - 00000	111,461	111,563	56,078	62,085	57,773	63,648	(63,648)	(100.00%)	0	0	0
0020 Police Dept - P: Police Command/Inves 10460 - 500105 - 00000	699,857	559,116	505,858	694,167	700,527	802,506	(15,746)	(1.96%)	786,760	0	786,760
0020 Police Dept - P: Police Patrol Office 10460 - 500106 - 00000	974,627	1,271,491	1,222,777	1,226,261	975,006	1,502,363	53,685	3.57%	1,556,048	0	1,556,048
0020 Police Dept - P: Cross Guards 10460 - 500108 - 00000	77,997	71,486	54,433	58,402	57,929	58,712	4,814	8.20%	63,526	0	63,526
0020 Police Dept - P: Animal Control 10460 - 500119 - 00000	0	106	19,737	47,127	0	0	0		0	0	0
0020 Police Dispatch: Public Safety Suppor 10464 - 500107 - 00000	516,179	545,992	672,317	750,356	768,633	929,074	28,475	3.06%	957,549	0	957,549
BP - Base Pay Total	2,762,907	2,910,439	2,911,335	3,227,231	2,927,729	3,760,301	94,628	2.52%	3,854,929	0	3,854,929
CT - Contracts											
0020 Police Dept - O: P.S.A.P. Costs 10462 - 500111 - 00000	60,067	67,246	72,049	77,988	81,524	86,619	0	0.00%	86,619	0	86,619
0020 Police Dept - O: Copier 10462 - 500338 - 00000	0	0	0	818	1,455	992	797	80.34%	1,789	0	1,789
0020 Police Dept - O: Contracted Services 10462 - 500428 - 00000	29,952	28,378	48,517	90,880	50,333	47,564	14,154	29.76%	61,718	0	61,718
CT - Contracts Total	90,019	95,623	120,565	169,686	133,312	135,176	14,951	11.06%	150,126	0	150,126

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
EQ - Equipment											
0020 Police Dept - P: Clothing/Boot Allowa 10460 - 500325 - 00000	2,840	1,303	2,184	5,380	7,780	11,180	0	0.00%	11,180	0	11,180
0020 Police Dept - O: Minor Equipment 10462 - 500317 - 00000	20,811	88,292	32,285	38,007	13,464	24,000	14,980	62.42%	38,980	0	38,980
0020 Police Dept - O: Uniforms/Safety Equi 10462 - 500324 - 00000	34,290	37,841	27,010	26,292	31,279	28,400	0	0.00%	28,400	0	28,400
0020 Police Dept - O: Furniture & Fixtures 10462 - 500350 - 00000	2,000	2,936	13,766	4,930	1,683	2,000	0	0.00%	2,000	0	2,000
EQ - Equipment Total	59,941	130,372	75,246	74,609	54,207	65,580	14,980	22.84%	80,560	0	80,560
FE - Fees											
0020 Police Dept - O: Dues & Memberships 10462 - 500330 - 00000	985	1,349	3,319	3,404	3,255	1,580	0	0.00%	1,580	0	1,580
0020 Police Dept - O: Computer Software 10462 - 500360 - 00000	0	19,388	23,917	26,889	113,969	286,667	(248,801)	(86.79%)	37,866	0	37,866
FE - Fees Total	985	20,737	27,236	30,293	117,224	288,247	(248,801)	(86.32%)	39,446	0	39,446
SP - Supplies											
0020 Police Dept - O: Office Supplies 10462 - 500301 - 00000	1,374	2,179	1,935	4,054	2,717	2,000	1,000	50.00%	3,000	0	3,000
0020 Police Dept - O: General Supplies 10462 - 500302 - 00000	1,189	174	3,022	1,518	2,162	3,000	695	23.18%	3,695	0	3,695
0020 Police Dept - O: Computer Supplies 10462 - 500304 - 00000	5,165	2,297	13,463	2,357	709	4,000	0	0.00%	4,000	0	4,000
0020 Police Dept - O: Cleaning Supplies 10462 - 500308 - 00000	2,680	2,533	3,249	2,699	1,711	1,800	0	0.00%	1,800	0	1,800
0020 Police Dept - O: Books/Manuals 10462 - 500332 - 00000	2,053	3,166	2,635	576	2,601	3,480	231	6.64%	3,711	0	3,711
0020 Police Dept - O: Postage 10462 - 500337 - 00000	1,665	1,527	1,302	1,467	1,777	1,800	0	0.00%	1,800	0	1,800
0020 Police Dept - O: Printing 10462 - 500344 - 00000	2,386	2,002	4,031	4,933	5,132	2,200	2,000	90.91%	4,200	0	4,200
SP - Supplies Total	16,512	13,877	29,637	17,604	16,808	18,280	3,926	21.48%	22,206	0	22,206
TT - Travel/Training											
0020 Police Dept - O: Training 10462 - 500322 - 00000	32,615	36,268	26,300	30,797	39,750	46,571	(1,938)	(4.16%)	44,633	0	44,633
0020 Police Dept - O: Travel 10462 - 500339 - 00000	6,431	7,526	3,106	9,676	11,258	7,000	2,000	28.57%	9,000	0	9,000
TT - Travel/Training Total	39,046	43,795	29,406	40,473	51,009	53,571	62	0.12%	53,633	0	53,633
UT - Utilities											
0020 Police Dept - O: Heating Fuel 10462 - 500313 - 00000	6,494	6,814	7,563	7,015	6,684	6,843	(1,843)	(26.93%)	5,000	0	5,000
0020 Police Dept - O: Gas & Diesel 10462 - 500319 - 00000	37,638	42,922	46,244	41,123	37,293	48,000	3,400	7.08%	51,400	0	51,400
0020 Police Dept - O: Cmp 3501-7110-541 10462 - 500333 - 20936	24,551	25,256	23,612	30,292	30,510	25,877	19,730	76.24%	45,607	0	45,607
0020 Police Dept - O: Water 10462 - 500334 - 00000	1,135	1,275	1,338	1,581	1,631	1,752	268	15.31%	2,020	0	2,020
0020 Police Dept - O: Telecom 10462 - 500336 - 00000	19,374	23,109	29,629	26,708	25,099	32,519	16,205	49.83%	48,724	0	48,724
UT - Utilities Total	89,192	99,375	108,386	106,720	101,217	114,990	37,761	32.84%	152,750	0	152,750
MN - Maintenance/Parts											
0020 Police Dept - O: Vehicle & Equipment 10462 - 500320 - 00000	29,627	34,265	50,567	34,002	40,537	25,000	15,000	60.00%	40,000	0	40,000
0020 Police Dept - O: Building Repairs & M 10462 - 500351 - 00000	14,216	22,927	10,189	20,249	19,906	22,433	0	0.00%	22,433	0	22,433
0020 Police Dept - O: Repairs/Maintenance 10462 - 500410 - 00000	13,385	32,047	23,296	33,669	26,440	44,817	(5,004)	(11.17%)	39,813	0	39,813
0020 Police Dept - O: Electronic Equipment 10462 - 500411 - 00000	10,999	67,338	11,156	5,951	1,396	11,000	600	5.45%	11,600	0	11,600
MN - Maintenance/Parts Total	68,228	156,578	95,207	93,871	88,279	103,250	10,596	10.26%	113,846	0	113,846

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OT - Overtime											
0020 Police Dept - P: Overtime 10460 - 500114 - 00000	329,750	307,606	301,557	377,460	389,684	337,808	10,134	3.00%	347,942	0	347,942
0020 Police Dept - P: Outside Assignments 10460 - 500116 - 00000	43,320	0	0	0	0	0	0		0	0	0
0020 Police Dept - P: Call Time Wages 10460 - 500134 - 00000	518	0	0	0	0	0	0		0	0	0
0020 Police Dispatch: Overtime 10464 - 500114 - 00000	114,336	146,359	129,424	150,235	167,417	81,806	2,454	3.00%	84,260	0	84,260
0020 Police Dispatch: Call Time Wages 10464 - 500134 - 00000	71	0	0	0	0	0	0		0	0	0
OT - Overtime Total	487,995	453,965	430,981	527,695	557,101	419,614	12,588	3.00%	432,202	0	432,202
PO - Payout											
0020 Police Dept - P: Holiday Payments 10460 - 500115 - 00000	84,871	32,687	122,457	82,471	58,443	79,414	2,382	3.00%	81,796	0	81,796
PO - Payout Total	84,871	32,687	122,457	82,471	58,443	79,414	2,382	3.00%	81,796	0	81,796
MD - Medical											
0020 Police Dept - O: Medical 10462 - 500394 - 00000	8,368	4,030	7,321	5,450	6,248	3,000	0	0.00%	3,000	0	3,000
MD - Medical Total	8,368	4,030	7,321	5,450	6,248	3,000	0	0.00%	3,000	0	3,000
<b>Public Works</b>											
CP - Capital											
0030 Public Works - : Signs 10482 - 500347 - 00000	12,820	20,566	22,368	20,372	21,091	16,000	0	0.00%	16,000	0	16,000
0030 Public Works - : Road Striping 10482 - 500475 - 00000	88,471	32,950	140,090	88,780	109,823	100,000	0	0.00%	100,000	0	100,000
0030 Public Works - : Camp Ellis Erosion 10482 - 500476 - 00000	26,598	25,890	16,397	34,233	14,714	30,000	0	0.00%	30,000	0	30,000
0030 Public Works Ga: Vehicles Purchase 10492 - 500916 - 00000	0	0	0	0	(7,600)	0	0		0	0	0
0030 Public Works Ca: Construction Materia 10486 - 500910 - 00000	0	0	0	0	0	0	25,000		25,000	0	25,000
0030 Public Works Ca: Sidewalk Imp Plan An 10486 - 500910 - 03700	47,522	44,392	49,223	45,264	23,016	20,000	(20,000)	(100.00%)	0	0	0
0030 Public Works Ca: Storm Drain Projects 10486 - 500910 - 03714	26,587	23,393	34,923	31,906	20,844	30,000	(30,000)	(100.00%)	0	0	0
0030 Public Works Ca: Parking Lot Paving 10486 - 500910 - 03727	23,741	27,138	28,953	24,805	6,175	25,000	(25,000)	(100.00%)	0	0	0
0030 Public Works Ca: Paving Plan Annual R 10486 - 500910 - 03861	697,468	711,529	643,318	678,441	465,307	380,000	(380,000)	(100.00%)	0	0	0
CP - Capital Total	923,207	885,858	935,272	923,801	653,370	601,000	(430,000)	(71.55%)	171,000	0	171,000
MS - Miscellaneous											
0030 Public Works - : Miscellaneous Expens 10482 - 500400 - 00000	0	0	(2,465)	1,365	8,518	0	0		0	0	0
0030 Pub Works Facil: Miscellaneous Expens 10496 - 500400 - 00000	0	0	0	286	541	0	0		0	0	0
MS - Miscellaneous Total	0	0	(2,465)	1,652	9,058	0	0		0	0	0
BP - Base Pay											
0030 Public Works - : Department Head Wage 10480 - 500101 - 00000	101,425	105,579	108,305	111,650	103,897	114,462	5,720	5.00%	120,182	0	120,182
0030 Public Works - : Supervisory Wages 10480 - 500102 - 00000	442,598	442,860	420,513	419,960	387,159	416,614	44,387	10.65%	461,001	0	461,001
0030 Public Works - : Non-Supervisory Wage 10480 - 500103 - 00000	127,573	147,460	107,082	132,636	128,006	131,498	192,109	146.09%	323,606	0	323,606

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0030 Public Works - : Clerical Wages 10480 - 500104 - 00000	73,695	81,274	83,436	86,923	81,489	88,338	(88,338)	(100.00%)	0	0	0
0030 Public Works - : Temporary/Seasonal W 10480 - 500113 - 00000	20,092	6,560	6,032	1,800	16,071	33,210	5,411	16.29%	38,621	0	38,621
0030 Public Works - : Laborer Wages 10480 - 500130 - 00000	944	0	0	0	0	40,560	0	0.00%	40,560	0	40,560
0030 Public Works - : Equipment Operator W 10480 - 500131 - 00000	340,576	380,025	351,614	396,381	396,620	415,813	(39,978)	(9.61%)	375,835	0	375,835
0030 Public Works - : Truck Driver Wages 10480 - 500132 - 00000	391,317	343,004	382,808	458,664	437,788	461,552	74,922	16.23%	536,474	0	536,474
0030 Public Works - : Mechanic Wages 10480 - 500133 - 00000	241,608	265,171	259,669	314,230	254,021	334,755	26,478	7.91%	361,234	0	361,234
Public Works - Centr: Mechanic Wages 10490 - 500133 - 00000	1,465	0	0	0	0	0	0		0	0	0
0030 Pub Works Facil: Supervisory Wages 10494 - 500102 - 00000	60,812	67,050	73,683	78,204	72,216	79,560	3,973	4.99%	83,533	0	83,533
0030 Pub Works Facil: Non-Supervisory Wage 10494 - 500103 - 00000	65,727	89,956	133,399	147,109	144,011	149,573	13,790	9.22%	163,363	0	163,363
BP - Base Pay Total	1,867,831	1,928,939	1,926,541	2,147,557	2,021,277	2,265,934	238,475	10.52%	2,504,409	0	2,504,409
CT - Contracts											
0030 Public Works - : Copier 10482 - 500338 - 00000	0	0	0	648	1,021	878	213	24.26%	1,091	0	1,091
0030 Public Works - : Advertising 10482 - 500341 - 00000	2,714	1,847	2,240	981	1,016	2,000	0	0.00%	2,000	0	2,000
0030 Public Works - : Contracted Services 10482 - 500428 - 00000	49,808	107,431	77,512	63,182	82,705	77,200	0	0.00%	77,200	0	77,200
0030 Public Works Ga: Contracted Services 10492 - 500428 - 00000	22,775	41,038	35,968	24,369	40,686	40,000	10,000	25.00%	50,000	0	50,000
0030 Public Works St: Contracted Services 10500 - 500428 - 00000	0	0	0	0	91,699	47,740	0	0.00%	47,740	0	47,740
0030 Pub Works Traff: Contracted Services 10510 - 500428 - 00000	1,196	47,163	(11,840)	13,258	8,297	1,500	0	0.00%	1,500	0	1,500
0030 Pub Works Facil: Contracted Services 10496 - 500428 - 00000	22,275	5,109	7,098	6,399	7,865	8,300	3,700	44.58%	12,000	0	12,000
0030 Pub Works Waste: Solid Waste Tipping 10484 - 500431 - 00000	526,950	551,813	597,348	555,784	526,121	618,500	11,500	1.86%	630,000	0	630,000
0030 Pub Works Waste: Msw/Ryc Curbside Col 10484 - 500432 - 00000	690,519	640,833	767,932	609,173	721,093	784,000	32,000	4.08%	816,000	0	816,000
0030 Pub Works Waste: Transfer Station 10484 - 500434 - 00000	135,770	118,702	170,828	146,746	115,973	141,000	74,000	52.48%	215,000	0	215,000
0030 Pub Works Waste: Hazardous Waste Coll 10484 - 500551 - 00000	9,192	11,446	11,028	19,000	23,735	12,000	6,000	50.00%	18,000	0	18,000
0030 Pub Works Waste: Universal Waste Coll 10484 - 500552 - 00000	889	879	2,154	0	0	0	0		0	0	0
CT - Contracts Total	1,462,087	1,526,262	1,660,267	1,439,540	1,620,210	1,733,118	137,413	7.93%	1,870,531	0	1,870,531
EQ - Equipment											
0030 Public Works - : Tool Allowance 10480 - 500316 - 00000	2,506	2,805	2,750	2,720	2,400	3,750	0	0.00%	3,750	0	3,750
0030 Public Works - : Clothing/Boot Allowa 10480 - 500325 - 00000	15,400	18,780	14,514	14,997	16,044	18,050	0	0.00%	18,050	0	18,050
0030 Public Works - : Minor Equipment 10482 - 500317 - 00000	104,923	83,091	42,288	14,584	60,718	55,000	0	0.00%	55,000	0	55,000
0030 Public Works - : Uniforms/Safety Equi 10482 - 500324 - 00000	9,481	11,146	8,316	6,664	4,245	7,000	2,500	35.71%	9,500	0	9,500
0030 Public Works - : Furniture & Fixtures 10482 - 500350 - 00000	1,030	243	871	448	186	1,000	0	0.00%	1,000	0	1,000
0030 Public Works - : Rental Equipment 10482 - 500354 - 00000	8,600	6,500	12,786	17,978	1,732	12,000	0	0.00%	12,000	0	12,000
0030 Public Works Ga: Minor Equipment 10492 - 500317 - 00000	8,062	9,056	10,383	5,870	4,807	10,000	0	0.00%	10,000	0	10,000
0030 Public Works Ga: Vehicle Consumables 10492 - 500318 - 00000	45,085	49,134	44,632	47,734	58,959	50,000	0	0.00%	50,000	0	50,000
0030 Public Works Ga: Uniforms/Safety Equi 10492 - 500324 - 00000	2,854	1,942	2,726	3,891	2,669	2,500	(2,500)	(100.00%)	0	0	0
0030 Public Works Ga: Rental Equipment 10492 - 500354 - 00000	85	0	0	389	0	0	0		0	0	0
0030 Pub Works Facil: Clothing/Boot Allowa 10494 - 500325 - 00000	501	1,920	1,280	2,490	1,485	1,400	140	10.00%	1,540	0	1,540
0030 Pub Works Facil: Minor Equipment 10496 - 500317 - 00000	0	1,095	1,478	2,000	1,427	2,000	0	0.00%	2,000	0	2,000
0030 Pub Works Waste: Curbside Program Sup 10484 - 500435 - 00000	20,171	39,057	20,888	39,208	27,764	30,000	0	0.00%	30,000	0	30,000

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EQ - Equipment Total	218,698	224,769	162,912	158,973	182,437	192,700	140	0.07%	192,840	0	192,840
FE - Fees											
0030 Public Works - : Dues & Memberships 10482 - 500330 - 00000	12,335	23,384	12,515	13,107	5,974	12,000	0	0.00%	12,000	0	12,000
0030 Public Works - : Computer Software 10482 - 500360 - 00000	10,950	26,974	27,630	34,604	26,708	28,947	0	0.00%	28,947	0	28,947
0030 Public Works - : Filing Fees/Licenses 10482 - 500370 - 00000	1,455	1,097	747	1,647	550	2,000	0	0.00%	2,000	0	2,000
FE - Fees Total	24,740	51,455	40,892	49,358	33,232	42,947	0	0.00%	42,947	0	42,947
SP - Supplies											
0030 Public Works - : Meal Allowance 10480 - 500349 - 00000	2,110	2,150	1,000	1,530	2,500	3,039	0	0.00%	3,039	0	3,039
0030 Public Works - : Office Supplies 10482 - 500301 - 00000	4,776	3,871	4,212	2,760	2,683	4,000	0	0.00%	4,000	0	4,000
0030 Public Works - : General Supplies 10482 - 500302 - 00000	15	0	0	0	88	0	0		0	0	0
0030 Public Works - : Winter Sand 10482 - 500305 - 00000	19,972	0	11,350	14,696	15,059	15,000	0	0.00%	15,000	0	15,000
0030 Public Works - : Chemicals 10482 - 500306 - 00000	157,769	179,544	104,423	123,790	210,321	180,000	37,932	21.07%	217,932	0	217,932
0030 Public Works - : Cleaning Supplies 10482 - 500308 - 00000	2,175	719	1,620	3,518	1,296	3,500	0	0.00%	3,500	0	3,500
0030 Public Works - : Aggregates 10482 - 500310 - 00000	42,940	32,141	23,620	39,116	37,170	35,000	0	0.00%	35,000	0	35,000
0030 Public Works - : Books/Manuals 10482 - 500332 - 00000	0	213	145	239	0	350	0	0.00%	350	0	350
0030 Public Works - : Postage 10482 - 500337 - 00000	738	642	1,084	553	558	600	0	0.00%	600	0	600
0030 Public Works - : Printing 10482 - 500344 - 00000	480	459	1,903	1,320	755	1,000	0	0.00%	1,000	0	1,000
0030 Public Works - : Asphalt - Cold Patch 10482 - 500345 - 00000	18,617	21,983	27,884	23,084	22,382	22,000	0	0.00%	22,000	0	22,000
0030 Public Works - : Street Supplies 10482 - 500346 - 00000	17,615	16,282	18,510	18,065	20,375	18,700	0	0.00%	18,700	0	18,700
0030 Public Works - : Construction Materia 10482 - 500348 - 00000	0	0	40	23	0	0	0		0	0	0
0030 Public Works - : Guard Rails 10482 - 500447 - 00000	3,710	8,549	1,686	9,764	0	8,000	0	0.00%	8,000	0	8,000
0030 Public Works Ga: Cleaning Supplies 10492 - 500308 - 00000	6,465	2,368	1,357	0	162	0	0		0	0	0
0030 Public Works Ga: Oils & Lubricants 10492 - 500315 - 00000	19,308	16,554	17,720	22,330	18,710	23,500	0	0.00%	23,500	0	23,500
0030 Pub Works Facil: Office Supplies 10496 - 500301 - 00000	0	630	(187)	602	480	700	0	0.00%	700	0	700
0030 Pub Works Facil: General Supplies 10496 - 500302 - 00000	0	558	779	949	474	1,000	0	0.00%	1,000	0	1,000
0030 Pub Works Facil: Cleaning Supplies 10496 - 500308 - 00000	0	3,499	5,348	6,993	4,289	7,000	0	0.00%	7,000	0	7,000
SP - Supplies Total	296,689	290,161	222,495	269,332	337,302	323,389	37,932	11.73%	361,321	0	361,321
TT - Travel/Training											
0030 Public Works - : Training 10482 - 500322 - 00000	4,422	2,186	2,502	5,417	3,240	5,000	5,000	100.00%	10,000	0	10,000
0030 Public Works - : Travel 10482 - 500339 - 00000	3,426	4,629	1,616	3,071	3,039	4,000	0	0.00%	4,000	0	4,000
0030 Public Works Ga: Training 10492 - 500322 - 00000	2,656	3,868	0	1,135	960	4,000	0	0.00%	4,000	0	4,000
0030 Pub Works Facil: Travel 10496 - 500339 - 00000	0	747	942	1,907	8,334	1,500	8,500	566.67%	10,000	0	10,000
TT - Travel/Training Total	10,503	11,430	5,060	11,530	15,573	14,500	13,500	93.10%	28,000	0	28,000
UT - Utilities											
0030 Public Works - : Heating Fuel 10482 - 500313 - 00000	15,084	14,482	30,695	17,459	16,037	18,581	(1)	(0.00%)	18,580	0	18,580
0030 Public Works - : Electricity 10482 - 500333 - 00000	0	0	5,821	8	0	0	0		0	0	0
0030 Public Works - : Cmp 3501-3081-779 10482 - 500333 - 20901	1,033	1,052	1,447	1,598	1,654	2,000	406	20.31%	2,406	0	2,406

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0030 Public Works - : Cmp 3001-1481-303 10482 - 500333 - 20905	6,066	5,159	608	17,886	14,173	20,000	(54)	(0.27%)	19,946	0	19,946
0030 Public Works - : Cmp 3501-2933-889 10482 - 500333 - 20955	608	626	639	740	556	1,500	(675)	(45.01%)	825	0	825
0030 Public Works - : Cmp 3501-5997-972 10482 - 500333 - 30903	2,006	1,855	506	0	0	0	0		0	0	0
0030 Public Works - : Electricity 3501-294 10482 - 500333 - 30904	14,823	14,135	4,255	0	0	0	0		0	0	0
0030 Public Works - : Electricity 3501-652 10482 - 500333 - 30906	2,038	3,258	85	0	0	0	0		0	0	0
0030 Public Works - : Water 10482 - 500334 - 00000	4,171	3,280	7,574	5,868	7,752	9,750	0	0.00%	9,750	0	9,750
0030 Public Works - : Telecom 10482 - 500336 - 00000	15,155	18,737	30,221	32,270	26,788	29,777	(2,273)	(7.63%)	27,505	0	27,505
0030 Public Works Ga: Gas & Diesel 10492 - 500319 - 00000	59,116	106,657	98,426	118,722	112,516	100,000	66,000	66.00%	166,000	0	166,000
0030 Public Works St: Cmp 3501-2611-816 10500 - 500333 - 20909	269,334	229,269	299,191	180,554	53,036	24,259	12,265	50.56%	36,524	0	36,524
0030 Public Works St: Cmp 3501-5240-530 10500 - 500333 - 20910	316	241	252	367	345	287	265	92.44%	552	0	552
0030 Public Works St: Cmp 3501-2235-772 10500 - 500333 - 20911	(8,891)	1,598	203	1,566	833	2,059	299	14.50%	2,358	0	2,358
0030 Public Works St: Cmp 3501-0585-251 10500 - 500333 - 20913	558	486	541	375	189	544	585	107.52%	1,129	0	1,129
0030 Public Works St: Cmp 3501-0962-260 10500 - 500333 - 20922	2,687	2,590	2,801	3,079	3,437	2,749	1,886	68.60%	4,635	0	4,635
0030 Public Works St: Cmp 3501-7031-663 10500 - 500333 - 20941	861	837	902	1,177	1,042	911	860	94.43%	1,771	0	1,771
0030 Public Works St: Cmp 3501-6764-702 10500 - 500333 - 20942	427	411	447	545	485	440	380	86.35%	820	0	820
0030 Public Works St: Cmp 3501-3063-868 10500 - 500333 - 20945	324	334	319	447	402	339	333	98.09%	672	0	672
0030 Public Works St: Cmp 3501-3063-652 10500 - 500333 - 20946	230	231	242	296	578	249	196	78.81%	445	0	445
0030 Public Works St: Cmp 3501-1565-088 10500 - 500333 - 20947	183	200	199	232	152	160	98	61.19%	258	0	258
0030 Public Works St: Cmp 3501-1113-228 10500 - 500333 - 20948	214	253	253	330	370	231	139	60.10%	370	0	370
0030 Public Works St: Pw Cmp 3501-2867-889 10500 - 500333 - 20950	319	347	335	484	304	347	383	110.35%	730	0	730
0030 Public Works St: Cmp 3501-5796-903 10500 - 500333 - 20952	343	261	304	414	318	335	288	85.93%	623	0	623
0030 Public Works St: Cmp 3501-5979-855 10500 - 500333 - 20953	253	304	304	373	344	330	86	26.07%	416	0	416
0030 Public Works St: Cmp 3501-6511-426 10500 - 500333 - 20960	4,065	2,628	2,697	4,477	5,218	3,410	1,583	46.41%	4,993	0	4,993
0030 Public Works St: Cmp 3501-1941-578 10500 - 500333 - 20962	301	279	238	385	360	305	126	41.19%	431	0	431
0030 Public Works St: Cmp 3501-2031-189 10500 - 500333 - 20963	811	747	817	1,129	1,231	790	470	59.53%	1,260	0	1,260
0030 Public Works St: Cmp 3001-2155-682 SI 10500 - 500333 - 20965	0	80	280	340	324	0	380		380	0	380
0030 Public Works St: Cmp 3001-2155-690 SI 10500 - 500333 - 20966	0	83	304	316	329	0	353		353	0	353
0030 Public Works St: Cmp 3001-2291-529 Ov 10500 - 500333 - 20968	0	6	220	308	272	0	343		343	0	343
0030 Public Works St: 3001-2231-707 Ocean 10500 - 500333 - 20969	0	25	267	369	340	0	411		411	0	411
0030 Public Works St: 3001-2231-715 Ocean 10500 - 500333 - 20970	0	36	353	425	393	0	474		474	0	474
0030 Public Works St: 3001-2231-723 Caroli 10500 - 500333 - 20971	0	28	305	321	333	0	358		358	0	358
0030 Public Works St: Cmp 3001-2869-282 Co 10500 - 500333 - 20972	0	0	160	301	316	0	336		336	0	336
0030 Public Works St: Cmp 3001-4597-543 10500 - 500333 - 20975	0	0	0	0	228	0	0		0	0	0
0030 Public Works St: Cmp 3001-4762-154 10500 - 500333 - 20976	0	0	0	0	85	0	0		0	0	0
0030 Public Works St: Cmp 3001-4762-162 10500 - 500333 - 20977	0	0	0	0	107	0	0		0	0	0
0030 Public Works St: Cmp 3001-4762-170 10500 - 500333 - 20978	0	0	0	0	72	0	0		0	0	0
0030 Public Works St: Cmp 3001-4651-464 10500 - 500333 - 20979	0	0	0	0	220	0	0		0	0	0
0030 Public Works St: Cmp 3001-384-1983 Lo 10500 - 500333 - 30973	0	0	0	16	0	0	0		0	0	0
0030 Pub Works Traff: Electricity 10510 - 500333 - 00000	0	0	112	1,243	0	0	0		0	0	0
0030 Pub Works Traff: Cmp 3501-3565-052 10510 - 500333 - 20914	717	706	666	892	804	775	568	73.29%	1,343	0	1,343
0030 Pub Works Traff: Cmp 3501-3630-534 10510 - 500333 - 20915	507	457	362	512	512	535	236	44.16%	771	0	771



Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
0030 Pub Works Traff: Cmp 3501-3657-891 10510 - 500333 - 20916	530	480	496	579	586	497	376	75.74%	873	0	873
0030 Pub Works Traff: Cmp 3501-4748-954 10510 - 500333 - 20917	421	416	357	536	458	461	347	75.22%	808	0	808
0030 Pub Works Traff: Cmp 3501-4770-651 10510 - 500333 - 20918	550	539	539	685	609	570	462	80.98%	1,032	0	1,032
0030 Pub Works Traff: Cmp 3501-6434-082 10510 - 500333 - 20919	827	856	822	1,176	875	877	894	101.96%	1,771	0	1,771
0030 Pub Works Traff: Cmp 3501-7172-186 10510 - 500333 - 20920	336	328	311	433	391	372	280	75.28%	652	0	652
0030 Pub Works Traff: Cmp 3501-2054-447 10510 - 500333 - 20924	206	208	199	287	225	229	204	89.11%	433	0	433
0030 Pub Works Traff: Cmp 3501-2805-251 10510 - 500333 - 20925	592	574	498	562	749	701	146	20.78%	847	0	847
0030 Pub Works Traff: Cmp 3501-3638-131 10510 - 500333 - 20926	358	360	344	477	501	397	323	81.40%	720	0	720
0030 Pub Works Traff: Cmp 3501-7108-289 10510 - 500333 - 20928	435	431	445	494	499	476	269	56.41%	745	0	745
0030 Pub Works Traff: Cmp 3501-1497-522 10510 - 500333 - 20929	304	313	306	396	375	291	149	51.33%	440	0	440
0030 Pub Works Traff: Cmp 3501-7021-920 10510 - 500333 - 20940	183	186	180	286	245	205	226	110.07%	431	0	431
0030 Pub Works Traff: Pw Cmp 3501-1792-658 10510 - 500333 - 20943	435	350	280	392	362	439	150	34.12%	589	0	589
0030 Pub Works Traff: Cmp 3501-3521-139 10510 - 500333 - 20944	447	394	465	649	656	517	208	40.24%	725	0	725
0030 Pub Works Traff: Cmp 3501-4595-884 10510 - 500333 - 20951	1,484	1,490	1,516	1,874	1,924	1,564	1,256	80.30%	2,820	0	2,820
0030 Pub Works Traff: Cmp 3501-0579-999 10510 - 500333 - 20961	896	792	719	1,346	1,440	1,165	336	28.85%	1,501	0	1,501
UT - Utilities Total	401,660	419,395	500,828	405,996	262,349	229,424	92,728	40.42%	322,152	0	322,152
MN - Maintenance/Parts											
0030 Public Works - : Building Repairs & M 10482 - 500351 - 00000	15,234	15,411	15,026	9,991	16,451	15,000	3,000	20.00%	18,000	0	18,000
0030 Public Works - : Repairs/Maintenance 10482 - 500410 - 00000	15,100	6,690	13,994	14,698	13,734	14,000	0	0.00%	14,000	0	14,000
0030 Public Works - : Train Station Expens 10482 - 500477 - 00000	40,633	47,795	46,997	43,259	47,838	40,000	3,770	9.43%	43,770	0	43,770
0030 Public Works Ga: Vehicle & Equipment 10492 - 500320 - 00000	109,293	154,117	180,501	155,057	153,548	159,000	0	0.00%	159,000	0	159,000
0030 Public Works Ga: Repairs/Maintenance 10492 - 500410 - 00000	7,795	659	792	1,677	(5,911)	5,000	0	0.00%	5,000	0	5,000
0030 Public Works St: Repairs/Maintenance 10500 - 500410 - 00000	7,124	(181)	1,544	142,432	5,708	10,000	0	0.00%	10,000	0	10,000
0030 Pub Works Traff: Repairs/Maintenance 10510 - 500410 - 00000	(17,907)	19,893	6,176	13,708	27,821	18,000	0	0.00%	18,000	0	18,000
0030 Pub Works Facil: Staff Vehicle Operat 10496 - 500321 - 00000	0	0	311	0	0	0	0	0.00%	0	0	0
0030 Pub Works Facil: Building Repairs & M 10496 - 500351 - 00000	0	12,127	16,641	14,960	15,067	15,000	7,000	46.67%	22,000	0	22,000
MN - Maintenance/Parts Total	177,272	256,511	281,981	395,781	274,256	276,000	13,770	4.99%	289,770	0	289,770
OT - Overtime											
0030 Public Works - : Overtime 10480 - 500114 - 00000	119,341	114,043	81,131	106,363	127,981	140,858	0	0.00%	140,858	0	140,858
0030 Public Works - : Call Time Wages 10480 - 500134 - 00000	30,096	17,825	17,063	19,482	16,316	21,849	2,185	10.00%	24,034	0	24,034
Public Works - Centr: Overtime 10490 - 500114 - 00000	1	0	0	0	0	0	0	0.00%	0	0	0
0030 Pub Works Facil: Overtime 10494 - 500114 - 00000	83	4,176	6,095	10,076	11,851	8,000	800	10.00%	8,800	0	8,800
0030 Pub Works Facil: Call Time Wages 10494 - 500134 - 00000	0	0	409	479	1,239	541	54	9.98%	595	0	595
OT - Overtime Total	149,521	136,043	104,699	136,400	157,386	171,248	3,039	1.77%	174,287	0	174,287
MD - Medical											
0030 Public Works - : Medical 10482 - 500394 - 00000	858	1,108	997	916	838	1,000	0	0.00%	1,000	0	1,000
MD - Medical Total	858	1,108	997	916	838	1,000	0	0.00%	1,000	0	1,000

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>School Budget</b>											
SC - School											
2101 Special Revenue: School Appropriation 10580 - 500802 - 00000	27,267,360	26,079,064	27,700,575	28,302,594	29,114,025	29,121,791	2,255,011	7.74%	31,376,802	(1,128,139)	30,248,663
SC - School Total	27,267,360	26,079,064	27,700,575	28,302,594	29,114,025	29,121,791	2,255,011	7.74%	31,376,802	(1,128,139)	30,248,663
<b>Solicitor</b>											
CT - Contracts											
0007 Solicitor - Ope: Contracted Solicitor 10430 - 500425 - 00000	109,491	166,941	181,021	167,928	129,003	157,286	0	0.00%	157,286	0	157,286
0007 Solicitor - Ope: Contracted Services 10430 - 500428 - 00000	6,221	9,499	0	0	0	0	0		0	0	0
CT - Contracts Total	115,712	176,440	181,021	167,928	129,003	157,286	0	0.00%	157,286	0	157,286
<b>Supported Entities</b>											
SE - Supported Entity											
6000 Supported Entit: Historic Preservatio 10620 - 500483 - 00000	0	0	18,259	10,500	564	5,000	0	0.00%	5,000	0	5,000
6000 Supported Entit: Southern Maine Plan 10620 - 500484 - 00000	0	7,681	7,912	7,912	8,149	8,149	0	0.00%	8,149	0	8,149
6000 Supported Entit: Eastern Trail Member 10620 - 500580 - 00000	5,000	5,000	5,000	5,000	6,000	6,000	0	0.00%	6,000	0	6,000
6000 Supported Entit: Supported Entities 10620 - 500700 - 00000	0	0	190	0	4,000	4,000	(4,000)	(100.00%)	0	0	0
6000 Supported Entit: York County Comm Act 10620 - 500701 - 00000	4,000	4,000	4,000	4,000	4,000	4,000	0	0.00%	4,000	0	4,000
6000 Supported Entit: Conservation Commiss 10620 - 500702 - 00000	6,350	332	4,761	4,124	225	5,000	0	0.00%	5,000	0	5,000
6000 Supported Entit: Dyer Library 10620 - 500703 - 00000	643,300	678,000	698,340	705,440	744,352	744,352	85,556	11.49%	829,908	0	829,908
6000 Supported Entit: Saco Pathfinders 10620 - 500704 - 00000	2,833	2,853	5,000	5,000	5,000	5,000	0	0.00%	5,000	0	5,000
6000 Supported Entit: Maine Municipal Asso 10620 - 500705 - 00000	19,572	20,412	20,770	21,221	22,631	21,221	1,410	6.64%	22,631	0	22,631
6000 Supported Entit: Bsoob Transit 10620 - 500706 - 00000	140,000	0	0	0	0	0	0		0	0	0
6000 Supported Entit: Saco Main Street 10620 - 500707 - 00000	82,561	20,000	0	0	0	0	0		0	0	0
6000 Supported Entit: Economic Development 10620 - 500710 - 00000	9,000	0	0	0	0	0	0		0	0	0
6000 Supported Entit: Saco River Corridor 10620 - 500711 - 00000	10,000	10,000	10,000	10,000	10,000	10,000	0	0.00%	10,000	0	10,000
6000 Supported Entit: Ta Tv Community Educ 10620 - 500712 - 00000	17,500	12,500	0	5,000	5,000	5,000	0	0.00%	5,000	0	5,000
6000 Supported Entit: Veterans Council 10620 - 500714 - 00000	1,000	0	0	0	1,000	1,000	0	0.00%	1,000	0	1,000
6000 Supported Entit: S.M.A.A - South Me A 10620 - 500716 - 00000	5,500	5,500	7,500	7,500	7,500	7,500	0	0.00%	7,500	0	7,500
6000 Supported Entit: Age Friendly Saco 10620 - 500717 - 00000	7,500	10,000	7,500	7,500	64,000	64,000	0	0.00%	64,000	10,000	74,000
6000 Supported Entit: Seeds Of Hope 10620 - 500718 - 00000	10,000	7,000	10,000	10,000	12,000	12,000	0	0.00%	12,000	3,000	15,000
6000 Supported Entit: South. Maine Finance 10620 - 500720 - 00000	0	9,000	0	0	0	0	0		0	0	0
6000 Supported Entit: American Red Cross O 10620 - 500721 - 00000	0	0	1,000	500	500	500	0	0.00%	500	0	500
6000 Supported Entit: Southern Me Veterans 10620 - 500722 - 00000	0	1,000	1,000	1,000	1,000	1,000	0	0.00%	1,000	0	1,000
6000 Supported Entit: Caring Unlimited 10620 - 500723 - 00000	0	5,545	5,545	5,545	6,114	6,114	0	0.00%	6,114	0	6,114
6000 Supported Entit: Adoptive & Foster Fa 10620 - 500724 - 00000	0	0	1,500	1,500	1,500	1,500	0	0.00%	1,500	0	1,500
6000 Supported Entit: Saco Bicycle & Pedes 10620 - 500725 - 00000	0	0	0	882	562	1,000	0	0.00%	1,000	200	1,200
6000 Supported Entit: Saco Bay Trails 10620 - 500727 - 00000	0	0	0	0	0	0	3,000		3,000	0	3,000
6000 Supported Entit: Vet 2 Vet 10620 - 500728 - 00000	0	0	0	0	0	0	1,000		1,000	0	1,000
SE - Supported Entity Total	964,116	798,824	808,277	812,624	904,096	912,336	86,966	9.53%	999,302	13,200	1,012,502

Line Item Budget by Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Council Amendments	Approved Budget
<b>T.I.F. Transfers</b>											
TR - Transfer											
0091 - Transfer To T: Transfer To Downtown 10684 - 500961 - 00000	184,284	732,954	802,781	1,435,666	2,201,918	1,951,480	257,043	13.17%	2,208,523	20,000	2,228,523
0091 - Transfer To T: Transfer To T.I.F Fu 10684 - 500962 - 00000	1,280,536	1,641,808	2,007,196	2,440,449	3,040,599	2,934,609	115,225	3.93%	3,049,834	0	3,049,834
TR - Transfer Total	1,464,820	2,374,763	2,809,977	3,876,115	5,242,516	4,886,089	372,268	7.62%	5,258,357	20,000	5,278,357
<b>Transfers</b>											
TR - Transfer											
0090 Transfers Exp: Call Box Incentives 10680 - 500963 - 00000	8,000	8,000	8,000	0	0	0	0		0	0	0
0090 Transfers Exp: Transfer To Special 10680 - 500951 - 00000	59,338	16,118	0	7,071	34,604	0	0		0	6,450	6,450
0090 Transfers Exp: Transfer To Enterpri 10680 - 500954 - 00000	0	0	0	30,350	250,000	0	0		0	0	0
TR - Transfer Total	67,338	24,118	8,000	37,421	284,604	0	0		0	6,450	6,450
<b>Expense Total</b>	<b>55,883,246</b>	<b>59,438,085</b>	<b>61,269,033</b>	<b>63,499,619</b>	<b>64,127,128</b>	<b>66,198,410</b>	<b>4,745,030</b>	<b>7.17%</b>	<b>70,943,440</b>	<b>(1,094,939)</b>	<b>69,848,501</b>



## Section 6 – Other Governmental Funds

The City of Saco carries a number of funds on its balance sheet for the purpose of tracking financial resources dedicated for specific purposes. Each fund has a self-balancing set of accounts and is treated as independent from the General Fund. Appropriations from these funds are based on the specific rules or guidelines for each fund, detailed in the following pages.

Each fund with anticipated expenses and revenues for the coming fiscal year is reported in a summary sheet that shows expenses, revenues, operating income, and fund balance. Operating income is calculated in this report as revenues minus expenses. Fund balance for 2022 is as of June 30, 2022, per the Annual Certified Financial Report. Anticipated fund balance for FY 2023 is based on budgeted amounts. FY 2023 and FY 2024 fund balances are estimates and subject to change. Only governmental funds with anticipated expenses or revenues for FY 2024 are included in this section. For a comprehensive list of all governmental funds, please review the audited financial statements for FY 2022. Below is a summary of revenues and other financing sources and of expenditures and other financing uses for all major funds and for all other (i.e. nonmajor) funds in the aggregate. The School governmental fund is reported in a separate report compiled by the School Finance Director and Superintendent. The City General Fund budget is reported in detail in Sections 5 and 6 of this document.

City General Fund				Non-Major Governmental Funds				City Enterprise Funds			
Type	FY 2022 Actual	FY 2023 Budget	Administrator's Budget	Type	FY 2022 Actual	FY 2023 Budget	Administrator's Budget	Type	FY 2022 Actual	FY 2023 Budget	Administrator's Budget
Expenditures & Other Financing Uses	63,499,619	66,198,410	69,848,501	Expenditures & Other Financing Uses	6,544,760	9,013,221	10,658,439	Expenditures & Other Financing Uses	3,820,824	3,739,078	4,776,024
Revenues & Other Financing Sources	63,865,474	66,198,410	69,848,501	Revenues & Other Financing Sources	10,641,118	8,245,172	11,515,960	Revenues & Other Financing Sources	7,413,119	3,609,078	4,599,924

A comprehensive line-item detail on expenses and revenues for all governmental funds except for the General Fund is included at the end of this section.



## American Rescue Plan Act of 2021 Funds

The federal government has issued stimulus funding to states and municipalities in order to mitigate the impact of COVID-19 on local budgets. The City of Saco has been allocated \$2,108,513 under the American Rescue Plan Act (ARPA) of 2021. At Council's request, Finance developed an ARPA Prioritization exercise, which allowed Councilors to allocate funds between broad qualified categories and also to allocate funds between the next three fiscal years. Communications also sent out a simplified version of the exercise to citizens, which resulted in 361 responses.

	ARPA Spending Category as Distributed to Council and Citizens	Total Score	Staff Projects	Council Year 1	Staff Funding Year 2	Staff Funding Year 3	Total Funding
Tier 1	Capital Funding for Parks and Open Spaces	31	4	\$ 270,000.00	\$ 460,000.00		\$ 730,000.00
	Capital Funding for Right of Way: roads, parking lots, sidewalks, etc.	28	1	\$ 237,500.00	\$ 40,000.00		\$ 277,500.00
Tier 2	Housing Support: Affordable housing and/or services for the homeless	23	1	\$ -	\$ 70,000.00		\$ 70,000.00
	Public Health Services: COVID-19 response, including testing and PPE; mental health and substance use Services; general public health services support (including infrastructure)	21	5	\$ 314,812.00	\$ 183,003.20		\$ 497,815.20
	Environmental Sustainability: resiliency, fossil fuel reduction, energy efficiency, waste reduction	20	1	\$ 15,000.00	\$ 80,000.00		\$ 95,000.00
	Economic Assistance: Direct support for small businesses and non-profits	19		<i>\$620K total available in FY22 and FY23 TIF Budgets; \$2.2 million in FY24 TIF Budget</i>			
	Smart Growth: Improve density in downtown, traffic improvement, etc.	18			\$ 75,000.00		\$ 75,000.00
	Healthy Childhood: Child care, recreation programming, etc.	17	1	\$ 80,000.00	\$ -		\$ 80,000.00
	Capital Funding for IT Infrastructure	16	1	\$ 123,062.00	\$ 101,729.00		\$ 224,791.00
Tier 3	Wastewater Treatment Plant	14					\$ -
	Hazard Pay for public sector employees	13					\$ -
	Capital Funding for Public Safety: facilities improvement, vehicles, communications, equipment	12					\$ -
	Admin support - Financial Stability			\$ 25,000.00	\$ 30,546.00		\$ 55,546.00
	<b>TOTAL Funding</b>		<b>14</b>	<b>\$ 1,065,374.00</b>	<b>\$ 1,040,278.20</b>	<b>\$ -</b>	<b>\$ 2,105,652.20</b>
						<b>Total Funding</b>	<b>\$ 2,111,790.75</b>
						<b>Remaining</b>	<b>\$ 6,138.55</b>

Council spending allocations, when pooled together, were broadly distributed between categories. However, Capital Funding for Parks and Open Spaces and Right of Way received a significantly higher proportion of the pooled investment versus all other categories at 19% and 14% respectively. Councilors were most broadly supported of those two categories (6 out of 8 submissions) as well as Environmental Sustainability and Smart Growth. IT Infrastructure received the broadest support (7 out of 8 submissions) but only 8% of the pooled allocation. Council allocations between fiscal years broke into a rough 40/40/20 split.

Citizen responses prioritized (in order) Public Health Services, Housing Support, and Healthy Childhood. Citizen allocations along fiscal years were in line with Council. Public Health Services was the number one ranked by citizens.

To properly account for Council allocations, Council support, and Citizen ranking, Finance developed a scoring system to add together these three metrics and then ranked the topic areas based on their total score. This ranking was then used to assist in prioritizing projects.

Specific approved projects are detailed on the next page.

The Council Approved budget leaves \$6,138.55 remaining out of the City's ARPA allocation. The complete list of approved projects is listed on the next page.

Description	ARPA Spending Category	FY2023 Projects	FY2024 Projects
Culvert & Stream Cross Grant	Capital Funding for Right of Way	200,000	-
County Dredge Operations	Capital Funding for Parks & Open Spaces	170,000	-
Computer Replacement Annual Replacement	Capital Funding for IT Infrastructure	100,000	75,000
Public Safety Comm System	Public Health Services	100,000	-
Ems Ambulance Equipment	Public Health Services	82,000	-
Mental Health First Responder	Public Health Services	85,667	63,003
Cascade Falls Bridge Fy2023	Capital Funding for Parks & Open Spaces	60,000	-
Pepperell Playground	Healthy Childhood	50,000	-
Young School Playground Drainage	Capital Funding for Parks & Open Spaces	40,000	-
Bypass Road Smith To Stockman	Capital Funding for Right of Way	37,500	-
Ppe/Gear Washer/Extractor	Public Health Services	35,000	-
Replacement Van	Healthy Childhood	30,000	-
Administrative Wages	Financial Stability	25,000	30,546
It Investment For Hybrid Meeti	Capital Funding for IT Infrastructure	20,562	-
Climate Adaptation Action Plan	Environmental Sustainability	15,000	-
Public Health/Safety Recording	Capital Funding for IT Infrastructure	12,145	-
Age Friendly Tech	Capital Funding for IT Infrastructure	2,500	-
Camp Ellis Boat Ramp	Capital Funding for Parks & Open Spaces	-	175,000
Park Storage Building Modifica	Capital Funding for Parks & Open Spaces	-	160,000
Prentice Park	Capital Funding for Parks & Open Spaces	-	125,000
Fire Truck Onboard Equipment	Public Health Services	-	80,000
Decomission Firearms Range	Environmental Sustainability	-	80,000
City-Wide Infr & Adapt Plan	Smart Growth	-	75,000
Affordable Housing Plan	Housing Support	-	70,000
Foss Fields Parking Lot	Capital Funding for Right of Way	-	40,000
Fire Operations Radio Broadcas	Public Health Services	-	40,000
Server Replacement	Capital Funding for IT Infrastructure	-	26,729



## Economic Development & TIF Funds

### Economic Development

Director of  
Economic  
Development

March, 2023  
FTE: 2

Economic  
Development  
Specialist

The Economic Development Department is committed to providing a high quality of life for all Saco residents. Central to this vision is a sustainable economy that offers everyone an opportunity to have rewarding employment and prosperous businesses. Our department is responsive to the needs of businesses and entrepreneurs in Saco, as well as those looking to establish, expand, or relocate businesses here. We ensure they also have access to resources and infrastructure required to successfully operate in highly competitive, and often global, markets. Our role is to assist businesses through the development approval processes in the City of Saco.

The department consists of a Director and Economic Development Specialist. A new Director was hired in October 2022.



### Performance Data & Goals for Fiscal Year 2023

- Goal: Market Analysis adopted in January 2021 – Performance Data: The Market Analysis Implementation Matrix internal work plan was presented to the Economic Development Commission (EDC). Staff is making strides in the implementation of the work plan.
- Goal: Business Attraction, Retention & Expansion – Performance Data: Saco has been very successful this year in this area. We've seen some growth in the Downtown with the Saco Scoop under new ownership, Everything Zen, Maine Silverball Tavern, Grady AVS, LLC., Recovery Maine, Norcom Mortgage (purchased a building on Beach Street and moved from Main Street), Wildspace Design, and Checkmark Property Services. New business to open are: Chipotle, Jersey Mike's, Boomers, Pods, Cumberland Farms, Pete's RV, Aquaboggan Water Park Expansion. These are just a few highlights from FY2023.
- Goal: TIFs – maximize TIF revenues to maximize economic development within the city. Performance Data: 39% of TIF dollars go towards economic development initiatives while 34% of TIF dollars go towards supporting economic development by maintaining excellent capital infrastructure.
- Goal: Grants – Performance Data: initiated the small business grant program, reimbursed façade grant in the amount of \$9,192.95 to Roch Rodrigue 209 Main Street (grant was approved in April 2021). Submitted an EPA Brownfields Assessment Grant in the amount of \$500,000. Revised Small Business and Façade Grant Applications as well as Revolving Loan Fund Grant. Closed out 2018 Community Development Block Grant (CDBG) for Port Resources in the amount of \$65,000. Established an inhouse Grant Committee with Director of Budget and Fiscal Analysis to review citywide grant opportunities. Received Portland Area Comprehensive Transportation System (PACTS) grant to complete the preliminary design & construction of the bicycle/pedestrian bridge connecting the Saco Transportation Center to Pearl Point Park in Biddeford.
- Goal: Business Park & City-owned Property – Performance Data: There were two lots left in the Industrial Park, one lot was sold to PODS and the other lot was under contract, however that lot is now back on the market. There are also two remaining lots in the Mill Brook Park. The commercial properties are listed under The Dunham Group. The city owned property known as the Clair parcels have been identified as the site for the new school. The school department is now going through the due diligence process on this property. Covenants were also adopted for the Phillips Spring Industrial Park.
- Goal: Marketing & Communications – Performance Data: The Economic Development Department has engaged with the city's Communications Department to promote Saco as a place to do business. We are updating the Economic Development Website, participating in monthly coffee meetings with the Chamber and Saco Main Street, and developing a Doing Business in Saco Guide.

### Goals for Fiscal Year 2024

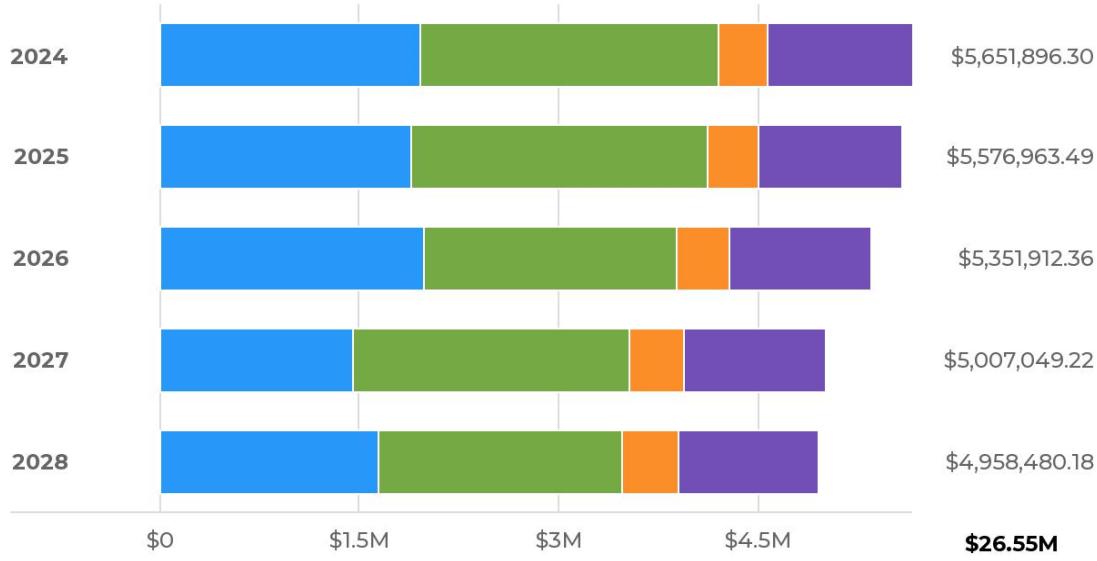
- The duties of the Economic Development Department align with the Council goals and the City's Comprehensive Plan to focus on ways to strengthen local economy and diversify the city's tax base.
- Goal: Market and promote the city grant programs.
- Goal: Continue to seek Grant Opportunities
- Goal: Continue to maximize TIF Revenues for allowable capital projects.
- Goal: Continue to implement the Market Analysis 5-year matrix plan.
- Goal: Work collaboratively with the Planning Department implementing the newly adopted Comprehensive Plan.
- Goal: Complete Wayfinding plan and begin implementation
- Goal: Implementation of Downtown Parking Study
- Goal: Create more public art projects through the Arts Commission
- Goal: Continue to market and sell City owned properties

### Tax Increment Financing District 5 Year Plan

Request Title	FY23 Revenue	FY2024 Balance + Revenue	FY2025 Operating Revenue	FY2026 Operating Revenue	FY2027 Operating Revenue	FY2028 Operating Revenue
34 Spring Hill Road TIF Revenues	\$159,832.00	\$103,365.23	\$41,744.80	\$41,870.03	\$41,995.64	\$42,121.63
77 Industrial Park Road TIF Revenues	\$232,929.00	\$61,503.76	\$60,255.02	\$60,435.78	\$60,617.09	\$60,798.94
Downtown Dev District TIF Revenues	\$3,264,023.82	\$2,626,484.35	\$2,215,149.04	\$2,221,794.49	\$2,228,459.87	\$2,235,145.25
Industrial Park Road TIF Revenues	\$1,206,535.76	\$557,612.42	\$343,576.78	\$344,607.51	\$345,641.33	\$346,678.26
Millbrook Omnibus TIF Revenues	\$571,871.61	\$432,106.03	\$379,630.95	\$380,769.85	\$381,912.15	\$383,057.89
Park North TIF Revenues	\$1,421,974.63	\$1,028,262.31	\$934,592.65	\$937,396.43	\$940,208.61	\$943,029.24
Ready Seafood TIF Revenues	\$277,727.15	\$232,773.46	\$170,070.88	\$170,581.09	\$171,092.83	\$171,606.11
Saco Island #4 [Chinburg] TIF Revenue	\$318,930.79	\$291,398.52	\$294,155.35	\$295,037.81	\$295,922.93	\$296,810.70
Spring Hill Omnibus TIF Revenues	\$896,098.58	\$724,967.86	\$494,601.57	\$496,085.37	\$497,573.63	\$499,066.35
Transit Orientated Omnibus TIF Revenue	\$459,230.95	\$373,318.23	\$340,355.29	\$341,376.35	\$342,400.48	\$343,427.68
<b>Total Revenues</b>	<b>\$8,809,154.29</b>	<b>\$6,431,792.17</b>	<b>\$5,274,132.32</b>	<b>\$5,289,954.72</b>	<b>\$5,305,824.58</b>	<b>\$5,321,742.06</b>
	<b>FY23 Expenses</b>	<b>FY2024 Expenses</b>	<b>FY2025 Expenses</b>	<b>FY2026 Expenses</b>	<b>FY2027 Expenses</b>	<b>FY2028 Expenses</b>
<b>Total 34 Spring Hill Road TIF</b>	\$98,087.00	\$91,602.88	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
<b>Total 77 Industrial Park TIF</b>	\$231,499.68	\$60,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
<b>Total Downtown TIF</b>	\$2,846,062.94	\$2,320,777.26	\$2,467,437.50	\$2,386,048.29	\$2,128,416.57	\$2,001,275.56
<b>Total Industrial Park Road TIF</b>	\$991,472.74	\$465,000.00	\$310,000.00	\$381,250.00	\$260,000.00	\$262,000.00
<b>Total Mill Brook Omnibus TIF</b>	\$518,261.00	\$426,516.73	\$382,673.19	\$248,274.20	\$433,419.02	\$447,716.22
<b>Total Park North TIF</b>	\$1,325,510.00	\$902,258.08	\$1,054,214.85	\$1,006,177.50	\$858,146.03	\$882,462.73
<b>Total Ready Seafood TIF</b>	\$214,516.00	\$168,693.53	\$169,049.61	\$169,406.76	\$169,764.98	\$170,124.28
<b>Total Saco Island #4 TIF</b>	\$320,808.00	\$256,620.42	\$287,324.28	\$258,030.25	\$258,738.34	\$263,848.56
<b>Total Spring Hill Road TIF</b>	\$664,253.00	\$620,177.40	\$516,014.06	\$512,476.35	\$508,314.28	\$520,527.85
<b>Total Transit-Orientated TIF</b>	\$425,250.00	\$340,250.00	\$340,250.00	\$340,250.00	\$340,250.00	\$360,525.00
<b>Total Project Costs</b>	<b>\$7,635,720.36</b>	<b>\$5,651,896.30</b>	<b>\$5,576,963.49</b>	<b>\$5,351,913.35</b>	<b>\$5,007,049.22</b>	<b>\$4,958,480.20</b>
	<b>FY23 Net</b>	<b>FY2024 Net</b>	<b>FY2025 Net</b>	<b>FY2026 Net</b>	<b>FY2027 Net</b>	<b>FY2028 Net</b>
<b>Total 34 Spring Hill Road TIF</b>	\$ 61,745.00	\$ 11,762.35	\$ 38,507.15	\$ 65,377.19	\$ 92,372.83	\$ 119,494.46
<b>Total 77 Industrial Park TIF</b>	\$ 1,429.32	\$ 1,503.76	\$ 26,758.78	\$ 52,194.56	\$ 77,811.65	\$ 103,610.60
<b>Total Downtown TIF</b>	\$ 417,960.88	\$ 325,707.09	\$ 73,418.63	\$ (90,835.17)	\$ 9,208.14	\$ 243,077.83
<b>Total Industrial Park Road TIF</b>	\$ 215,063.02	\$ 92,612.42	\$ 126,189.20	\$ 89,546.72	\$ 175,188.05	\$ 259,866.31
<b>Total Mill Brook Omnibus TIF</b>	\$ 53,610.61	\$ 5,589.30	\$ 2,547.06	\$ 135,042.70	\$ 83,535.84	\$ 18,877.51
<b>Total Park North TIF</b>	\$ 96,464.63	\$ 126,004.23	\$ 6,382.02	\$ (62,399.05)	\$ 19,663.53	\$ 80,230.04
<b>Total Ready Seafood TIF</b>	\$ 63,211.15	\$ 64,079.93	\$ 65,101.19	\$ 66,275.52	\$ 67,603.37	\$ 69,085.20
<b>Total Saco Island #4 TIF</b>	\$ (1,877.21)	\$ 34,778.10	\$ 41,609.17	\$ 78,616.74	\$ 115,801.32	\$ 148,763.46
<b>Total Spring Hill Road TIF</b>	\$ 231,845.58	\$ 104,790.46	\$ 83,377.97	\$ 66,986.99	\$ 56,246.34	\$ 34,784.84
<b>Total Transit-Orientated TIF</b>	\$ 33,980.95	\$ 33,068.23	\$ 33,173.51	\$ 34,299.87	\$ 36,450.35	\$ 19,353.03
<b>Total Net</b>	<b>\$1,173,433.93</b>	<b>\$799,895.87</b>	<b>\$497,064.70</b>	<b>\$435,106.07</b>	<b>\$733,881.43</b>	<b>\$1,097,143.29</b>

## Tax Increment Financing District 5 Year Plan

### Project Costs by Type (per year)

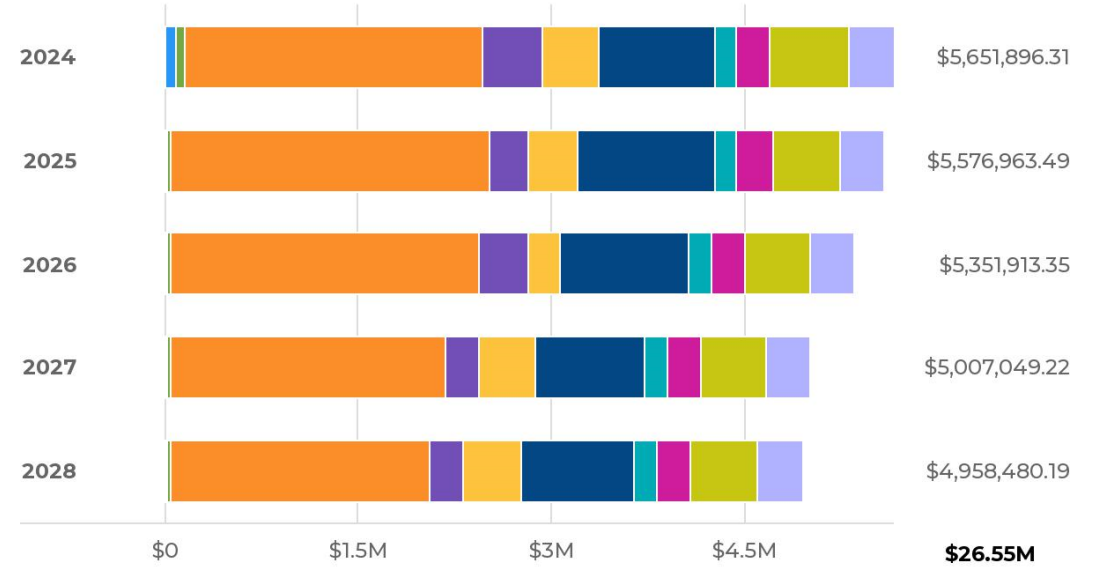


- Capital Projects
- Economic Development
- Tif Wages
- WWTP Capital Improvements



