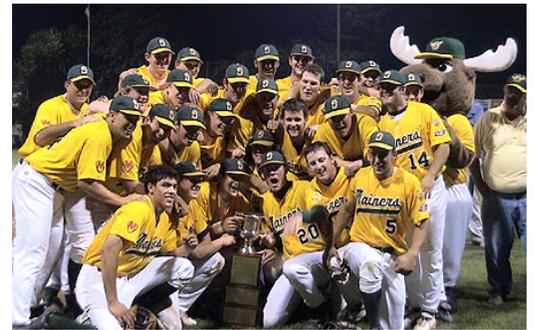


Sanford ~ Springvale Maine



Annual Report to the Citizens
2003-2004 Fiscal Year

Sanford/Springvale Town Hall

919 Main Street
Sanford, Maine 04073

Hours of Operation
Monday – Friday
8:00am – 5pm

Town Clerk & Tax Collector Office Hours

Monday – Friday
8:30am – 5pm
First & Last Saturdays
8:30am – Noon
Except Holiday Weekends
Closed Saturdays for the months of June, July & August

Town Hall Holidays

New Years Day
Martin Luther King Day
Presidents Day
Patriots Day

Memorial Day
Independence Day
Labor Day
Columbus Day

Veteran's Day
Thanksgiving Day
Day after Thanksgiving
Christmas Day

Town Council Regular Meetings

1st, 3rd and 5th Tuesdays
7:00pm in the Town Hall Annex Chambers

Sanford School Department

917 Main Street, Suite 200
Sanford, Maine 04073
Phone: 324-2810
Office Hours: Monday – Friday 8:00am – 4:30pm

Sanford Transfer Station & Recycling Center

81 Rushton Street
Sanford, Maine 04073
Phone: 324-9135
Regular Operating Hours:
Monday – Saturday 7:30am to 3:30pm

In weeks when holidays are observed on Monday, the transfer station will be closed on Monday and will re-open on Tuesday. In weeks when holidays are observed on workdays other than Monday, check the local newspapers for transfer station operating hours, or call 324-9135.

Visit the Sanford Town Website for Up-to-Date Information on Town Services
www.sanfordmaine.org

Annual Town Report

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Municipal Officials of Sanford, Maine



TOWN COUNCIL

Gordon N. Paul, Chairman
Anne-Marie Mastraccio, Vice-Chairperson
Councilor Maura A. Herlihy
Councilor Alan R. Walsh
Councilor Bradford J. Littlefield
Councilor Arthur K. Kelly
Councilor Joseph R. Hanslip

TOWN MANAGER

Mark Green

Town Clerk/Tax Collector

Claire E. Morrison

Fire Chief

Raymond M. Parent

Police Chief

Thomas H. Jones

Town Assessor

Lawrence S. Dolby

Codes Enforcement Officer

Shirley E. Sheesley

Director of Economic Affairs

Les E. Stevens

Finance Director

Ronni-Lynn Champlin

Director of Planning and Community Development

James Q. Gulnac

Director of Human Resources

John V. Klimas

Director of Public Works

Richard L. Wilkins

Director of Highway and Sanitation

Eugene W. Alley

Ombudsperson

Jason A. Cole

Town Treasurer

Paula E. Simpson

Registrar of Voters and Town Moderator

Gilles E. Auger

Director of Parks and Recreation

Marcel G. Blouin

Airport Manager

Evan R. McDougal

Emergency Management Director

Ralph L. Sabine

Town Attorney

Bryan M. Dench, Skelton Taintor & Abbott

Finance Committee

James J. McLaughlin (Chairman)

David C. Nickerson (Vice-Chairman)

James R. Drummey

Karen A. Howe-Ashley

Carrie G. Martin

Margaret Trowbridge

Mark A. Caron

Monique I. Miller

Richard M. Ganong

Paul Williams (School Board Representative)

Anne-Marie Mastraccio (Town Council Representative)

Your Local Representatives to the Maine House and Senate

State Senate

District 3

Senator Jonathan T.E. Courtney

31 Birchwood Lane
Springvale, ME 04083
Phone: 324-5467

Email Address: joncourtney@metrocast.net

House of Representatives

District 142

Representative David E. Bowles

180 Westview Drive
Sanford, ME 04073
Phone: 324-9325

Email Address: RepDavid.Bowles@legislature.maine.gov

District 143

Representative John L. Tuttle

176 Cottage Street
Sanford, ME 04073
Phone: 324-5964

Email Address: meghan_tuttle@yahoo.com

District 144

Representative Joan M. Nass

P.O. Box 174
Acton, ME 04001
Phone: 477-2607

Email Address: RepJoan.Nass@legislature.maine.gov

County Commissioner

David L. Carpenter
36 Belair Drive

Springvale, Maine 04083
Phone: 324-4665

Email carpies@psouth.net
Term Expire: December 2008

U.S. Representatives and Senators

Senator Susan Collins
172 Russell Senate Office Building
Washington, D.C. 20510
(202) 224-2523
Email Senator@Collins.senate.gov

Senator Olympia Snowe
154 Russell Senate Office Building
Washington, D.C. 20510-1903
(202) 224-5344
Email olympia@snowe.senate.gov

Representative Thomas H. Allen
U.S. House of Representatives
1717 Longworth House Office Building
Washington, DC 20515
(202) 225-6116
Email rep.tomallen@mail.house.gov

Representative Michael Michaud
U.S. House of Representatives
437 Cannon House Office Building
Washington, DC 20515
(202) 225-6306
Email rep.mikemichaud@mail.house.gov



Town of Sanford, Maine

Town Council Chairman

919 MAIN STREET, SANFORD, MAINE 04073
(207) 324-9173 FAX (207) 324-9124



Chairman Gordon N. Paul

Town Council

Gordon N. Paul, Chairman
Anne-Marie Mastraccio, Vice Chairperson
Maura A. Herlihy
Alan R. Walsh
Bradford J. Littlefield
Arthur K. Kelly
Joseph R. Hanslip

Dear Sanford/Springvale Resident,

I am pleased to report that the Sanford Town Council has been working extremely hard for the residents of Sanford and Springvale during this past year.

All members of the Council feel that we should follow the Town Charter and thusly have always strived to accomplish this in all of our endeavors.

For the first time the Town Council adopted goals and objectives for the Town Manager and his Staff. This gives the administration clear guidelines on striving to serve the public in a professional and dignified manner.

We have been extremely sensitive to citizen concerns and have taken leadership steps to improve customer service, in the Town Clerk's Office, with the initiation of Rapid Registration for vehicles. We also have streamlined the administrative operations of the town to make it better for the day to day operations and service to the community.

The Council also recognizes that Economic Development is a main goal as a means to increase the revenue base and thus aid in slowing the increase in property taxes which our community has realized. Operating a municipal government is an expensive proposition and we are committed to making sure that we increase our revenues, so that we may be able to maintain our level of services to all, and to retain our working staff and employees. To that end, in order to increase revenues and place property back on the tax ledger, we have sold off abandoned or vacant property, a school building, and also have consolidated our efforts in equipment purchasing.

We have established a working relationship with our state and national elected officials at the Legislature and in Congress and have broadened our working circle to include the Executive Branch of the State and the members of the Governor's Cabinet.

To that end, highlights of the last year involved two visits to Sanford by the Governor and working meetings with the Commissioner of the Department of Transportation and officials from the Office of Economic Development.

The Council has worked very effectively with the Chamber of Commerce and various community groups. This has resulted in closer communication and a show of teamwork and unity. This will serve us well in the coming years as Sanford and Springvale attempts to turn the corner into the 21st century and improve our community.

The Council understands that teamwork starts with leadership and setting the example as elected representatives. We have placed members of the Council on the Legislative Policy Committee and a seat at the Executive Board level of the Maine Municipal Association. We also have a member of the Council on the York County Budget Committee and as an officer in the York County Municipal Officers Association.

Our neighboring towns are very important and we must work together to ensure that growth and sprawl is done at a desired level, therefore, we have established a Route 109 Corridor Commission and have regular meetings with the Town of Wells and we have encouraged and met with representatives of the Kennebunk and Kennebunkport Water District to preserve our watershed land in South Sanford.

There is no question that Sanford and Springvale is changing in growth and density. Presently there are plans for a major shopping and retail complex for South Sanford, adjacent to the Municipal Airport, and other plans are in the works for building new banks, commercial buildings, and service centers.

Major widening of roads and arteries leading into Sanford are in the plans and a parallel road for Route 109 is in the planning stages for the area surrounding Old Mill Road south to Jagger Mill Road.

In the coming years lets hope that the work of the Town Council, the Town Manager, and the Town Staff will result in a better community for us all. I believe very strongly it will.

Sincerely;
Gordon N. Paul, Chairman

Sanford Town Council



Chairman Gordon N. Paul



Vice-Chairperson Anne-Marie Mastraccio



Councilor Maura A. Herlihy



Councilor Alan R. Walsh



Councilor Bradford J. Littlefield



Councilor Arthur K. Kelly



Councilor Joseph R. Hanslip
Appointed February 2nd, 2005



Former Vice-Chairman
Gary L. Morse
Term Expired 12/31/2004



Councilor Roland A. Cote
Resigned Effective
November 1st, 2004

Town Council Pictures



Councilors at Nasson Community Center For A Town Council Workshop



Town Clerk Claire Morrison swears in Councilor Kelly and Councilor Littlefield



Sanford hosted a Economic Development presentation, in which the Honorable Governor John E. Baldacci was in attendance.

Governor Baldacci also visited Sanford for the new Veteran's Cemetery going in Springvale.



HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION

AUGUSTA, MAINE 04333-0002

(207) 287-1440

TTY: (207) 287-4469

DAVID E. BOWLES
HOUSE REPUBLICAN LEADER

Office: (207) 287-1440
Fax: (207) 287-1449
RepDavid.Bowles@legislature.maine.gov

April 2005

Dear Friends & Neighbors:

Receiving the support of my House Republican colleagues to serve as their floor leader for the 122nd Maine State Legislature has become the highlight of my tenure in office. Not only do I have the privilege of representing the people of Sanford, I also have the honor of taking part in key negotiations that will impact the lives of all Maine citizens. As a fourth term lawmaker, the goals I set for myself at the onset of my political career have not changed. Lowering taxes, improving Maine's business climate, providing more opportunities for our children, lowering the cost of health care insurance, and living up to one of our state's more prevalent motto's, "Maine, the way life should be," are all priorities in which I continue to believe.

Already this session the Legislature has had brought before it measures on tax reform and the biennial state budget. It is unfortunate that the Governor and majority party feel that the shuffling of revenue sources from one tax to another is considered reform. Many lawmakers agree that the real issue is providing relief, not reform. Although I am hopeful that the recently passed "tax reform" legislation will be of benefit to the citizens of Sanford, real meaningful tax reduction will only be accomplished by reducing state spending.

Unfortunately, Maine has once again been ranked number one in the nation for overall tax burden on a per capita basis. This is the ninth straight year that we have held this title, according to the Tax Foundation. The state budget that just passed contains \$117 million in new taxes and fees. When we, as Mainers, have to work 113 days out of the year to pay local, state, and federal taxes, is there any wonder why our children leave and businesses do not choose to locate in our state?

In my conversations with so many of you, I know first-hand the people of Sanford are frustrated over the continual tax and spend tendency at our state's capitol. I and so many more representatives and senators are focused on putting Maine back on track. *We can do better.*

Thank you for allowing me the ongoing distinction of being your voice in Augusta.

Best wishes,

A handwritten signature in cursive script that reads "David E. Bowles".

David E. Bowles
House Republican Leader



HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002

(207) 287-1400

TTY: (207) 287-4469

John L. Tuttle, Jr.

176 Cottage Street

Sanford, ME 04073

Residence: (207) 324-5964

Business: (207) 885-9044

REPORT TO THE CITIZENS OF SANFORD

Dear Neighbors:

The First Session of the 122nd Legislature is underway and I encourage your comments, suggestions and opinions on the many important issues that will be considered during the session. It is clear that we have several challenges before us. Ongoing budget constraints that include reduced federal funding for state programs, concerns about affordable health care, property tax reform and education funding require serious consideration and debate.

The Governor introduced his tax reform legislation in December and the Legislature dealt with the bill as its first task of the new session. The final bipartisan bill that we enacted on January 20 meets the demands of Maine people: to provide immediate property tax relief; to control government spending; and to increase the state's share of funding for local education.

While the state has realized some slight economic gains, in order to meet the requirements of education and to live within the state spending cap we enacted last session, we will have to give very thoughtful consideration to all programs during the budget process. With no major revenue increases planned it seems apparent that cuts and additional cost savings in some programs are inevitable. Now more than ever we must ensure that Maine people get the most from their tax dollars.

You can learn more about what I and other legislators have been doing by visiting the House Majority Office web site: www.legislature.maine.gov/housedems. From there you can visit my web page by clicking on "Representatives."

Working for and with the citizens of Sanford is an honor. Please do not hesitate to contact me to share your concerns and opinions on pending legislation or if you need assistance with a state government issue. During the legislative session, I can be reached at the State House message line at 1-800-423-2900. You may also reach me at home on weekends at 324-5964.

Sincerely,

John L. Tuttle, Jr.
State Representative

District 143 Part of Sanford

Printed on recycled paper



HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002

(207) 287-1440

TTY: (207) 287-4469

Joan M. Nass

P.O. Box 174

Acton, ME 04001

Residence: (207) 477-2607

Dear Friends and Neighbors:

Thank you for allowing me the privilege of serving as your State Representative in the 122nd Legislature. It is an honor to represent the people of Sanford. I have always sensed a strong spirit of good will and pride for community and school as I attended local functions and talked with you. As your Representative, I look forward to helping constituents through the maze of government and listening to your ideas for change.

During this First Regular Session we will be dealing with major issues such as tax relief, another Medicaid budget shortfall, a \$733 million State budget shortfall and immediate funding of the Maine Municipal Association's referendum. As the State faces an uphill battle of budget shortfalls and tax relief, we, as legislators, must balance the budget in a way that Maine will have growth and prosperity. We must reform taxes while assisting businesses to grow and keep the needed diversification of jobs to ensure that our young people may realize their career goals, raise their families and contribute to the communities in Maine. I am in support of a long-term strategy that protects the needs of the people with a financially stable system. We must hold the line on spending and ensure your tax dollars are spent wisely.

Please feel free to contact me at my home, 477-2607, or at the State House in Augusta, 287-1440. It is always helpful when constituents share their ideas and concerns with me. If you prefer writing, my home address is P.O. Box 174, Acton, ME, 04001.

Sincerely,

A handwritten signature in blue ink that reads "Joan M. Nass".

Joan M. Nass
State Representative

District 144 Acton, part of Lebanon and part of Sanford

Printed on recycled paper



ANNUAL REPORT TO THE TOWN OF SANFORD

Message from Senator Jonathan T. E. Courtney

It is an honor to represent the citizens of York County in Augusta and that you have entrusted me with this responsibility. I want to express my heartfelt thanks to all of you who have made my service possible and I look forward to serving the residents of Senate District 3 in the 122nd Legislature.

The town of Sanford is on the move. An economic renaissance has begun under the leadership of the Town Council and the direction of our Town Manager Mark Green and Economic Development Director Les Stevens. Mark and Les have made great efforts to communicate the local efforts on economic development to the local Legislative Delegation. Their commitment to involve the delegation can only have positive results for Sanford.

This year, I was reappointed to the Taxation Committee, which has jurisdiction over the Bureau of Taxation, taxes, tax exemption and credits, Maine Residents Property Tax Program, property valuations and assessment, tax increment financing, as well as a host of other related issues. I will continue my work on this committee to reduce the tax burden on the residents of Senate District 3 and further opportunities to bring good jobs to southern Maine.

The last two election cycles have shown elected officials that the citizens of this state want tax reform. Recent ballot initiatives have driven that fact home; the people of Maine want meaningful tax relief and they want it now. To that end, the 122nd Maine Legislature convened a special bi-partisan committee to study the issue and make recommendations for change. The committee's report came before the full Legislature for consideration in January. Unfortunately, the plan fell short of the 55% funding for education that you, the voters, asked for this past June. Although it is not a perfect plan and certainly can be improved in areas, it is a good start to providing tax relief to the citizens of Maine.

One of the most satisfying parts of serving in the Maine Legislature is being able to help citizens with the sometimes-overwhelming challenges of dealing with state government. If you have an issue and need some help, please do not hesitate to call.

I hope you will continue to keep me informed of your views and suggestions. Please feel free to call me at my home (324-5467) or, when the Senate is in session, at our 24 hour toll-free line (1-800-423-6900). You may also email me at joncourtney@metrocast.net.

Thank you again for the opportunity to represent you in Augusta.

Sincerely,

Senator Jonathan T.E. Courtney



County Commissioner David L. Carpenter

District 4 (Alfred, North Berwick, Sanford, Shapleigh & South Berwick)

36 Belair Drive

Springvale, Maine 04083

Phone: 324-4665

Email carpies@psouth.net

April 24, 2005

Dear Residents of Sanford/Springvale,

It has been my honor to serve the residents of Sanford/Springvale since 1980. I have served as your Selectman from 1980-1988, then as State Senator for twelve years. After having a four year break due to term limits, I returned as a State Senator. I am now serving as your County Commissioner. I am always available to talk to my constituents about any concerns. I am serving on the County's Safety Committee and serve as the County Commissioner liaison to the Emergency Management Agency.

Please feel free to contact me with any concerns. My home phone number is 324-4665 and my office in Alfred is 324-1571. I am here to serve you, and if you have any concerns with County Government, please feel free to call.

Sincerely

David L. Carpenter

County Commissioner, District 4



Town of Sanford, Maine

Office Of The Town Manager

919 MAIN STREET, SANFORD, MAINE 04073
(207) 324-9173 FAX (207) 324-9124

Mark Green
Town Manager



Town Managers Report

As I write this report I am nearing my first anniversary as Town Manager in Sanford. This first year has been a time for me to learn about the community and also to gain an appreciation for the community's many attributes. I feel fortunate to have been given the opportunity to work for Sanford at a time in the Town's history when it is likely to undergo a great deal of change and growth. I hope that I can play a positive role in making sure that this change and growth happens in a way that benefits the citizens of Sanford.

Early in my tenure I met with the Town Council to formulate a work plan for the year. The work plan developed by the Council included the six goals listed below and about thirty tasks that we needed to accomplish to attain these goals.

Council Goals

- Review all Town facilities and property to see if it meets the needs of our citizens and that it is properly maintained.
- Attract businesses to Sanford that will provide jobs that pay a living wage and that reduce the property tax burden.
- Develop a Housing Strategy for Sanford that addresses the housing needs of Sanford Residents.
- Improve existing Town Services
- Improve transportation in Sanford
- Improve the effectiveness and productivity of the Town Council

As of the writing of this report we have completed many of these tasks including the following:

- The Town Council has reviewed all Town properties and has begun implementing the recommendations of their review. The Edison School was recently sold to a private party and is now being renovated into apartments and commercial space. The lease on the former Mountain View retirement home has been renegotiated and is now providing a better financial return to the Town while still providing quality care to Sanford residents.
- The Council appointed an Economic Development Task Force that worked with the Town's Economic Development Director for six months to develop an economic development strategy for the Town. The Council has formally adopted the recommended strategy and is now working on its implementation.
- Ten new hangers have been approved for the Airport. This is the first significant development at the Airport in more than twenty years.
- Nearly all the services available through the Town Clerks Office can now be done through the Town's web page at www.sanfordmaine.org. Register your car, your dog and even your snowmobile from the comfort of your home. You can also get your hunting and fishing licenses online.
- The Council is actively working with the Town of Wells to improve Route #109 corridor and keep it as a main artery from Sanford to the Turnpike.

The remainder of this year will be spent working to complete the tasks identified by the Town Council. Two of these tasks that deserve special mention are the development of a plan for the maintenance and if necessary the replacement of Town buildings like the police station and the development of a plan for the long term maintenance of Town roads and sidewalks . An employee committee chaired by Parks and Recreation Director Marcel Blouin is now working on the building plan. Public Works Director Richard Wilkins and Town Engineer Charles Andreson will be tackling the roads and sidewalks plan.

In closing I would like to extend my appreciation to the Town Council for their support. I feel fortunate to be able to work with a group of elected officials that are unabashedly "Pro Sanford". I also need to thank Sanford employees for their hard work and continuing support and for the assistance of all the volunteers who serve on the many Town Boards and Committees.



Town of Sanford, Maine

Office of the Ombudsperson

919 MAIN STREET, SANFORD, MAINE 04073
(207) 324-9173 FAX (207) 324-9124

Jason A. Cole
Ombudsperson



Annual Report to the Citizens of Sanford/Springvale

The Office of the Ombudsperson was created with the Charter that was placed in effect in January of 2004. Since that time, the Ombudsperson has been active in handling citizen complaints and making referrals on outstanding issues. The Town Manager has made the Office of the Ombudsperson a priority. Sanford is one of the first communities in the Country to offer an Ombudsperson to try to help citizens with complaints and issues with a municipality.

The mission of the Sanford Ombudsperson is to provide a confidential, neutral and informal process which facilitates fair and equitable resolutions to concerns that arise in the Town Government. In performing this mission, the ombudsperson serves as an information and communication resource, upward feedback channel, advisor, dispute resolution expert and change agent.

The definition of Ombudsperson is "A government official who investigates citizens' complaints against the government or its functionaries."

While serving in this role:

1. We adhere to The Ombudsman Association Code of Ethics.
2. We base our practice on confidentiality.
3. An ombudsperson should not use the names of individuals or mention their employers without express permission.
4. During the problem-solving process an ombudsperson may make known information as long as the identity of the individual contacting the office is not compromised.
5. Any data that we prepare should be scrutinized carefully to safeguard the identity of each individual whose concerns are represented.
6. Publicity about our office conveys the confidential nature of our work.
7. We assert that there is a privilege with respect to communications with the ombudsperson and we resist testifying in any formal process inside or outside the organization.
8. Communications between an ombudsperson and others (made while the ombudsperson is serving in that capacity) are considered privileged. Others cannot waive this privilege.
9. We do not serve in any additional function in the organization which would undermine the privileged nature of our work (such as compliance officer, arbitrator, etc.)
10. An ombudsperson keeps no case records on behalf of the organization. If an ombudsperson finds case notes necessary to manage the work, the ombudsperson should establish and follow a consistent and standard practice for the destruction of any such written notes.
11. We exercise discretion whether to act upon a concern of an individual contacting the office. An ombudsperson may initiate action on a problem he or she perceives directly.

12. We are designated neutrals and remain independent of ordinary line and staff structures. We serve no additional role (within an organization where we serve as ombudsperson) which would compromise this neutrality.
13. An ombudsperson strives for objectivity and impartiality.
14. The ombudsman has a responsibility to consider the concerns of all parties known to be involved in a dispute.
15. We do not serve as advocates for any person in a dispute within an organization; however, we do advocate for fair processes and their fair administration.
16. We help develop a range of responsible options to resolve problems and facilitate discussion to identify the best options. When possible, we help people develop new ways to solve problems themselves.
17. An ombudsperson should exercise discretion before entering into any additional affiliations, roles or actions that may impact the neutrality of the function within the organization.
18. We do not make binding decisions, mandate policies or adjudicate issues for the organization.
19. We do not act as agent for the organization and we do not accept notice on behalf of the organization. We do always refer individuals to the appropriate place where formal notice can be made.
20. Individuals should not be required to meet with an ombudsman. All interactions with the ombudsman should be voluntary.
21. We foster communication about the philosophy and function of the ombudsperson's office with the people we serve.
22. We provide feedback on trends, issues, policies and practices without breaching confidentiality or anonymity. We identify new problems and we provide support for responsible systems change.
23. We keep professionally current and competent by pursuing continuing education and training relevant to the ombudsperson profession.
24. We will endeavor to be worthy of the trust placed in us.

Please feel free to contact our office if you have a question or concern. If it is a matter that should be investigated by a different office, we will make a recommendation to you. Again, our goal is to provide citizen's with an unbiased and fair connection to the Town Government and to try to resolve any issues.

It has been a pleasure to serve in this position and meet many citizens. I look forward to continuing in this role and meeting with any citizen who needs this service.

Sincerely,



Jason A. Cole
Sanford Ombudsperson & Executive Assistant to Town Manager



Town of Sanford, Maine

Economic Development Department

919 MAIN STREET, SANFORD, MAINE 04073
(207) 324-9155 FAX (207) 324-9124

Les E. Stevens
Director



(Les Stevens, Director)

During Fiscal Year 04/05 the Town of Sanford established its first municipal economic development office when the Director of Economic Affairs position was established. Creatively funded through Tax Increment Finance (TIF) revenues rather than general fund property taxes, the position was filled by Les Stevens who came to Sanford with over 25 years of economic development experience at the state, regional, and local levels.

During the past year a foundation was established for modern comprehensive economic development in Sanford including:

- Development and adoption of an **Economic Development Strategy** to provide an economic policy framework for the deliberations of the Sanford Town Council as well as a blueprint for the initiatives and activities of staff and other Town agents and contractors; the strategy document includes:
 - **Goals,**
 - A Projection of **Sanford's Economic Future,**
 - Identification of **Targeted Technology Clusters** and **Niche Opportunities,**
 - A **Business Attraction Marketing Strategy,**
 - A **Community Image Campaign,**
 - Activities to Strengthen **Intergovernmental Relations,**
 - A **Vision** for **Downtown** and the **Mousam Waterfront Market,**
 - Identification of **Priority Projects** to improve **Downtown** and the **Mousam Waterfront Market,**
 - The **Route 109 Development Corridor TIF District** concept,
 - Identification of **Priority Infrastructure Projects** along the **Route 109 Corridor,** and
 - Creation of **Sanford Economic Development Partnership** to define roles and responsibilities, mitigate service delivery gaps and duplication, and bring coordination and accountability to Sanford's economic development delivery system.