<span style="color: blue;">●</span> Capital Projects (34%)	\$8,941,053.72
<span style="color: green;">●</span> Economic Development (39%)	\$10,256,566.52
<span style="color: orange;">●</span> Tif Wages (8%)	\$1,993,056.30
<span style="color: purple;">●</span> WWTP Capital Improvements (20%)	\$5,355,625.00
<b>TOTAL</b>	<b>\$26,546,301.55</b>

### Funding Source By Year



- 34 Spring Hill Road TIF
- Downtown TIF
- Mill Brook Omnibus TIF
- Ready Seafood TIF
- Spring Hill Road TIF
- 77 Industrial Park TIF
- Industrial Park Road TIF
- Park North TIF
- Saco Island #4 TIF
- Transit-Orientated TIF

### TIF Projects 5 year Plan

TIF Project List	Request Title	Sum of FY2024	Sum of FY2025	Sum of FY2026	Sum of FY2027	Sum of FY2028
Capital Projects	\$2,500,000 2018 Bond - ROW TIF	73,000	73,000	73,000	73,000	73,000
Capital Projects	\$4,175,000 2016 Bond Refunding - Roads TIF	110,000	110,000	110,000	110,000	110,000
Capital Projects	2022 Fire Dept Pumper Financing TIF	22,208	22,208	22,208	22,208	22,208
Capital Projects	2024 DPW - Sidewalk Plow - ID 367 Financing TIF	32,571	32,571	32,571	32,571	32,571
Capital Projects	2024 Fire Dept - Pumper - ID 404 Financing TIF	30,000	30,000	30,000	30,000	30,000
Capital Projects	331 New Patrol Truck [District Growth] Financing TIF	45,493	45,493	45,493	45,493	45,493
Capital Projects	Camp Ellis Museum & Arts Center TIF	100,000				
Capital Projects	Camp Ellis Storage Building TIF	-	50,000			
Capital Projects	Collector Road Safety Improvements Annual Reserve TIF	50,000	50,000	50,000	50,000	55,000
Capital Projects	Downtown Infrastructure Upgrades Annual Reserve TIF	150,000	150,000	150,000	150,000	160,000
Capital Projects	Downtown Streetscapes Annual Reserve TIF	100,000	100,000	100,000	100,000	110,000
Capital Projects	Ferry Road Infrastructure Improvements TIF	140,000				
Capital Projects	Ferry Road Sidewalk Bond TIF		50,000	50,000	50,000	50,000
Capital Projects	Fire Dept - Ladder Truck - ID 401 TIF	100,000	100,000			
Capital Projects	Fire Truck onboard equipment TIF	30,000				
Capital Projects	General Fund 5-Year Financing 2022 TIF	14,633	14,633	14,633		
Capital Projects	Industrial Park RR Maintenance Annual Reserve TIF	20,000	20,000	20,000	20,000	22,000
Capital Projects	Jenkins Road Traffic Signalization TIF	200,000				
Capital Projects	Local Road drain replacement Annual Reserve TIF	47,750	47,750	47,750	47,750	52,525
Capital Projects	Museum of the Streets TIF	25,000				
Capital Projects	PACTS Projects Local Match Annual Reserve TIF	140,000	140,000	140,000	140,000	154,000
Capital Projects	Parking Garage Bond [Train Use] TIF		129,505	129,505	129,505	129,505
Capital Projects	Parking Lot Paving Annual Reserve TIF	15,000	15,000	15,000	15,000	16,000
Capital Projects	Paving Plan Annual Reserve TIF	400,000	400,000	400,000	400,000	440,000
Capital Projects	Rebuild the Camp Ellis Boat Ramp TIF	25,000				
Capital Projects	Saco Island Multimodal Bridge TIF	26,250	271,250	271,250		
Capital Projects	Satellite Public Safety Building Bond TIF					100,000
Capital Projects	Sidewalk Improvement Plan Annual Reserve TIF	40,000	40,000	40,000	40,000	43,500
Capital Projects	Traffic & Pedestrian Safety Annual Reserve TIF	20,000				
Capital Projects	Traffic Signal Infrastructure Upgrades TIF			250,000		
<b>Capital Projects Total</b>		<b>1,956,906</b>	<b>1,891,410</b>	<b>1,991,410</b>	<b>1,455,527</b>	<b>1,645,802</b>

TIF Project List	Request Title	Sum of FY2024	Sum of FY2025	Sum of FY2026	Sum of FY2027	Sum of FY2028
Economic Development	34 Spring Hill Road CEA	11,603				
Economic Development	A Dui Pyle CEA	70,552	70,764	70,976	71,189	71,403
Economic Development	ADVERTISING	1,500	1,500	1,500	1,500	1,650
Economic Development	ARTS DEVELOPMENT COMMISSION	5,000	5,000	5,000	5,000	5,500
Economic Development	Biddeford Saco Chamber of Commerce	12,000	12,000	12,000	12,000	13,200
Economic Development	BOOKS/MANUALS	250	250	250	250	275
Economic Development	BSOOB Transit Capital and Expanded Service	250,000	250,000	250,000	250,000	250,000
Economic Development	Business Attraction/Recruitment	75,000	35,000	35,000	35,000	35,000
Economic Development	Business Retention and Expansion	15,000	15,000	15,000	15,000	15,000
Economic Development	CEA Baxter & Cutts, LLC 2021 - 2035 CEA	1,927	1,933	1,939	1,945	1,950
Economic Development	CEA Foresite Realty CEA	16,395	16,444	14,844	14,889	14,933
Economic Development	CEA Nickel CEA	34,670	34,774	34,879	34,983	29,240
Economic Development	CEA w. ME Molecular CEA	143,531	134,543			
Economic Development	City-Wide Infrastructure & Adaptation Plan [Impact Fees]	75,000				
Economic Development	Computer Software	26,000	26,000	26,000	26,000	29,000
Economic Development	COMPUTER SUPPLIES	800	800	800	800	880
Economic Development	Contracted Services	35,000	35,000	35,000	35,000	38,500
Economic Development	Downtown Facade Improvement Grant	150,000	150,000	150,000	150,000	150,000
Economic Development	DUES & MEMBERSHIPS	2,000	2,000	2,000	2,000	2,200
Economic Development	Economic Development Events	50,000				
Economic Development	FURNITURE & FIXTURES	750	750	750	750	825
Economic Development	Grant Match	50,000	50,000	50,000	50,000	50,000
Economic Development	Millbrook Pond Cove [FCC] CEA	13,315	13,355	13,395	13,436	13,476
Economic Development	MINOR EQUIPMENT	1,000	1,000	1,000	1,000	1,100
Economic Development	MISCELLANEOUS EXPENSE	7,200	7,200	7,200	7,200	7,920
Economic Development	OFFICE SUPPLIES	1,000	1,000	1,000	1,000	1,100
Economic Development	Park North Route One CEA	652,258	654,215	656,178	658,146	582,463
Economic Development	POSTAGE	250	250	250	250	275
Economic Development	PRINTING	500	500	500	500	550
Economic Development	Ready Seafood CEA	118,694	119,050	119,407	119,765	120,124
Economic Development	Saco Island #4 [Chinburg] CEA	234,620	235,324	236,030	236,738	237,449
Economic Development	Saco Main Street	100,000	100,000	100,000	100,000	100,000
Economic Development	SMFA Revolving Loan Program		200,000		180,000	

TIF Project List	Request Title	Sum of FY2024	Sum of FY2025	Sum of FY2026	Sum of FY2027	Sum of FY2028
Economic Development	Southern Maine Finance Agency [SMFA]	10,000	10,000	10,000	10,000	13,200
Economic Development	TELECOM	1,935	1,935	1,935	1,935	2,128
Economic Development	TRAINING	5,000	5,000	5,000	5,000	5,500
Economic Development	TRAVEL	2,800	2,800	2,800	2,800	3,080
Economic Development	Workforce Development Grants	30,000	30,000	30,000	30,000	30,000
<b>Economic Development Total</b>		<b>2,205,550</b>	<b>2,223,387</b>	<b>1,890,632</b>	<b>2,074,075</b>	<b>1,827,921</b>
Tif Wages	DEPARTMENT HEAD WAGES	105,000	112,767	116,150	119,635	123,224
Tif Wages	INTERN WAGES	7,574	7,574	7,649	7,878	8,114
Tif Wages	NON-SUPERVISORY WAGES	74,590	75,365	77,626	79,955	82,354
Tif Wages	TIF WAGES	187,651	191,210	196,946	202,854	208,940
<b>Tif Wages Total</b>		<b>374,815</b>	<b>386,916</b>	<b>398,371</b>	<b>410,322</b>	<b>422,632</b>
WWTP Capital Improvements	\$2,000,000 2018 Bond [Route 1 Sewer] TIF	159,625	155,250	151,500	147,125	142,125
WWTP Capital Improvements	Sewer Treatment Plant Bond TIF	920,000	920,000	920,000	920,000	920,000
<b>WWTP Capital Improvements Total</b>		<b>1,079,625</b>	<b>1,075,250</b>	<b>1,071,500</b>	<b>1,067,125</b>	<b>1,062,125</b>

## Other Governmental Funds

### Ambulance Fund

§ 60-5. Ambulance Fund. Effective January 1, 1994, an Ambulance Fund shall be established to perpetuate the purchase of City ambulances and to provide adequate funds for the continued service, operations, staffing, training, capital equipment and contractual services, as well as the ongoing maintenance of ambulance equipment and vehicles. As ambulances are purchased, any additional funds in that account shall remain for the purchase or replacement of equipment necessary for the operation of the municipal ambulance or the municipal ambulance service as determined from time to time by the City Council.

§ 60-2: Fee schedule. Fees shall be determined by Council after a public hearing, except for ambulance fees which will be adjusted annually according to the Medicare New England Fee Schedule, specifically, Maine locality 03, York and Cumberland Counties.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Capital	87,086	113,535	108,058	108,067	0	80,073	32,909	41.1%	112,983	112,983
	Contracts	0	0	0	8,748	37,181	0	62,700		62,700	62,700
	Maintenance/Parts	0	0	0	0	0	0	0		0	0
	Miscellaneous	18,863	137,567	87,085	109,190	23,548	38,500	(38,500)	(100.0%)	0	0
	Transfer	720,000	389,447	415,373	415,373	276,915	415,373	220,580	53.1%	635,953	635,953
<b>Expense Total</b>		<b>825,949</b>	<b>640,549</b>	<b>610,515</b>	<b>641,377</b>	<b>337,644</b>	<b>533,946</b>	<b>277,689</b>	<b>52.0%</b>	<b>811,636</b>	<b>811,636</b>
Revenue	Interest	4,484	65	122	911	14,807	0	11,000		11,000	11,000
	Local	701,838	908,783	822,135	754,122	797,904	700,000	440,000	62.9%	1,140,000	1,140,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>706,322</b>	<b>908,847</b>	<b>822,257</b>	<b>755,032</b>	<b>812,711</b>	<b>700,000</b>	<b>451,000</b>	<b>64.4%</b>	<b>1,151,000</b>	<b>1,151,000</b>
<b>Fund Balance</b>					<b>885,915</b>		<b>1,051,969</b>			<b>1,391,333</b>	

## Bayview Fund

*Part of the agreement for putting parking meters on the Bayview parking lots was that, after the Camp Ellis fund had been paid back for the upfront cost, the revenue would be put into a separate fund to pay for expenses related to maintaining the Bayview parking lots and beach area, including lifeguards, equipment, paving, etc.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	1,634	3,457	26,617	4,131	3,973	0	0		0	0
	Transfer	0	9,000	22,980	9,000	9,000	9,000	2,800	31.1%	11,800	11,800
	Utilities	0	0	0	0	0	0	336		336	336
<b>Expense Total</b>		<b>1,634</b>	<b>12,457</b>	<b>49,597</b>	<b>13,131</b>	<b>12,973</b>	<b>9,000</b>	<b>3,136</b>	<b>34.8%</b>	<b>12,136</b>	<b>12,136</b>
Revenue	Interest	845	1,073	127	254	5,213	0	0		0	0
	Local	39,450	41,882	60,798	55,344	50,812	35,000	0	0.0%	35,000	35,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>40,295</b>	<b>42,955</b>	<b>60,926</b>	<b>55,597</b>	<b>56,025</b>	<b>35,000</b>	<b>0</b>	<b>0.0%</b>	<b>35,000</b>	<b>35,000</b>
<b>Fund Balance</b>					<b>131,950</b>		<b>157,950</b>			<b>180,814</b>	



### Blight Elimination Fund

*A revolving account to address imminent life safety issues when they arise and immediate action is required. This includes but may not be limited to removal of dangerous buildings and replacement of malfunctioning septic systems where the owners cannot or will not do it themselves. Funds expended from the fund are repaid upon sale of the property and collected via lien or, in some cases, grants from the State.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	0	14,960	7	3	14	60,000	0	0.0%	60,000	60,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>0</b>	<b>14,960</b>	<b>7</b>	<b>3</b>	<b>14</b>	<b>60,000</b>	<b>0</b>	<b>0.0%</b>	<b>60,000</b>	<b>60,000</b>
Revenue	Interest	0	27	28	44	463	0	0		0	0
	Local	0	0	0	0	0	60,000	0	0.0%	60,000	60,000
	Transfer	0	35,000	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>0</b>	<b>35,027</b>	<b>28</b>	<b>44</b>	<b>463</b>	<b>60,000</b>	<b>0</b>	<b>0.0%</b>	<b>60,000</b>	<b>60,000</b>
<b>Fund Balance</b>					<b>20,128</b>		<b>20,128</b>			<b>20,128</b>	

### Call Fire Retirement

*In 2005, City Council established a reserve with an annual appropriation of \$8000 to fund a retirement account for call firefighters that would pay an annual benefit of \$1000 per firefighter. The funds on the account were migrated into a high interest CD account to better preserve the balance over time and migrated into a special revenue fund on the City's books for improved tracking.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	0	0	0	0	0	0	0		0	0
	Retirement	10,110	9,750	10,750	8,750	0	10,750	(2,000)	(18.6%)	8,750	8,750
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>10,110</b>	<b>9,750</b>	<b>10,750</b>	<b>8,750</b>	<b>0</b>	<b>10,750</b>	<b>(2,000)</b>	<b>(18.6%)</b>	<b>8,750</b>	<b>8,750</b>
Revenue	Interest	2,086	2,230	2,170	2,173	0	1,750	0	0.0%	1,750	1,750
	Local	0	0	0	0	0	0	0		0	0
	Transfer	24,407	8,000	8,000	8,000	8,000	8,000	0	0.0%	8,000	8,000
<b>Revenue Total</b>		<b>26,493</b>	<b>10,230</b>	<b>10,170</b>	<b>10,173</b>	<b>8,000</b>	<b>9,750</b>	<b>0</b>	<b>0.0%</b>	<b>9,750</b>	<b>9,750</b>
<b>Fund Balance</b>					<b>86,569</b>		<b>85,569</b>			<b>86,569</b>	

## Camp Ellis

§ 118-25. A. Purpose. The City of Saco operates and maintains a parking and docking facility at Camp Ellis for the benefit of the general public. The purpose of this section is to create a special revenue fund into which all the proceeds derived from the pier and parking lot shall be deposited. A transfer of funds to this account shall be budgeted each year by the City, in whatever amount is suitable for the maintenance and expansion of public facilities at the Camp Ellis pier, parking lot, and other marine related uses as deemed necessary by the Coastal Waters Commission.

B. All revenues derived from the pier and parking lot, including but not limited to fees for parking cars and fees for mooring and docking, shall be deposited into this account.

C. Use of revenues. Funds in the Camp Ellis Pier and Parking Lot account shall be used for the expansion and maintenance of the Camp Ellis parking lot, pier, floats, City-owned moorings, waterways and other marine-related uses, as recommended by the Saco Coastal Waters Commission and approved by the Director of DPW or the Saco City Council.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Base Pay	13,311	15,822	13,314	12,784	10,944	8,300	4,127	49.7%	12,427	12,427
	Capital	18,975	0	0	0	0	0	60,000		60,000	60,000
	Contracts	44,859	44,842	67,454	12,712	8,084	2,630	0	0.0%	2,630	2,630
	Equipment	658	262	90	405	478	450	0	0.0%	450	450
	Grant	0	0	0	0	17,820	0	0		0	0
	Insurance	145	1,786	5,333	6,382	5,326	1,705	4,157	243.8%	5,862	5,862
	Maintenance/Parts	19,415	11,921	40,219	38,885	31,615	18,300	200	1.1%	18,500	18,500
	Miscellaneous	9,557	12,604	6,020	5,182	11,044	6,100	0	0.0%	6,100	6,100
	Supplies	2,032	2,163	1,018	619	15	1,825	1,725	94.5%	3,550	3,550
	Transfer	48,993	8,400	8,400	15,267	11,450	22,900	0	0.0%	22,900	22,900
	Travel/Training	950	1,550	135	1,360	1,540	1,000	540	54.0%	1,540	1,540
	Utilities	2,602	3,212	2,699	3,411	2,910	2,976	583	19.6%	3,559	3,559
<b>Expense Total</b>		<b>161,498</b>	<b>102,562</b>	<b>144,682</b>	<b>97,007</b>	<b>101,225</b>	<b>66,186</b>	<b>71,332</b>	<b>107.8%</b>	<b>137,518</b>	<b>137,518</b>
Revenue	Grant	0	20,636	0	0	15,000	0	0		0	0
	Interest	4,783	2,833	230	224	2,123	0	0		0	0
	Local	99,113	85,502	94,581	102,118	43,925	93,000	9,000	9.7%	102,000	102,000
<b>Revenue Total</b>		<b>103,896</b>	<b>108,970</b>	<b>94,810</b>	<b>102,342</b>	<b>61,048</b>	<b>93,000</b>	<b>9,000</b>	<b>9.7%</b>	<b>102,000</b>	<b>102,000</b>
<b>Fund Balance</b>					<b>122,156</b>		<b>148,970</b>			<b>113,452</b>	

### CE Erosion Mitigation (S111)

*Provide resources to further analyze and price out options from the 2006 Wood Hole Group report and further review the federal law language that would need to be changed to provide the best possible outcome for Saco in negotiating with the Army Corps of Engineers to find a solution to Saco Bay erosion due to the Camp Ellis jetty.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	6,450	0	0	0	0	8,000	0	0.0%	8,000	8000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>6,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>0.0%</b>	<b>8,000</b>	<b>8000</b>
Revenue	Local	0	0	0	0	0	0	0		0	0
	Transfer	25,000	0	0	0	0	0	0		0	6450
<b>Revenue Total</b>		<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>6450</b>
<b>Fund Balance</b>					<b>18,550</b>		<b>10,550</b>				<b>9,000</b>

### City Trust Fund

*§ 15-1 The several trust funds known as the "Sweetser Provident Fund," "Sweetser Baxter Sabbath School Fund," "Sweetser School Fund," "Sweetser School Library Fund," "Sweetser Missionary Fund" and "Sweetser Park Fund" and all trust funds for the benefit of Wardwell Home, now held by the City of Saco as trustee, together with all legacies, devises and gifts of funds or property which the City of Saco may hereafter receive into its custody as trustee, are hereby placed in the care, custody and administration of the citizens of the City, who shall constitute a Board of Trustees for the care and administration of these funds and other property and the income thereof.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Administrative Expenses	3,969	4,134	0	4,470	0	4,000	0	0.0%	4,000	4,000
	Buckminster Wardwell Fund	0	0	0	0	0	172	0	0.0%	172	172
	Clapp Fund For Wardwell	0	0	0	0	0	3,879	0	0.0%	3,879	3,879
	Designated Expenditures	13,243	26,757	4,134	25,746	0	0	0		0	0
	Locke Student Prize	0	0	0	0	0	45	0	0.0%	45	45
	Milliken Fund Student Prize	0	0	0	0	0	165	0	0.0%	165	165
	Pennel Student Prize	0	0	0	0	0	89	0	0.0%	89	89
	Seavey Community Health Fund	0	0	0	0	0	414	0	0.0%	414	414
	Sweetser Fund For Public Schoo	0	0	0	0	0	2,196	0	0.0%	2,196	2,196
	Sweetser Fund For Saco Parks	0	0	0	0	0	3,499	0	0.0%	3,499	3,499
	Sweetser Fund To Thornton A	0	0	0	0	0	3,127	0	0.0%	3,127	3,127
	Sweetser Missionary Fd For Ga	0	0	0	0	0	929	0	0.0%	929	929
	Sweetser Provident Lecture Ser	0	0	0	0	0	5,394	0	0.0%	5,394	5,394
	Sweetser Sabbath School Fund	0	0	0	0	0	1,216	0	0.0%	1,216	1,216
	Sweetser/Baxter Sabbath Fund	0	0	0	0	0	2,389	0	0.0%	2,389	2,389
<b>Expense Total</b>		<b>17,212</b>	<b>30,891</b>	<b>4,134</b>	<b>30,216</b>	<b>0</b>	<b>27,512</b>	<b>0</b>	<b>0.0%</b>	<b>27,512</b>	<b>27,512</b>
Revenue	Interest Earnings	28,522	28,829	28,829	(13,587)	0	28,000	(28,000)	(100.0%)	0	0
	Net Increase In Fair Value	34,707	(27,664)	175,162	(54,410)	0	0	0		0	0
	Donations Revenue	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>63,229</b>	<b>1,165</b>	<b>203,991</b>	<b>(67,996)</b>	<b>0</b>	<b>28,000</b>	<b>(28,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Fund Balance</b>					<b>819,993</b>		<b>820,481</b>			<b>792,969</b>	

## Fire Impact Fees

§ 230-1305 Description of the improvements. The FD/EMS impact fee will be used to ensure an adequately capitalized and funded Fire Department in the provision of fire, rescue and emergency medical services. The fee may be used for the following purposes:

- (1) Acquisition of vehicles and/or purchases of equipment used by Fire Department personnel for fire, rescue, and emergency medical services.
- (2) Construction of capital improvements, including the expansion or replacement of existing infrastructure facilities, or, if the improvements were constructed at municipal expense prior to the development, the fee must be reasonably related to the portion of percentage of the infrastructure used by the development.
- (3) Acquisition of land or easements necessary for or related to existing and proposed Fire Department facilities.
- (4) Engineering, surveying, and environmental assessment services directly related to the design, construction, and oversight of the construction of the improvement.
- (5) The actual construction of the improvement, including, without limitation, demolition costs, clearing, and grading of the land, and necessary capital equipment.
- (6) Mitigation costs.
- (7) Legal and administrative costs associated with construction of capital improvements, including any borrowing necessary to finance the project.
- (8) Debt service costs, including interest if the City borrows for the construction of the improvement.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Capital	0	0	0	0	0	0	0		0	0
	Miscellaneous	16	102,863	7	45,906	45	25,000	(25,000)	(100.0%)	0	0
	Transfer	25,000	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>25,016</b>	<b>102,863</b>	<b>7</b>	<b>45,906</b>	<b>45</b>	<b>25,000</b>	<b>(25,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
Revenue	Local	29,125	26,313	45,122	39,250	16,313	25,000	0	0.0%	25,000	25,000
	Interest	1,932	1,239	40	183	1,548	0	0		0	0
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>31,057</b>	<b>27,551</b>	<b>45,162</b>	<b>39,433</b>	<b>17,861</b>	<b>25,000</b>	<b>0</b>	<b>0.0%</b>	<b>25,000</b>	<b>25,000</b>
<b>Fund Balance</b>					<b>49,678</b>		<b>49,678</b>			<b>74,678</b>	

### Lucia Kimball Deering Health Trust

*§ 15-10 Board of Trustees. The City of Saco, by special election held on the second Monday of September 1917, as authorized by Chapter 95 of the Private and Special Laws of the State of Maine of the year 1917, having voted to accept the legacies and bequests of Lucia Kimball Deering as provided in the last will and testament of said Lucia Kimball Deering, dated November 19, 1915, said legacies and bequests, devises and gifts, which the City of Saco, Maine, is or may be authorized to accept, under the provisions of said Chapter 95 of the Private and Special Laws of the State of Maine of the year 1917, are hereby placed in the care, custody and under the administration of seven citizens of the City of Saco, who shall constitute a Board of Trustees for the care, custody and administration of these funds and the income thereof and to be designated as the "Board of Trustees for the care, custody and administration of the legacies and bequests provided for under the terms of the will of Lucia Kimball Deering" and all other legacies, bequests, devises or gifts to the said City of Saco for hospital purposes.*

*§ 15-17 Investments. The Board shall invest all funds in its custody and the income thereof only in such securities as the savings banks of Maine are authorized to invest in, and is authorized to receive into its custody and hold such securities and other property as the representatives of any other estate or any donor may hereafter deliver to said City of Saco for hospital purposes and to reinvest such parts of the same as the Board shall deem wise in like manner.*

*§ 15-16 Records. The Board shall keep a true and perfect record of its proceedings, including its financial statements and operations, which at all times shall be open to the inspection of the Committee on Finance of the City Council.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	42,166	29,104	22,828	28,598	0	37,225	0	0.0%	37,225	37,225
<b>Expense Total</b>		<b>42,166</b>	<b>29,104</b>	<b>22,828</b>	<b>28,598</b>	<b>0</b>	<b>37,225</b>	<b>0</b>	<b>0.0%</b>	<b>37,225</b>	<b>37,225</b>
Revenue	Local	0	263	25,000	1,397,553	0	0	0		0	0
	Miscellaneous	0	0	0	0	0	0	0		0	0
	Interest	4,204	4,131	2,528	2,803	0	15,000	0	0.0%	15,000	15,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>4,204</b>	<b>4,394</b>	<b>27,528</b>	<b>1,400,355</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>	<b>15,000</b>	<b>15,000</b>
<b>Fund Balance</b>					<b>2,483,091</b>		<b>2,460,866</b>			<b>2,438,641</b>	

### Open Space Impact Fees

*§ 230-1304: Need for the improvements. The need for community recreation facilities and open space is a function of the size of the community's population. As the community grows, it needs more recreation land, fields, playgrounds, natural areas, and open spaces. The City's duly adopted Comprehensive Plan identifies the need to expand the supply of recreational facilities and open space to serve a growing population. The need for the specific improvements is set out in the City of Saco's Recreational Facilities and Open Space Impact Fee Methodology. The open space facilities portion of this impact fee may be used for the following improvements: The acquisition of land or conservation easements for use as substantially undeveloped open space and the related development of these parcels to facilitate their role and use as open space.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	84	19,370	35,763	79,846	77,085	80,000	(80,000)	(100.0%)	0	0
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>84</b>	<b>19,370</b>	<b>35,763</b>	<b>79,846</b>	<b>77,085</b>	<b>80,000</b>	<b>(80,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
Revenue	GR - Grant	0	0	0	0	0	0	0		0	0
	Interest	9,866	7,527	659	1,044	10,303	0	0		0	0
	Local	36,467	32,934	57,015	49,023	22,351	30,000	20,000	66.7%	50,000	50,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>46,333</b>	<b>40,461</b>	<b>57,674</b>	<b>50,067</b>	<b>32,654</b>	<b>30,000</b>	<b>20,000</b>	<b>66.7%</b>	<b>50,000</b>	<b>50,000</b>
<b>Fund Balance</b>					<b>470,901</b>		<b>420,901</b>			<b>470,901</b>	



### Recreation Impact Fees

§ 230-1304: Need for the improvements. The need for community recreation facilities and open space is a function of the size of the community's population. As the community grows, it needs more recreation land, fields, playgrounds, natural areas, and open spaces. The City's duly adopted Comprehensive Plan identifies the need to expand the supply of recreational facilities and open space to serve a growing population. The need for the specific improvements is set out in the City of Saco's Recreational Facilities and Open Space Impact Fee Methodology. Funds may be used for

- (a) The development of the City's former landfill on Foss Road into a multipurpose community recreational complex;
- (b) The development of a skating area at Pepperell Park or another location;
- (c) The construction of a baseball field at the Middle School Recreational Area;
- (d) The construction of pedestrian and bicycle trails, including the City's share of the cost of the development of the Eastern Trail;
- (e) The acquisition of land for the future development of community recreation facilities; and/or
- (f) The development of other community recreational facilities that expand the City's supply of recreational areas or facilities.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Miscellaneous	0	0	3,880	12	139	0	0		0	0
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>0</b>	<b>0</b>	<b>3,880</b>	<b>12</b>	<b>139</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Revenue	Interest	0	0	6	261	4,430	0	0		0	0
	Local	92,220	82,960	138,461	120,057	50,371	100,000	0	0.0%	100,000	100,000
	Transfer	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>		<b>92,220</b>	<b>82,960</b>	<b>138,467</b>	<b>120,317</b>	<b>54,801</b>	<b>100,000</b>	<b>0</b>	<b>0.0%</b>	<b>100,000</b>	<b>100,000</b>
<b>Fund Balance</b>					<b>154,561</b>		<b>254,561</b>			<b>354,561</b>	

### Treatment Plant Debt Service Fund

*This debt service fund is designed to collect designated funds from TIF Districts and the Enterprise fund in anticipation of debt issuance.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Capital	0	0	0	0	0	0	0		0	0
	Transfer	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Revenue	Transfer	0	0	0	0	1,250,973	1,200,973	688,620	57.34%	1,889,593	1,889,593
<b>Revenue Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,973</b>	<b>1,200,973</b>	<b>688,620</b>	<b>57.34%</b>	<b>1,889,593</b>	<b>1,889,593</b>
<b>Fund Balance</b>					<b>0</b>		<b>1,200,973</b>			<b>3,090,566</b>	

### Wellness Grant

*Dividends, grants, or other money received for wellness purposes, primarily from MMA, to be spent by the Safety and Wellness committees to benefit all employees.*

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Contracts	(158)	2,335	2,420	2,738	0	3,200	0	0.0%	3,200	3,200
	Grant	1,258	1,450	875	0	1,768	0	0		0	0
	Miscellaneous	7,225	4,709	4,794	11,086	6,087	6,500	100	1.5%	6,600	6,600
	Overtime	2,756	0	1,672	1,547	776	2,500	(1,000)	(40.0%)	1,500	1,500
	Programs	3,082	0	0	0	0	0	0		0	0
<b>Expense Total</b>		<b>14,164</b>	<b>8,494</b>	<b>9,760</b>	<b>15,371</b>	<b>8,631</b>	<b>12,200</b>	<b>(900)</b>	<b>(7.4%)</b>	<b>11,300</b>	<b>11,300</b>
Revenue	Grant	19,924	6,098	4,977	8,500	6,925	6,000	0	0.0%	6,000	6,000
	Interest	1,186	855	88	138	1,424	0	0		0	0
	Local	662	140	130	0	0	0	0		0	0
	Transfer	0	13,740	0	7,071	0	0	0		0	0
<b>Revenue Total</b>		<b>21,772</b>	<b>20,833</b>	<b>5,195</b>	<b>15,709</b>	<b>8,349</b>	<b>6,000</b>	<b>0</b>	<b>0.0%</b>	<b>6,000</b>	<b>6,000</b>
<b>Fund Balance</b>					<b>62,365</b>		<b>56,165</b>			<b>50,865</b>	

## Other Governmental Funds Line Item

This section includes line item detail for all other Governmental Funds. This includes any fund with activity in the last 5 years. There are more funds reported here than in the previous pages because only funds with estimated revenues or expenditures are reported on the previous pages. However, this line item includes all funds with any activity, regardless of if there is estimated revenues or expenditures for FY2023. Additionally, this report includes the line item detail for all TIF funds and the Capital Fund. TIF Actuals may differ slightly from the amounts in the TIF section of this budget book based on the final Assessor's amounts. To review the balances of any of these funds as of June 30, 2022, please see the audited financial statements for FY 2022.