- Creation of a “**Development Committee**” chaired by the Director of Economic Affairs and involving the Town Manager, Planner, Chamber President and CEO, Airport Manager, and Maine Department of Economic and Community Development(DECD) to coordinate all client casework and economic development projects and issues.
- Strengthened relations with Sanford’s **Legislative Delegation**.
- Strengthened relations with key **state and federal agencies** like DECD, MDOT, and DOL.

During the past year the Director of Economic Affairs provided (and continues to provide) the following economic development services to scores of business, governmental, and private non-profit clients:

- **Site Location Assistance**
- **Labor Market and Work Force Information**
- **Demographic and Statistical Information**
- **Financial Packaging**
- **Tax and Incentive Packaging**
- **Strategic Planning**
- **Intergovernmental Relations and Public Policy**
- **Business Visitation**
- **Client Assessment**
- **Client casework, referral, and case management**
- **Business Advocacy**

Les Stevens, Director of Economic Affairs, can be reached during business hours at:

- 324-9155
- 432-6690 (cell)
- lestevens@sanfordmaine.org

And after hours and on weekends at:

- 432-6690 (cell)

Sanford Regional Airport

The year past year has been filled with challenges and significant progress at the Sanford Regional Airport. FAA and MDOT grants coupled with Town of Sanford money has resulted in the purchase of almost 18 acres of land and a large 1940's era Navy Hangar. The total appraised purchase price of building and property was \$1.3 million. The FAA and MDOT will reimburse the Town of Sanford 97.5% of the land cost and incidental purchase expenses or about \$300,000. As this is written in March of 2005, a request for proposals has been issued to determine public interest in renovating the old hangar for aviation use after conducting a structural evaluation. The acquired property abuts and protects some of the headwaters of Branch Brook and future airport development will need to be carefully planned with all environmental impacts considered. The Town also entered into FAA/MDOT sanctioned negotiations with the owners of the only residential property on the airport. The 1927 home housed the airport manager at one time but in the past four decades has served as a private residence. The purchase of the land and impending removal of the structures, in accordance with the Airport Master Plan, will provide additional space for transient aircraft parking and based aircraft hangars. In this case the FAA/MDOT have agreed to reimburse the Town for 97.5% of the land and residential value so the appraised value of the property and incidental costs that went into the total purchase price of about \$250K will cost the Town about \$6,250. The last major improvement at the airport involved the justification and purchase of a \$150K snowplow, dump truck, and sander. Again the FAA and MDOT participated in the purchase and the Town's share was approximately \$3,750. The intent of the purchase was to meet FAA equipment requirements to allow the Town to complete snow removal and reduce some of the costs associated with contract snow removal at the airport. Time will tell whether we are successful.

The Town also invested in a completely redesigned lighted and paved automobile parking lot on the east side of the airport in the vicinity of the restaurant and east terminal.

On the revenue side over 60 aircraft are now permanently based at Sanford, purchasing fuel, maintenance, and flight instruction from one of the two fixed base operators. Many other transient aircraft use the field and purchase the same services while enjoying a meal at the popular airport restaurant. All aviation related services and fuel purchases provide a revenue stream back to the Town in accordance with individual businesses operating rights agreements. Two new private hangars are being constructed and a lease/operating rights agreement has been negotiated with M. A. S. Hangars of Durham, NH for the construction of 20 rental hangars. The goal of becoming a self-sustaining airport as required by the FAA is looking more attainable than ever.

Evan R. McDougal
Airport Manager



(Airport Manager Evan McDougal)



(Sanford Regional Airport)

CODES ENFORCEMENT

This department enforces the Zoning Ordinance, the Shoreland Zoning Ordinance, building and other codes adopted by the town, and state statutes. We perform property inspections, provide information on codes and ordinances, and issue permits.

Sanford continues to build as shown by the increase in the number of building permits issued since last year from 769 to 1,031 permits. The number of occupancy permits increased from 184 to 238 permits issued. Revenues from permits, fees, and fines totaled \$147,576.33.

BUILDING PERMITS

Residential	565 (81 new)
Commercial	133 (8 new)
Industrial	0
Plumbing	333 (262 internal) (71 external)
<hr/> TOTAL	<hr/> 1,031



Code Enforcement Officer
Shirley Sheesley

CERTIFICATES OF OCCUPANCY

Business	112
Residential	126
TOTAL	238

New construction consisted mostly of residential buildings, accessory structures, and additions. Other new buildings include the Shaw's supermarket, Mapes Oil Company service building, York County Federal Credit Union, Big Apple convenience store, and a storage building for Hancock Lumber. Also, storage units were added at Sanford Safe Storage, Bernier Farms, and Sanford Storage Solutions.

Concession stands at the Little League park and at Cobb Stadium were upgraded. Phase I of the Nasson gym renovation project and the Methodist church were completed and received occupancy permits.

Several new businesses have moved into existing buildings, while other buildings have been renovated. The former Shaw's supermarket is now the Marshall's and Dollar Tree stores. The old Fleet Bank building is now home to an art studio, Aroma Joe's Coffee, beauty salon, and Villa Capri restaurant. A storage building is now Corner Post Surveying offices. Whatman Inc. renovated and moved into a vacant manufacturing facility. This Year saw the opening of Club Primo's and Spectators' Comedy Club. A redemption center moved to Jagger Mill Road.

Subdivisions being developed or completed included Stony Creek, Davidson Way, Cookes' Crossing, Balsam Woods, and Bauneg Beg Estates.

Besides inspecting new construction and renovations, the Codes Enforcement Office performs inspections for license renewal, and responds to complaints associated with buildings and land use. Compliance with codes, ordinances, and state statutes is sought.

The Zoning Board of Appeals may hear appeals of decisions based on the Zoning Ordinance and made by the Codes Enforcement Officer. During 2003-2004, the ZBA heard 6 appeals, as follow:

1 Use Variance	0 approved
2 Dimensional Variances	0 approved
3 Administrative Appeals	2 approved

The department staff consists of a full-time Administrative Assistant, a part-time Field Inspector, a part-time seasonal Field Inspector, and a full-time Codes Enforcement Officer.

Respectfully submitted,

Shirley Sheesley
Codes Enforcement Officer

PLANNING DEPARTMENT



(Director of Planning and Community Development James Gulnac)



(Town Engineer Charles Andreson)

Probably the best word to describe this fiscal year is “change”. Events took place that clearly showed Sanford was changing. The form of government changed: from Board of Selectmen to Town Council; we went through changes from Town Administrator to Town Manager; and we also went through a long review of the impacts to the community should a Casino facility be located in Town.

The Planning Department continued to work with IS and Assessing to upgrade the town’s GIS with the ultimate goal of making it available via the internet with a link from the Town’s website.

The Planning Department and Planning Board introduced and obtained an amendment to the Zoning Ordinance to create an Airport Development Zone surrounding the Sanford Regional Airport. This change will hopefully encourage development around the airport that is compatible and supportive to the airport.

Development Application Review

The application review process can be as simple as an administrative review conducted by staff for small changes to existing site plans; to a formal review by the Site Plan Review Committee for minor projects to a review which includes the Planning Board for all subdivisions and major site plans. The chart below summarizes this activity.

	99-00	00-01	01-02	02-03	03-04
Site Plans approved	31	44	34	22	12
Subdivisions approved	4	0	4	8	10

Planning Board

The Planning Board, in addition to the review of applications, was very active in workshops as it addressed many of the issues related to the changes the town was undergoing. The Board began a process of review of the town’s highway access management rules and regulations to address the increased daily traffic through the town. Some revisions to the ordinances were recommended and adopted by the town. The Board continued to work with staffs of the Southern Maine Regional Planning Commission and the State Department of Transportation on steps to improve the flow of traffic and address safety issues. The Board also worked with staff and its planning consultant, Planning Decisions, on replying to the comments from the State Office of Planning on the Town’s Update to the Comprehensive Plan. The Town had submitted the update to the state for what is called a consistency review. Having your Comprehensive Plan deemed consistent by the State Office of Planning is an important step when it comes to applying for state aid.

Site Plan Review Committee

The five (5) member Site Plan Review Committee (SPRC) reviews and may approve minor site plan applications. It also reviews and makes recommendations to the Planning Board for those projects found to be classified as major. While the SPRC is scheduled to meet every Wednesday morning, its actual schedule is dependant upon the activity level within the community. The committee is chaired by the Planning Director with the membership made up of a representative from the Town Council, the Fire Chief or designee, the Police Chief or designee, and the Town Engineer or designee. Ex-Officio members of the committee include the Superintendent of the Sanford Water District, the Superintendent of the Sanford Sewerage District, a representative of the Planning Board, the Codes Enforcement Officer, and the Public Works Director. The primary goal of the SPRC is to ensure that those projects that are classified as minor and are in compliance with the town’s development guidelines can be processed and approved in a minimum amount of time.

Respectfully submitted,
James Q. Gulnac, AICP

**2003/2004 TOWN REPORT
SANFORD FIRE DEPARTMENT
CAREER DEPARTMENT ROSTER**

Fire Chief - Raymond M. Parent
 Assistant Chief - Jeffrey H. Rowe
 Assistant to the Fire Chief - Susan Nye
 Ambulance Clerk/Typist - Judith Mauzerolle



Fire Chief Raymond M. Parent

Training/Building/Vehicle Maintenance and Fire Alarm Officer Captain Ronald Grondin – FFII/EMT/State Instructor/Supervisor
 Fire Marshal - George Davis - EMT
 Prevention/Education Officer - Gary J. Utgard, Jr. – Paramedic

SHIFT PERSONNEL

A SHIFT

Captain Leo Mauzerolle- Licensed Ambulance Attendant
 Lieutenant Todd Levesque - EMT
 Lieutenant Gerry Gay - EMT
 Firefighter Brian Watkins - Paramedic
 Firefighter Kathy Wehmeyer - EMT
 Firefighter Kevin Lambert - EMT
 Firefighter Raymond Keene – Paramedic
 Firefighter Scott Chase - EMT
 Paramedic Glenn Walton - State FFI
 EMT-II Dale Bourque - FFI

C SHIFT

Captain Paul Morrison - EMT
 Lieutenant Bruce Knight - EMT
 Lieutenant Leo Letourneau-Licensed Ambulance Attendant
 Firefighter James Krupsky - EMT-I
 Firefighter Robert April- Licensed Ambulance Attendant
 Firefighter David Baldwin - EMT
 Firefighter Paul Dubois - Paramedic
 Firefighter Samantha Cole - Paramedic
 Paramedic Gregory Jones - State FFII
 Paramedic Steven Ouellette - State FFII

B SHIFT

Captain Gary Cushing - EMT
 Lieutenant Richard Bond - Licensed Ambulance Attendant
 Lieutenant Eric Neubert - EMT-I
 Firefighter Dwight Southard - EMT
 Firefighter Dwight Emmons - EMT
 Firefighter Keith Stuart - Paramedic
 Firefighter Armand Gagnon – EMT
 Firefighter Eric Cheney - EMT
 Paramedic Thomas Moses - State FFII
 EMT-II Ryan Gaudreau - FFI

D SHIFT

Captain Brian Smith - EMT
 Lieutenant Harold Smith - EMT-Critical Care
 Lieutenant Scott Lizotte - Paramedic
 Firefighter Tom Duggan- Licensed Ambulance Attendant
 Firefighter Chris Calnan - EMT
 Firefighter Albert Noble - EMT
 Firefighter Steven Calnan – Paramedic
 Firefighter Kristen Hagan - Paramedic
 Paramedic Carl French - State FFI
 Paramedic Andrew Stevenson - State FFII



Springvale Station



Central Station



South Sanford Station

Sanford Fire Department Call Department Members

Division Chief - James Pickering
Division Chief - Vacant

Chaplain - Vacant
Photographer - George Tarbox

ENGINE 1

Captain Kevin Harmon
Lieutenant Vacant
Firefighter Clarence Baxter - EMT I
Firefighter Chris Grondin
Firefighter Timothy Gagnon
Firefighter Adam Prince
Firefighter Vacant

ENGINE 4

Norm Lambert
Jason Ricker
Doug Sanford
Kevin Romano
John Berube
Vacant
Vacant

ENGINE 2

Captain John Garvin
Lieutenant Jack Bogard
Firefighter Vacant
Firefighter Aaron Perry
Firefighter Chester Sawyer
Firefighter Chris Gay
Firefighter Vacant

LADDER II

Steve Guillemette
Brian Carroll
Lawrence Vollar
David Lawrence
Paul Gendreau

Sanford Fire Department Call Volume (Total Calls By Department)

95/96 2,369 Actual
96/97 2,385 Actual
97/98 2,754 Actual
98/99 2,737 Actual
99/00 2,789 Actual
00/01 2,876 Actual
01/02 3,113 Actual
02/03 3,084 Actual
03/04 3,215 Actual

FIRE PREVENTION/EDUCATION OFFICER

The Town of Sanford Fire Prevention and Education Officer, Mr. Gary Utgard, is responsible for the fire prevention and education of all ages of our population. His duties require relentless efforts at bringing his message to children of all ages through Home Fire Safety demonstrations using the Prevention Mobile Trailer that everyone in our surrounding area has become very familiar with. The very young and the elderly are most at risk from fire, resulting in injury or death; therefore, this office's major contributions are in the area of the young and elderly. This is a year round effort by the fire department.