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>2000 - Camp Ellis Fund</b>										
<b>Expense</b>										
0030 Pw Camp Ellis F: Special Revenue Tran 200090 - 500950 - 00000	48,993	8,400	8,400	15,267	11,450	22,900	0	0.0%	22,900	22,900
0030 Pw Camp Ellis S: Camp Ellis Special P 20210 - 500400 - 00000	9,557	12,604	6,020	5,182	11,044	6,100	0	0.0%	6,100	6,100
0030 Pw Camp Ellis S: Cmp 3501-6540-367 20210 - 500333 - 20908	1,311	939	993	1,194	954	1,320	478	36.2%	1,798	1,798
0030 Pw Camp Ellis S: Con Svcs - Miscellan 20210 - 500428 - 0428C	0	2,770	9,471	8,203	0	0	0		0	0
0030 Pw Camp Ellis S: Con Svcs - Pest Cont 20210 - 500428 - 0428B	0	0	380	0	0	0	0		0	0
0030 Pw Camp Ellis S: Con Svcs - Toilets - 20210 - 500428 - 0428A	360	801	1,002	336	0	0	0		0	0
0030 Pw Camp Ellis S: Contracted Services 20210 - 500428 - 00000	44,499	41,271	56,600	4,173	8,084	2,630	0	0.0%	2,630	2,630
0030 Pw Camp Ellis S: Dock Master Wages 20210 - 500150 - 00000	9,042	4,950	10,242	10,145	10,503	0	11,627		11,627	11,627
0030 Pw Camp Ellis S: General Supplies 20210 - 500302 - 00000	871	540	930	0	0	775	1,725	222.6%	2,500	2,500
0030 Pw Camp Ellis S: Harbor Management An 20210 - 500610 - 61047	0	0	0	0	17,820	0	0		0	0
0030 Pw Camp Ellis S: Liability Insurance 20210 - 500281 - 00000	0	1,571	3,941	5,219	4,639	1,570	3,130	199.4%	4,700	4,700
0030 Pw Camp Ellis S: Minor Equipment 20210 - 500317 - 00000	658	262	90	405	478	450	0	0.0%	450	450
0030 Pw Camp Ellis S: Parking Control Crui 20210 - 500501 - 00000	18,975	0	0	0	0	0	0		0	0
0030 Pw Camp Ellis S: Parking Lot Attendan 20210 - 500153 - 00000	3,524	10,669	2,783	2,328	0	7,500	(7,500)	(100.0%)	0	0
0030 Pw Camp Ellis S: Police Patrolman 20210 - 500106 - 00000	0	0	0	0	0	0	0		0	0
0030 Pw Camp Ellis S: Postage 20210 - 500337 - 00000	0	0	13	2	15	50	0	0.0%	50	50
0030 Pw Camp Ellis S: Printing 20210 - 500344 - 00000	1,161	1,623	74	617	0	1,000	0	0.0%	1,000	1,000
0030 Pw Camp Ellis S: Rental Equipment 20210 - 500354 - 00000	0	0	0	0	0	0	0		0	0
0030 Pw Camp Ellis S: Repairs/Maint - Cran 20210 - 500410 - 0410F	1,925	5,817	25,141	15,423	0	0	0		0	0
0030 Pw Camp Ellis S: Repairs/Maint - Floa 20210 - 500410 - 0410B	8,719	2,237	0	0	0	0	0		0	0
0030 Pw Camp Ellis S: Repairs/Maint- Dock 20210 - 500410 - 0410A	5,239	1,064	1,342	8,674	0	0	0		0	0
0030 Pw Camp Ellis S: Repairs/Maintenance 20210 - 500410 - 00000	3,531	2,802	13,736	14,788	31,615	18,300	200	1.1%	18,500	18,500
0030 Pw Camp Ellis S: Scwc Secretary Wages 20210 - 500151 - 00000	746	203	289	310	441	800	0	0.0%	800	800
0030 Pw Camp Ellis S: Telecom 20210 - 500336 - 00000	837	1,001	1,287	1,518	817	1,001	0	0.0%	1,001	1,001
0030 Pw Camp Ellis S: Training 20210 - 500322 - 00000	950	1,550	135	1,360	1,540	1,000	540	54.0%	1,540	1,540
0030 Pw Camp Ellis S: Water 20210 - 500334 - 00000	453	1,272	418	699	1,140	655	105	16.0%	760	760
0030 Pw Camp Ellis S: Workers Compensation 20210 - 500285 - 00000	145	216	1,392	1,163	687	135	1,027	760.7%	1,162	1,162
Camp Ellis Capital I: Camp Ellis Boat Ramp 200070 - 500910 - 61050	0	0	0	0	0	0	60,000		60,000	60,000
<b>Expense Total</b>	<b>161,498</b>	<b>102,562</b>	<b>144,682</b>	<b>97,007</b>	<b>101,225</b>	<b>66,186</b>	<b>71,332</b>	<b>107.8%</b>	<b>137,518</b>	<b>137,518</b>
<b>Revenue</b>										
0030 Pw Camp Ellis F: Camp Ellis Fees 20120 - 400108 - 00000	92,849	85,502	94,581	102,128	43,925	93,000	9,000	9.7%	102,000	102,000
0030 Pw Camp Ellis F: Harbor Management An 20120 - 300610 - 61047	0	0	0	0	15,000	0	0		0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0030 Pw Camp Ellis F: Interest Earnings 20120 - 300750 - 00000	1,197	2,833	230	224	2,123	0	0		0	0
0030 Pw Camp Ellis F: Miscellaneous Fees 20120 - 300710 - 00000	6,264	0	0	(10)	0	0	0		0	0
0030 Pw Camp Ellis F: State Grant Revenue 20120 - 300610 - 00000	0	20,636	0	0	0	0	0		0	0
X. Srf - Ambulance I: Ambulance Interest 20030 - 300750 - 00000	3,585	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>103,896</b>	<b>108,970</b>	<b>94,810</b>	<b>102,342</b>	<b>61,048</b>	<b>93,000</b>	<b>9,000</b>	<b>9.7%</b>	<b>102,000</b>	<b>102,000</b>
<b>2001 - Ambulance Fund</b>										
<b>Expense</b>										
0021 F/A Ambulance F: Ambulance Expense 200105 - 500400 - 00000	18,863	137,567	87,085	109,190	23,548	38,500	(38,500)	(100.0%)	0	0
0021 F/A Ambulance F: Billing Services 200105 - 500437 - 00000	0	0	0	8,748	37,181	0	62,700		62,700	62,700
0021 F/A Ambulance F: Special Revenue Tran 200190 - 500950 - 00000	720,000	389,447	415,373	415,373	276,915	415,373	220,580	53.1%	635,953	635,953
0071 Cap Project Amb: Lease Interest Payme 200161 - 500916 - 00000	9,731	4,475	7,460	4,797	0	2,585	9,372	362.6%	11,957	11,957
0071 Cap Project Amb: Lease Payments 200151 - 500916 - 00000	77,356	109,061	100,598	103,270	0	77,488	23,537	30.4%	101,025	101,025
<b>Expense Total</b>	<b>825,949</b>	<b>640,549</b>	<b>610,515</b>	<b>641,377</b>	<b>337,644</b>	<b>533,946</b>	<b>277,689</b>	<b>52.0%</b>	<b>811,636</b>	<b>811,636</b>
<b>Revenue</b>										
Revenue - Ambulance: Ambulance Fees 200103 - 400107 - 00000	701,838	908,783	822,135	754,122	797,904	700,000	440,000	62.9%	1,140,000	1,140,000
Revenue - Ambulance: Interest Earnings 200103 - 300750 - 00000	4,484	65	122	911	14,807	0	11,000		11,000	11,000
<b>Revenue Total</b>	<b>706,322</b>	<b>908,847</b>	<b>822,257</b>	<b>755,032</b>	<b>812,711</b>	<b>700,000</b>	<b>451,000</b>	<b>64.4%</b>	<b>1,151,000</b>	<b>1,151,000</b>
<b>2003 - Police State Asset Forfeiture</b>										
<b>Expense</b>										
0020 Police Dept Ass: State Asset Forf Mis 200305 - 500400 - 00000	3,857	648	9,595	15,456	2,563	6,931	0	0.0%	6,931	6,931
<b>Expense Total</b>	<b>3,857</b>	<b>648</b>	<b>9,595</b>	<b>15,456</b>	<b>2,563</b>	<b>6,931</b>	<b>0</b>	<b>0.0%</b>	<b>6,931</b>	<b>6,931</b>
<b>Revenue</b>										
Revenue - St Police : Interest Earnings 200303 - 300750 - 00000	39	184	26	20	273	0	0		0	0
Revenue - St Police : State Asset Forf Mis 200303 - 300757 - 00000	8,687	14,697	12,736	0	6,913	0	0		0	0
<b>Revenue Total</b>	<b>8,726</b>	<b>14,881</b>	<b>12,762</b>	<b>20</b>	<b>7,186</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2004 - Lucia Kimball Deering Health T</b>										
<b>Expense</b>										
0001 Council Exp Lkd: Lkd Health Expense 200405 - 500400 - 00000	42,166	29,104	22,828	28,598	0	37,225	0	0.0%	37,225	37,225
<b>Expense Total</b>	<b>42,166</b>	<b>29,104</b>	<b>22,828</b>	<b>28,598</b>	<b>0</b>	<b>37,225</b>	<b>0</b>	<b>0.0%</b>	<b>37,225</b>	<b>37,225</b>
<b>Revenue</b>										
Revenue Lkd Health: Interest Earnings 200403 - 300750 - 00000	4,204	4,131	2,528	2,803	0	15,000	0	0.0%	15,000	15,000
Revenue Lkd Health: Miscellaneous Unclas 200403 - 300757 - 00000	0	263	25,000	0	0	0	0		0	0
Revenue Lkd Health: Sale Of City Assets 200403 - 300751 - 00000	0	0	0	1,397,553	0	0	0		0	0
<b>Revenue Total</b>	<b>4,204</b>	<b>4,394</b>	<b>27,528</b>	<b>1,400,355</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>	<b>15,000</b>	<b>15,000</b>
<b>2006 - Police Fed Asset Forfeiture</b>										

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Expense</b>										
0020 P/D Asset Forfe: Miscellaneous Expens 200605 - 500400 - 00000	1,341	16,386	0	315	0	314	1	0.3%	315	315
<b>Expense Total</b>	<b>1,341</b>	<b>16,386</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>314</b>	<b>1</b>	<b>0.3%</b>	<b>315</b>	<b>315</b>
<b>Revenue</b>										
0020 P/D Asset Forfe: Special Revenue Tran 200690 - 300950 - 00000	17,931	0	0	0	0	0	0		0	0
Revenue - Fed Asset : Interest Earnings 200603 - 300750 - 00000	184	194	1	1	7	0	0		0	0
<b>Revenue Total</b>	<b>18,115</b>	<b>194</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2007 - Economic Development</b>										
<b>Expense</b>										
1020 - Economic Dev : Economic Development 200770 - 500910 - 00000	336,433	0	0	0	0	0	0		0	0
1020 - Economic Dev : Flag Pnd/Us Rt 1 Sig 200770 - 500915 - 03734	0	0	0	0	0	112,445	(112,445)	(100.0%)	0	0
1020 - Economic Deve: Economic Development 200705 - 500400 - 00000	13,169	0	277	4,214	587	0	0		0	0
1020 Eco Dev Transf: Special Revenue Tran 200790 - 500950 - 00000	193,680	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>543,282</b>	<b>0</b>	<b>277</b>	<b>4,214</b>	<b>587</b>	<b>112,445</b>	<b>(112,445)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue Economic Dev: Interest Earnings 200703 - 300750 - 00000	21,622	13,627	1,123	1,773	18,757	0	0		0	0
Revenue Economic Dev: Miscellaneous Fees 200703 - 300757 - 00000	739,642	0	0	0	0	0	0		0	0
Revenue Economic Dev: Sale Of City Assets 200703 - 300751 - 00000	0	0	0	4,500	2,500	0	0		0	0
<b>Revenue Total</b>	<b>761,264</b>	<b>13,627</b>	<b>1,123</b>	<b>6,273</b>	<b>21,257</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2008 - Fire Reserves</b>										
<b>Expense</b>										
0021 Fire/Ambulance : Fire Reserves Expens 200805 - 500400 - 00000	0	0	1	0	2	0	500		500	500
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>500</b>		<b>500</b>	<b>500</b>
<b>Revenue</b>										
Revenue - Fire Reser: Fire Dept Reserves 200803 - 300710 - 00000	350	705	150	780	65	0	0		0	0
Revenue - Fire Reser: Interest Earnings 200803 - 300750 - 00000	32	42	3	7	78	0	0		0	0
<b>Revenue Total</b>	<b>382</b>	<b>747</b>	<b>153</b>	<b>787</b>	<b>143</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2009 - 77 Industrl Pk Rd T.I.F. 2028</b>										
<b>Expense</b>										
1020 77 Industrial P: Industrial Park Road 200970 - 500915 - 03733	0	0	0	55,639	44,361	44,361	(44,361)	(100.0%)	0	0
1020 77 Industrial P: Wayfinding & Gateway 200970 - 500915 - 03786	0	0	0	0	0	25,000	(25,000)	(100.0%)	0	0
1020 Econ Dev 77 Ind: Business Attraction/ 200905 - 500400 - 09015	0	14,000	21,000	0	0	45,000	0	0.0%	45,000	45,000
1020 Econ Dev 77 Ind: Business Loans (Smfa 200905 - 500400 - 09027	0	0	0	0	0	100,000	(100,000)	(100.0%)	0	0
1020 Econ Dev 77 Ind: Business Retention/E 200905 - 500400 - 09014	0	2,861	0	0	660	17,139	(2,139)	(12.5%)	15,000	15,000
1020 Econ Dev 77 Ind: Miscellaneous Expens 200905 - 500400 - 00000	11	0	42	17	104	0	0		0	0
<b>Expense Total</b>	<b>11</b>	<b>16,861</b>	<b>21,042</b>	<b>55,656</b>	<b>45,125</b>	<b>231,500</b>	<b>(171,500)</b>	<b>(74.1%)</b>	<b>60,000</b>	<b>60,000</b>

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Revenue</b>										
1020 Eco Dev 77 Ind : Special Revenue Tran 200990 - 300950 - 00000	29,011	63,106	62,700	55,690	0	57,140	2,935	5.1%	60,075	60,075
Revenue First Light : Interest Earnings 200903 - 300750 - 00000	1,451	1,456	193	354	3,519	0	0		0	0
<b>Revenue Total</b>	<b>30,462</b>	<b>64,562</b>	<b>62,893</b>	<b>56,044</b>	<b>3,519</b>	<b>57,140</b>	<b>2,935</b>	<b>5.1%</b>	<b>60,075</b>	<b>60,075</b>
<b>2010 - 34 Spring Hill Rd T.I.F. 2039</b>										
<b>Expense</b>										
1020 34 Spring Hill : Eastern Trail Expans 201070 - 500913 - 03745	0	0	35,000	0	0	0	0		0	0
1020 Eco Dev 34 Spr: Bond Project - Treat 201090 - 500952 - 03751	0	0	0	0	0	0	0		0	0
1020 Eco Dev 34 Spr: Business Attraction/ 201005 - 500400 - 09015	0	0	0	0	0	30,000	0	0.0%	30,000	30,000
1020 Eco Dev 34 Spr: Business Loans (Smfa 201005 - 500400 - 09027	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
1020 Eco Dev 34 Spr: Miscellaneous Expens 201005 - 500400 - 00000	16,616	0	26	13	86	0	50,000		50,000	50,000
1020 Econ Dev 34 Spr: C.E.A. Payments To D 201006 - 500853 - 00000	0	16,754	17,005	17,452	0	18,087	(6,484)	(35.8%)	11,603	11,603
<b>Expense Total</b>	<b>16,616</b>	<b>16,754</b>	<b>52,031</b>	<b>17,465</b>	<b>86</b>	<b>98,087</b>	<b>(6,484)</b>	<b>(6.6%)</b>	<b>91,603</b>	<b>91,603</b>
<b>Revenue</b>										
1020 Eco Dev 34 Spr: Special Revenue Tran 201090 - 300950 - 00000	36,894	37,231	37,788	38,781	0	40,193	1,427	3.6%	41,620	41,620
Revenue Icon/Frankli: Interest Earnings 201003 - 300750 - 00000	1,691	1,487	116	244	2,749	0	0		0	0
<b>Revenue Total</b>	<b>38,585</b>	<b>38,717</b>	<b>37,904</b>	<b>39,026</b>	<b>2,749</b>	<b>40,193</b>	<b>1,427</b>	<b>3.6%</b>	<b>41,620</b>	<b>41,620</b>
<b>2012 - Historic Preservation</b>										
<b>Expense</b>										
0009 P&E Dev Histori: Camp Ellis Architect 201205 - 500400 - 61042	0	0	0	0	7,875	0	0		0	0
0009 P&E Dev Histori: Historic Preservatio 201205 - 500400 - 00000	794	313	969	1	10	0	10,000		10,000	10,000
<b>Expense Total</b>	<b>794</b>	<b>313</b>	<b>969</b>	<b>1</b>	<b>7,885</b>	<b>0</b>	<b>10,000</b>		<b>10,000</b>	<b>10,000</b>
<b>Revenue</b>										
Revenue - Historic P: Camp Ellis Architect 201203 - 300610 - 61042	0	0	0	13,500	0	0	0		0	0
Revenue - Historic P: Interest Earnings 201203 - 300750 - 00000	119	116	10	14	337	0	0		0	0
Revenue - Historic P: Miscellaneous Fees 201203 - 300710 - 00000	5,331	925	0	0	0	0	0		0	0
Revenue - Historic P: State Grant Revenue 201203 - 300610 - 00000	0	0	0	0	0	0	5,000		5,000	5,000
<b>Revenue Total</b>	<b>5,450</b>	<b>1,041</b>	<b>10</b>	<b>13,514</b>	<b>337</b>	<b>0</b>	<b>5,000</b>		<b>5,000</b>	<b>5,000</b>
<b>2013 - Industrial Pk Rd T.I.F. 2038</b>										
<b>Expense</b>										
1020 - Bond Principa: Bond Projects - Row 201350 - 500915 - 00000	0	110,000	110,000	110,000	110,000	110,000	0	0.0%	110,000	110,000
1020 - Ind Park Econ: Department Head Wage 20131 - 500101 - 00000	0	0	0	100,976	0	0	0		0	0
1020 - Ind Park Econ: Non-Supervisory Wage 20131 - 500103 - 00000	0	0	0	64,762	2,732	0	0		0	0
1020 Eco Dev Ind Pk : Broadband/Fiber To N 201370 - 500913 - 03743	0	0	30,000	0	0	0	0		0	0
1020 Eco Dev Ind Pk : Fire Truck Onboard E 201370 - 500916 - 04026	0	0	0	0	0	0	30,000		30,000	30,000
1020 Eco Dev Ind Pk : Industrial Park Road 201370 - 500915 - 03733	0	0	0	0	39,454	50,000	(50,000)	(100.0%)	0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
1020 Eco Dev Ind Pk : Industrial Park Rr A 201370 - 500915 - 03722	0	0	0	0	0	0	20,000		20,000	20,000
1020 Eco Dev Ind Pk : Jenkins Road Traffic 201370 - 500915 - 03779	0	0	0	4,020	150,000	295,980	(195,980)	(66.2%)	100,000	100,000
1020 Eco Dev Ind Pk : Route 1 Traffic & Pe 201370 - 500915 - 03731	0	0	0	133,185	0	16,815	(16,815)	(100.0%)	0	0
1020 Eco Dev Ind Pk : Sidewalk Imp Plan An 201370 - 500915 - 03700	0	0	7,780	3,153	104,493	189,067	(189,067)	(100.0%)	0	0
1020 Eco Dev Ind Pk : Signs 201370 - 500347 - 00000	0	0	0	16,134	0	0	0		0	0
1020 Eco Dev Ind Pk : Wayfinding & Gateway 201370 - 500915 - 03786	0	0	0	0	16,134	153,867	(153,867)	(100.0%)	0	0
1020 Eco Dev Ind Pk : Wrrd Plant Upgrade 201390 - 500952 - 03751	0	0	0	0	0	0	100,000		100,000	100,000
1020 Eco Dev Industr: Advertising 201305 - 500341 - 00000	0	0	0	737	0	0	0		0	0
1020 Eco Dev Industr: Books/Manuals 201305 - 500332 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Bsoob Transit 201305 - 500706 - 00000	0	0	0	200,000	0	0	0		0	0
1020 Eco Dev Industr: Business Loans (Smfa 201305 - 500400 - 09027	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
1020 Eco Dev Industr: City-Wide Infr & Ada 201305 - 500400 - 09028	0	0	0	0	0	0	25,000		25,000	25,000
1020 Eco Dev Industr: Computer Software 201305 - 500360 - 00000	0	0	0	2,840	0	0	0		0	0
1020 Eco Dev Industr: Computer Supplies 201305 - 500304 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Contracted Services 201305 - 500428 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Contracted Solicitor 201305 - 500425 - 00000	0	4,010	3,490	9,622	986	0	0		0	0
1020 Eco Dev Industr: Dues & Memberships 201305 - 500330 - 00000	0	0	0	955	0	0	0		0	0
1020 Eco Dev Industr: Furniture & Fixtures 201305 - 500350 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Maps/Gis/Overlay 201305 - 500400 - 09017	0	0	2,500	21,756	0	25,744	(25,744)	(100.0%)	0	0
1020 Eco Dev Industr: Minor Equipment 201305 - 500317 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Miscellaneous Expens 201305 - 500400 - 00000	48,858	10,000	390	4,722	708	0	0		0	0
1020 Eco Dev Industr: Office Supplies 201305 - 500301 - 00000	0	0	0	660	0	0	0		0	0
1020 Eco Dev Industr: Postage 201305 - 500337 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Printing 201305 - 500344 - 00000	0	0	0	0	0	0	0		0	0
1020 Eco Dev Industr: Telecom 201305 - 500336 - 00000	0	0	0	917	0	0	0		0	0
1020 Eco Dev Industr: Training 201305 - 500322 - 00000	0	0	0	45	0	0	0		0	0
1020 Eco Dev Industr: Travel 201305 - 500339 - 00000	0	0	0	199	0	0	0		0	0
1020 Eco Dev Industr: Workforce Developmen 201305 - 500400 - 09016	0	0	0	0	0	50,000	(20,000)	(40.0%)	30,000	30,000
1020 Lease Principal: Cap Proj - Vehicles 201351 - 500916 - 00000	0	0	0	0	0	50,000	0	0.0%	50,000	50,000
<b>Expense Total</b>	<b>48,858</b>	<b>124,010</b>	<b>154,160</b>	<b>674,682</b>	<b>424,507</b>	<b>991,473</b>	<b>(526,473)</b>	<b>(53.1%)</b>	<b>465,000</b>	<b>465,000</b>
<b>Revenue</b>										
1020 Eco Dev Ind Pk : Special Revenue Tran 201390 - 300950 - 00000	190,569	227,634	223,923	289,113	0	320,541	22,008	6.9%	342,549	342,549
Revenue Ipark Tif: Interest Earnings 201303 - 300750 - 00000	21,825	17,008	1,604	2,132	15,112	0	0		0	0
<b>Revenue Total</b>	<b>212,394</b>	<b>244,641</b>	<b>225,527</b>	<b>291,245</b>	<b>15,112</b>	<b>320,541</b>	<b>22,008</b>	<b>6.9%</b>	<b>342,549</b>	<b>342,549</b>
<b>2014 - J Riley Fund</b>										
<b>Expense</b>										
0051 Parks & Rec Re: J Riley Miscellaneou 201405 - 500400 - 00000	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										



Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0051 Parks & Rec Jri: Special Revenue Tran 201490 - 300950 - 00000	1,732	0	0	0	0	0	0		0	0
Expense - J Riley: Interest Earnings 201403 - 300750 - 00000	8	6	2	2	3	0	0		0	0
<b>Revenue Total</b>	<b>1,740</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2015 - Police Grant</b>										
<b>Expense</b>										
0020 Police Dept Gra: Police Grants Expens 201505 - 500400 - 00000	10,181	11,299	41,000	0	0	0	0		0	0
<b>Expense Total</b>	<b>10,181</b>	<b>11,299</b>	<b>41,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Police Gra: Community Policing G 201503 - 300610 - 00000	10,083	47,704	0	0	0	0	0		0	0
Revenue - Police Gra: Interest Earnings 201503 - 300750 - 00000	66	30	4	0	0	0	0		0	0
<b>Revenue Total</b>	<b>10,149</b>	<b>47,734</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2017 - Park North Rt 1 T.I.F. 2038</b>										
<b>Expense</b>										
1020 Eco Dev Pk Nth : Bond Interest - Wrrd 201790 - 500952 - 03751	0	0	0	0	200,000	200,000	0	0.0%	200,000	200,000
1020 Eco Dev Pk Nth : Business Loans (Smfa 201705 - 500400 - 09027	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
1020 Eco Dev Pk Nth : C.E.A. Payments To D 201706 - 500853 - 00000	0	352,797	442,268	530,350	0	604,690	47,568	7.9%	652,258	652,258
1020 Eco Dev Pk Nth : Contracted Services 201705 - 500428 - 00000	0	0	0	0	1,200	0	0		0	0
1020 Eco Dev Pk Nth : Contracted Solicitor 201705 - 500425 - 00000	0	3,132	6,902	15,075	6,591	0	0		0	0
1020 Eco Dev Pk Nth : Maps/Gis/Overlay 201705 - 500400 - 09017	0	0	2,500	13,680	(13,680)	25,820	(25,820)	(100.0%)	0	0
1020 Eco Dev Pk Nth : Miscellaneous Expens 201705 - 500400 - 00000	267,654	0	143	51	232	0	0		0	0
1020 Lease Principal: Cap Proj - Vehicles 201751 - 500916 - 00000	0	0	0	0	0	50,000	0	0.0%	50,000	50,000
1020 Park North Capi: Cascade Falls Bridge 201770 - 500913 - 03747	0	0	0	0	60,000	60,000	(60,000)	(100.0%)	0	0
1020 Park North Capi: Fire Truck Onboard E 201770 - 500916 - 04026	0	0	31,283	44,216	0	0	0		0	0
1020 Park North Capi: Flag Pond Rd/Us Rt 1 201770 - 500915 - 03734	0	0	0	0	23,629	160,000	(160,000)	(100.0%)	0	0
1020 Park North Capi: Route 1 Sewer Extens 201770 - 500915 - 03730	0	0	179,306	1,760	0	0	0		0	0
1020 Park North Capi: Route 1 Traffic & Pe 201770 - 500915 - 03731	0	0	0	0	0	150,000	(150,000)	(100.0%)	0	0
1020 Park North Capi: Transit Bus Stop 201770 - 500911 - 03746	0	0	0	0	0	0	0		0	0
1020 Park North Capi: Wayfinding & Gateway 201770 - 500915 - 03786	0	0	0	0	0	25,000	(25,000)	(100.0%)	0	0
<b>Expense Total</b>	<b>267,654</b>	<b>355,929</b>	<b>662,402</b>	<b>605,132</b>	<b>277,972</b>	<b>1,325,510</b>	<b>(423,252)</b>	<b>(31.9%)</b>	<b>902,258</b>	<b>902,258</b>
<b>Revenue</b>										
1020 Eco Dev Pk Nth : Special Revenue Tran 201790 - 300950 - 00000	394,904	503,996	635,465	757,315	0	863,843	67,954	7.9%	931,797	931,797
Revenue Park North T: Interest Earnings 201703 - 300750 - 00000	5,296	5,208	680	1,316	8,596	0	0		0	0
<b>Revenue Total</b>	<b>400,201</b>	<b>509,205</b>	<b>636,145</b>	<b>758,631</b>	<b>8,596</b>	<b>863,843</b>	<b>67,954</b>	<b>7.9%</b>	<b>931,797</b>	<b>931,797</b>
<b>2019 - Recreation Donations</b>										
<b>Expense</b>										
0051 Parkd & Rec Don: Memorial Trees & Ben 201905 - 500612 - 61030	0	0	0	0	(12,000)	0	0		0	0
0051 Parkd & Rec Don: Recreation Donations 201905 - 500400 - 00000	0	0	288	0	13	0	0		0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>288</b>	<b>0</b>	<b>(11,987)</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Recreation: Interest Earnings 201903 - 300750 - 00000	6	5	0	20	345	0	0		0	0
Revenue - Recreation: Memorial Tres & Benc 201903 - 300612 - 61030	0	0	0	11,350	5,600	0	0		0	0
<b>Revenue Total</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>11,370</b>	<b>5,945</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2020 - Recreation Impact Fees</b>										
<b>Expense</b>										
0051 Parks & Rec Imp: Recreation Impact Fe 202005 - 500400 - 00000	0	0	3,880	12	139	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>3,880</b>	<b>12</b>	<b>139</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Recreation: Interest Earnings 202003 - 300750 - 00000	0	0	6	261	4,430	0	0		0	0
Revenue - Recreation: Recreation Impact Fe 202003 - 400106 - 00000	92,220	82,960	138,461	120,057	50,371	100,000	0	0.0%	100,000	100,000
<b>Revenue Total</b>	<b>92,220</b>	<b>82,960</b>	<b>138,467</b>	<b>120,317</b>	<b>54,801</b>	<b>100,000</b>	<b>0</b>	<b>0.0%</b>	<b>100,000</b>	<b>100,000</b>
<b>2021 - Saco Community Garden</b>										
<b>Expense</b>										
0051 Parks & Rec Gar: Saco Community Garde 202105 - 500400 - 00000	3,217	4,673	888	981	770	0	0		0	0
<b>Expense Total</b>	<b>3,217</b>	<b>4,673</b>	<b>888</b>	<b>981</b>	<b>770</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Saco Commu: Interest Earnings 202103 - 300750 - 00000	101	38	2	7	75	0	0		0	0
Revenue - Saco Commu: Miscellaneous Fees 202103 - 300710 - 00000	1,390	1,570	2,328	2,010	1,015	0	0		0	0
<b>Revenue Total</b>	<b>1,491</b>	<b>1,608</b>	<b>2,329</b>	<b>2,017</b>	<b>1,090</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2023 - Spring Hill T.I.F. 2032</b>										
<b>Expense</b>										
1020 - Bond Interest: Bond Project - Sewer 202360 - 500910 - 00000	0	75,625	70,625	66,625	32,563	63,625	(4,000)	(6.3%)	59,625	59,625
1020 Eco Dev Spring : Bond Project - Sewer 202350 - 500910 - 00000	0	100,000	100,000	100,000	100,000	100,000	0	0.0%	100,000	100,000
1020 Eco Dev Spring : Bond Project - Treat 202390 - 500952 - 03751	0	0	0	0	0	0	120,000		120,000	120,000
1020 Eco Dev Spring : Bsoob Transit 202305 - 500706 - 00000	0	165,000	0	0	0	0	0		0	0
1020 Eco Dev Spring : C.E.A. Payments To D 202306 - 500853 - 00000	0	26,002	51,085	62,336	0	65,628	4,924	7.5%	70,552	70,552
1020 Eco Dev Spring : Contracted Solicitor 202305 - 500425 - 00000	0	4,180	8,838	0	0	0	0		0	0
1020 Eco Dev Spring : Miscellaneous Expens 202305 - 500400 - 00000	439,138	0	17	0	203	0	0		0	0
1020 Spring Hill Cap: Industrial Park Road 202370 - 500915 - 03733	0	1,200,000	0	0	0	0	0		0	0
1020 Spring Hill Cap: Infrastructure & Roa 202370 - 500915 - 03749	0	0	0	0	37,211	70,000	(70,000)	(100.0%)	0	0
1020 Spring Hill Cap: Jenkins Road Traffic 202370 - 500915 - 03779	0	0	0	0	0	0	100,000		100,000	100,000
1020 Spring Hill Cap: Pacts Projects Local 202370 - 500915 - 07212	0	0	0	0	0	70,000	0	0.0%	70,000	70,000
1020 Spring Hill Cap: Paving Plan Annual R 202370 - 500915 - 03861	0	0	0	0	0	0	100,000		100,000	100,000
1020 Spring Hill Cap: Route 1 Traffic & Pe 202370 - 500915 - 03731	0	0	0	0	0	250,000	(250,000)	(100.0%)	0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
1020 Spring Hill Cap: Spring Hill Road Reh 202370 - 500400 - 03744	0	0	112,500	0	0	0	0		0	0
1020 Spring Hill Cap: Wayfinding & Gateway 202370 - 500915 - 03786	0	0	0	0	0	45,000	(45,000)	(100.0%)	0	0
<b>Expense Total</b>	<b>439,138</b>	<b>1,570,807</b>	<b>343,065</b>	<b>228,961</b>	<b>169,976</b>	<b>664,253</b>	<b>(44,076)</b>	<b>(6.6%)</b>	<b>620,177</b>	<b>620,177</b>
<b>Revenue</b>										
1020 Eco Dev Spring : Special Revenue Tran 202390 - 300950 - 00000	316,879	383,313	421,624	459,228	0	487,829	5,293	1.1%	493,122	493,122
Revenue Spring Hill : Interest Earnings 202303 - 300750 - 00000	30,418	9,333	128	684	6,503	0	0		0	0
<b>Revenue Total</b>	<b>347,296</b>	<b>392,646</b>	<b>421,752</b>	<b>459,912</b>	<b>6,503</b>	<b>487,829</b>	<b>5,293</b>	<b>1.1%</b>	<b>493,122</b>	<b>493,122</b>
<b>2024 - Wellness Grant</b>										
<b>Expense</b>										
0011 Wellness Grant : Contracted Services 202405 - 500428 - 00000	(158)	2,335	2,420	2,738	0	3,200	0	0.0%	3,200	3,200
0011 Wellness Grant : Employee Safety Prog 202405 - 500602 - 00000	1,258	1,450	875	0	1,768	0	0		0	0
0011 Wellness Grant : Employee Wellness Pa 20241 - 500400 - 00000	0	0	0	0	2,640	0	2,600		2,600	2,600
0011 Wellness Grant : Overtime 202405 - 500114 - 00000	2,756	0	1,672	1,547	776	2,500	(1,000)	(40.0%)	1,500	1,500
0011 Wellness Grant : Tickets Purchased 202405 - 500421 - 00000	3,082	0	0	0	0	0	0		0	0
0011 Wellness Grant : Wellness Expense 202405 - 500400 - 00000	7,225	4,709	4,794	11,086	3,448	6,500	(2,500)	(38.5%)	4,000	4,000
<b>Expense Total</b>	<b>14,164</b>	<b>8,494</b>	<b>9,760</b>	<b>15,371</b>	<b>8,631</b>	<b>12,200</b>	<b>(900)</b>	<b>(7.4%)</b>	<b>11,300</b>	<b>11,300</b>
<b>Revenue</b>										
0011 - Wellness Gran: Interest Earnings 202403 - 300750 - 00000	1,186	855	88	138	1,424	0	0		0	0
0011 - Wellness Gran: Mma Safety Grant 202403 - 300612 - 61046	0	0	0	0	1,768	0	0		0	0
0011 - Wellness Gran: Ticket Revenue 202403 - 300757 - 00000	662	140	130	0	0	0	0		0	0
0011 - Wellness Gran: Wellness Grant Reven 202403 - 300610 - 00000	19,924	6,098	4,977	8,500	5,157	6,000	0	0.0%	6,000	6,000
0011 - Wellness Tran: Special Revenue Tran 202490 - 300950 - 00000	0	13,740	0	7,071	0	0	0		0	0
<b>Revenue Total</b>	<b>21,772</b>	<b>20,833</b>	<b>5,195</b>	<b>15,709</b>	<b>8,349</b>	<b>6,000</b>	<b>0</b>	<b>0.0%</b>	<b>6,000</b>	<b>6,000</b>
<b>2031 - Ga Assistance Donations</b>										
<b>Expense</b>										
0004 City Clerk Ga A: Ga Assistance Donati 203105 - 500400 - 00000	1	0	1	1	3	34,604	(34,604)	(100.0%)	0	0
<b>Expense Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>34,604</b>	<b>(34,604)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
0004 City Clerk Ga A: Special Revenue Tran 203190 - 300950 - 00000	0	0	0	0	0	34,604	(34,604)	(100.0%)	0	0
Revenue - Ga Assista: Interest Earnings 203103 - 300750 - 00000	78	66	6	9	96	0	0		0	0
Revenue - Ga Assista: Miscellaneous Fees 203103 - 300757 - 00000	1,250	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>1,328</b>	<b>66</b>	<b>6</b>	<b>9</b>	<b>96</b>	<b>34,604</b>	<b>(34,604)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>2043 - Fire Impact Fees</b>										
<b>Expense</b>										
0021 Fire Impact Fee: Miscellaneous Expens 204305 - 500400 - 00000	16	102,863	7	45,906	45	25,000	(25,000)	(100.0%)	0	0
0021 Fire Impact Fee: Special Revenue Tran 204390 - 500950 - 00000	25,000	0	0	0	0	0	0		0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Expense Total</b>	<b>25,016</b>	<b>102,863</b>	<b>7</b>	<b>45,906</b>	<b>45</b>	<b>25,000</b>	<b>(25,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Fire Impac: Interest Earnings 204303 - 300750 - 00000	1,932	1,239	40	183	1,548	0	0		0	0
Revenue - Fire Impac: Miscellaneous Fees 204303 - 300710 - 00000	29,125	26,313	45,122	39,250	16,313	25,000	0	0.0%	25,000	25,000
<b>Revenue Total</b>	<b>31,057</b>	<b>27,551</b>	<b>45,162</b>	<b>39,433</b>	<b>17,861</b>	<b>25,000</b>	<b>0</b>	<b>0.0%</b>	<b>25,000</b>	<b>25,000</b>
<b>2044 - Saco Isl#4 Chinbrg T.I.F. 2045</b>										
<b>Expense</b>										
1020 Chinburg Tif 20: Biddeford Saco Chamb 204405 - 500709 - 00000	0	10,000	10,000	22,000	0	12,000	0	0.0%	12,000	12,000
1020 Chinburg Tif 20: C.E.A. Payments To D 204406 - 500853 - 00000	0	196,436	0	428,988	0	228,808	5,812	2.5%	234,620	234,620
1020 Chinburg Tif 20: Miscellaneous Expens 204405 - 500400 - 00000	194,916	0	467	0	24	0	0		0	0
1020 Chinburg Tif 20: South. Maine Finance 204405 - 500720 - 00000	0	0	9,000	9,000	9,000	10,000	0	0.0%	10,000	10,000
1020 Personnel Costs: Non-Supervisory Wage 20441 - 500103 - 00000	0	0	67,019	0	0	0	0		0	0
1020 Personnel Costs: Tif Wages 20441 - 500160 - 00000	0	0	86,124	0	0	0	0		0	0
1020 Saco Isld Capit: Infrastructure & Roa 204470 - 500915 - 03749	0	0	0	0	0	70,000	(70,000)	(100.0%)	0	0
<b>Expense Total</b>	<b>194,916</b>	<b>206,436</b>	<b>172,610</b>	<b>459,988</b>	<b>9,024</b>	<b>320,808</b>	<b>(64,188)</b>	<b>(20.0%)</b>	<b>256,620</b>	<b>256,620</b>
<b>Revenue</b>										
1020 Chinburg Tif 20: Special Revenue Tran 204490 - 300950 - 00000	228,653	245,545	259,142	277,092	0	286,010	7,266	2.5%	293,276	293,276
Revenue - Chinburg: Interest Earnings 204403 - 300750 - 00000	1,430	1,381	180	256	762	0	0		0	0
<b>Revenue Total</b>	<b>230,083</b>	<b>246,925</b>	<b>259,323</b>	<b>277,349</b>	<b>762</b>	<b>286,010</b>	<b>7,266</b>	<b>2.5%</b>	<b>293,276</b>	<b>293,276</b>
<b>2046 - Age Friendly Saco</b>										
<b>Expense</b>										
0051 Aarp Age Friend: Miscellaneous Expens 204605 - 500400 - 00000	230	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue - Aarp Age F: Interest Earnings 204603 - 300750 - 00000	22	4	0	1	6	0	0		0	0
<b>Revenue Total</b>	<b>22</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2047 - Millbrook Omnibs T.I.F. 2038</b>										
<b>Expense</b>										
1020 - Mill Brook Ec: Tif Wages 20471 - 500160 - 00000	0	0	0	72,518	0	0	0		0	0
1020 Millbrook Omnib: Bond Interest - Wrrd 204790 - 500952 - 03751	0	0	0	0	200,000	200,000	0	0.0%	200,000	200,000
1020 Millbrook Omnib: C.E.A. Payments To D 204706 - 500853 - 00000	0	78,489	104,170	164,263	0	198,261	(6,744)	(3.4%)	191,517	191,517
1020 Millbrook Omnib: Contracted Solicitor 204705 - 500425 - 00000	0	1,299	0	0	0	0	0		0	0
1020 Millbrook Omnib: Miscellaneous Expens 204705 - 500400 - 00000	136,192	0	9	16	0	0	35,000		35,000	35,000
1020 Millbrook Omnib: Route 1 Traffic & Pe 204770 - 500915 - 03731	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
1020 Millbrook Omnib: Signs 204770 - 500347 - 00000	0	0	0	0	0	0	0		0	0
1020 Millbrook Omnib: Wayfinding & Gateway 204770 - 500915 - 03786	0	0	0	0	0	70,000	(70,000)	(100.0%)	0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Expense Total</b>	<b>136,192</b>	<b>79,788</b>	<b>104,179</b>	<b>236,797</b>	<b>200,000</b>	<b>518,261</b>	<b>(91,744)</b>	<b>(17.7%)</b>	<b>426,517</b>	<b>426,517</b>
<b>Revenue</b>										
1020 Millbrook Omnib: Special Revenue Tran 204790 - 300950 - 00000	70,466	145,697	225,615	284,931	0	375,038	3,457	0.9%	378,495	378,495
Revenue - Millbrook : Interest Earnings 204703 - 300750 - 00000	733	55	87	450	929	0	0		0	0
<b>Revenue Total</b>	<b>71,199</b>	<b>145,752</b>	<b>225,702</b>	<b>285,381</b>	<b>929</b>	<b>375,038</b>	<b>3,457</b>	<b>0.9%</b>	<b>378,495</b>	<b>378,495</b>
<b>2048 - Open Space Impact Fees</b>										
<b>Expense</b>										
0051 Open Space Impa: Open Space Impact Fe 204805 - 500400 - 00000	84	19,370	35,763	79,846	77,085	80,000	(80,000)	(100.0%)	0	0
<b>Expense Total</b>	<b>84</b>	<b>19,370</b>	<b>35,763</b>	<b>79,846</b>	<b>77,085</b>	<b>80,000</b>	<b>(80,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
Revenue Open Space I: Interest Earnings 204803 - 300750 - 00000	9,866	7,527	659	1,044	10,303	0	0		0	0
Revenue Open Space I: Recreation Impact Fe 204803 - 400106 - 00000	36,467	32,934	57,015	49,023	22,351	30,000	20,000	66.7%	50,000	50,000
<b>Revenue Total</b>	<b>46,333</b>	<b>40,461</b>	<b>57,674</b>	<b>50,067</b>	<b>32,654</b>	<b>30,000</b>	<b>20,000</b>	<b>66.7%</b>	<b>50,000</b>	<b>50,000</b>
<b>2049 - Cdbg Fund</b>										
<b>Expense</b>										
0080 Cdbg Fund Oper: Miscellaneous Expens 204905 - 500400 - 00000	0	0	0	0	0	0	0		0	0
0080 Cdbg Fund Oper: Miscellaneous Expens 204905 - 500400 - 61000	31,333	0	4	0	0	0	0		0	0
0080 Cdbg Fund Oper: Port Resources Prof 204905 - 500400 - 61002	68,446	43,080	74,222	21,880	18,999	0	0		0	0
0080 Cdbg Fund Oper: Ready Seafood Bus As 204905 - 500400 - 61001	210,000	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>309,779</b>	<b>43,080</b>	<b>74,226</b>	<b>21,880</b>	<b>18,999</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
0080 Cdbg Fund Reven: Interest Earnings 204903 - 300750 - 00000	9	89	3	0	2	0	0		0	0
0080 Cdbg Fund Reven: Miscellaneous Fees 204903 - 300610 - 61000	41,365	(4,812)	0	0	0	0	0		0	0
0080 Cdbg Fund Reven: Port Resources Prof 204903 - 300610 - 61002	68,446	43,080	74,222	21,880	18,999	0	0		0	0
0080 Cdbg Fund Reven: Ready Seafood Bus As 204903 - 300610 - 61001	210,000	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>319,820</b>	<b>38,357</b>	<b>74,225</b>	<b>21,880</b>	<b>19,001</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2050 - Call Firefighters Retirement</b>										
<b>Expense</b>										
0021 Call F/F Retire: Call Box Incentives 20501 - 500295 - 00000	10,110	9,750	10,750	8,750	0	10,750	(2,000)	(18.6%)	8,750	8,750
<b>Expense Total</b>	<b>10,110</b>	<b>9,750</b>	<b>10,750</b>	<b>8,750</b>	<b>0</b>	<b>10,750</b>	<b>(2,000)</b>	<b>(18.6%)</b>	<b>8,750</b>	<b>8,750</b>
<b>Revenue</b>										
0021 Call F/F Retire: Interest Earnings 205003 - 300750 - 00000	2,086	2,230	2,170	2,173	0	1,750	0	0.0%	1,750	1,750
0021 Call F/F Retire: Special Revenue Tran 205090 - 300950 - 00000	24,407	8,000	8,000	8,000	8,000	8,000	0	0.0%	8,000	8,000
<b>Revenue Total</b>	<b>26,493</b>	<b>10,230</b>	<b>10,170</b>	<b>10,173</b>	<b>8,000</b>	<b>9,750</b>	<b>0</b>	<b>0.0%</b>	<b>9,750</b>	<b>9,750</b>

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>2051 - Saco Fire Dept Benevolent Fund</b>										
<b>Expense</b>										
0021 F/D Benevolent : Miscellaneous Expens 205105 - 500400 - 00000	2,091	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>2,091</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Fire Benevolent Fund: Miscellaneous Fees 205103 - 300757 - 00000	26	56	21	10	0	0	0		0	0
<b>Revenue Total</b>	<b>26</b>	<b>56</b>	<b>21</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2052 - Bay View Fund</b>										
<b>Expense</b>										
0051 P&R Bay View Fu: Electricity 205205 - 500333 - 00000	0	0	0	0	0	0	336		336	336
0051 P&R Bay View Fu: Miscellaneous Expens 205205 - 500400 - 00000	1,634	3,457	26,617	4,131	3,824	0	0		0	0
0051 P&R Bay View Fu: Special Revenue Tran 205290 - 500950 - 00000	0	9,000	22,980	9,000	6,000	9,000	2,800	31.1%	11,800	11,800
<b>Expense Total</b>	<b>1,634</b>	<b>12,457</b>	<b>49,597</b>	<b>13,131</b>	<b>9,824</b>	<b>9,000</b>	<b>3,136</b>	<b>34.8%</b>	<b>12,136</b>	<b>12,136</b>
<b>Revenue</b>										
0051 P&R Bay View Fu: Bay View Fees 205203 - 400123 - 00000	39,450	41,882	60,798	55,344	42,999	35,000	0	0.0%	35,000	35,000
0051 P&R Bay View Fu: Interest Earnings 205203 - 300750 - 00000	845	1,073	127	254	3,761	0	0		0	0
<b>Revenue Total</b>	<b>40,295</b>	<b>42,955</b>	<b>60,926</b>	<b>55,597</b>	<b>46,760</b>	<b>35,000</b>	<b>0</b>	<b>0.0%</b>	<b>35,000</b>	<b>35,000</b>
<b>2053 - Johnston Renewable Energy Fnd</b>										
<b>Expense</b>										
0071 Renewable Energ: Miscellaneous Expens 205305 - 500400 - 00000	0	0	5	2	11	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>11</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
0071 Renewable Energ: Interest Earnings 205303 - 300750 - 00000	316	247	22	34	359	0	0		0	0
0071 Renewable Energ: Special Revenue Tran 205390 - 300950 - 00000	15,000	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>15,316</b>	<b>247</b>	<b>22</b>	<b>34</b>	<b>359</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2054 - Downtown Dev T.I.F. 2047</b>										
<b>Expense</b>										
1020 - Tif Bond Prin: Row Bond Principal P 205450 - 500915 - 00000	0	0	0	0	73,000	48,000	0	0.0%	48,000	48,000
1020 - Tif Lease Pri: Cap Proj - Vehicles 205451 - 500916 - 00000	0	0	0	0	13,869	31,985	56,563	176.8%	88,548	88,548
1020 - Tif Wages: Department Head Wage 20541 - 500101 - 00000	0	0	0	0	61,812	106,295	(1,295)	(1.2%)	105,000	105,000
1020 - Tif Wages: Non-Supervisory Wage 20541 - 500103 - 00000	0	0	0	0	42,623	71,039	3,552	5.0%	74,590	74,590
1020 - Tif Wages: Temporary/Seasonal W 20541 - 500113 - 00000	0	0	0	0	0	7,000	574	8.2%	7,574	7,574
1020 - Tif Wages: Tif Wages 20541 - 500160 - 00000	0	0	0	57,983	119,370	180,234	7,417	4.1%	187,651	187,651
1020 Downtown Dev Ti: Advertising 205405 - 500341 - 00000	0	0	0	0	0	1,500	0	0.0%	1,500	1,500
1020 Downtown Dev Ti: Arts Development Com 205405 - 500726 - 00000	0	0	0	0	(214)	5,000	0	0.0%	5,000	5,000
1020 Downtown Dev Ti: Bond Project - Treat 205490 - 500952 - 03751	0	0	0	0	350,000	350,000	(100,000)	(28.6%)	250,000	250,000

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
1020 Downtown Dev Ti: Books/Manuals 205405 - 500332 - 00000	0	0	0	0	0	250	0	0.0%	250	250
1020 Downtown Dev Ti: Bsoob Transit 205405 - 500706 - 00000	0	0	165,000	0	102,500	102,500	50,000	48.8%	152,500	152,500
1020 Downtown Dev Ti: Business Loans (Smfa 205405 - 500400 - 09027	0	0	0	0	0	175,000	(175,000)	(100.0%)	0	0
1020 Downtown Dev Ti: C.E.A. Payments To D 205406 - 500853 - 00000	0	204,333	16,773	0	102,338	232,588	(214,266)	(92.1%)	18,322	18,322
1020 Downtown Dev Ti: Camp Ellis Boat Ramp 205405 - 500911 - 61050	0	0	0	0	0	0	25,000		25,000	25,000
1020 Downtown Dev Ti: City-Wide Infr & Ada 205405 - 500400 - 09028	0	0	0	0	0	0	50,000		50,000	50,000
1020 Downtown Dev Ti: Computer Software 205405 - 500360 - 00000	0	0	0	0	15,118	19,000	7,000	36.8%	26,000	26,000
1020 Downtown Dev Ti: Computer Supplies 205405 - 500304 - 00000	0	0	0	0	0	800	0	0.0%	800	800
1020 Downtown Dev Ti: Contracted Services 205405 - 500428 - 00000	0	0	0	40,000	0	85,000	(50,000)	(58.8%)	35,000	35,000
1020 Downtown Dev Ti: Contracted Solicitor 205405 - 500425 - 00000	0	2,719	(189)	1,155	0	0	0		0	0
1020 Downtown Dev Ti: Covid-19 Loans Distr 205405 - 500400 - 03754	0	70,000	117,500	0	0	0	0		0	0
1020 Downtown Dev Ti: Downtown Grant Progr 205405 - 500400 - 09019	0	0	9,834	20,166	0	0	0		0	0
1020 Downtown Dev Ti: Dues & Memberships 205405 - 500330 - 00000	0	0	0	500	1,202	2,000	0	0.0%	2,000	2,000
1020 Downtown Dev Ti: Facade Improvement G 205405 - 500400 - 09018	0	0	0	0	9,193	170,000	(20,000)	(11.8%)	150,000	150,000
1020 Downtown Dev Ti: Furniture & Fixtures 205405 - 500350 - 00000	0	0	0	0	0	750	0	0.0%	750	750
1020 Downtown Dev Ti: Local Grant Match 205405 - 500413 - 00000	0	0	0	0	0	0	50,000		50,000	50,000
1020 Downtown Dev Ti: Minor Equipment 205405 - 500317 - 00000	0	0	0	0	0	1,000	0	0.0%	1,000	1,000
1020 Downtown Dev Ti: Miscellaneous Expens 205405 - 500400 - 00000	0	0	78,872	4,275	873	84,496	(77,296)	(91.5%)	7,200	7,200
1020 Downtown Dev Ti: Office Supplies 205405 - 500301 - 00000	0	0	0	0	382	1,000	0	0.0%	1,000	1,000
1020 Downtown Dev Ti: Pacts Projects Local 205405 - 500915 - 07212	0	0	0	0	0	0	70,000		70,000	70,000
1020 Downtown Dev Ti: Postage 205405 - 500337 - 00000	0	0	0	0	65	250	0	0.0%	250	250
1020 Downtown Dev Ti: Printing 205405 - 500344 - 00000	0	0	0	0	79	500	0	0.0%	500	500
1020 Downtown Dev Ti: Saco Main Street 205405 - 500707 - 00000	0	71,000	100,000	100,000	58,333	100,000	0	0.0%	100,000	100,000
1020 Downtown Dev Ti: Small Business Grant 205405 - 500400 - 09029	0	0	0	0	197,057	197,057	(197,057)	(100.0%)	0	0
1020 Downtown Dev Ti: Special Revenue Tran 205490 - 500950 - 00000	0	0	0	30,350	15,384	15,384	(15,384)	(100.0%)	0	0
1020 Downtown Dev Ti: Telecom 205405 - 500336 - 00000	0	0	0	0	699	1,935	(1,200)	(62.0%)	735	735
1020 Downtown Dev Ti: Train Station Infrs 205405 - 500477 - 00000	0	0	0	12,479	41,039	87,521	(87,521)	(100.0%)	0	0
1020 Downtown Dev Ti: Training 205405 - 500322 - 00000	0	0	0	0	245	5,000	0	0.0%	5,000	5,000
1020 Downtown Dev Ti: Travel 205405 - 500339 - 00000	0	0	0	0	0	2,800	0	0.0%	2,800	2,800
1020 Downtown T.I.F : Bike/Pedestrian Brid 205470 - 500915 - 03759	0	0	128	2,000	0	0	0		0	0
1020 Downtown T.I.F : Bypass Road Smith To 205470 - 500915 - 03794	0	0	0	0	0	37,500	(37,500)	(100.0%)	0	0
1020 Downtown T.I.F : Camp Ellis Hoist 205470 - 500911 - 03781	0	0	0	11,880	14,098	17,718	(17,718)	(100.0%)	0	0
1020 Downtown T.I.F : Camp Ellis Museum & 205470 - 500911 - 03866	0	0	0	0	0	0	100,000		100,000	100,000
1020 Downtown T.I.F : Camp Ellis Storage B 205470 - 500911 - 03863	0	0	0	0	0	0	0		0	0
1020 Downtown T.I.F : Cap Proj - Vehicles 205470 - 500916 - 00000	0	0	0	40,112	0	0	0		0	0
1020 Downtown T.I.F : Diamond Park Update 205470 - 500913 - 03758	0	0	0	108,087	43,833	41,913	(41,913)	(100.0%)	0	0
1020 Downtown T.I.F : Downtown Streetscape 205470 - 500913 - 03750	0	0	16,963	87,669	0	100,000	0	0.0%	100,000	100,000
1020 Downtown T.I.F : Downtown Traffic & I 205470 - 500915 - 03749	0	0	89,927	110,073	55,000	134,616	15,384	11.4%	150,000	150,000
1020 Downtown T.I.F : Ferry Road Infrastru 205470 - 500915 - 03799	0	0	0	0	0	0	140,000		140,000	140,000
1020 Downtown T.I.F : Fire Truck Onboard E 205470 - 500916 - 04026	0	0	0	30,645	2,596	0	0		0	0
1020 Downtown T.I.F : Local Road Drain Rep 205470 - 500915 - 03742	0	0	0	0	0	0	20,000		20,000	20,000
1020 Downtown T.I.F : Museum Of The Street 205470 - 500915 - 03865	0	0	0	0	0	0	25,000		25,000	25,000

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
1020 Downtown T.I.F : Pacts Projects Local 205470 - 500915 - 07212	0	0	0	0	70,000	70,000	(70,000)	(100.0%)	0	0
1020 Downtown T.I.F : Parking Garage/Publi 205470 - 500915 - 03757	0	0	0	0	0	0	0		0	0
1020 Downtown T.I.F : Parking Lot Paving A 205470 - 500915 - 03727	0	0	0	0	0	0	15,000		15,000	15,000
1020 Downtown T.I.F : Paving Plan Annual R 205470 - 500915 - 03861	0	0	0	0	30,451	150,000	35,000	23.3%	185,000	185,000
1020 Downtown T.I.F : Public Safety Comm S 205470 - 500914 - 03788	0	0	0	0	0	200,000	(200,000)	(100.0%)	0	0
1020 Downtown T.I.F : Riverwalk Trail 205470 - 500913 - 03748	0	0	60,000	0	0	0	0		0	0
1020 Downtown T.I.F : Saco Island Multimod 205470 - 500915 - 61049	0	0	0	0	0	0	26,250		26,250	26,250
1020 Downtown T.I.F : Sidewalk Imp Plan An 205470 - 500915 - 03700	0	0	0	0	0	0	15,000		15,000	15,000
1020 Downtown T.I.F : Traffic & Pedestrian 205470 - 500915 - 03795	0	0	0	0	0	0	0		0	20,000
1020 Downtown T.I.F : Trail Network Repair 205470 - 500913 - 09013	0	0	0	0	0	0	0		0	0
1020 Downtown T.I.F : Wrrd Plant Upgrade ( 205470 - 500910 - 03751	0	0	195,000	(25,580)	0	0	0		0	0
1020 Financing Inter: Cap Proj - Vehicles 205461 - 500916 - 00000	0	0	0	0	764	8,433	47,925	568.3%	56,358	56,358
<b>Expense Total</b>	<b>0</b>	<b>348,052</b>	<b>849,807</b>	<b>631,794</b>	<b>1,421,710</b>	<b>2,846,063</b>	<b>(546,485)</b>	<b>(19.2%)</b>	<b>2,299,578</b>	<b>2,319,578</b>
<b>Revenue</b>										
1020 Downtown Dev Ti: Special Revenue Tran 205490 - 300950 - 00000	184,284	732,954	802,781	1,435,666	0	1,951,480	257,043	13.2%	2,208,523	2,228,523
Downtown Dev Tif Rev: Interest Earnings 205403 - 300750 - 00000	2,012	1,934	325	2,290	10,922	0	0		0	0
<b>Revenue Total</b>	<b>186,295</b>	<b>734,888</b>	<b>803,106</b>	<b>1,437,956</b>	<b>10,922</b>	<b>1,951,480</b>	<b>257,043</b>	<b>13.2%</b>	<b>2,208,523</b>	<b>2,228,523</b>
<b>2055 - Hr Wellness Fund</b>										
<b>Expense</b>										
0011 H/R Wellness Ex: Miscellaneous Expens 205505 - 500400 - 00000	887	0	0	0	0	0	0		0	0
0011 H/R Wellness Ot: Special Revenue Tran 205590 - 500950 - 00000	0	13,740	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>887</b>	<b>13,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
0011 H/R Wellness Ot: Special Revenue Tran 205590 - 300950 - 00000	0	2	0	0	0	0	0		0	0
0011 H/R Wellness Re: Interest Earnings 205503 - 300750 - 00000	241	196	0	0	0	0	0		0	0
0011 H/R Wellness Re: Miscellaneous Unclas 205503 - 300757 - 00000	14,188	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>14,428</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2056 - Blight Elimination Fund</b>										
<b>Expense</b>										
0008 Blight Eliminat: Miscellaneous Expens 205605 - 500400 - 00000	0	14,960	7	3	14	60,000	0	0.0%	60,000	60,000
<b>Expense Total</b>	<b>0</b>	<b>14,960</b>	<b>7</b>	<b>3</b>	<b>14</b>	<b>60,000</b>	<b>0</b>	<b>0.0%</b>	<b>60,000</b>	<b>60,000</b>
<b>Revenue</b>										
0008 Blight Eliminat: Special Revenue Tran 205690 - 300950 - 00000	0	35,000	0	0	0	0	0		0	0
Blight Elimination : Interest Earnings 205603 - 300750 - 00000	0	27	28	44	463	0	0		0	0
Blight Elimination : Miscellaneous Fees 205603 - 300710 - 00000	0	0	0	0	0	60,000	0	0.0%	60,000	60,000
<b>Revenue Total</b>	<b>0</b>	<b>35,027</b>	<b>28</b>	<b>44</b>	<b>463</b>	<b>60,000</b>	<b>0</b>	<b>0.0%</b>	<b>60,000</b>	<b>60,000</b>



Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>2057 - Ready Seafood T.I.F 2049</b>										
<b>Expense</b>										
1020 Ready Seafood C: C.E.A. Payments To D 205706 - 500853 - 00000	0	15,488	92,375	100,833	0	114,516	4,178	3.6%	118,694	118,694
1020 Ready Seafood T: Business Loans (Smfa 205705 - 500400 - 09027	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
1020 Ready Seafood T: Miscellaneous Expens 205705 - 500400 - 00000	0	0	1	8	46	0	0		0	0
1020 Ready Seafood T: Transit Bus Stop 205705 - 500911 - 03746	0	0	0	0	0	0	0		0	0
Ready Seafood T.I.F : Bond Interest - Wrrd 205790 - 500952 - 03751	0	0	0	0	50,000	50,000	0	0.0%	50,000	50,000
<b>Expense Total</b>	<b>0</b>	<b>15,488</b>	<b>92,376</b>	<b>100,841</b>	<b>50,046</b>	<b>214,516</b>	<b>(45,822)</b>	<b>(21.4%)</b>	<b>168,694</b>	<b>168,694</b>
<b>Revenue</b>										
Ready Seafood T.I.F : Interest Earnings 205703 - 300750 - 00000	0	0	35	252	1,714	0	0		0	0
Ready Seafood T.I.F : Special Revenue Tran 205790 - 300950 - 00000	0	22,126	140,938	159,488	0	163,594	5,968	3.6%	169,562	169,562
<b>Revenue Total</b>	<b>0</b>	<b>22,126</b>	<b>140,973</b>	<b>159,740</b>	<b>1,714</b>	<b>163,594</b>	<b>5,968</b>	<b>3.6%</b>	<b>169,562</b>	<b>169,562</b>
<b>2058 - Police Fundraisers</b>										
<b>Expense</b>										
Police Fundraisers E: Miscellaneous Expens 205805 - 500400 - 00000	0	0	2,084	1,156	102	0	0		0	0
Police Fundraisers E: National Night Out E 205805 - 500615 - 61033	0	0	0	0	1,423	2,306	(474)	(20.6%)	1,832	1,832
Police Fundraisers E: Police Department We 205805 - 500615 - 61034	0	0	0	227	0	1,000	0	0.0%	1,000	1,000
Police Fundraisers E: Socks For Seniors Ex 205805 - 500615 - 61032	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>2,084</b>	<b>1,383</b>	<b>1,526</b>	<b>3,306</b>	<b>(474)</b>	<b>(14.3%)</b>	<b>2,832</b>	<b>2,832</b>
<b>Revenue</b>										
Police Fundraiser Do: Interest Earnings 205803 - 300750 - 00000	0	0	3	7	72	0	0		0	0
Police Fundraiser Do: Miscellaneous Unclas 205803 - 300757 - 00000	0	0	2,365	725	0	0	0		0	0
Police Fundraiser Do: National Night Out D 205803 - 300615 - 61033	0	0	0	0	830	0	0		0	0
Police Fundraiser Do: Police Department We 205803 - 300615 - 61034	0	0	0	1,000	0	0	0		0	0
Police Fundraiser Tr: Special Revenue Tran 205890 - 300950 - 00000	0	2,376	296	0	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>2,376</b>	<b>2,665</b>	<b>1,732</b>	<b>902</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2059 - Fd Central Station Account</b>										
<b>Expense</b>										
Fd Central Station E: Miscellaneous Expens 205905 - 500400 - 00000	0	18	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
Fd Central Station R: Interest Earnings 205903 - 300750 - 00000	0	0	0	2	0	0	0		0	0
Fd Central Station R: Miscellaneous Unclas 205903 - 300757 - 00000	0	1,703	2	0	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>1,703</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2060 - Sewall Grant Fund</b>										
<b>Expense</b>										

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0009 P&Ed Sewall Gra: Miscellaneous Expens 206005 - 500400 - 00000	0	0	69,222	1,011	2,831	0	0		0	0
0009 P&Ed Sewall Tra: Transfer To General 206090 - 500950 - 00000	0	0	0	0	2	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>69,222</b>	<b>1,011</b>	<b>2,833</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
0009 Sewall Grant Re: Interest Earnings 206003 - 300750 - 00000	0	0	68	6	0	0	0		0	0
0009 Sewall Grant Re: Miscellaneous Unclas 206003 - 300757 - 00000	0	72,991	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>72,991</b>	<b>68</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2061 - Transit T.I.F. 2040</b>										
<b>Expense</b>										
1020 - Tif Bond Prin: Row Bond Principal P 206150 - 500915 - 00000	0	0	0	0	0	25,000	0	0.0%	25,000	25,000
1020 - Transit T.I.F: Bsoob Transit 206105 - 500706 - 00000	0	0	0	0	147,500	147,500	(50,000)	(33.9%)	97,500	97,500
1020 - Transit T.I.F: Miscellaneous Expens 206105 - 500400 - 00000	0	0	0	0	0	0	0		0	0
1020 Transit T.I.F C: Collector Road Annua 206170 - 500915 - 03774	0	0	0	0	50,000	50,000	0	0.0%	50,000	50,000
1020 Transit T.I.F C: Local Road Drain Ann 206170 - 500915 - 03742	0	0	0	0	0	27,750	0	0.0%	27,750	27,750
1020 Transit T.I.F C: Paving Plan Annual R 206170 - 500915 - 03861	0	0	0	0	75,000	150,000	(35,000)	(23.3%)	115,000	115,000
1020 Transit T.I.F C: Sidewalk Imp Plan An 206170 - 500915 - 03700	0	0	0	0	0	25,000	0	0.0%	25,000	25,000
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>272,500</b>	<b>425,250</b>	<b>(85,000)</b>	<b>(20.0%)</b>	<b>340,250</b>	<b>340,250</b>
<b>Revenue</b>										
1020 - Transit T.I.F: Interest Earnings 206103 - 300750 - 00000	0	0	0	0	0	0	0		0	0
1020 - Transit T.I.F: Special Revenue Tran 206190 - 300950 - 00000	0	0	0	118,810	0	340,421	(1,084)	(0.3%)	339,337	339,337
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118,810</b>	<b>0</b>	<b>340,421</b>	<b>(1,084)</b>	<b>(0.3%)</b>	<b>339,337</b>	<b>339,337</b>
<b>2062 - A.R.P.A Grant Funding</b>										
<b>Expense</b>										
0080 - Arpa Expense: Affordable Housing P 206205 - 500613 - 61052	0	0	0	0	0	0	70,000		70,000	70,000
0080 - Arpa Expense: Age Friendly Tech 206205 - 500613 - 61040	0	0	0	0	2,500	2,500	(2,500)	(100.0%)	0	0
0080 - Arpa Expense: Bypass Road Smith To 206205 - 500613 - 03794	0	0	0	0	0	37,500	(37,500)	(100.0%)	0	0
0080 - Arpa Expense: Camp Ellis Boat Ramp 206205 - 500613 - 61050	0	0	0	0	0	0	175,000		175,000	175,000
0080 - Arpa Expense: Cascade Falls Bridge 206205 - 500613 - 03747	0	0	0	0	60,000	60,000	(60,000)	(100.0%)	0	0
0080 - Arpa Expense: City-Wide Infr & Ada 206205 - 500613 - 09028	0	0	0	0	0	0	75,000		75,000	75,000
0080 - Arpa Expense: Climate Adaptation A 206205 - 500613 - 61041	0	0	0	0	0	15,000	(15,000)	(100.0%)	0	0
0080 - Arpa Expense: Community Engagement 206205 - 500614 - 61029	0	0	0	0	21,205	21,205	(21,205)	(100.0%)	0	0
0080 - Arpa Expense: Computer Replacement 206205 - 500613 - 07120	0	0	0	0	46,169	100,000	(25,000)	(25.0%)	75,000	75,000
0080 - Arpa Expense: County Dredge Operat 206205 - 500613 - 61036	0	0	0	0	0	170,000	(170,000)	(100.0%)	0	0
0080 - Arpa Expense: Culvert & Stream Cro 206205 - 500616 - 03789	0	0	0	0	0	200,000	(200,000)	(100.0%)	0	0
0080 - Arpa Expense: Decomission Firearms 206205 - 500613 - 03862	0	0	0	0	0	0	80,000		80,000	80,000
0080 - Arpa Expense: Ems Ambulance Equipm 206205 - 500614 - 03791	0	0	0	0	33,006	82,000	(82,000)	(100.0%)	0	0
0080 - Arpa Expense: Fire Operations Radi 206205 - 500613 - 03864	0	0	0	0	0	0	40,000		40,000	40,000
0080 - Arpa Expense: Fire Truck Onboard E 206205 - 500613 - 04026	0	0	0	0	0	0	80,000		80,000	80,000

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0080 - Arpa Expense: Foss Fields Parking 206205 - 500613 - 61051	0	0	0	0	0	0	40,000		40,000	40,000
0080 - Arpa Expense: It Investment For Hy 206205 - 500613 - 61039	0	0	0	0	0	20,562	(20,562)	(100.0%)	0	0
0080 - Arpa Expense: Miscellaneous Expens 206205 - 500400 - 00000	0	0	0	0	1,424	0	0		0	0
0080 - Arpa Expense: Park Storage Buildin 206205 - 500613 - 03785	0	0	0	0	0	0	160,000		160,000	160,000
0080 - Arpa Expense: Pepperell Playground 206205 - 500613 - 61045	0	0	0	0	0	50,000	(50,000)	(100.0%)	0	0
0080 - Arpa Expense: Ppe/Gear Washer/Extr 206205 - 500614 - 03792	0	0	0	0	16,918	35,000	(35,000)	(100.0%)	0	0
0080 - Arpa Expense: Prentice Park 206205 - 500613 - 61048	0	0	0	0	0	0	125,000		125,000	125,000
0080 - Arpa Expense: Public Health/Safety 206205 - 500614 - 03787	0	0	0	0	0	12,145	(12,145)	(100.0%)	0	0
0080 - Arpa Expense: Public Safety Comm S 206205 - 500614 - 03788	0	0	0	0	0	100,000	(100,000)	(100.0%)	0	0
0080 - Arpa Expense: Replacement Van 206205 - 500613 - 61037	0	0	0	0	29,942	30,000	(30,000)	(100.0%)	0	0
0080 - Arpa Expense: School Street Teen C 206205 - 500613 - 03741	0	0	0	0	0	200,000	(200,000)	(100.0%)	0	0
0080 - Arpa Expense: Server Replacement 206205 - 500613 - 07114	0	0	0	0	0	0	26,729		26,729	26,729
0080 - Arpa Expense: Young School Playbro 206205 - 500613 - 03790	0	0	0	0	0	40,000	(40,000)	(100.0%)	0	0
0080 - Personnel Cos: Administrative Wages 20621 - 500162 - 00000	0	0	0	0	17,364	25,000	5,546	22.2%	30,546	30,546
0080 - Personnel Cos: Mental Health First 20621 - 500103 - 61029	0	0	0	0	8,077	64,462	(1,459)	(2.3%)	63,003	63,003
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>236,604</b>	<b>1,265,374</b>	<b>(225,096)</b>	<b>(17.8%)</b>	<b>1,040,278</b>	<b>1,040,278</b>
<b>Revenue</b>										
0080 - Arpa Revenue: Interest Earnings 206203 - 300750 - 00000	0	0	0	827	46,447	0	0		0	0
0080 - Arpa Revenue: Miscellaneous Unclas 206203 - 300757 - 00000	0	0	0	2,110,964	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,111,791</b>	<b>46,447</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2063 - Community Action Grant</b>										
<b>Expense</b>										
0080 - Community Act: Climate Adaptation A 206305 - 500610 - 61041	0	0	0	0	750	50,000	0	0.0%	50,000	50,000
0080 - Community Act: Miscellaneous Expens 206305 - 500400 - 00000	0	0	0	0	36	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>786</b>	<b>50,000</b>	<b>0</b>	<b>0.0%</b>	<b>50,000</b>	<b>50,000</b>
<b>Revenue</b>										
0080 - Community Act: Climate Adaptation A 206303 - 300610 - 61041	0	0	0	50,000	0	0	0		0	0
0080 - Community Act: Interest Earnings 206303 - 300750 - 00000	0	0	0	0	1,143	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>1,143</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>3000 - City Capital Projects</b>										
<b>Expense</b>										
0071 Capital Project: Ada Upgrades Ch Pr F 300070 - 500911 - 03717	0	5,668	10,000	1,422	0	19,786	(19,786)	(100.0%)	0	0
0071 Capital Project: Alarm System Upgr Fy 300070 - 500911 - 03718	0	26,846	49,388	4,043	0	8,495	(8,495)	(100.0%)	0	0
0071 Capital Project: Bond-Fenderson Road 300070 - 500915 - 07208	0	(15,000)	0	(5,000)	0	21,909	(21,909)	(100.0%)	0	0
0071 Capital Project: Building - Parks & R 300070 - 500911 - 05306	0	32,153	313	0	0	0	0		0	0
0071 Capital Project: Camp Ellis/Saco Rive 300070 - 500913 - 03726	0	1,609	0	0	0	17,547	(17,547)	(100.0%)	0	0
0071 Capital Project: Cap Proj - Impact Fe 300070 - 500912 - 00000	0	0	0	(1,050)	0	2,960	(2,960)	(100.0%)	0	0
0071 Capital Project: City Hall Rennovatio 300070 - 500911 - 05101	0	17,212	35,193	1,038	12,736	77,203	(77,203)	(100.0%)	0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0071 Capital Project: Collector Road Annu 300070 - 500915 - 03774	0	0	0	83,715	3,695	3,695	(3,695)	(100.0%)	0	0
0071 Capital Project: Community Center Fy2 300070 - 500911 - 07123	0	10,344	11,962	14,092	13,602	13,602	(13,602)	(100.0%)	0	0
0071 Capital Project: Computer Replacement 300070 - 500916 - 07120	0	90,664	0	996	17,352	78,690	69,110	87.8%	147,800	147,800
0071 Capital Project: Culvert & Stream Cro 300070 - 500914 - 03789	0	0	0	0	0	0	200,000		200,000	200,000
0071 Capital Project: December 2022 Nor'Ea 300070 - 500601 - 61055	0	0	0	0	6,838	0	0		0	0
0071 Capital Project: Detention Pond Clean 300070 - 500914 - 07121	0	0	0	2,185	0	17,815	(7,815)	(43.9%)	10,000	10,000
0071 Capital Project: Drainage Syst Improv 300070 - 500914 - 07109	0	2,974	423	815	0	0	0		0	0
0071 Capital Project: Emergency Lighting F 300070 - 500911 - 03719	0	0	0	2,540	0	7,679	(7,679)	(100.0%)	0	0
0071 Capital Project: Energy Efficiency Up 300070 - 500911 - 07101	0	11,660	23,547	28,120	6,870	38,205	(19,455)	(50.9%)	18,750	18,750
0071 Capital Project: Engineering Study Ch 300070 - 500911 - 03721	0	0	0	0	0	0	0		0	0
0071 Capital Project: Facility Exteriors A 300070 - 500911 - 07117	0	0	4,674	18,798	84,628	182,644	(107,644)	(58.9%)	75,000	75,000
0071 Capital Project: Facility Interiors A 300070 - 500911 - 07116	0	22,680	14,364	173,719	13,591	85,353	(10,353)	(12.1%)	75,000	75,000
0071 Capital Project: Facility Safety & Co 300070 - 500911 - 07115	0	0	20,000	23,918	45,827	93,492	(43,492)	(46.5%)	50,000	50,000
0071 Capital Project: Fd Hvac Air Handling 300070 - 500911 - 03796	0	0	0	0	0	110,000	(110,000)	(100.0%)	0	0
0071 Capital Project: Ferry Road Sidewalks 300070 - 500915 - 03782	0	0	0	57,666	26,901	42,334	(42,334)	(100.0%)	0	0
0071 Capital Project: Fire Truck Onboard E 300070 - 500916 - 04026	0	0	32,686	15,564	7,275	1,580	(1,580)	(100.0%)	0	0
0071 Capital Project: Flag Pond Rd/Us Rt 1 300070 - 500610 - 03734	0	0	0	0	28,296	0	0		0	0
0071 Capital Project: Flag Pond Rd/Us Rt 1 300070 - 500618 - 03734	0	0	0	0	18,962	0	0		0	0
0071 Capital Project: Fodd Road Storage Fy 300070 - 500913 - 07122	0	58,395	0	0	0	0	0		0	0
0071 Capital Project: Forniac Network Fy20 300070 - 500914 - 07119	0	0	19,939	0	0	0	0		0	0
0071 Capital Project: Goosefare Brook Gran 300070 - 500610 - 07111	0	0	0	49,040	19,988	0	0		0	0
0071 Capital Project: Goosefare Brook-Impa 300070 - 500914 - 07111	0	(34,702)	3,148	33,206	(11,998)	40,968	(40,968)	(100.0%)	0	0
0071 Capital Project: Goosefare Comp Util 300070 - 500912 - 03716	0	(114,263)	0	(139,548)	(16,463)	411,020	(411,020)	(100.0%)	0	0
0071 Capital Project: H.V.A.C. Components 300070 - 500911 - 07118	0	0	36,953	34,301	19,958	66,156	8,844	13.4%	75,000	75,000
0071 Capital Project: Industrial Park Road 300070 - 500912 - 03728	0	0	0	0	0	5,700	(5,700)	(100.0%)	0	0
0071 Capital Project: Industrial Park Rr A 300070 - 500915 - 03722	0	2,000	12,299	0	27,512	23,183	(23,183)	(100.0%)	0	0
0071 Capital Project: It Network & Hardwar 300070 - 500914 - 07114	0	0	18,301	6,598	34,088	125,030	(85,030)	(68.0%)	40,000	40,000
0071 Capital Project: Jenkins Road 300070 - 500912 - 03737	0	0	0	0	64,449	64,450	(64,450)	(100.0%)	0	0
0071 Capital Project: Jenkins Road Traffic 300070 - 500610 - 03779	0	0	0	0	0	0	300,000		300,000	300,000
0071 Capital Project: Jenkins Road Traffic 300070 - 500915 - 03779	0	0	0	390,000	0	0	0		0	0
0071 Capital Project: Landfill Monit & Mai 300070 - 500913 - 03755	0	0	0	69,510	59,390	80,490	19,510	24.2%	100,000	100,000
0071 Capital Project: Lincoln Street Sidew 300070 - 500912 - 03705	0	0	0	(800)	0	25,800	(25,800)	(100.0%)	0	0
0071 Capital Project: Local Road Drain Ann 300070 - 500915 - 03742	0	0	0	0	0	222,250	(150,000)	(67.5%)	72,250	72,250
0071 Capital Project: Local Road Drain Rep 300070 - 500914 - 03729	0	1,051	0	46,022	0	0	0		0	0
0071 Capital Project: Main/Beach Interesec 300070 - 500912 - 03738	0	0	0	0	0	25,000	(25,000)	(100.0%)	0	0
0071 Capital Project: Moody & Main 300070 - 500912 - 03740	0	0	0	0	0	7,300	(7,300)	(100.0%)	0	0
0071 Capital Project: Ms4 Stormwater Fy201 300070 - 500911 - 05305	0	7,377	6,273	300	0	0	0		0	0
0071 Capital Project: North St - Pw Buildi 300070 - 500911 - 05300	0	0	2,415	1,635	0	0	0		0	0
0071 Capital Project: North Street Traffic 300070 - 500912 - 03704	0	21,928	(24,906)	(9,033)	129,612	128,963	(128,963)	(100.0%)	0	0
0071 Capital Project: North/Elm Interesect 300070 - 500912 - 03739	0	0	0	0	0	25,000	(25,000)	(100.0%)	0	0
0071 Capital Project: Ocean Park Road/Main 300070 - 500912 - 03783	0	0	0	(2,600)	2,600	2,600	(2,600)	(100.0%)	0	0
0071 Capital Project: Packs/Interlocal Stu 300070 - 500915 - 09009	0	1,452	314	4,997	0	2,022	(2,022)	(100.0%)	0	0

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
0071 Capital Project: Pacts Projects Local 300070 - 500610 - 07212	0	0	0	192,147	0	0	560,000		560,000	560,000
0071 Capital Project: Pacts Projects Local 300070 - 500915 - 07212	0	7,862	265,795	95,410	85,012	352,639	(352,639)	(100.0%)	0	0
0071 Capital Project: Park Upgrades Annual 300070 - 500913 - 03723	0	29,923	52,302	42,076	50,000	54,503	(4,503)	(8.3%)	50,000	50,000
0071 Capital Project: Paving Plan Annual R 300070 - 500915 - 03861	0	0	0	0	0	0	280,000		280,000	280,000
0071 Capital Project: Paving Richard'S Way 300070 - 500912 - 03701	0	(2,198)	0	(2,198)	0	53,841	(53,841)	(100.0%)	0	0
0071 Capital Project: Pol Station Hvac Reh 300070 - 500911 - 03775	0	0	0	75,000	0	0	0		0	0
0071 Capital Project: Polce Vehicle Camera 300070 - 500914 - 03780	0	0	0	86,281	0	0	0		0	0
0071 Capital Project: Police Camera System 300070 - 500611 - 03780	0	0	0	23,578	0	0	0		0	0
0071 Capital Project: Public Safety Comm S 300070 - 500611 - 03788	0	0	0	0	0	0	667,000		667,000	667,000
0071 Capital Project: Public Safety Comm S 300070 - 500914 - 03788	0	0	0	0	0	100,000	(100,000)	(100.0%)	0	0
0071 Capital Project: Pw Facility Fy2021 300070 - 500911 - 09008	0	641,907	1,464,527	272,724	0	30,842	(30,842)	(100.0%)	0	0
0071 Capital Project: Refurbish Vehicles A 300070 - 500916 - 05310	0	10,145	12,010	9,196	0	67,720	(37,720)	(55.7%)	30,000	30,000
0071 Capital Project: Replace Dispatch Con 300070 - 500914 - 03784	0	0	0	105,000	70,000	70,000	(70,000)	(100.0%)	0	0
0071 Capital Project: Route 1 Drain Culver 300070 - 500914 - 07106	0	3,400	0	0	322,335	300,000	(300,000)	(100.0%)	0	0
0071 Capital Project: Rt 1 Rtms Signal Pro 300070 - 500915 - 07104	0	2,827	0	96,980	0	0	0		0	0
0071 Capital Project: School Street Teen C 300070 - 500911 - 03741	0	0	18,979	1,115	4,194	84,906	(84,906)	(100.0%)	0	0
0071 Capital Project: Sidewalk (Planning I 300070 - 500912 - 03703	0	(9,240)	(18,142)	49,468	0	45,938	(45,938)	(100.0%)	0	0
0071 Capital Project: Sidewalk Imp Plan An 300070 - 500915 - 03700	0	10,860	1,034	2,120	0	0	0		0	0
0071 Capital Project: Street Opening Resto 300070 - 500912 - 03702	0	1,593	1,590	(9,900)	(16,050)	24,890	(24,890)	(100.0%)	0	0
0071 Capital Project: Traffic & Pedestrian 300070 - 500915 - 03795	0	0	0	0	2,564	10,000	0	0.0%	10,000	10,000
0071 Capital Project: Trail Network Repair 300070 - 500913 - 09013	0	795	9,118	32,362	9,088	24,706	(9,706)	(39.3%)	15,000	15,000
0071 Capital Project: Transfer Station Fy2 300070 - 500911 - 05308	0	59,553	8,724	0	0	0	0		0	0
0071 Capital Project: Tri-Community Camera 300070 - 500914 - 07105	0	(8,400)	(12,750)	(8,400)	(8,400)	77,002	(69,992)	(90.9%)	7,010	7,010
0071 Other Financing: Capital Transfer To 300090 - 500950 - 00000	0	100,000	117,547	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>999,075</b>	<b>2,198,019</b>	<b>1,969,166</b>	<b>1,134,451</b>	<b>3,375,907</b>	<b>(593,097)</b>	<b>(17.6%)</b>	<b>2,782,810</b>	<b>2,782,810</b>
<b>Revenue</b>										
0071 Other Financing: Capital Transfer Fro 300090 - 300950 - 00000	0	2,937,857	2,313,872	1,791,490	1,140,356	1,241,360	14,450	1.2%	1,255,810	1,255,810
Capital Projects Rev: Flag Pond Rd/Us Rt 1 300003 - 300610 - 03734	0	0	0	0	17,796	0	0		0	0
Capital Projects Rev: Goosefare Brook Gran 300003 - 300610 - 07111	0	0	0	49,040	19,988	0	0		0	0
Capital Projects Rev: Jenkins Road Traffic 300003 - 300610 - 03779	0	0	0	0	0	0	300,000		300,000	300,000
Capital Projects Rev: Pacts Projects Local 300003 - 300610 - 07212	0	0	0	192,147	0	0	560,000		560,000	560,000
Capital Projects Rev: Police Camera System 300003 - 300611 - 03780	0	0	0	23,578	0	0	0		0	0
Capital Projects Rev: Public Private Partn 300003 - 300618 - 03734	0	0	0	0	17,796	0	0		0	0
Capital Projects Rev: Public Safety Commun 300003 - 300611 - 03788	0	0	0	0	0	0	667,000		667,000	667,000
<b>Revenue Total</b>	<b>0</b>	<b>2,937,857</b>	<b>2,313,872</b>	<b>2,056,255</b>	<b>1,195,935</b>	<b>1,241,360</b>	<b>1,541,450</b>	<b>124.2%</b>	<b>2,782,810</b>	<b>2,782,810</b>
<b>3010 - Ce Erosion Mitigation (S 111)</b>										
<b>Expense</b>										
0071 Ce Erosion Miti: Miscellaneous Expens 301005 - 500400 - 00000	6,450	0	0	0	0	8,000	0	0.0%	8,000	8,000
<b>Expense Total</b>	<b>6,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>0.0%</b>	<b>8,000</b>	<b>8,000</b>

Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>Revenue</b>										
0071 Ce Erosion Miti: Capital Transfer Fro 301090 - 300950 - 00000	25,000	0	0	0	0	0	0	0	0	6,450
<b>Revenue Total</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,450</b>
<b>3102 - 2016 Energy Bond</b>										
<b>Expense</b>										
0071 2016 Energy Bo: Capital Improvement 310205 - 500910 - 00000	0	0	20,000	131,536	0	0	0	0	0	0
0071 2016 Energy Bo: Capital Transfer To 310290 - 500950 - 00000	165,460	0	0	0	0	0	0	0	0	0
<b>Expense Total</b>	<b>165,460</b>	<b>0</b>	<b>20,000</b>	<b>131,536</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
0071 2016 Energy Bo: Capital Transfer Fro 310290 - 300950 - 00000	0	0	0	0	15,384	0	0	0	0	0
Revenue - 2016 Energ: Interest Earnings 310203 - 300750 - 00000	329	1,027	301	245	0	0	0	0	0	0
<b>Revenue Total</b>	<b>329</b>	<b>1,027</b>	<b>301</b>	<b>245</b>	<b>15,384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3106 - 2018 Infrastructure Bond</b>										
<b>Expense</b>										
0071 2018 Infra Bond: Capital Projects - R 310670 - 500915 - 00000	(305,682)	0	(531)	0	0	0	0	0	0	0
0071 2018 Infra Bond: City Hall & P&R Hvac 310670 - 500915 - 03709	13,599	79,711	0	0	0	0	0	0	0	0
0071 2018 Infra Bond: Foss Rd Recreational 310670 - 500915 - 03711	66,677	69,356	0	0	0	0	0	0	0	0
0071 2018 Infra Bond: Lincoln St Reconstru 310670 - 500915 - 03708	1,162,885	0	0	0	0	0	0	0	0	0
0071 2018 Infra Bond: Middle School Baseba 310670 - 500915 - 03715	0	0	15,046	0	0	149,417	(149,417)	(100.0%)	0	0
0071 2018 Infra Bond: Ocean Pk Road Draina 310670 - 500915 - 03713	567,239	0	0	0	0	0	0	0	0	0
0071 2018 Infra Bond: Police Department Ro 310670 - 500915 - 03712	64,446	0	0	0	0	0	0	0	0	0
0071 2018 Infra Bond: Route 1 Traffic & Pe 310670 - 500915 - 03731	28,633	34,522	6,761	427,283	0	0	0	0	0	0
<b>Expense Total</b>	<b>1,597,797</b>	<b>183,590</b>	<b>21,276</b>	<b>427,283</b>	<b>0</b>	<b>149,417</b>	<b>(149,417)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
0071 2018 Infra Bond: Capital Transfer Fro 310690 - 300950 - 00000	0	506,035	0	0	0	0	0	0	0	0
<b>Revenue Total</b>	<b>0</b>	<b>506,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3107 - 2018 Bond Pw Building</b>										
<b>Expense</b>										
0071 2018 Bond Pw Bu: Capital Projects - F 310770 - 500911 - 00000	595,558	6,962,562	5,459	0	0	0	0	0	0	0
<b>Expense Total</b>	<b>595,558</b>	<b>6,962,562</b>	<b>5,459</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3108 - 2018 Bond Rt 1 Developm</b>										
<b>Expense</b>										
0071 2018 Bond Rt 1 : Route 1 Sewer Extens 310870 - 500915 - 03730	1,099,095	94,987	889,411	0	0	0	0	0	0	0
0071 2018 Bond Rt 1 : Route 1 Traffic & Pe 310870 - 500915 - 03731	0	(270)	0	0	0	0	0	0	0	0
<b>Expense Total</b>	<b>1,099,095</b>	<b>94,717</b>	<b>889,411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