Fire Prevention and Education Officer Gary Utgard conducts fire drills in both private and public institutions at all hours of the day so that all employees are familiar with what is expected of them under such stressing circumstances. The simple act of using a fire extinguisher can be threatening to someone who may never have even held a fire extinguisher. These classes are invaluable to the employees as well as the industry or business establishment.

In addition, Fire Prevention and Education Officer Gary Utgard has been continuing the efforts to bring all the towns of York County on board the program called "Juvenile Fire Setters Intervention Program" which brings early intervention to children involved in fire setting. Countless individuals have been helped with this program presently numbering over 300 in nearly three years. "Fire Schools" continue to be held throughout the year in an effort to help these young boys and girls from our community and surrounding communities.

Fire Prevention Officer Gary Utgard, along with Sanford Police Department Detective Amy Gagne, continue to be responsible in representing the Town of Sanford for the Coalition and are very involved in the early intervention of our youngsters in an effort to help them become productive citizens of Sanford. Gary Utgard has since been elected President of the Juvenile Fire Setters Intervention Program Board.

At the present time there is an on-going process taking place that will attempt to bring the program before the York County Commissioners in an effort to marry this program with the needs of the County, as there are already 21 towns in the system. If this happens then all towns in York County will be able to take advantage of this program and have their own fire departments participate in the process.

TRAINING OFFICER IS RESPONSIBLE FOR:

1. Training of all department personnel, both career and volunteer.
2. Maintenance of all department vehicles.
3. Maintenance of all department buildings.
4. Maintenance of fire alarm system.

Captain Ronald Grondin fills the role of Training Officer in presenting and coordinating programs for the career and volunteer members of the department. In addition, he is responsible for the maintenance of the fire department vehicles, buildings and the fire alarm system.

Sanford Public Works Department continues to do an excellent job of maintaining the fire department's fleet of vehicles saving the Town thousands of dollars each year.

Building maintenance is also Captain Grondin's responsibility and this is an on-going effort to bring our buildings up to standards including the areas around the buildings such as the lawns, fences, grounds, parking lots, etc.

The Springvale Fire Station has had a complete study for improvements that will be presented in the 04/05 budget. The complete rehab of the Springvale Fire Station would cost approximately \$600,000.00 which could be split in two separate years for improvements making it affordable to proceed with this project.

The Town of Sanford has made a decision to eliminate all the fire alarm boxes that are located on the street. For many years the use of these fire alarm boxes, as we know them has been reduced to nearly nonexistent use. This process continues for removal of these street boxes located on the telephone poles.

The Department will continue to consider our options for the removal and improvement of the rest of the fire alarm system for private systems.

FIRE MARSHAL

Mr. George Davis has been involved in the fire service for many years. He was a selectman in the Towns of Lyman/Dayton and serves on its fire department as a deputy chief. Previous work experience in the fire service and industry included extensive work with fire safety codes and residential and commercial inspections.

The Town of Sanford has been experiencing a large amount of new applications for construction of housing units, in addition to commercial establishments. Regular inspections for occupancy permits, new construction and plans review have made the office very visible and completely involved in its regulatory responsibilities. Constant contact with State Regulatory Officials is required to maintain oversight of the construction requirements through the inspection process.



Fire Marshal George Davis



Assistant Chief Jeff Rowe

AMBULANCE SERVICES

The Sanford Fire Department operates two ambulances within its borders that handle all emergency medical calls. Sanford performs mutual aid for surrounding towns as well as receiving mutual aid from these same towns.

Full-time ambulance clerk/typist Judith Mauzerolle is responsible for the collections associated with providing emergency medical services. This position is responsible for the collection of hundreds of thousands of dollars as a result of the services provided by the Ambulance Department. Mrs. Susan Nye, the Assistant to the Fire Chief, in addition to her own duties, is also responsible for the supervision of the full-time clerk/typist and the ambulance billing division.

The Federal Government is presently revamping the manner in which the Ambulance Services will be reimbursed for providing medical care services. This process should be complete before the next fiscal year of 04/05

SUPPRESSION SERVICES

The Sanford Fire Department has maintained a steady work force in the last year.

With the promotion of the Assistant Chief came the necessity of promoting someone to fill the Captain's slot vacated by Assistant Chief Jeffrey Rowe, and then replacing the Captain with someone in the Lieutenant's position and of course promoting someone from the ranks to the Lieutenant's position completing the process.. That dubious honor went to now, Captain Gary Cushing and Lieutenant Scott Lizotte. Both individuals are long time career employees and will compliment the members of the officer core of the Sanford Fire Department.

Respectfully submitted,
Chief Raymond M. Parent



SANFORD POLICE DEPARTMENT



Sanford Police Administration
Major Gordon Littlefield, Major Lyndon Abbott,
Assistant to the Police Chief Ginny Maggio & Police Chief Thomas Jones

Fiscal year 2003/2204 was a very busy year for the Sanford Police Department. It has come to an end and we look forward to the next fiscal year.

Calls for service generated by citizens of our community and officer-initiated calls were 23,884. Officers issued 922 traffic summonses, made 110 arrests for operating a motor vehicle while under the influence of intoxicating liquor/drugs and issued 1047 criminal summonses/arrests.

The department continues to place a high emphasis on community interaction and partnership with various projects such as bike rodeos, work with the elderly, public engagements, expanded bicycle patrols and foot beats.

Our School Resource Officer Program struggles under a very heavy workload and a second School Resource Officer position has been applied for and accepted under a federal COP's grant that will fund the position for three years. I would like to thank the school administration for their partnership in this worthwhile endeavor. I look forward to working closely with the School Department this coming year, and value our working relationship.

Progressive, up-to-date training for our personnel remains a high priority and is ongoing throughout the year. Additionally, the Sanford Police Department provides qualified instructors at the Maine Criminal Justice Academy level in support of statewide training of all police personnel.

Sgt. Lyndon Abbott attended and graduated from the National F.B.I. Academy at Quantico, VA. This is very prestigious training for state, county and municipal police executives, and Sgt. Abbott represented this community and this department in a very professional and honorable manner.

Several new employees have joined us during this year. They are: Patrol Officers Michael Gordon, Adam Watson, Matthew Gagne, Sarah Roberts and Dispatcher Michelle Thompson. We are pleased to welcome them aboard. The patrol division is down two positions from full staffing and the communications center is also two positions under staffing allowances. We continue to seek good, qualified candidates for the above openings.

Officer Rick Bucklin, a member of the Army National Guard and Officer Scott Nichols, a member of the U.S. Marine Corps Reserve were both activated and deployed to Iraq. We pray for their safe return and pledge our support to their families in their absence. The officers will return to us in the spring of 2005.

I would like to commend and thank our communications center staff for their tireless support of this operation, while working understaffed. It has meant sacrifices of personal and family time, due to extra hours worked. Without their dedicated service, we could not have maintained our PSAP (Public Safety Answering Point) status.

The police department wishes to thank all other Sanford municipal departments for their assistance over the past year, and we look forward to the continued cooperative, professional working relationship that we value with all departments.

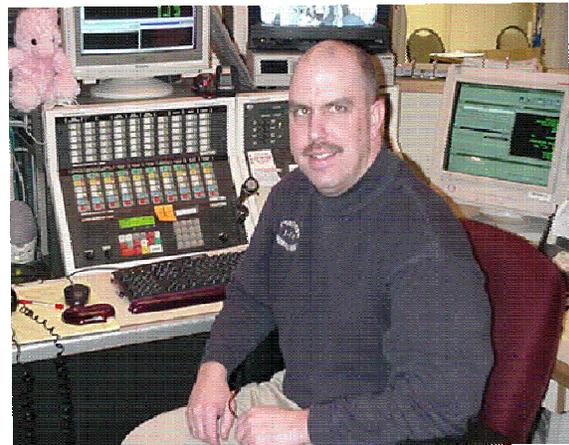
The Sanford Police Department remains committed to provide the citizens and visitors of Sanford/Springvale with the most professional and dedicated service possible. The police department would like to express our appreciation for the support the community has offered over the past year.

Respectfully submitted,


Thomas H. Jones
Chief of Police



Members of the Special Response Team Training



Dispatch Supervisor RJ Legere



Officer Jason Champlin & K-9 Kruger



Officer Richard Bucklin and Officer Scott Nichols After Serving In Iraq

PUBLIC WORKS DEPARTMENT

TOWN REPORT INFORMATION

JULY 1, 2003 - JUNE 30, 2004

The Public Works Department is made up of The Public Works Directors Office, which is the main office for the department, The Bureau of Highways and Sanitation and The Bureau of Recreation and Parks. The entire Public Works Department is overseen and directed by the Director of Public Works/Assistant Airport Manager. Some of the responsibilities of the Department are to oversee most all of the town owned maps. It also deals with all State and Federal Capital Improvement Projects within the department. Job Bond Monies, Federal Aviation Administration, Capital Improvement and Community Development Block Grant monies are also part of the responsibility of the Department. The Town of Sanford's consulting engineering firm, Tec Associates is also based out of this department. Other areas of job responsibilities include: street sweeping, leaf pick-up, plowing, sanding, equipment maintenance, construction of roads and overseeing of curbside rubbish and recycling as well as the transfer station, Park Department, Recreation, Public Buildings, Dams, street signs, Urban Forestry and general operation and maintenance of the Sanford Regional Airport. The Department consists of approximately forty-five full time employees throughout the year. Approximately 50 additional people work for the department as Summer seasonal employees.



(Donna Gray, Director Richard Wilkins, Elizabeth O'Connor and Nancy LeBrun)



(Director of Highways Eugene Alley & Garage Supervisor Don Cabana)



(Highway Supervisor Peter Smith)



Kevin Worden, Public Works



Kelly Dore & Tom Gilman

HIGHWAYS AND SANITATION

Listed below are work/projects completed within the Public Works Department for the period of July 1, 2003 - June 30, 2004.

There are occasions where people and/or organizations step forward and make donations to our department by way of time or materials. At this time the Public Works Department wishes to extend thanks to these people for their continued support.

Total reconstruction was completed on Chick Road and Bauneg Beg Road. Reconstruction to include cutting of brush, cutting of trees and installation of both driveway and cross road culverts. This also includes ditch work. Reconstruction was also done on Country Club 2.

0

Town of Sanford recycling program continues with its recycling program working towards the state-recycling goal of 50%. The town now recycles: clear plastic bottles, plastic opaque milk and juice bottles, newspapers, junk mail, corrugated cardboard, clear glass, brown glass, green glass, colored detergent bottles and aluminum and tin cans. Due to a combined effort of all residents who voluntarily recycle, the state-recycling rate this year was 40.35%. Through a grant from the State Planning Office the department was able to sell \$80.00 compost bins to residents for \$36.50.

Broken cement, hot top and various debris is stored and then recycled. Approximately 8,000 yards of material is recycled on a yearly basis and then is used to rebuild new roads throughout Sanford/Springvale.

Town continues with its crack-filling program, which increases longevity of roads.

During this period, the Department continued a recycling program for leaves that are picked up throughout town. Approximately 900 tons of leaves removed from residents was used for composting.

Highways and Sanitation Department continues to do their seasonal projects such as snow removal, brush clearing, street sweeping and leaf pick up in the fall.

TRAINING

Training is done on a yearly basis to either all or some employees within the department to which some positions require: Such training includes: Hepatitis B Training, Bloodborne Pathogen, Video Display Training, Defensive Driving, CPR, CDL training, Fire Extinguisher Training, Lockout/Tagout, Forklift Safety, Hazard Communication, Emergency Preparedness and Back Injury Prevention. Representatives from Central Maine Power did a presentation on safety. Captain Cushing from the Sanford Fire Department presented a chainsaw training course.

Mandated Sexual Harassment Training is offered to all employees within the Department.

All employees are also trained on the proper usage of eye wash stations, which are installed at various locations throughout the department.

Respectfully Submitted,

Richard L. Wilkins
Public Works Director
Assistant Airport Manager

Bureau of Recreation and Public Property



(Director Marcel Blouin, Lori Hegarty & Sherry Lord)

2003-2004 has been very busy for the Bureau of Recreation and Public Property. Summer Recreation programs grew in attendance at all sites including Carl Lamb, Emerson and the Junior High School. The ability to use the school department's bus has made for great programming for all camps as well as morning activities. Attendance increased once again in the specialty programs such as basketball, tennis, dance and field trips. The Recreation division serviced approximately 600 children and their families during the summer eight-week program.

In the summer of 2004 the New England Collegiate Baseball League continued to bring high quality baseball to Goodall Park. College baseball players from across the United States came to Sanford to make-up the Sanford Mainers Baseball Team. This proves to be very entertaining as well as an opportunity to see future major league players.

The fall also brought programs that have been staples for the Bureau. The Boston field trip and Halloween event just to name a few keep the bureau very busy. Open gyms for High School, Junior High School and adults also are offered. Registration for the winter ski season was successful. This program allows for children and adults in the community an opportunity to participate in lessons as well as free skiing and be able to rent equipment at a fraction of the cost as a group.

The Park Department did an excellent job of preparing Goodall Park field and stadium for the Sanford Mainers and other organizations that utilize the field. Baseball in Sanford still is the sport in the summer.

Park Department personnel work very hard to keep the town's parks and playgrounds looking great. They are also responsible for maintaining many fields for various sport activities throughout town including Veterans Park and Shaw's Field.

Park Department personnel assisted the Square Pond Water Club with their annual tournament and ski show. The Park Division was also very busy with 4th of July activities where this year saw the fireworks fired from a floating barge in the middle of Number One Pond.

In the area of recreational activities, the Bureau continued the progress made in the last several years toward developing a well-balanced recreation program. The major goal of the Bureau is to promote the utilization of the Town's recreation resources and to develop programs to meet the needs of the citizens.

Airport employees have been maintaining summer and winter routine projects such as crack filling and mowing. Personnel work in conjunction with contractors to keep the runways clear of snow and ice.

Personnel at the Airport and the Park Division have also been busy working on street signs.

FACILITIES DEPARTMENT



(Facilities Staff Don Gagne, Al Phillips and Director Alex Hammerle)

The Facilities department had an active year in replacing defective building systems in n several of the town owned properties and making upgrades to others. Our major accomplishments included:

Three department personnel were trained for and received low pressure boiler licenses from the state.

Pressure relieving devices were installed on all of the Town's pressure vessels to achieve code compliance.

The boiler at the Mountain View Acres facility was completely re-constructed due to cracks that developed in several of the boiler sections. In addition, the entire domestic and heating water distribution system at the facility was re-designed and replaced.

The single boiler in the Town Hall Annex was replaced with a two-boiler system providing redundancy. This virtually eliminates the risk of having to shut down the annex facility (including dispatch) due to a heating plant failure.

Two of the furnaces that provide heat at the Town Garage were replaced.

The electrical service entrance at the Oakdale cemetery was replaced to enable use of various equipment without causing electrical failures.

Several of the outdated electrical panels and associated wiring in the Town Hall were replaced to provide code conformance, and improve the reliability and safety of the electrical distribution system.

The facilities department began the renovation of the rear entrance are and adjacent office in the Town Hall.

TREASURER'S OFFICE



Treasurers Office Staff

(Town Treasurer Paula Simpson and Assistant Treasurer Ann Tuttle)

The Treasurer's Office continues to be an integral part of municipal finance and accounting. The office is mainly tasked with cash management, the collection of revenue for Town/School, bonding and debt service, the administration and reconciliation of all bank and trust accounts as well as real estate tax liens. Over the past decade, the administration of Tax Increment Financing (TIF's) and economic/community development grants became part of the evolving functions.

On August 11, 2003, the Town Clerk/Tax Collector committed, to the Treasurer, 365 liens in the amount of \$472,460.49 for collection. The liens were a result of nonpayment of 2002/2003 real estate taxes.

On February 12, 2004, the 2001/2002 real estate liens matured and I am very pleased to announce that the Town did not acquire any property. My office works very diligently to contact each property owner who is facing a municipal foreclosure so that they are aware of the lien process. Options are discussed to include applying to the Town for abatement on inability to pay. I would also like to thank the Assessor's Office for assisting us in trying to locate property owners.

For those unaware of the lien process, the State of Maine has a tough law when it comes to paying real estate taxes. Within a year from when the taxes are due, the Tax Collector sends a 30-Day Lien Notice to property owners and mortgage holders indicating that, if the taxes are not paid, a lien will be placed on the property. After the deadline, liens are placed on the properties and are recorded in the Registry of Deeds. The Tax Collector then commits them to the Treasurer for collection over an 18 month period. From 30-45 days before the maturity date, the Treasurer sends, by certified mail, Notices of Impending Foreclosure to those property owners and mortgage holders on record. If payment in full is not received by the deadline, the lien matures and an automatic foreclosure occurs.

After foreclosure, the Treasurer turns the properties over to the Board of Selectmen or Town/City Council for disposition. There is no obligation on their part to return the property to the former owner. Although foreclosures of owner occupied homes have been rare, it is nice to know that, historically, our Council has always believed in returning homes to former owners. An agreement is usually made to have the owner repay the Town in either a lump sum or over a period of time and a Quitclaim Deed is subsequently issued to return the property back to the former owner.

On May 25, 2004, Town Meeting voted to authorize the bonding of \$1.31 Million for the purchase of two fire department engines and six public work trucks. Although the Town does not normally borrow for such purchases, it was recommended by the Capital Improvement Plan Committee due to the need for the fire engines. With the current low interest rates and the need for a number of public works vehicles, it was deemed to be cost effective to bond. Town Meeting voted to authorize the bonding of \$600,000 for school paving and athletic field improvements and to authorize three School Revolving Loan Fund projects in which the Town will receive a reimbursement of \$375,751 with \$141,358 to be paid over 5 years.

In closing, the status of the Town's debt service and the outstanding 2002/2003 real estate tax liens are included with this report.

Respectfully submitted,
Paula E. Simpson, Town Treasurer

TOWN OF SANFORD BONDED DEBT SERVICE

June 30, 2004

Orig. Amount Cur. Principal Last Payment

Municipal

Anderson LC	\$ 131,000	\$ 59,545	03/20/2019
Rushton St.	\$1,200,000	\$ 480,000	11/01/2007
War Mem Gym	\$1,350,000	\$ 810,000	11/01/2009
Airport Property	\$1,300,000	<u>\$1,300,000</u>	11/01/2009
Total:		\$2,649,545	

School

C.J. Lamb	\$6,038,502	\$1,811,550	10/25/2009
SHS Heating	\$ 837,000	\$ 83,700	10/25/2004
School Ren	\$1,000,000	\$ 900,000	10/25/2012
School RLF	\$ 395,000	\$ 31,515	10/25/2007
Cobb Stadium	\$ 98,800	<u>\$ 98,800</u>	11/01/2009
Total:		\$2,925,565	

GRAND TOTAL: \$5,575,110 (Principal Only)

2002/2003 OUTSTANDING REAL ESTATE TAX LIENS

On August 11, 2003, real estate tax liens for 2002/2003 were committed to the Treasurer. As of June 30, 2004, the following tax amounts were still outstanding:

Agarwal, Krishna/Yashod	2,813.12	Champagne, Robert/Ther	2,491.70
Air-Tech Inc	3,845.17	Chasse, Carl A/Gail M	3,477.79
Air-Tech Inc	1,544.22	Clough, Scott/Debra	523.48
Allaire, Lorraine/Arthur L	1,247.67	Cochin, Beatrice	1,277.44
Anderson, Sarah Jo	519.14	Coleman, Lewis/Isabelle	1,553.22
Angers & Jean N	323.08	Corliss, Yvonne R	1,741.70
Angers & Jean N	1,749.64	Cote, Jr Andre J/Sandra M	680.22
Axelrod, Sonja J	312.20	Crabtree, John K	1,551.23
Baker, Gary D/Linda R	1,539.3	Cyr, Karl L/Wendy L	101.37
Baldwin, David P/Adele L	878.63	Cyr, Karl L/Wendy L	51.26
Bataran, Kristopher L	954.41	Cyr, Karl L/Wendy L	61.19
Beckwith, David S/Carol L	911.96	Daily, Adam S	40.11
Beety, David T Heirs Of	1,211.96	Deboer, Virginia M	2,003.61
Belisle, Gerald/Lillian M	1,503.61	Delisle, Daniel P/Cheryl	1,224.50
Bennett, Nancy	325.07	Dion, Larry D	2,418.28
Bennett, Robin	344.91	Do, Kelly J	1,108.78
Berard, Ronald	106.82	Drake, Monica	246.62
Berg, Diane E	2,178.21	Ducharme, Armand	656.41
Berube, Brenda L	1,830.71	Dudevoir, Robert	235.78
Bouchard, Norman J	2,017.50	Dugre, Heirs of David	438.16
Bouchard, Norman J	1,174.26	Earle, Heirs of Leigh P	1,196.08
Bragdon, Sr Bruce R	1,009.58	Eaton, Robert L/Paula A	87.37
Breedlove, Cynthia M	967.91	Emmons, Dwight L	2,704.00
Brown-Roberts, Roberta	3,092.30	Espinosa, Karen	293.32
Brownell, Keith	213.95	F & W Corp	3,834.93
Brusso, Bradford/Jeanne	2,154.40	Follett, Jr Grace E/Stanley	2,116.71
Buehne, Barbara	768.16	Forte, David M/April E	1,942.35
Butler, Steven/Triscilla	289.35	Frost, Bonnie J	392.52
C G A Inc	2,396.46	Gale, Harvey L/Carol A	2,864.71
Cabana, Donald/Dorothy	1,198.07	Gallo, Gail F	4,698.00

Gallo, Gail F	1,309.18	Prue, David	459.98
Geary, Francis R/Eleanor P	1,884.57	Rhino Property Developm	2,132.57
Goodall H D Hospital Inc	781.40	Roberge, Thomas B/Lisa	2,029.40
Gray & Lynn	\$216.70	Roberts, Peggy A	406.41
Grumann, Kenneth W	1,019.50	Roberts, Peggy A	2,598.84
Hackett, Raymond	229.83	Rosenfield, Robert	98.88
Hackett, Raymond	922.36	Rosenfield, Robert A	9,249.52
Hagerman, Heirs Anita	644.98	Roussin, Janet	1,384.98
Ham, David/Linda	805.22	Roy & Kenneth P	922.28
Harmon, Kevin A/Linda	767.52	Scanlan, John T/Janet M	469.91
Hartigan, Scott J/Lauren	1,681.87	Schultz, Peter T	2,692.09
Harton, Jr Lucien R	2,386.54	Shaw, Richard H	735.78
Hesketh, Tambra E	1,523.45	Shaw, Richard H	323.08
Hill, Robert H/Marie	1,029.42	Shaw, Richard H	122.69
Hodsdon, Alida C	1,054.73	Shaw, Richard H	878.63
Howes, John F	2,356.77	Shaw, Richard H	3,588.90
Hussey, Charles H	739.74	Shaw, Richard H	434.19
John F Kennedy Realty Tr	3,017.49	Shaw, Richard H	3,856.76
Johnson, Emily E	311.18	Shaw, Richard H	432.20
Ker, Sokhan/Sokha	1,105.90	Shaw's Ridge Farm	513.55
Kostis & Nick W	1,995.67	Shaw's Ridge Farm	535.38
Kostis, Nick W/Julie A	1,799.25	Shaw's Ridge Farm	729.82
Lafrance, Anita J	976.59	Shaw's Ridge Farm	769.50
Lane & Jeffrey E	3,219.86	Shaw's Ridge Farm	662.37
Lane, Priscilla M	1,971.87	Shaw's Ridge Farm	1,140.53
Latinski, Joseph W/Joan	1,577.03	Smith & Jerome T	1,632.58
Lebel, Raynold C/Joan M	934.19	Smith & Jerome T	1,344.89
Lepage, Robert	100.20	Spencer, Kathleen L	48.56
Libbey, Kathleen	717.57	Sprague, Lilly M	358.80
Loughran, Jennifer E	758.16	Spulick, Douglas C/Jody	2,410.35
Lunny, Jr Robert J	2,668.28	Thibodeau, Frances	1,626.63
Lyman, Karen B	1,747.67	Tobri Trust	249.85
Manning, Donna	2,880.58	Val-Yu Ventures Inc	297.29
McCabe, III & Milton J	912.36	Watson, Francis	67.36
Morin, Michael V	1,160.37	Watson, Francis C/Delia	448.08
Mousam Valley Motel	2,670.26	Watson, Frank	2,739.71
Nason & Wayne R	840.93	Webb, Jr Charles R	1,888.53
Nason, James H	3,701.99	Weston, Stuart C	523.48
Nevison, Richard/Douglas	335.95	White, Thomas/Barbara	1,247.67
Noble, Arthur E/Amanda	1,755.59	White, Thomas/Barbara	287.37
Nolette, Robert/Nancy	1,354.81	Whiteside, John J/Janice E	107.61
Nutter, Heirs of John B	1,018.85	Whitman, Robert L/Linda	1,533.38
Oppedisano, Sr John T/FI	1,575.05	Wildes, Wayne M/Helen L	1,079.03
Ouellette, Paul	422.29	Woodward, Robin K	295.30
Peare, Jonathan/Debra	497.69	Worden, Dana	215.94
Pelletier, Heirs Claude	374.67	Worden, Dana/Christine	567.13
Pelletier, Sarah	404.43	Worden, Dana/Christine	73.09
Pelletier, Shirley A	469.91	Yeaton, Heidi	215.94
Perkins, Keith A/Donna M	2,741.69		

TOWN CLERK/TAX COLLECTOR STATISTICS



Town Clerk's Office Staff

(Deputy Town Clerk Sue Cote, Pat Jackson, Town Clerk Claire Morrison, Lead Clerk Stacy Lane, Pauline Angers & Cathy Sevigny)

BIRTHS

There were one hundred ninety-nine (199) births recorded in this office for the fiscal year of July 1, 2003 thru June 30, 2004. From this figure, there is a decrease of one hundred (100) as compared with the fiscal year of 2002/2003.