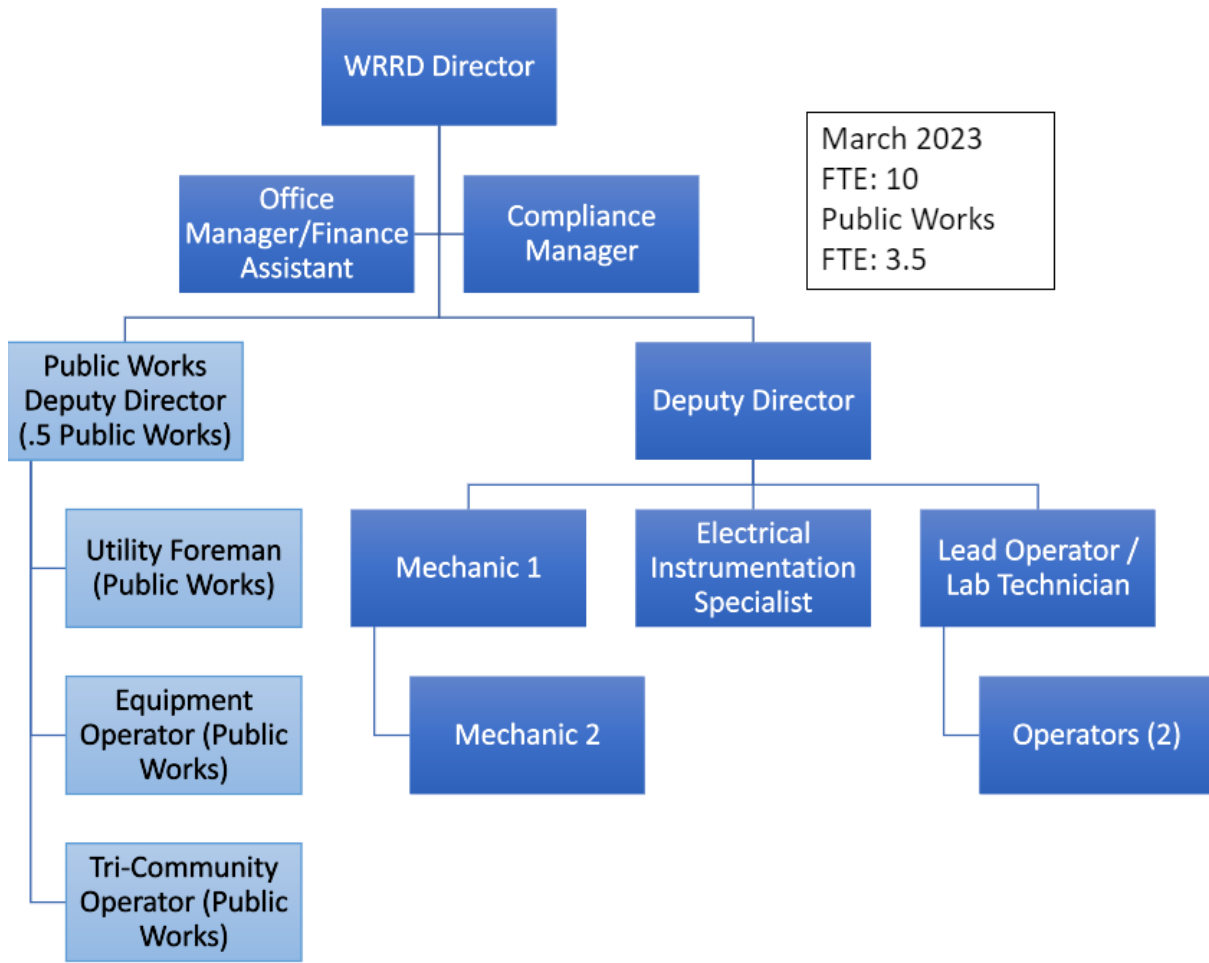
Other Budgeting Units Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>3109 - 2010 Bond Refunding 2020</b>										
<b>Expense</b>										
0071 Capital 2010 Re: Bond Refunding 310970 - 500917 - 00000	0	4,245,000	0	0	0	0	0		0	0
0071 Capital 2010 Re: Capital Transfer To 310990 - 500950 - 00000	0	0	0	0	31,245	31,245	(31,245)	(100.0%)	0	0
0071 Capital 2010 Re: Debt- Agent Fees 310905 - 500828 - 00000	0	42,590	10,371	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>4,287,590</b>	<b>10,371</b>	<b>0</b>	<b>31,245</b>	<b>31,245</b>	<b>(31,245)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>										
0071 Capital 2010 Re: Bond Proceeds - Prem 310903 - 300970 - 00000	0	234,206	0	0	0	0	0		0	0
0071 Capital 2010 Re: Bond Proceeds 310903 - 300850 - 00000	0	4,095,000	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>4,329,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>3110 - Wrrd Plant Bond Debt Service</b>										
<b>Revenue</b>										
Capital Transfer Fro: Capital Transfer Fro 311090 - 300950 - 00000	0	0	0	0	0	1,200,973	688,620	57.3%	1,889,593	1,889,593
Capital Transfer Fro: Transfer From Downto 311090 - 300961 - 00000	0	0	0	0	350,000	0	0		0	0
Capital Transfer Fro: Transfer From Enterp 311090 - 300954 - 00000	0	0	0	0	450,973	0	0		0	0
Capital Transfer Fro: Transfer From Tif Fu 311090 - 300962 - 00000	0	0	0	0	450,000	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,973</b>	<b>1,200,973</b>	<b>688,620</b>	<b>57.3%</b>	<b>1,889,593</b>	<b>1,889,593</b>
<b>3111 - 2021 Bond Treatment Plant</b>										
<b>Expense</b>										
0071 - 2022 Bond Cap: Capital Improvement 311170 - 500910 - 00000	0	0	0	0	1,052,100	0	0		0	0
0071 - 2022 Bond Exp: Debt- Agent Fees 311105 - 500828 - 00000	0	0	0	0	0	0	0		0	0
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,052,100</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
0071 - 2022 Bond Rev: Bond Proceeds 311103 - 300850 - 00000	0	0	0	0	0	0	0		0	0
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>4000 - City Trust Fund</b>										
<b>Expense</b>										
0001 City Trust Fd : Administrative Expen 400005 - 500400 - 00000	3,969	4,134	0	4,470	0	4,000	0	0.0%	4,000	4,000
0001 City Trust Fd : Buckminster Wardwell 400005 - 500852 - 61017	0	0	0	0	0	172	0	0.0%	172	172
0001 City Trust Fd : Clapp Fund For Wardw 400005 - 500852 - 61018	0	0	0	0	0	3,879	0	0.0%	3,879	3,879
0001 City Trust Fd : Designated Expenditu 400005 - 500852 - 00000	13,243	26,757	4,134	25,746	0	0	0		0	0
0001 City Trust Fd : Locke Student Prize 400005 - 500852 - 61020	0	0	0	0	0	45	0	0.0%	45	45
0001 City Trust Fd : Milliken Fund Studen 400005 - 500852 - 61021	0	0	0	0	0	165	0	0.0%	165	165
0001 City Trust Fd : Pennel Student Prize 400005 - 500852 - 61024	0	0	0	0	0	89	0	0.0%	89	89
0001 City Trust Fd : Seavey Community Hea 400005 - 500852 - 61028	0	0	0	0	0	414	0	0.0%	414	414
0001 City Trust Fd : Sweetser Fund For Pu 400005 - 500852 - 61027	0	0	0	0	0	2,196	0	0.0%	2,196	2,196
0001 City Trust Fd : Sweetser Fund For Sa 400005 - 500852 - 61023	0	0	0	0	0	3,499	0	0.0%	3,499	3,499

<b>Other Budgeting Units Line Item Detail</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Curr (as of Feb)</b>	<b>FY 2023 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Administrator's Budget</b>	<b>Approved Budget</b>
0001 City Trust Fd : Sweetser Fund To Tho 400005 - 500852 - 61019	0	0	0	0	0	3,127	0	0.0%	3,127	3,127
0001 City Trust Fd : Sweetser Missionary 400005 - 500852 - 61022	0	0	0	0	0	929	0	0.0%	929	929
0001 City Trust Fd : Sweetser Provident L 400005 - 500852 - 61025	0	0	0	0	0	5,394	0	0.0%	5,394	5,394
0001 City Trust Fd : Sweetser Sabbath Sch 400005 - 500852 - 61026	0	0	0	0	0	1,216	0	0.0%	1,216	1,216
0001 City Trust Fd : Sweetser/Baxter Sabb 400005 - 500852 - 61016	0	0	0	0	0	2,389	0	0.0%	2,389	2,389
<b>Expense Total</b>	<b>17,212</b>	<b>30,891</b>	<b>4,134</b>	<b>30,216</b>	<b>0</b>	<b>27,512</b>	<b>0</b>	<b>0.0%</b>	<b>27,512</b>	<b>27,512</b>
<b>Revenue</b>										
Pf - Other Revenues: Donations Revenue 400003 - 300615 - 00000	0	0	0	0	0	0	0		0	0
Pf - Other Revenues: Interest Earnings 400003 - 300750 - 00000	28,522	28,829	28,829	(13,587)	0	28,000	(28,000)	(100.0%)	0	0
Pf - Other Revenues: Net Increase In Fair 400003 - 300710 - 00000	34,707	(27,664)	175,162	(54,410)	0	0	0		0	0
<b>Revenue Total</b>	<b>63,229</b>	<b>1,165</b>	<b>203,991</b>	<b>(67,996)</b>	<b>0</b>	<b>28,000</b>	<b>(28,000)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>



## Section 7 – Water Resource Recovery Department

### WRRD Organization Chart



The City of Saco’s Water Resource Recovery Department (WRRD) provides our customers with high-quality wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We do this with a productive and talented team that always strives for excellence. The team accomplishes this mission by protecting the health and well-being of those who live, work, and play within the city by conveying liquid waste from their homes and businesses to the treatment facility for processing. With that comes the duty of protecting one of the city’s largest natural resources, the Saco River.

Saco WRRD utilizes an enterprise fund to promote and maintain long-term financial sustainability of its water resource recovery activities. This fund is a separate accounting and financial reporting mechanism where revenues and expenditures are segregated into an account with financial statements separate from all other governmental activities. This fund reflects the total direct and indirect costs to provide the service for which a user fee is charged.

Staff changes, primarily because of movement within the organization, include Joshua Lavoie joining our team as Operator, Riley Cobb promoted to Compliance Manager, and Matthew Szuter promoted to Laboratory Technician. We are proud of our strong team, which has a combined 100 years of diversified expertise in wastewater, nuclear, naval, scientific, and municipal fields. The Saco WRRD and Communications Department have completed our partnership with the US Environmental Protection Agency (EPA), and Saco was recently featured in the EPA’s case study about its augmented alternative analysis process for Saco’s Water Resource Recovery Project. You can read the full case study at this link: [Making the Right Choices for your Utility: Case Examples of Multi-Benefit Investment & Community Engagement in Action \(epa.gov\)](https://www.epa.gov/case-studies/making-right-choices-your-utility-case-examples-multi-benefit-investment-community-engagement-action).

#### Goals and Accomplishments for FY2023

In November 2022, the City of Saco WRRD completed a solicitation of a Request for Qualifications for a Construction Manager at Risk (CMAR) for the Saco WRRD Upgrade. Along with our design engineering firm Tighe & Bond, an internal team from the City of Saco was assembled to review qualification submittals and conduct interviews. After the completion of interviews and presentations, the City of Saco WRRD chose to partner with MWH Constructors Inc. The City of Saco WRRD, Tighe & Bond and MWH kicked off Preconstruction meetings beginning in January of 2023. The next steps in the project are to further the design of the project with Tighe & Bond, and work closely with MWH on Value Engineering (VE) ideas and concepts.

### Goals for FY2024

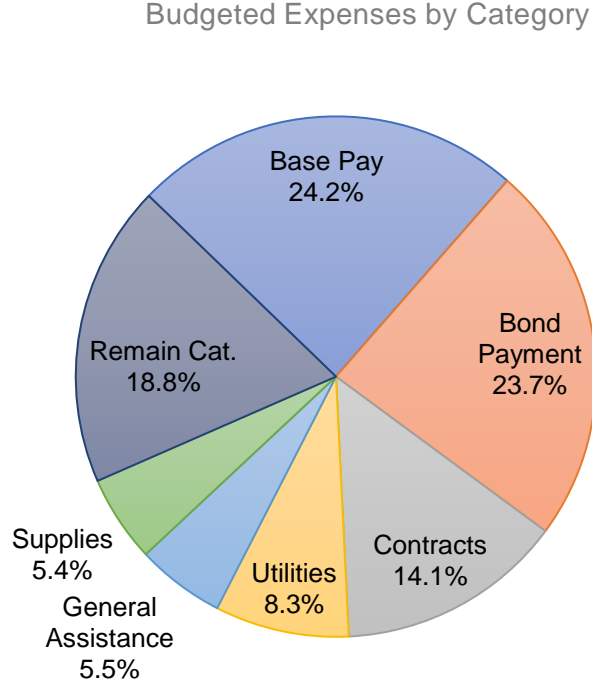
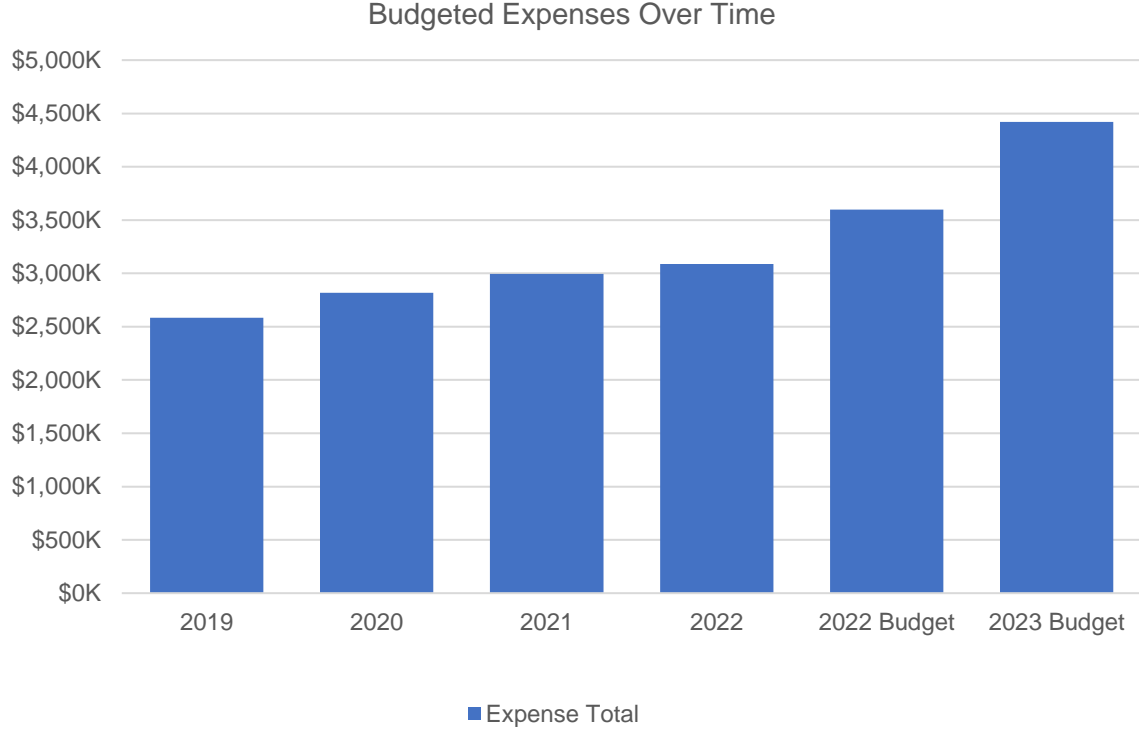
In the coming year, we plan to complete engineering design for the full facility upgrade, and start construction on this exciting project! We will also continue to promote staff education and facility innovation, which will be especially important as the State of Maine tackles a growing challenge of emerging contaminants.



## WRRD Budget Overview

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Capital	472,641	442,260	475,303	339,555	262,013	326,552	(1,441)	(0.4%)	325,110	325,110
	Miscellaneous	0	0	4,009	283	2,501	0	0		0	0
	Base Pay	677,572	854,543	886,007	935,110	607,272	941,439	50,149	5.3%	991,588	991,588
	Contracts	271,489	320,713	364,082	333,916	348,556	410,552	167,066	40.7%	577,618	577,618
	Equipment	127,782	134,742	109,338	134,409	91,168	172,950	(12,000)	(6.9%)	160,950	160,950
	Fees	20,073	24,094	26,633	23,088	13,258	25,500	0	0.0%	25,500	25,500
	Supplies	113,178	110,761	121,522	159,284	120,683	161,000	60,000	37.3%	221,000	221,000
	Travel/Training	10,508	9,958	3,095	11,615	8,498	12,000	0	0.0%	12,000	12,000
	Utilities	203,217	199,221	213,801	280,354	181,043	311,361	29,541	9.5%	340,902	340,902
	Maintenance/Parts	43,977	70,091	56,269	52,938	34,399	81,000	(10,000)	(12.3%)	71,000	71,000
	Overtime	54,659	69,376	70,232	73,024	50,321	70,608	3,742	5.3%	74,350	74,350
	General Assistance	224,631	194,839	287,628	262,368	296,082	225,000	0	0.0%	225,000	225,000
	Payout	0	0	0	10,884	7,311	0	0		0	0
	Medical	166,161	189,602	183,137	234,351	107,680	184,696	3,034	1.6%	187,730	187,730
	Insurance	25,939	71,064	58,476	72,105	40,104	69,769	(5,426)	(7.8%)	64,343	64,343
	Retirement	121,207	126,601	134,364	164,552	102,753	155,678	17,561	11.3%	173,239	173,239
	Transfer	49,957	0	0	0	450,973	450,973	518,620	115.0%	969,593	969,593
<b>Expense Total</b>		<b>2,582,990</b>	<b>2,817,866</b>	<b>2,993,896</b>	<b>3,087,835</b>	<b>2,724,615</b>	<b>3,599,078</b>	<b>820,846</b>	<b>22.8%</b>	<b>4,419,924</b>	<b>4,419,924</b>
Revenue	Local	2,611,453	2,653,264	2,951,810	3,009,713	2,563,919	3,599,078	795,846	22.1%	4,394,924	4,394,924
	Miscellaneous	550,000	1,194,082	967,354	0	0	0	0		0	0
	Interest	18,457	24,702	15,036	15,772	25,551	0	25,000		25,000	25,000
	Transfer	0	54,917	71,493	1,055,000	250,000	0	0		0	0
<b>Revenue Total</b>		<b>3,179,910</b>	<b>3,926,965</b>	<b>4,005,693</b>	<b>4,080,485</b>	<b>2,839,469</b>	<b>3,599,078</b>	<b>820,846</b>	<b>22.8%</b>	<b>4,419,924</b>	<b>4,419,924</b>

# WRRD Budget Overview



## WRRD Subsurface Impact Fees

§ 176-15.03 Fee imposed; disposition of funds; use. A. All building units or building expansions requiring the installation of a subsurface disposal system or expansion to an existing subsurface disposal system shall be subject to a subsurface disposal impact fee.

Any person seeking to install or expand a subsurface disposal system shall fill out an appropriate form provided by the Code Enforcement Officer or his/her designee. No building permit or occupancy permit, whether for new use or construction or structural change or change of use, may be issued until the fee under this section has been paid.

All impact fees collected pursuant to this article shall be used to develop, design, construct, expand, improve and/or install municipal wastewater treatment facilities and associated capital improvements for the handling, disposal and treatment of septic waste.

Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget	
Expense	Capital	0	0	5,275	(5,275)	0	0	0		0	0	
	Miscellaneous	30	0	0	0	0	0	0		0	0	
	Transfer	0	0	0	155,000	0	0	0		0	0	
<b>Expense Total</b>		<b>30</b>	<b>0</b>	<b>5,275</b>	<b>149,725</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
Revenue	Interest	1,926	0	0	0	0	0	0		0	0	
	Local	10,000	9,515	10,500	15,000	10,500	10,000	0	0.0%	10,000	10,000	
	Transfer	0	0	0	0	0	0	0		0	0	
<b>Revenue Total</b>		<b>11,926</b>	<b>9,515</b>	<b>10,500</b>	<b>15,000</b>	<b>10,500</b>	<b>10,000</b>	<b>0</b>	<b>0.0%</b>	<b>10,000</b>	<b>10,000</b>	
<b>Fund Balance</b>						<b>37,916</b>					<b>47,916</b>	<b>57,916</b>

## WRRD Impact Fees

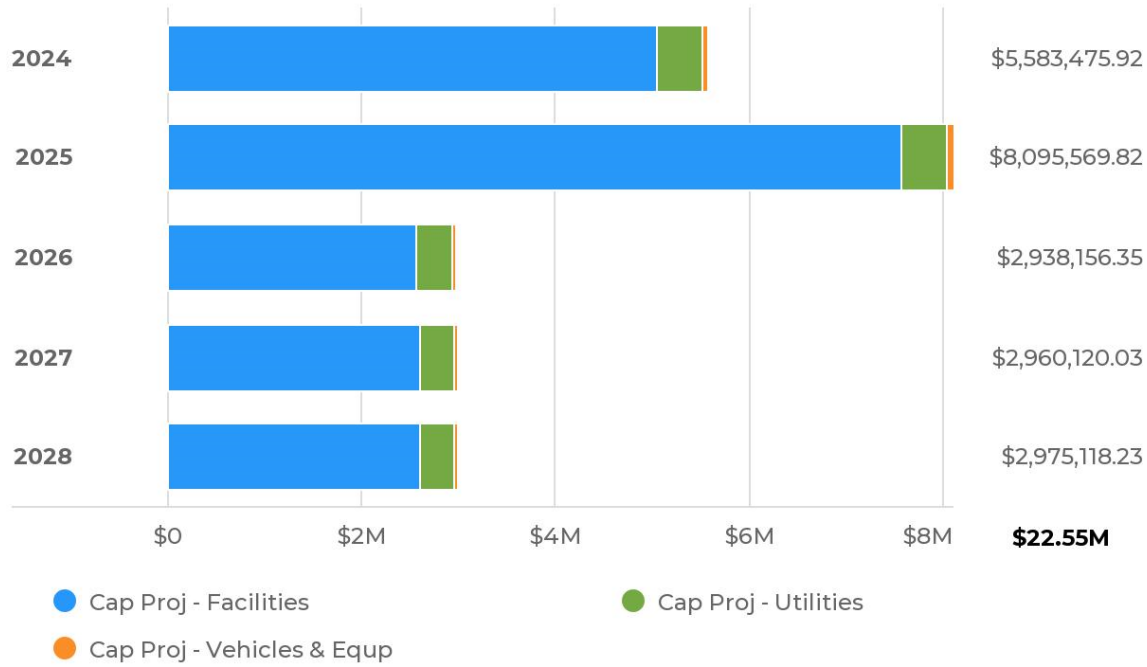
§ 176-15.03 Fee imposed; disposition of funds; use. A. The WRRD impact fee established by this article shall apply to all new construction or any change of use which results in new or increased discharge of wastewater to the water resource recovery facilities.

All revenue generated by this article shall be placed in a nonlapsing fund, to be used only for improvements to the existing water resource recovery facilities, sewers, City pump stations, construction of additional treatment facilities, and debt repayment for construction, repair and maintenance of the WRRF.

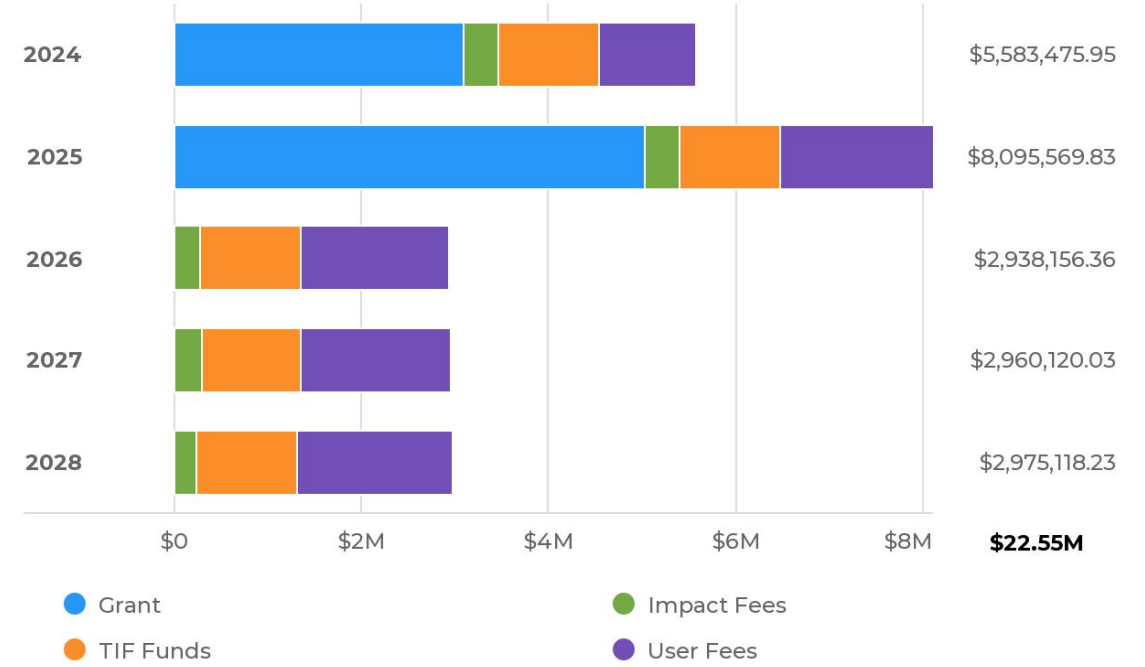
Type	Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Budget	\$ Change	% Change	Administrator's Budget	Approved Budget
Expense	Capital	0	0	0	126,514	65,807	234,046	122,054	52.1%	356,100	356,100
	Miscellaneous	0	0	0	0	0	0	0		0	0
	Transfer	0	0	0	456,750	0	0	0		0	0
<b>Expense Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>583,264</b>	<b>65,807</b>	<b>234,046</b>	<b>122,054</b>	<b>52.1%</b>	<b>356,100</b>	<b>356,100</b>
Revenue	Local	0	0	0	762,249	209,041	0	170,000		170,000	170,000
	Transfer	0	0	0	2,555,384	0	0	0		0	0
<b>Revenue Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>3,317,634</b>	<b>209,041</b>	<b>0</b>	<b>170,000</b>		<b>170,000</b>	<b>170,000</b>
<b>Fund Balance</b>					<b>2,734,369</b>		<b>2,500,324</b>			<b>2,314,224</b>	

## WRRD 5 Year Capital Plan

### Capital Costs By Department (per year)



### Funding Source By Year



Year	Cap Proj - Facilities	Cap Proj - Utilities	Cap Proj - Vehicles & Equip	All Capital Projects
2024	5,045,693	469,625	68,158	<b>5,583,476</b>
2025	7,576,005	465,250	54,315	<b>8,095,570</b>
2026	2,570,005	361,500	6,651	<b>2,938,156</b>
2027	2,602,995	357,125	-	<b>2,960,120</b>
2028	2,605,495	353,125	16,498	<b>2,975,118</b>
<b>TOTAL</b>	<b>20,400,193</b>	<b>2,006,625</b>	<b>145,622</b>	<b>22,552,440</b>

Year	Grant	Impact Fees	TIF Funds	User Fees	All Funding Sources
2024	3,100,000	356,100	1,079,625	1,047,751	<b>5,583,476</b>
2025	5,030,000	360,000	1,075,250	1,630,320	<b>8,095,570</b>
2026	-	284,000	1,071,500	1,582,656	<b>2,938,156</b>
2027	-	293,500	1,067,125	1,599,495	<b>2,960,120</b>
2028	-	245,000	1,062,125	1,667,993	<b>2,975,118</b>
<b>TOTAL</b>	<b>8,130,000</b>	<b>1,538,600</b>	<b>5,355,625</b>	<b>7,528,215</b>	<b>22,552,440</b>

## WRRD Line Item Budget

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
<b>5000 - City Enterprise Funds</b>										
<b>Expense</b>										
CP - Capital										
Interest Expense: Debt- Interest 50085 - 500827 - 00000	71,615	0	0	0	0	0	0		0	0
Depreciation Expense: Depreciation Expense 50098 - 500404 - 00000	351,881	353,941	311,537	317,752	0	311,537	0	0.0%	311,537	311,537
Depreciation Expense: Loss On Disposal Of 50098 - 500412 - 00000	40,333	71,740	0	0	0	0	0		0	0
Repairs And Maintena: Capital Improvement 50095 - 500910 - 00000	0	(6,682)	554	0	0	0	0		0	0
Repairs And Maintena: House Connection Rep 50095 - 500910 - 03915	8,813	29,237	39,246	12,644	2,347	10,000	0	0.0%	10,000	10,000
Repairs And Maintena: Pump Station Upgrade 50095 - 500910 - 05111	0	(18,929)	0	0	0	0	0		0	0
Repairs And Maintena: Biosolids Holding Ta 50095 - 500910 - 05113	0	0	82,977	0	0	0	0		0	0
Repairs And Maintena: Odor Control 50095 - 500910 - 05114	0	4,678	5,000	0	0	0	0		0	0
Repairs And Maintena: Hillview 2 Pump Stat 50095 - 500910 - 09023	0	0	27,995	2,495	0	0	0		0	0
Repairs And Maintena: Buxton Road Sewer Fo 50095 - 500910 - 11918	0	0	0	0	253,465	0	0		0	0
Interest Expense: Vehicles & Equip Leas 500661 - 500916 - 00000	0	8,275	7,994	6,664	6,202	5,015	(1,441)	(28.7%)	3,573	3,573
<b>CP - Capital Total</b>	<b>472,641</b>	<b>442,260</b>	<b>475,303</b>	<b>339,555</b>	<b>262,013</b>	<b>326,552</b>	<b>(1,441)</b>	<b>(0.4%)</b>	<b>325,110</b>	<b>325,110</b>
MS - Miscellaneous										
Other Supplies And E: Miscellaneous Expens 50103 - 500400 - 00000	0	0	4,009	283	2,501	0	0		0	0
<b>MS - Miscellaneous Total</b>	<b>0</b>	<b>0</b>	<b>4,009</b>	<b>283</b>	<b>2,501</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
BP - Base Pay										
Personnel Services: Mechanic Wages 50070 - 500133 - 00000	176,650	191,355	181,618	135,064	0	0	0		0	0
Personnel Services: Supervisory Wages 50070 - 500102 - 00000	104,675	233,879	243,526	252,657	130,757	197,756	18,242	9.2%	215,998	215,998
Personnel Services: Clerical Wages 50070 - 500104 - 00000	44,078	229	0	0	0	0	0		0	0
Personnel Services: Wrrd Teamsters 50070 - 500135 - 00000	0	0	0	0	234,204	491,483	(102,190)	(20.8%)	389,293	389,293
Personnel Services: Department Head Wage 50070 - 500101 - 00000	103,701	108,422	111,228	114,203	75,569	116,605	5,824	5.0%	122,429	122,429
Personnel Services: Non-Supervisory Wage 50070 - 500103 - 00000	248,469	320,658	349,634	433,187	166,743	135,595	128,274	94.6%	263,869	263,869
<b>BP - Base Pay Total</b>	<b>677,572</b>	<b>854,543</b>	<b>886,007</b>	<b>935,110</b>	<b>607,272</b>	<b>941,439</b>	<b>50,149</b>	<b>5.3%</b>	<b>991,588</b>	<b>991,588</b>
CT - Contracts										
Contractual Services: Contracted Services 50090 - 500428 - 00000	3,364	2,440	3,272	7,106	2,582	7,000	0	0.0%	7,000	7,000
Contractual Services: Contracted Services 50080 - 500428 - 00000	186,992	243,829	283,586	232,619	24,737	10,000	0	0.0%	10,000	10,000
Contractual Services: Contracted Services 50076 - 500428 - 00000	78,956	71,716	73,729	91,338	2,804	80,000	0	0.0%	80,000	80,000
Contractual Services: Biosolids Removal 50080 - 500436 - 00000	0	0	0	0	266,696	245,000	167,000	68.2%	412,000	412,000
Contractual Services: Billing Services 50080 - 500437 - 00000	0	0	0	0	47,700	63,600	0	0.0%	63,600	63,600
Contractual Services: Processing/Disposal/ 50080 - 500434 - 00000	2,178	2,271	2,750	2,562	2,976	3,090	0	0.0%	3,090	3,090
Other Supplies And E: Copier 50103 - 500338 - 00000	0	0	0	206	491	362	66	18.2%	428	428
Other Supplies And E: Advertising 50103 - 500341 - 00000	0	457	745	85	570	1,500	0	0.0%	1,500	1,500
<b>CT - Contracts Total</b>	<b>271,489</b>	<b>320,713</b>	<b>364,082</b>	<b>333,916</b>	<b>348,556</b>	<b>410,552</b>	<b>167,066</b>	<b>40.7%</b>	<b>577,618</b>	<b>577,618</b>



WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
EQ - Equipment										
Personnel Services: Tool Allowance 50070 - 500316 - 00000	137	1,536	1,209	1,735	1,594	2,400	0	0.0%	2,400	2,400
Personnel Services: Clothing/Boot Allowa 50070 - 500325 - 00000	4,422	5,837	5,067	6,330	5,517	5,850	0	0.0%	5,850	5,850
Other Supplies And E: Minor Equipment 50103 - 500317 - 00000	69,413	67,053	67,831	66,056	35,829	75,000	(7,000)	(9.3%)	68,000	68,000
Other Supplies And E: Uniforms/Safety Equi 50103 - 500324 - 00000	2,169	1,604	1,674	1,002	491	2,000	0	0.0%	2,000	2,000
Other Supplies And E: Furniture & Fixtures 50103 - 500350 - 00000	350	604	898	1,162	1,176	1,500	0	0.0%	1,500	1,500
Other Supplies And E: Rental Equipment 50103 - 500354 - 00000	0	76	0	0	0	1,000	0	0.0%	1,000	1,000
Other Supplies And E: Minor Equipment 50093 - 500317 - 00000	53,573	38,646	17,517	41,015	42,831	65,000	(5,000)	(7.7%)	60,000	60,000
Other Supplies And E: Rental Equipment 50093 - 500354 - 00000	0	0	297	161	0	500	0	0.0%	500	500
Other Supplies And E: Minor Equipment 50075 - 500317 - 00000	(2,956)	18,310	13,393	12,156	2,223	15,000	0	0.0%	15,000	15,000
Other Supplies And E: Uniforms/Safety Equi 50075 - 500324 - 00000	356	275	764	1,200	0	1,200	0	0.0%	1,200	1,200
Other Supplies And E: Rental Equipment 50075 - 500354 - 00000	318	800	689	3,592	1,505	3,500	0	0.0%	3,500	3,500
<b>EQ - Equipment Total</b>	<b>127,782</b>	<b>134,742</b>	<b>109,338</b>	<b>134,409</b>	<b>91,168</b>	<b>172,950</b>	<b>(12,000)</b>	<b>(6.9%)</b>	<b>160,950</b>	<b>160,950</b>
FE - Fees										
Contractual Services: Monitoring Costs/Lab 50080 - 500430 - 00000	3,974	9,029	4,935	6,956	3,175	7,000	0	0.0%	7,000	7,000
Other Supplies And E: Dues & Memberships 50103 - 500330 - 00000	2,728	1,777	3,131	2,448	3,061	3,000	0	0.0%	3,000	3,000
Other Supplies And E: Computer Software 50103 - 500360 - 00000	4,647	4,910	10,376	5,718	3,643	7,500	0	0.0%	7,500	7,500
Other Supplies And E: Filing Fees/Licenses 50103 - 500370 - 00000	8,724	8,378	8,192	7,965	3,379	8,000	0	0.0%	8,000	8,000
<b>FE - Fees Total</b>	<b>20,073</b>	<b>24,094</b>	<b>26,633</b>	<b>23,088</b>	<b>13,258</b>	<b>25,500</b>	<b>0</b>	<b>0.0%</b>	<b>25,500</b>	<b>25,500</b>
SP - Supplies										
Personnel Services: Meal Allowance 50070 - 500349 - 00000	20	110	130	170	110	0	0		0	0
Repairs And Maintena: Cleaning Supplies 50102 - 500308 - 00000	846	1,352	1,134	1,489	591	1,500	0	0.0%	1,500	1,500
Other Supplies And E: Office Supplies 50103 - 500301 - 00000	598	1,053	466	1,725	955	2,000	0	0.0%	2,000	2,000
Other Supplies And E: Computer Supplies 50103 - 500304 - 00000	753	1,898	1,618	2,558	1,048	2,500	0	0.0%	2,500	2,500
Other Supplies And E: Chemicals 50103 - 500306 - 00000	69,520	86,340	74,273	104,607	81,006	110,000	60,000	54.5%	170,000	170,000
Other Supplies And E: Oils & Lubricants 50103 - 500315 - 00000	0	0	465	481	21	500	0	0.0%	500	500
Other Supplies And E: Books/Manuals 50103 - 500332 - 00000	99	189	331	152	108	250	0	0.0%	250	250
Other Supplies And E: Postage 50103 - 500337 - 00000	2,485	1,159	1,360	2,985	1,605	3,500	0	0.0%	3,500	3,500
Other Supplies And E: Printing 50103 - 500344 - 00000	20	34	81	0	0	250	0	0.0%	250	250
Other Supplies And E: Chemicals 50093 - 500306 - 00000	993	2,286	363	369	372	5,000	0	0.0%	5,000	5,000
Other Supplies And E: Chemicals 50075 - 500306 - 00000	490	0	266	0	0	500	0	0.0%	500	500
Other Supplies And E: Construction Materia 50075 - 500348 - 00000	37,353	16,341	41,035	44,747	34,866	35,000	0	0.0%	35,000	35,000
<b>SP - Supplies Total</b>	<b>113,178</b>	<b>110,761</b>	<b>121,522</b>	<b>159,284</b>	<b>120,683</b>	<b>161,000</b>	<b>60,000</b>	<b>37.3%</b>	<b>221,000</b>	<b>221,000</b>
TT - Travel/Training										
Personnel Services: Training 50070 - 500322 - 00000	4,427	4,460	2,595	4,723	5,066	6,000	0	0.0%	6,000	6,000
Other Supplies And E: Travel 50103 - 500339 - 00000	6,081	5,498	500	6,892	3,431	6,000	0	0.0%	6,000	6,000
<b>TT - Travel/Training Total</b>	<b>10,508</b>	<b>9,958</b>	<b>3,095</b>	<b>11,615</b>	<b>8,498</b>	<b>12,000</b>	<b>0</b>	<b>0.0%</b>	<b>12,000</b>	<b>12,000</b>

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
UT - Utilities										
Utilities: Heating Fuel 50101 - 500313 - 00000	10,622	6,317	11,044	16,637	7,499	7,500	14,128	188.4%	21,628	21,628
Utilities: Heating Fuel 50091 - 500313 - 00000	2,864	5,497	2,411	2,141	2,164	5,000	0	0.0%	5,000	5,000
Utilities: Gas & Diesel 50101 - 500319 - 00000	4,738	5,292	5,651	5,017	3,267	5,400	2,100	38.9%	7,500	7,500
Utilities: Electricity 50091 - 500333 - 00000	0	1,082	396	(123)	0	0	0		0	0
Utilities: Water 50091 - 500334 - 00000	2,262	4,558	2,423	2,376	1,336	5,200	780	15.0%	5,980	5,980
Utilities: Electricity 50101 - 500333 - 00000	0	3,287	0	0	0	0	0		0	0
Utilities: Water 50101 - 500334 - 00000	22,664	16,722	32,716	29,693	26,826	32,500	4,875	15.0%	37,375	37,375
Utilities: Telecom 50101 - 500336 - 00000	6,666	8,659	8,460	9,167	6,565	10,005	(948)	(9.5%)	9,057	9,057
Utilities: Front St Garage 3501 50101 - 500333 - 98402	956	936	1,181	1,818	993	865	1,872	216.4%	2,737	2,737
Utilities: 68 Front (Wwt)St 350 50101 - 500333 - 98404	92,381	89,878	96,068	132,923	84,184	180,000	(31,760)	(17.6%)	148,240	148,240
Utilities: Bayview Rd P/S 3501 50091 - 500333 - 98501	2,163	1,734	2,039	2,309	1,641	2,000	1,477	73.8%	3,477	3,477
Utilities: Cumberland Ave 3501 50091 - 500333 - 98502	15,038	12,492	12,726	23,243	9,659	17,850	8,071	45.2%	25,921	25,921
Utilities: Kimberly Dr Pvt 350 50091 - 500333 - 98503	553	574	613	801	480	700	193	27.6%	893	893
Utilities: Buxton Rd P/S 3501 50091 - 500333 - 98504	3,464	3,942	3,538	4,078	2,848	4,200	1,941	46.2%	6,141	6,141
Utilities: Camp Ellis Pump 350 50091 - 500333 - 98505	2,681	2,496	2,074	2,598	1,876	3,500	412	11.8%	3,912	3,912
Utilities: North Ave P/S 3501- 50091 - 500333 - 98507	446	271	339	447	273	300	374	124.6%	674	674
Utilities: Glenhaven Cir I 350 50091 - 500333 - 98508	310	286	299	350	227	300	228	76.0%	528	528
Utilities: Geenhaven Cir 2 350 50091 - 500333 - 98509	323	302	305	414	252	300	323	107.6%	623	623
Utilities: Glenhaven Cir 3 3501 50091 - 500333 - 98510	308	274	265	360	217	300	243	80.9%	543	543
Utilities: Portland Rd 3501-68 50091 - 500333 - 98511	4,660	5,380	3,771	6,445	3,833	5,500	4,203	76.4%	9,703	9,703
Utilities: Hillview Ave 2 350 50091 - 500333 - 98512	298	245	216	497	325	300	255	84.9%	555	555
Utilities: 46 Doubllass Ave 350 50091 - 500333 - 98513	951	907	853	1,175	723	1,000	769	76.9%	1,769	1,769
Utilities: Irving St P/S 3501- 50091 - 500333 - 98515	497	415	392	508	304	450	314	69.8%	764	764
Utilities: Bayview Ter P/S 350 50091 - 500333 - 98516	569	497	488	594	362	500	395	79.1%	895	895
Utilities: Meadow Ln P/S 3501 50091 - 500333 - 98517	292	281	257	362	219	300	245	81.7%	545	545
Utilities: Us Route 1 3501-1720 50091 - 500333 - 98518	3,431	3,848	3,037	4,650	3,891	3,500	3,500	100.0%	7,000	7,000
Utilities: Pine Ridge Rd P/S350 50091 - 500333 - 98519	1,353	1,167	1,184	1,567	944	1,250	1,110	88.8%	2,360	2,360
Utilities: Parker Cir P/S 3501 50091 - 500333 - 98520	596	461	396	616	329	500	186	37.2%	686	686
Utilities: Skyline Dr P/S 3501 50091 - 500333 - 98523	418	413	377	520	366	500	283	56.7%	783	783
Utilities: Oob Rd P/S 3501-529 50091 - 500333 - 98524	425	409	435	490	312	450	290	64.4%	740	740
Utilities: Wildwood Dr P/S 350 50091 - 500333 - 98525	936	707	758	993	596	750	744	99.2%	1,494	1,494
Utilities: Strawberry Pump 3501 50091 - 500333 - 98527	933	965	996	1,355	992	1,005	506	50.3%	1,511	1,511
Utilities: 981 Portland Rd 350 50091 - 500333 - 98528	2,406	3,046	3,225	4,751	3,645	2,521	4,632	183.7%	7,153	7,153
Utilities: Woodman Ave 3501-42 50091 - 500333 - 98529	1,152	1,349	1,356	1,656	1,063	1,366	1,128	82.6%	2,494	2,494
Utilities: 110 Main St 3501-58 50091 - 500333 - 98530	1,192	898	1,096	1,279	871	1,149	277	24.1%	1,426	1,426
Utilities: 1 Windy Point Ln 350 50091 - 500333 - 98531	13,097	11,708	10,720	15,872	10,092	12,000	5,703	47.5%	17,703	17,703
Utilities: 120 Main St P/P 350 50091 - 500333 - 98532	1,037	1,090	912	1,340	833	1,500	(6)	(0.4%)	1,494	1,494
Utilities: 8 New County Rd 3001 50091 - 500333 - 98533	535	834	785	1,434	1,035	900	701	77.9%	1,601	1,601
<b>UT - Utilities Total</b>	<b>203,217</b>	<b>199,221</b>	<b>213,801</b>	<b>280,354</b>	<b>181,043</b>	<b>311,361</b>	<b>29,541</b>	<b>9.5%</b>	<b>340,902</b>	<b>340,902</b>

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
MN - Maintenance/Parts										
Repairs And Maintena: Vehicle & Equipment 50102 - 500320 - 00000	7,827	5,090	10,578	4,093	2,268	7,000	0	0.0%	7,000	7,000
Repairs And Maintena: Building Repairs & M 50102 - 500351 - 00000	2,205	581	55	585	997	5,500	0	0.0%	5,500	5,500
Repairs And Maintena: Repairs/Maintenance 50102 - 500410 - 00000	24,958	44,268	33,566	39,940	22,301	50,000	(10,000)	(20.0%)	40,000	40,000
Repairs And Maintena: Building Repairs & M 50092 - 500351 - 00000	1,327	1,745	1,074	0	38	3,500	0	0.0%	3,500	3,500
Repairs And Maintena: Repairs/Maintenance 50092 - 500410 - 00000	7,660	18,407	10,997	8,319	8,795	15,000	0	0.0%	15,000	15,000
<b>MN - Maintenance/Parts Total</b>	<b>43,977</b>	<b>70,091</b>	<b>56,269</b>	<b>52,938</b>	<b>34,399</b>	<b>81,000</b>	<b>(10,000)</b>	<b>(12.3%)</b>	<b>71,000</b>	<b>71,000</b>
OT - Overtime										
Personnel Services: Overtime 50070 - 500114 - 00000	27,401	34,188	34,420	38,961	27,106	40,680	2,156	5.3%	42,836	42,836
Personnel Services: Call Time Wages 50070 - 500134 - 00000	27,258	35,188	35,812	34,064	23,215	29,928	1,586	5.3%	31,514	31,514
<b>OT - Overtime Total</b>	<b>54,659</b>	<b>69,376</b>	<b>70,232</b>	<b>73,024</b>	<b>50,321</b>	<b>70,608</b>	<b>3,742</b>	<b>5.3%</b>	<b>74,350</b>	<b>74,350</b>
GA - General Assistance										
Other Supplies And E: Irrigation Abatement 50103 - 500401 - 00000	224,631	194,839	287,628	262,368	296,082	225,000	0	0.0%	225,000	225,000
<b>GA - General Assistance Total</b>	<b>224,631</b>	<b>194,839</b>	<b>287,628</b>	<b>262,368</b>	<b>296,082</b>	<b>225,000</b>	<b>0</b>	<b>0.0%</b>	<b>225,000</b>	<b>225,000</b>
PO - Payout										
Personnel Services: Payroll Contingency 50070 - 500296 - 00000	0	0	0	0	0	0	0		0	0
Personnel Services: Vacation Payouts 50070 - 500120 - 00000	0	0	0	10,884	7,311	0	0		0	0
<b>PO - Payout Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,884</b>	<b>7,311</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
MD - Medical										
Personnel Services: Health Insurance 50070 - 500288 - 00000	164,330	189,602	182,812	224,909	105,447	180,521	2,709	1.5%	183,230	183,230
Personnel Services: Dental/Optical 50070 - 500215 - 00000	1,831	0	325	9,442	2,233	3,575	325	9.1%	3,900	3,900
Personnel Services: Medical 50070 - 500394 - 00000	0	0	0	0	0	600	0	0.0%	600	600
<b>MD - Medical Total</b>	<b>166,161</b>	<b>189,602</b>	<b>183,137</b>	<b>234,351</b>	<b>107,680</b>	<b>184,696</b>	<b>3,034</b>	<b>1.6%</b>	<b>187,730</b>	<b>187,730</b>
IN - Insurance										
Personnel Services: Unemployment Compens 50070 - 500283 - 00000	0	0	0	0	0	3,500	(1,050)	(30.0%)	2,450	2,450
Personnel Services: Workers Compensation 50070 - 500285 - 00000	12,551	10,556	21,499	22,887	13,790	23,460	(5,865)	(25.0%)	17,595	17,595
Personnel Services: St/Lt Disability & L 50070 - 500290 - 00000	3,268	0	0	4,882	5,243	7,809	(261)	(3.3%)	7,548	7,548
Other Supplies And E: Liability Insurance 50103 - 500281 - 00000	10,120	60,508	36,977	44,336	21,072	35,000	1,750	5.0%	36,750	36,750
<b>IN - Insurance Total</b>	<b>25,939</b>	<b>71,064</b>	<b>58,476</b>	<b>72,105</b>	<b>40,104</b>	<b>69,769</b>	<b>(5,426)</b>	<b>(7.8%)</b>	<b>64,343</b>	<b>64,343</b>
RE - Retirement										
Personnel Services: Mepers (Retirement) 50070 - 500287 - 00000	48,097	57,050	58,934	69,263	50,896	71,320	19,744	27.7%	91,064	91,064
Personnel Services: Fica Taxes 50070 - 500289 - 00000	51,449	62,584	71,076	80,658	50,038	78,051	4,124	5.3%	82,175	82,175
Personnel Services: Deferred Compensatio 50070 - 500286 - 00000	21,661	6,966	4,354	14,631	1,819	6,307	(6,307)	(100.0%)	0	0
<b>RE - Retirement Total</b>	<b>121,207</b>	<b>126,601</b>	<b>134,364</b>	<b>164,552</b>	<b>102,753</b>	<b>155,678</b>	<b>17,561</b>	<b>11.3%</b>	<b>173,239</b>	<b>173,239</b>

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
TR - Transfer										
Transfers: Wrrd Plant Upgrade 50097 - 500952 - 03751	0	0	0	0	450,973	450,973	518,620	115.0%	969,593	969,593
Transfers: Trans To Enterprise 50097 - 500964 - 00000	49,957	0	0	0	0	0	0		0	0
<b>TR - Transfer Total</b>	<b>49,957</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,973</b>	<b>450,973</b>	<b>518,620</b>	<b>115.0%</b>	<b>969,593</b>	<b>969,593</b>
<b>Expense Total</b>	<b>2,582,990</b>	<b>2,817,866</b>	<b>2,993,896</b>	<b>3,087,835</b>	<b>2,724,615</b>	<b>3,599,078</b>	<b>820,846</b>	<b>22.8%</b>	<b>4,419,924</b>	<b>4,419,924</b>
<b>Revenue</b>										
LC - Local										
Charges For Services: Miscellaneous Fees 50010 - 300710 - 00000	0	900	40,905	11,905	0	5,000	0	0.0%	5,000	5,000
Charges For Services: Sewer User Fees 50010 - 400511 - 00000	2,510,769	2,588,190	2,846,411	2,916,440	2,513,069	3,514,078	795,846	22.6%	4,309,924	4,309,924
Charges For Services: Poland Springs (Nest 50010 - 300723 - 00000	100,684	64,175	64,494	81,368	50,850	80,000	0	0.0%	80,000	80,000
<b>LC - Local Total</b>	<b>2,611,453</b>	<b>2,653,264</b>	<b>2,951,810</b>	<b>3,009,713</b>	<b>2,563,919</b>	<b>3,599,078</b>	<b>795,846</b>	<b>22.1%</b>	<b>4,394,924</b>	<b>4,394,924</b>
MS - Miscellaneous										
Gain On Receipt Of C: Gain On Receipt Of C 50061 - 300760 - 00000	550,000	1,194,082	967,354	0	0	0	0		0	0
<b>MS - Miscellaneous Total</b>	<b>550,000</b>	<b>1,194,082</b>	<b>967,354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
IT - Interest										
Miscellaneous Revenu: Interest Earnings 50020 - 300750 - 00000	18,457	24,702	15,036	15,772	25,551	0	25,000		25,000	25,000
<b>IT - Interest Total</b>	<b>18,457</b>	<b>24,702</b>	<b>15,036</b>	<b>15,772</b>	<b>25,551</b>	<b>0</b>	<b>25,000</b>		<b>25,000</b>	<b>25,000</b>
TR - Transfer										
Transfer: Enterprise Transfer 500090 - 300950 - 00000	0	0	0	30,350	250,000	0	0		0	0
Transfer: Transfer From Enterp 500090 - 300954 - 00000	0	54,917	71,493	1,024,650	0	0	0		0	0
<b>TR - Transfer Total</b>	<b>0</b>	<b>54,917</b>	<b>71,493</b>	<b>1,055,000</b>	<b>250,000</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue Total</b>	<b>3,179,910</b>	<b>3,926,965</b>	<b>4,005,693</b>	<b>4,080,485</b>	<b>2,839,469</b>	<b>3,599,078</b>	<b>820,846</b>	<b>22.8%</b>	<b>4,419,924</b>	<b>4,419,924</b>
<b>5102 - Wrrd - Subsurface Disposal Imp</b>										
<b>Expense</b>										
CP - Capital										
Repairs And Maintena: 30% Design - Sea Lev 510270 - 500910 - 11914	0	0	5,275	(5,275)	0	0	0		0	0
<b>CP - Capital Total</b>	<b>0</b>	<b>0</b>	<b>5,275</b>	<b>(5,275)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
MS - Miscellaneous										
Other Supplies And E: Miscellaneous Expens 510205 - 500400 - 00000	30	0	0	0	0	0	0		0	0
<b>MS - Miscellaneous Total</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
TR - Transfer										

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
Transfer Expense: Transfer To Enterpri 510290 - 500954 - 00000	0	0	0	155,000	0	0	0		0	0
<b>TR - Transfer Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Expense Total</b>	<b>30</b>	<b>0</b>	<b>5,275</b>	<b>149,725</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue</b>										
LC - Local										
Wrrd- Subsurface Dis: Septic Receiving Imp 510203 - 400512 - 00000	10,000	9,515	10,500	15,000	10,500	10,000	0	0.0%	10,000	10,000
<b>LC - Local Total</b>	<b>10,000</b>	<b>9,515</b>	<b>10,500</b>	<b>15,000</b>	<b>10,500</b>	<b>10,000</b>	<b>0</b>	<b>0.0%</b>	<b>10,000</b>	<b>10,000</b>
IT - Interest										
Other Revenues: Interest Earnings 510238 - 300750 - 00000	1,926	0	0	0	0	0	0		0	0
<b>IT - Interest Total</b>	<b>1,926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Revenue Total</b>	<b>11,926</b>	<b>9,515</b>	<b>10,500</b>	<b>15,000</b>	<b>10,500</b>	<b>10,000</b>	<b>0</b>	<b>0.0%</b>	<b>10,000</b>	<b>10,000</b>
<b>5103 - Wrrd Impact Fee</b>										
<b>Expense</b>										
CP - Capital										
Repairs And Maintena: Capital Improvement 510370 - 500910 - 00000	0	0	0	19,055	0	0	0		0	0
Repairs And Maintena: Recondition Pump Sta 510370 - 500910 - 11912	0	0	0	0	13,057	0	156,100		156,100	156,100
Repairs And Maintena: 30% Design - Sea Lev 510370 - 500910 - 11914	0	0	0	0	52,750	0	0		0	0
Repairs And Maintena: Aquanereda Test Pilo 510370 - 500910 - 11916	0	0	0	4,560	0	0	0		0	0
Repairs And Maintena: Brick Sewer Rehab 510370 - 500910 - 11917	0	0	0	102,899	0	140,000	60,000	42.9%	200,000	200,000
<b>CP - Capital Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,514</b>	<b>65,807</b>	<b>140,000</b>	<b>216,100</b>	<b>154.4%</b>	<b>356,100</b>	<b>356,100</b>
TR - Transfer										
Transfer Expense: Transfer To Enterpri 510390 - 500954 - 00000	0	0	0	456,750	0	0	0		0	0
<b>TR - Transfer Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>456,750</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>583,264</b>	<b>65,807</b>	<b>140,000</b>	<b>216,100</b>	<b>154.4%</b>	<b>356,100</b>	<b>356,100</b>
<b>Revenue</b>										
LC - Local										
Wrrd Impact Fees: Miscellaneous Fees 510303 - 300710 - 00000	0	0	0	762,249	209,041	0	170,000		170,000	170,000
<b>LC - Local Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>762,249</b>	<b>209,041</b>	<b>0</b>	<b>170,000</b>		<b>170,000</b>	<b>170,000</b>
TR - Transfer										
Transfer Expense: Transfer From Enterp 510390 - 300954 - 00000	0	0	0	2,555,384	0	0	0		0	0
<b>TR - Transfer Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,555,384</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

WRRD Line Item Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Curr (as of Feb)	FY 2023 Approved	\$ Change	% Change	Administrator's Budget	Approved Budget
Revenue Total	0	0	0	3,317,634	209,041	0	170,000		170,000	170,000

## Appendix A – Glossary of Terms

**Accrual** - the accumulation or increase of something over time, especially payments or benefits

**Appropriation** – An amount that is budgeted to be used, typically from tax revenues.

**Audited Financial Statements** – Per City Charter, the Council should provide for an independent annual audit of the all the City accounts. Other regulations require the Finance Department to produce a set of financial statements in compliance with applicable regulations. These financial statements are reviewed as part of the annual audit and compiled into the Certified Annual Financial Report (CAFR).

**Balanced Budget** – A budget where revenues = expenditures. Use of fund balance can be budgeted as a revenue to ensure the budget remains balanced, even when some use of fund balance is included in the budget. Overlay can be budgeted as an expense to ensure the budget remains balanced, even when some surplus to replenish fund balance is planned.

**Budget** – The municipal budget details all of the expenses and revenues that the City of Saco needs to provide quality services for its citizens for a full fiscal year (July 1st - June 30th). The municipal budget is similar to a family budget that is created to ensure that the money a family earns will adequately cover family expenses. Unlike a family budget, the City of Saco's budget is a legally adopted document, which means that it can only be changed through an act of the City Council.

**Capital Asset** – A capital asset is one that costs in excess of \$10,000 and has a useful life of at least 5 years.

**Capital Program** – According to Section 6.04 of the City Charter, the City Administrator is to prepare and submit to the City Council a five-year capital program at a regular meeting of the City Council in March of each year. It should include all capital improvements proposed to be undertaken during the five fiscal years ensuing with appropriate supporting information, cost estimates and financing methods, and the estimated annual cost of maintaining both current and proposed new capital. Appropriations made for the Capital Program roll forward from year to year until fully spent unless the appropriation remains untouched for three full fiscal years, at which point the appropriation is to be returned to the General Fund undesignated fund balance.

**City Charter** – The City Charter is the guiding document for governmental operations. Any proposed changes or amendments to the charter are brought before the citizens for a vote prior to adoption.

**City Code** – The City Code of Ordinances is a collection of local laws that are enforced locally in addition to state law and federal law.

**Directive** – In the context of the City's budget process, the Directive budget reflects the City Administrator and Budget Director's best efforts to compile a budget that meets Council direction for the budget they would like to see for the City in the coming year.

**Economic Development Commission** – Established by the City Code to support the City of Saco's economic and community development efforts and to advise the City Council, staff and community on strategies, programs and policies, funding sources, and various actions that the City should undertake to promote and enhance the City of Saco; to assist City staff to actively pursue, within the goals and guidelines of City Council, commercial and industrial business development/investment for relocation into the City of Saco in order to achieve a balanced tax base; to assist City staff in working with the business community in the retention and expansion of the businesses already within the City; and to promote the City in various manners as an excellent place to live, work and do business.

**Enterprise Fund** – Funds that charge fees for service to outside customers. Generally, enterprise funds raise enough revenue to cover expenses.

**Fiscal Year** – Per the City Charter, the fiscal year begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup>. The fiscal year is defined by the year in which it ends. So, for example, fiscal year 2021 goes from July 1<sup>st</sup>, 2020, to June 30<sup>th</sup>, 2021.

**Full Accrual Accounting** – This is the type of accounting used by the private sector.

**Fund Accounting** – Governmental organizations make use of fund accounting in order to maintain transparency in the flow and use of certain financial assets. Funds are defined by a set of self-balancing accounts. Some funds are required to be established by State law. However, management establishes many other funds to help it control and manage money for specific purposes or to show that it is meeting legal responsibilities for using certain taxes, grants or other money.

**Fund Balance** – Fund Balance equals Assets less Liabilities. The fund balance in governmental financial statements is similar to the net equity in private sector financial reporting.

**General Fund** – This is the main fund through which revenue and expenses flow each year. It includes the operations budgets for all City departments, except WRRD, as well as the Capital Program.

**Governmental Fund** – Funds related to governmental operations. These funds are reported using an accounting method called *modified accrual accounting*.

**Impact Fees** – Impact fees are special charges levied for new development to cover the cost of related capital expansion and other increased costs of City services.

**Major Fund** – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users (GASB Statement No. 34).

**Modified Accrual Accounting** – A form of accounting that measures cash and all other financial assets that can be readily converted to cash.

**Permanent Fund** – Governmental funds where expenditures draw on interest earned from investment.

**School Operations Fund** – This is the main fund for the School Department. The School Operations Fund is maintained in a separate accounting system from the City and the annual School budget is documented in a separate budget book.

**Special Revenue Funds** – Governmental funds with a specific, dedicated revenue source and restrictions on appropriate use.

**Supported Entities** – Supported entities are all of the various boards, commissions, local organizations, and non-profits supported by the City of Saco each year.

**Tax Increment Finance (TIF) Districts** – The City may provide financial assistance to local economic development projects by using the new property taxes that result from the commercial investment and corresponding increase in taxable property valuation. This is accomplished by utilizing municipal tax increment financing district (TIF) in accordance with Chapter 260 of MRSA Title 30-A. The City Council is authorized by statute to establish a Municipal Tax Increment Financing District and establish the Development Plan subject to the approval by the Commissioner of the Maine Department of Economic and Community Development. Tax increment Financing Districts allow the City to “shelter” the increase property valuation from the computation of its State subsidies (General Purpose Aid to Education and Municipal Revenue Sharing) and City tax assessments.

**Unassigned Fund Balance** – The unassigned fund balance is defined in the audited financial statements as General Fund assets less General Fund liabilities less any portion of the General Fund fund balance that is restricted, committed or assigned less any negative fund balances on any other governmental funds.

**WRRD Operations Fund** – This is the operations fund for WRRD. It is combined with the impact fee funds in the financial statements.



## Appendix B – Matrix of Funds and Functional Units

<b>Fund Name</b>	<b>Department Name</b>	<b>Fund Name</b>	<b>Department Name</b>
2000 - Camp Ellis Fund	0002 - City Administration	2052 - Bay View Fund	0051 - Parks & Recreation
2001 - Ambulance Fund	0021 - Fire/Ambulance	2053 - Johnston Renewable Energy Fnd	0071 - Capital Projects
2003 - Police State Asset Forfeiture	0020 - Police Department	2054 - Downtown Dev T.I.F. 2047	1020 - Economic Development
2004 - Lucia Kimball Deering Health T	0001 - Council	2055 - Hr Wellness Fund	0011 - Human Resources
2006 - Police Fed Asset Forfeiture	0020 - Police Department	2056 - Blight Elimination Fund	0008 - Code Enforcement
2007 - Economic Development	1020 - Economic Development	2057 - Ready Seafood T.I.F 2049	1020 - Economic Development
2008 - Fire Reserves	0021 - Fire/Ambulance	2058 - Police Fundraisers	0020 - Police Department
2009 - 77 Industrl Pk Rd T.I.F. 2028	1020 - Economic Development	2059 - Fd Central Station Account	0021 - Fire/Ambulance
2010 - 34 Spring Hill Rd T.I.F. 2039	1020 - Economic Development	2060 - Sewall Grant Fund	0009 - Planning
2012 - Historic Preservation	0009 - Planning	2061 - Transit T.I.F. 2040	1020 - Economic Development
2013 - Industrial Pk Rd T.I.F. 2038	1020 - Economic Development	2062 - A.R.P.A Grant Funding	0080 - Grants & Reimbursements
2014 - J Riley Fund	0051 - Parks & Recreation	2063 - Community Action Grant	0080 - Grants & Reimbursements
2015 - Police Grant	0020 - Police Department	2064 - Brownfields Grant	0080 - Grants & Reimbursements
2017 - Park North Rt 1 T.I.F. 2038	1020 - Economic Development	2065 - Camp Ellis Harborfest	1020 - Economic Development
2019 - Recreation Donations	0051 - Parks & Recreation	3000 - City Capital Projects	0071 - Capital Projects
2020 - Recreation Impact Fees	0051 - Parks & Recreation	3010 - Ce Erosion Mitigation (S 111)	0071 - Capital Projects
2021 - Saco Community Garden	0051 - Parks & Recreation	3102 - 2016 Energy Bond	0071 - Capital Projects
2023 - Spring Hill T.I.F. 2032	1020 - Economic Development	3106 - 2018 Infrastructure Bond	0071 - Capital Projects
2024 - Wellness Grant	0011 - Human Resources	3107 - 2018 Bond Pw Building	0071 - Capital Projects
2031 - Ga Assistance Donations	0004 - City Clerk	3108 - 2018 Bond Rt 1 Developm	0071 - Capital Projects
2043 - Fire Impact Fees	0021 - Fire/Ambulance	3109 - 2010 Bond Refunding 2020	0071 - Capital Projects
2044 - Saco Isl#4 Chinbrg T.I.F. 2045	1020 - Economic Development	3110 - Wrrd Plant Bond Debt Service	0071 - Capital Projects
2046 - Age Friendly Saco	0051 - Parks & Recreation	3111 - 2021 Bond Treatment Plant	0071 - Capital Projects
2047 - Millbrook Omnibs T.I.F. 2038	1020 - Economic Development	4000 - City Trust Fund	0080 - Grants & Reimbursements
2048 - Open Space Impact Fees	0051 - Parks & Recreation	5000 - City Enterprise Funds	4000 - WWT PLANT OPERATIONS
2049 - Cdbg Fund	0080 - Grants & Reimbursements	5102 - Wrrd - Subsurface Disposal Imp	4002 - WWTP CAPITAL IMPROVEMENTS
2050 - Call Firefighters Retirement	0021 - Fire/Ambulance	5103 - Wrrd Impact Fee	4002 - WWTP CAPITAL IMPROVEMENTS
2051 - Saco Fire Dept Benevolent Fund	0021 - Fire/Ambulance		