Of this, one hundred one (101) were of the male sex and ninety-eight (98) were of the female sex.

In addition, one hundred nineteen (119) were reported from other city and town clerks during this same period.

	2002/2003	2003/2004
July	11	23
August	29	11
September	6	17
October	27	14
November	20	6
December	17	21
January	18	20
February	23	23
March	14	13
April	7	5
May	33	20
June	14	26
TOTAL	219	119

DEATHS

There were two hundred thirty-three (233) deaths recorded in this office for the fiscal year of July 1, 2003 thru June 30, 2004. From this figure there is an increase of four (4) as compared with the fiscal year of 2002/2003.

Of this figure, one hundred nineteen (119) were of the males sex and one hundred thirteen (113) were of the female sex.

In addition, thirty-four (34) were reported from other city and town clerks during the same period.

	2002/2003	2003/2004
July	16	18
August	24	13
September	18	13
October	22	13
November	17	16
December	30	31
January	19	25
February	20	22
March	99	23
April	4	14
May	32	16
June	18	24
TOTAL	229	233

MARRIAGES

There were one hundred sixty-four (164) marriages recorded in this office for the fiscal year of July 1, 2003 thru June 30, 2004.

This figure represents an increase of eighteen (18) as compared with the fiscal year of 2002/2003.

	2002/2003	2003/2004
July	12	16
August	18	15
September	18	23
October	21	21
November	7	6
December	13	9
January	7	5
February	9	11
March	7	9
April	16	6
May	20	12
June	15	31
TOTAL	146	164

DOG LICENSES

During the fiscal period of July 1, 2003 thru June 30, 2004 there were one thousand four hundred thirty-nine (1,439) dog licenses issued in this office. Of these, one (1) dog licenses was 2002, eighty-nine (89) dog licenses were 2003, one thousand three hundred forty-nine (1,349) dog licenses and five (5) kennel licenses were 2004.

These licenses represent five thousand six hundred forty-eight dollars (\$5,648.00) which was received and paid to the Treasurer of the State of Maine on June 30, 2004.

The following 2002 dog licenses were granted:

One (1) spayed/neutered	\$1.00
TOTAL	\$1.00

The following 2003 dog licenses were granted:

Twenty-six (26) male/female	\$169.00
Sixty-three (63) spayed/neutered	59.00
Six (6) replacement stickers	0.00
TOTAL	\$232.00

The following 2004 dog licenses were granted:

Two hundred five (205) male/female	\$1,845.00
One thousand one hundred forty-two (1,142) spayed/neutered	\$3,426.00
Five (5) kennels	\$150.00
Two (2) service/search/rescue	0.00
Two (2) hearing/guide	0.00
Five (5) replacement stickers	0.00

On-line Dog Licensing:

Two (2) spayed/neutered – credit from AW	-6.00
TOTAL	\$5,415.50

FINANCIAL STATEMENT

2003-04 Real Estate Taxes Collected	\$16,377,084.39	2003-04 Supplemental Personal Taxes (committed March 12, 2004)	
Abated	25,841.14	Collected	\$361.24
Balance	684,521.02	Abated	.00
Commitment	\$17,087,446.55	Balance	.00
		Committed	\$361.24
2003-04 Personal Taxes		Tree Growth Withdrawal Penalty (Committed April 1, 2004)	
Collected	\$1,254,948.84	Collected	\$1,640.00
Abated	47,182.88	Abated	.00
Balance	31,630.37	Balance	.00
Commitment	\$1,333,762.09	Committed	\$1,640.00
2003-04 Supplemental Real Estate Taxes (committed September 16, 2003)		Tree Growth Withdrawal Penalty (Committee June 17, 2004)	
Collected	\$3,306.99	Collected	\$6,415.00
Abated	.00	Abated	.00
Balance	177.34	Balance	.00
Commitment	\$3,483.33	Committed	\$6,415.00
2003-04 Supplemental Real Estate Taxes (committed October 3, 2003)		Tree Growth Withdrawal Penalty (committed April 22, 2003)	
Collected	\$287.35	Collected	\$4,712.00
Abated	.00	Abated	0.00
Balance	.00	Balance	0.00
Commitment	\$287.35	Committed	\$4,712.00
2003-04 Supplemental Real Estate Taxes (committed October 17, 2003)		Automobile Excise Tax Collected	\$2,823,471.20
Collected	\$24,328.69	Boat Excise Tax Collected	\$15,582.78
Abated	.00	Total Excises Collected	\$2,839,053.98
Balance	.00	Commitment from estimated revenue	\$2,000,000.00
Commitment	\$24,328.69	Collected in excess of commitment	\$839,053.98
2003-04 Supplemental Personal Taxes (committed December 17, 2003)			
Collected	\$328.40		
Abated	.00		
Balance	.00		
Committed	\$328.40		

RECAPITULATION

Excises (auto)	23,471.20	1995-96 Personal Taxes	58.52
Excises (boat)	15,582.78	Interest	40,196.96
Licenses & Fees	48,206.47	Investment Interest	1,953.67
Auto Registration Fees	27,080.00	Certified Mail	523.99
2003-04 Real Estate Taxes	16,368,539.48	Demand Fees	408.00
2003-04 Personal Taxes	1,273,484.37	Department of Animal Welfare	6,001.00
2003-04 Supplemental Real Estate Taxes	27,921.16	Department of Inland Fisheries & Wildlife	45,152.01
2003-04 Supplemental Personal Taxes	689.64	Department of Inland Fish & Wild (Sales Tax)	34,411.15
2002-03 Real Estate Taxes	160,873.02	Department of Inland Fisheries (RV Agent)	75,114.50
2002-03 Personal Taxes	11620.80	Department of Motor Vehicles	395,292.12
2002-03 Supplemental Real Estate Taxes	151.10	Impoundment Fees	2,444.00
2001-02 Personal Taxes	3,282.43	Animal Welfare Late Fees	6,916.00
2000-01 Personal Taxes	1,023.43	Tree Growth Withdrawal Penalty	8,055.00
1999-00 Personal Taxes	614.49	TC/TC Reimbursable	75.00
1998-99 Personal Taxes	1,232.78	TOTAL	\$21,382,539.07
1997-98 Personal Taxes	2,161.00		

TAX ABATEMENTS GRANTED

2003-04 Real Estate Tax Abatements

Johnson, Charles & Joyce	R11-102	Genest Concrete Works, Inc.	G32-6
Dbl exemption omitted in Munis	\$164.20	Adjusted land value	288.99
Hoenig, Lance/Diane	L15-103	Cyr, Karl & Wendy	F28-23
Homestead Omitted	41.05	Parcel Split-does not exist	188.83
York County Health Services	K28-20-2	Kimball, Stephen & Kathleen	J19-23
Total Exemption	1,126.41	Adjusted value	21.35
Inland Fisheries & Wildlife	R20-53	Furness, Richard	K36-67
Total Exemption	91.95	Bill error-abate/supple.	2,730.65
Davidson, Walter & Rachel	R23-10C	Bilancieri, Victor/Jeanne	K21-28P
Land Adjustment	19.70	Billing error-abate-supple,	177.34
Shaeferle, Mark/Joyce	R22-21	Derboven, Elaine	J19-24
Corrected Assessment	96.88	Adjusted Value	57.47
Hunsberger, Debra	R12-118	Jacques, Tom	R23-21-14
Adjusted value	75.53	M H Moved 2002	318.55
Park, Michael & Linda	K14-4-219	Bradstreet, Robert	R7-41B
Adjusted value	188.83	AC-Tree Growth Omitted	34.48
Jackson, Lynn C.	K14-4-220	Smalley, John/Sharon	R16A-11A-2
Adjusted value	188.83	Land combined with MH in error	287.35
Allen, Donald	K14-4-221	Sowerby, Elaine & Doyle, Trustees	K31-5
Adjusted value	188.83	Sold to exempt organization	2,489.77
Shontz, Brian & Roseanne	K14-4-222	Sowerby, Elaine & Doyle, Trustees	K31-6
Adjusted value	188.83	Sold to exempt organization	353.06
Albert, David	K14-4-223	Sowerby, Elaine & Doyle, Trustees	K31-7
Adjusted value	201.97	Sold to exempt organization	569.46
Shirley, James & Shelby	K14-4-224	McGrath, John/Debra	N29-3
Adjusted value	188.83	House burned	920.34
Disanza, Joseph & Elizabeth	K14-4-225	L'Heureux, Steven & Ann	R2-501
Adjusted value	188.83	Adjusted house size	144.50
Disanza, Joseph & Elizabeth	K14-4-226	Sowerby, Doyle T/Elaine, Trustees	K31-5
Adjusted value	188.83	Sold to exempt organization	1,175.17
Kitchen, Cleta	K14-4-227	Sowerby, Doyle T/Elaine, Trustees	K31-6
Adjusted value	188.83	Sold to exempt organization	166.63
Fairbanks, Susan	K14-4-228	Sowerby, Doyle T/Elaine, Trustees	K31-7
Adjusted value	188.83	Sold to exempt organization	268.78
Landry, Stephan H.	K14-4-229	Demarco, Robert/Christine	R17A-47
Adjusted value	188.83	Error in sketch	90.31
Stadler, Maxine	K14-4-230	Elwell, William	R2-34D
Adjusted value	188.83	Lot size error	90.31
Mullis, Reed & Roxanne	K14-4-231	Carl, Beatrice	R18A-16-08
Adjusted value	188.83	Adjusted values	185.54
Daggett, Cecile J.	K14-4-232	Hardy, Joan	R22-17
Adjusted value	188.83	Land value adjusted	185.55
Fluet, Joseph Jr. & Virginia	K14-4-233	Brennan, Tammy	R23-21-42
Adjusted value	188.83	Mobile home uninhabitable	400.65
Mullson, Donna M. & Cathy A.	K14-4-234	Fagan, Patrick Jr.	K31-24
Adjusted value	188.83	Reassessed	4,085.30
McGill, Candice Heirs of	K14-4-235	Thibodeau, Leo/Lorraine	R12-69
Adjusted Value	188.83	Homestead omitted	82.10
Hanslip, Joseph R.	K14-4-236	Brennan, Joan L.	R25-1A
Adjusted value	188.83	Adj. Acreage per survey	18.06
Dion, Maurice & Evelyn Nadeau	K14-4-237	Robertson, Randall	K20-34A
Adjusted value	188.83	Adjusted size and condition	228.24
Mercer, Stephan & Maria Fe	K14-4-238	Milo, Roberta	L13-3
Adjusted value	201.97	Revised assessment	2,129.67
Lau, Kwok Y.	K14-4-239	Vo Vany & Patrice	R14C-16
Adjusted value	188.83	Adjusted value	165.84
Brinkert, Joellen	K14-4-240	Modern Continental	R18A-16-8
Adjusted value	188.83	Tax Pro-rated	1,178.14
Durgin, Pamela & Mark	K14-4-241	Modern Continental	R18A-3
Adjusted value	188.83	Tax Pro-rated	102.23
Gonneville, Reynold & Lorraine	K14-4-242	Modern Continental	R18A-3A
Adjusted value	188.83	Tax Pro-rated	76.21
Belanger, Chad	R11-95	Modern Continental	R18A-5A
Adjusted value	433.49	Tax Pro-rated	22.86
			TOTAL \$25,841.14

2003-04 Personal Tax Abatements

Merriam-Graves	#10394	VFS Residual Holding LLC	#10657
Out of Business 2/03	\$192.11	Taxed in error	292.28
Whitney, Peter & Ellen	#10861	APPI	#10004
Camper excised	128.08	Town Council Order#04-84.03	13,219.74
Wendy's Tanning	#10126		
Business Closed 2002	187.19	TOTAL	
Health Resources Publishing	#10292	\$47,182.88	
No Leases in Maine	65.68		
Bolduc, Jean	#10930		
Camper excised	54.19		
Hairstyles for Everyone	#10279		
Business sold-Dup. Bill	49.26		
Danka Leasing	#10171		
No leases in Sanford	47.62		
Harpole Construction	#10287		
Business closed 2002	32.84		
Mitchell, Harold	#10983		
Camper moved prior 4/1/03	37.77		
Sprague Electric Inc.	#10601		
Adjusted value	32,675.80		
Sanford Town Club	#10562		
Club Closed	49.26		
Nissen Bakery	#11091		
Duplicate Bill	82.10		
VFS Residual Holding LLC	#10655		
Taxed in error	68.96		

2002-03 Personal Tax Abatements

APPI	#10004
Town Council Order #04-84.03	
\$55,438.79	
TOTAL	\$55,438.79

2001-02 Personal Tax Abatements

Maine Stay Nursing Home	#16409
Exempt Property	\$506.77
TOTAL	\$506.77

2003-04 OUTSTANDING REAL ESTATE TAXES

9-15 Island Avenue Realty Corp	\$1,886.66	Bataran, Kristopher L.	1,750.37
9-15 Island Avenue Realty Corp	5,692.81	Beauchesne, Brian A.	41.67
9-15 Island Avenue Realty Corp	110.01	Beauchesne, Ernest G.	2,049.22
Abbott, Marilyn	254.51	Beauchesne, Mona	1,129.70
Abbott, Ronald/Barbara	577.16	Beauchesne, Mona	1,684.69
Abraham Lincoln Realty Trust	8,203.43	Beck, Edward E/Denise A.	2,364.48
Agarwal, Krishna/Yashoda	2,750.35	Beckwith, David S/Carol L.	1,617.37
Agarwal, Krishna/Yashoda	1,983.33	Beety, David T., Heirs of	1,221.65
Air-Tech, Inc.	3,934.23	Belisle, Gerald/Lillian M.	1,553.33
Air-Tech, Inc.	1,957.26	Bennett, Nancy	397.36
Alexander Hamilton Realty	2,031.97	Bennett, Robin	392.44
Allain, Michael R.	962.21	Berg, Diane E.	1,998.31
Allaire, Catherine A.	2,108.33	Bernard, Archer/Melodie	1,302.27
Allaire, Lorraine/Arthur L.	1,185.52	Bernier, Marcel R & Donna L. Hall	961.39
Allen, Barbara A.	3,009.79	Bertrand, Eric sold to Jason Libby	418.71
Allen, Barbara A.	1,011.47	Berube, Brenda L.	2,067.28
Anderson, Sarah Jo	1,009.83	Berube, Reno J/Louise	3,131.29
Andrew Jackson Realty Trust	5,233.87	Berube, Reno J/Louise M.	783.23
Andrews, Warren/Joyce	919.52	Berube, Reno J/Louise M.	1,344.80
Angers, Jean N & Heirs of Marcel O. Angers	292.28	Berube, Reno J/Louise M.	1,001.62
Angers, Jean N & Heirs of Marcel O. Angers	1,738.88	Berube, Reno J/Louise M.	774.20
Angers, Marcel Heirs of & Triple A Transport	794.73	Blanchette, Thomas M/Lisa A.	21.26
Angers, Marcel O., Heirs of	1,868.81	Booker, Bernard A.	55.83
Annel, LLC	3,146.07	Borenstein, Jonathan I.	1,612.44
Desfosses, Richard sold to		Bouchard, Norman J.	2,165.80
Araujo, Gleni V & Jennifer Gerald	111.24	Bouchard, Norman J.	940.87
Axelrod, Sonja J.	517.23	Boucher, Peter A. & Amy E. Ryan	1,747.91
Baker, Gary D/Linda R.	1,522.13	Bourlessas, Joan	1,940.84
Baldwin, David P/Adele L.	862.05	Bragdon, Sr., Bruce R.	926.09
Banks, Barbara	791.19	Breed, Putnam P.	6.45

Breedlove, Cynthia M.	916.24	Davis, Patricia	1.55
Brooks, Dana E/Kathy J.	1,980.16	Davis, Scott, E.	1,464.66
Brooks, Rene/Ernest	105.91	Allaire, Michael/ Jeanne	
Brown, Alanj/Brenda	19.20	sold to Daylight Realty Trust	107.37
Brown-Roberts Roberta A.	3,088.60	Deboer, Virginia M.	1,932.63
Brownell, Keith	165.84	Delafontaine, Diane M.	1,091.93
Brusso, Bradford/Jeanne	2,049.22	Delisle, Daniel P/Cheryl	1,484.37
Buehne, Barbara	1,541.84	Delorey, Dale F. & David S. Krewson	499.85
Butler, Steven & Triscilla	338.25	Dennis, Michael J. Jr/John H	166.66
C G A, Inc.	2,085.34	Dennis, Patricia	567.31
Cabana, Donald/Dorothy	985.20	Decormier, Robert Trustee	
Caramihalis, Peter T.	1,081.25	sold to Dennwood Builders, Inc.	305.41
Smith , Fred sold to Carey, Christine	1,786.50	Desrochers, Richard J.	462.27
Carle, Eugene/Irene	188.12	Desrochers, Richard J.	222.07
Carter, Irene M.	717.20	Desruisseaux, Kelly J.	970.99
Carter, Lisa	1,635.44	Dion, Larry D.	2,369.41
Chamness, Janice	1,107.23	Bougie, Denise, sold to Distinctive Homes of Maine	538.58
Chamness, Janice	110.78	Do, Kelly J.	1,093.57
Champagne, Robert/Theresa	2,154.30	Doughty, Sr. Brian D/Diane J.	2,139.53
Chapais, Joanne M.	1,164.68	Drake, Monica	339.89
Chase Manhattan Bank Trustee	419.53	Ducharme, Armand	605.90
Chasse, Carl A.	4,891.52	Dudevoir, Robert	310.34
Chasse, Carl A/Gail M.	3,623.89	Dugre, Heirs of David	510.66
Che-Rae's Formal & Bridal Boutiq	1,903.32	Dunbar, David, Trustee	1,729.84
Chevalier, Paul/Germaine	851.37	Dupuis, Michael R.	980.27
Christensen, Martha J.	1,000.00	Earle, Heirs of Leigh P.	1,280.76
Clarke, Percy	101.40	Eaton Family Trust	6.51
Clifton, John H/Robin H.	1,928.79	Eaton , Robert L/Paula A.	676.50
Clough, Scott/Debra	558.28	Edgerly, Michael/Donna	1,702.44
Cluff, Diane L.	1,312.35	Edgerly, Norman Jr/Yvonne	1,276.65
Cluff, Diane L.	100.00	Eighmey, Janet L.	1,045.13
Cobbett, Addie B. Living Trust	2,553.31	Ekborg, Brian J/Susan M.	1,707.68
Cobbett, Addie B. Living Trust	1,425.26	Ellis, Douglas B.	1,947.41
Cobbett. Addie B. Living Trust	65.68	Elwell, Michael	293.92
Cochin, Beatrice	1,001.62	Emack, Dennis W.	99.50
Coleman, Lewis/Isabelle	1,412.12	Emmons, Dwight L.	2,656.76
Coluni, Louis J/Doris	6.00	Engram, Gloria J.	959.75
Corliss, Yvonne R.	1,802.92	Escajadillo, Victor Z.	12.49
Cote, Jr., Andre J/Sandra M.	740.54	Espinosa, Karen	385.87
Cote, Jr., Emile D/Phyllis J.	976.27	F & W Corp.	3,820.93
Cote, Joyce A. &		Genest, Richard P & Thomas R Genest sold to	
D. Gilbert & A. L. & R. R. Chevalier	2.51	Fagan, Jr., Patrick F.	266.82
Coughlin, George/Katherine D.	999.81	Douchette, Louis P./Alice M. sold to	
Courcy, Steven E/Tina	451.35	Farmer, Jeffrey C/Susan G.	600.97
Courtney E. Terry		Farrington, Eleanor	918.28
& Jonathan T. E. Courtney Trustees	6,592.63	Fedan, Stephen G.	1,063.52
Crabtree, John K.	1,482.73	Fischer, Group, LLC	1,100.14
Craft, Mark H/Irene	3.38	Follett, Grace E/Stanley Jr.	2,311.94
Cram, Clark C.	4,039.32	Forte, David M/April E.	3,113.23
Cram, Clark C.	4,201.88	Foster, Mary Ann & Russell F. Snell	503.61
Cudmore, Allen C/Nancy C.	3.04	Frank, Kevin R.	802.11
Cunningham, Richard E/Patricia	164.20	Frasier, Patrick R. &Michelle A.	2,155.94
Cunningham, Richard E/Patricia	491.78	Frechette, James M/Melanie S.	914.59
Cushman, Todd L/Kimberly A.	464.69	Frechette, Robert R., II	1,821.80
CX4 Management, LLC	1,112.45	Frost, Bonnie J.	423.64
Cyr, Karl L/Wendy L.	24.63	Frost, Wesley A/Bonnie	144.50
D & H Associates	1,835.36	Gagne, Roger/Beverly	662.54
Daily, Adam S.	556.64	Gagne, Roger/Beverly	9.85
Daley, Leo X /James H.	51.74	Gagnon, Timothy/Regina	1,602.59
Daniels, Stewart/Bonnie	1,154.33	Wersackas, James D. Jr. sold to	
Dare, Ruth	389.97	Gale, Harvey L/Carol Ann	377.66

Ridley, Ralph N., Heirs of	221.76	Sleeper, George J.	2,165.80
Roberge, Thomas B/Lisa A.	1,972.04	Sleeper, George J.	1,183.02
Roberts, Douglas J.	121.51	Sleeper, George J.	665.71
Roberts, Douglas J.	65.68	Sleeper, George J.	2,584.51
Roberts, Peggy A.	333.33	Sleeper, George J.	3,379.24
Roberts, Peggy A.	2,541.82	Sleeper, George J.	2,883.35
Robertson, David B/June M.	2,515.54	Sleeper, George J.	2,500.77
Robinson, Marie C/David	407.59	Sleeper, George J.	2,825.88
Rosenfield, Robert	75.53	Sleeper, George J.	2,091.91
Rosenfield, Robert A.	8,586.02	Sleeper, George J.	2,415.38
Roussin, Janet	1,655.14	Sleeper, George J.	1,375.36
Roy, Eugene J/Judy A.	663.71	Sleeper, George J.	702.77
T+Roy, John R/Charlene R.	762.33	Sleeper, George J.	116.58
Roy, Kenneth P/Priscilla D.	811.51	Sleeper, George J.	1,067.76
Roy, Kenneth P/Priscilla D.	1,302.11	Sleeper, George J.	1,068.62
Roy, Kenneth P/Priscilla D.	1,022.97	Sleeper, George J./Patti	827.57
Royal, Jeffrey S/Vicky L.	1,689.62	Smalley, Thomas T/Gail R.	350.28
Rubb, Inc.	719.19	Smith, Fred W/Lisa L.	3,638.67
Rubb, Inc.	1,689.62	Smith, Jerome T/Bettie Ann	1,577.96
Ruel, Eldora	1,304.57	Smith, Jerome T/Bettie Ann	1,331.66
Russo, Frank	236.45	Smith, Judith F.	1,451.53
S & K Partners	1,509.00	Smith, Scott A/Lucille	1,481.08
Sanborn, Mark C/Amy E.	3,001.58	Snyer, Jennifer/James	1,889.60
Sanford Limited Partnership	8,712.73	Southern Maine Broadcasting Corp.	1,343.16
Sargent, Dean R/Theresa A.	1,449.89	Southern Maine Warehouse	1,377.64
Saucier, Diane McKenney & Raymond Saucier	2,047.57	Spencer, Eva L.	1,305.39
Saucier, Wayne H.. & Tracy L.	764.35	Spencer, Kathleen L.	827.57
Scanlan, John T/Janet M.	515.59	Spottiswoode, John	282.08
Schultz, Peter T.	2,820.96	Sprague, Christina L.	2.65
Scott, John/Kathleen	405.57	Sprague, Lilly M.	385.87
Sevigny, Edwin N/Elaine	759.09	Spulick, Douglas C/Jody	2,292.23
Sevigny, Edwin N/Elaine M.	1,799.63	St. Cyr, Virginia R.	1,545.12
Shain, Rodney A. Jr.	1,531.99	Strep Three LLC	7,060.69
Shaw, Patricia	1,531.99	Stevens, Sr., Gene D.	1,704.40
Shaw, Richard H.	390.80	Stevens, Robert Sr.	417.07
Shaw, Richard H.	1,630.51	Sturmer, Russell	1,981.89
Shaw, Richard H.	4,296.96	Tapscott, Peter/Jacqueline	1,822.62
Shaw, Richard H.	653.52	Therrien, Roger D.	808.49
Shaw, Richard H.	233.16	Thibodeau, Frances	1,512.28
Shaw, Richard H.	83.74	Thomas Jefferson Realty Trust	1,578.78
Shaw, Richard H.	3,722.41	Thompson, Fran	1.88
Shaw, Richard H.	394.08	Tillotson, Elisabeth A.	100.98
Shaw, Richard H.	3,853.77	Tillotson, Elisabeth A.	1,113.11
Shaw, Richard H.	829.21	Tobri Trust	1,609.16
Shaw's Ridge Farm	541.86	Turner, Terry	198.68
Shaw's Ridge Farm	676.50	Long, Ricki D. sold to Twin City Taxi, Inc.	2.17
Shoemaker, Shawn P/Joan M.	1,156.88	Ulysses S. Grant Realty Trust	1,294.71
Shoemaker, Shawn P/Joan M.	182.92	VAL-Yu Ventures, Inc.	251.52
Shoemaker, Shawn P/Joan M.	380.68	Walker, Lori	876.83
Signal Tower, Inc.	434.29	Waters, Travis/Vikki & Robert Frechette, II	61.53
Simonds, Elaine Jae	1,494.90	Watson, Francis	95.24
Simonds, John P.	318.55	Watson, Francis C.	6,285.58
Simonds, John P.	2,958.88	Watson, Francis C/Delia	367.81
Simpson, et al, Ashley L.	949.08	Watson, Frank	2,573.01
Sinapis, Peter S & Cheryl L. Burke	.92	Watson, Frank	2,766.77
Sirigos, Rose	929.10	Watson, Frank C.	336.61
Sleeper, George J.	2,881.71	Watson, Frank C.	275.94
Sleeper, George J.	2,375.97	Webb, Jr. Charles R .	1,748.73
Sleeper, George J.	2,883.35	Webb, Jeffrey/Laurie	1,700.31
Sleeper, George J.	13.95	Weeks, leslie K.	1,355.15
Sleeper, George J.	3,430.14	Welch, Frank R/Barbara A.	254.51

Wells, Robert R/Lisa A.	887.50	Woodman, Harold/Marlene E.	1,702.04
Werner, Aaron/Dawna	548.43	Woodward, Denise M.	1,480.10
Weston, Stuart C.	4,602.53	Woodward, Robin K.	390.80
Weston, Stuart C.	448.27	Worden, Dana	290.63
Whicher, Mary R/Edgar R.	712.63	Worden, Dana/Christine	576.34
White, Garry H/Donna D.	642.02	Worden, Dana/Christine	47.62
White, Thomas/Barbara	1,402.27	Wright, Arline G.	38.02
White, Thomas/Barbara	257.79	Wyman, Richard/Jacqueline	172.41
Whitehouse, Anne	1,714.25	Wyman, Richard/Jacqueline	1,284.04
Whiteside, John J/Janice E.	2,492.56	Yeaton, Heidi	267.65
Whitman, Robert L/Linda E.	1,517.21	Young, Raymond H.	394.08
Wildes, Wayne M/Helen L.	1,149.40	Young, Raymond H.	1,684.69
Woodman, Albert	1,048.88	Zantuhos, Kathleen	1,091.11
Woodman, Albert	1,493.19	Zastoupil, Rose	1,364.50
Woodman, Albert	601.07	TOTAL	\$684,519.57

2003-04 OUTSTANDING SUPPLEMENTAL REAL ESTATE TAXES

Dubois, Daniel P.	\$177.34	TOTAL	\$177.34
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2003-04 OUTSTANDING PERSONAL TAXES

A Little Bit of Southie	\$9.85	Ed's Quick Lunch	32.84
A Touch of Class Catering	135.46	Edison Press	5,090.20
Alexsons Cleaners	410.50	Eva's Beauty Lounge	9.85
Allan's Natural Foods & Café	65.68	Famous Pizza & Roast Beef	1.22
Allen, L. V. & Son	2,298.80	Financial Strategies	3.15
Alpine Capital Corp.	88.67	FirstCorp	139.57
Augusto, Daniel	14.65	Fitness Forum	1,231.50
Augusto, John/Nancy	34.48	Forever, Inc.	65.68
Austin Machine & Fabrication	361.24	Gateway Properties, Inc.	863.69
Bassett, David	128.08	Getchell Bros., Inc.	1,458.60
Bernier, Gilbert/Eleanor	44.33	Grampa's Workshop of Maine	492.60
Bob's Parts Express	16.42	H P M Company	328.40
Bonanza	1,067.30	Hannon, Charles	31.20
Bradford Copy Center	665.01	High Pine Auto Body	16.42
Brian's Auto Sales	16.42	International Woolen Co., Inc.	214.92
Briley, Mark/Pat	111.66	J & S Grocery Deli	985.20
Burns, Robert	49.26	Kevin's Doo Wop Diner	328.40
Carolyn Parker Counseling Service	16.42	Kondrat, Kelli	1.30
Castlerock Realty	41.05	Launderite Cleaners	9.58
Chadbourne's Florist	114.94	Leach, Jeffrey	49.26
Chapas, William	110.01	LeBeau's Pub & Grill	205.25
Christo's Place	492.60	Leger, James	32.84
Cockpit Café	492.60	Lenkowski, Atty., Joseph	262.72
Comb & Clipper	24.63	Lennon, Dawn	64.04
Controlled Coating Systems	656.80	Lennon, Thomas	28.42
Courtney Cleaners	1,801.84	Lloyd's Auto Sales & Service	2.79
Crafters Ceramic Center	24.63	Luigi's Restaurant	24.63
Curley Insurance	123.15	Main Moon	656.80
Cynsco Photograph & Memories	200.32	Mama's Deli	32.84
Daigneault, Brian	200.32	Metrocall, Inc.	2.05
Deboer Real Estate	180.62	Mitchell, Robert	52.54
Depot, The	5.49	Morning Star Books & Gifts	24.63
Detailz	328.40	Morrison, Ellen	59.11
Direnzo, James/Karthryn	22.99	Mousam Valley Motel	197.04
Doll, William/ Beverly	124.79	Mulligan's Restaurant	15.65
Dominion, Viirginia Power	9.60	Murray, Martha	136.29
Donaruma Marjorie	93.59	North American Mortgage Co	471.25
Downeast Pharmacy of Maine	266.00	Pleasant Suds Laundramat	123.15

Points South	4.02	Stephens Judy/ Peter Washington	55.83
Popular Leasing	1.21	Stewart, John Jr.	26.27
Presidential Aviation	275.86	Sunny's Hair Care	1.40
Pyramid Woodworks	123.15	Titcomb, Waterhouse , Marass	394.08
Quinones, Randall	19.70	Tracy,Walter	65.68
Rachel's Hair Salon	43.51	Turner, Peter Jr.	18.06
Roberge, Paul/Charlene	41.87	Turner, Ronald/Catherine Sikora	32.84
Rubb, Inc.	1,970.40	Vachon, Lionel DDS	574.70
S P M, Inc.	5.40	Vecchiarelli, Mark	23.81
Sanford Butcher Shop	131.36	Verrill, Jeffrey	23.81
Sanford Fraternal Association	1,026.25	Video Bank	410.50
Sanford Metal Plating	384.23	Ward Enterprises, Inc	5.50
Sanford Redemption Center	16.42	Wayne, Joan	34.48
Sargent, Carol	54.19	Weblink Wireless, Inc.	2.01
Sentry Glass Co., Inc.	41.05	Welch, Robert F/Delia	45.98
Shampoo Shak	32.84	Wheeler, Gary	41.05
Shaughnessy, Patricia	42.69	Whiteley's Auto Sales & Rec.	32.84
Shaw's Ridge Farm Ice Cream	295.56	Wood, Alan	44.33
Shears Delight	32.84	Woodman's Jewelry Store	50.87
Signgraphix	98.52	York Construction Co.	98.52
Sleepers Lebanon Street Market	180.62	Zolt, Jeff/Charlotte	47.62
Southern Maine Hypnosis	47.62	TOTAL	\$31,630.01
Stephanie's Donuts	111.66		

2002-03 OUTSTANDING PERSONAL TAXES

Alexsons Cleaners	\$431.71	Fitness Forum	1,407.75
Allan's Natural Foods & Café	37.54	Forever, Inc.	75.08
Allen L V & Son	2,252.40	Gately, Margaret	56.31
American Express Business	1,246.33	Gateway Properties, LLC	606.27
Augusto, John/Nancy	41.29	Getchell Bros., Inc.	3,564.42
Bassett, David	3.44	Goulding, Gary	39.42
Beaulieu, John	20.64	H P M Company	375.40
Bennington, Donald	26.28	Heritage Memorials	122.01
Bernier, Gilbert/Eleanor	48.80	International Woolen Co., Inc.	39,263.09
Bob's Parts Express	18.77	J & S Grocery Deli	563.10
Body Works, The	375.31	JAZ's Convenience Store, Inc.	2.92
Bonanza	1,220.05	Kevin's Doo Wop Diner	431.71
Bourassa & Whaley, Inc.	1.54	King's Country Club Auto Sales	58.77
Brian's Auto Sales	18.77	Kondrat, Kelli	56.31
Briley, Mark/Pat	142.65	Leach, Jeffrey	56.31
Burns, Robert	56.31	Lenkowski, Atty, Joseph	150.16
Chadbourne's Florist	131.39	Lennon, Dawn	73.20
Christo's Place	563.10	Looking Glass Beauty Salon	46.93
Christopher's Diner	337.86	McCarthy Arthur	45.05
Comb & Clipper	28.16	Merriam-Graves Corp.	110.19
Controlled Coating Systems	750.80	Metrocall, Inc.	3.91
Country Cottage	5.63	Mikullitz, Jeni	60.06
Creative Impressions	28.15	Moulton, Ross	75.08
Daigneault, Brian	131.39	Mousam Valley Motel	225.24
Deboer Real Estate	206.47	Parkview Manor	337.86
Delta Temporary Estate	9.38	Pill Ralph Electric Supply	375.40
Detailz	95.51	Pilot's Choice Pizza, The	187.70
Difulvio, Thomas	61.94	Piscataqua Cellular Tele of De	109.80
Doll, William/Beverly	1.19	Pittella, Rose	60.06
Down Shift Motor Sports	9.38	Points South	3.55
Dupuis Airport Garage	112.62	Presidential Aviation	8.55
Ed's Quick Lunch	37.54	Roberge, Paul/Charlene	120.13
Edison Press	5,818.70	S P M, Inc.	10.42
Faiella, Michael	37.54	Sanford Automotive	159.55
File & Style	1.65	Seacoast Works Business School	282.49
Fireside Pub & Grill	2.21	Searles, John P.	2.23

Shampoo Shak	72.90	Tradesman Shop	187.70
Shaughnessy, Patricia	48.80	VanHouten, Thomas	132.08
Shaw's Ridge Farm Ice Cream	337.86	Vecchiarelli, Mark	1.19
Shears Delight	46.93	Verrill, Jeffrey	3.85
Signgraphix	25.50	Video Bank	235.13
Simpson, Elizabeth	24.40	Waste Management of Maine, Inc.	570.93
Small World Day Care	18.77	Wayne, Joan	39.42
Sports Haven, The	469.25	Wendy's Tanning	213.98
Springvale Hardware Co., Inc.	206.47	Whiteley's Auto Sales & Rec.	37.54
Steinmetz, DPM, Richard	56.65	Wood, Alan	33.79
Stephanie's Donuts	127.64	York Construction Co.	112.62
Sunnyside Restaurant, The	1.30	Young, Mark	65.70
Thompson, Jessica	56.31	Zolt, Jeff/Charlotte	54.43
Tibbetts, Alan/Irene	56.31	TOTAL	\$67,126.80
Titcomb. Waterhouse, Marass	450.48		

2001-02 OUTSTANDING PERSONAL TAXES

Alexsons Cleaners	\$470.58	Mallette, Leigh/Randy	59.34
Ames Department Store #425	2,792.18	Mikullitz, Jeni	10.45
Appliance Express	20.46	Parkview Lodge III	2,118.60
Bowl-A-Rama	2,352.90	Parkview Manor	368.28
Briley, Mark/Pat	176.78	Parkview Manor South	147.73
Brunetta, Ruth	34.78	Porell, Gary	32.74
Burns, Robert W.	61.38	Sanford Automotive	173.92
Chancery Lane	59.32	Stephanie's Donuts	139.14
Christo's Place	613.80	Tibbetts, Alan	71.62
Christopher's Diner	184.14	Unico, Inc.	3,887.40
Cundiff, Catherine	188.24	Unicomp, Inc.	10,278.08
Difulvio, Thomas	67.52	Vire, Roger	73.66
Dux Computer Works	122.76	Wayne, Joan	42.98
Fitness Forum	1,432.20	Weblink Wireless, Inc.	549.75
Forever, Inc.	81.84	Wood, Alan	34.78
Jody's Variety	409.20	TOTAL	\$27,933.28
Lobster Company, The	76.73		

2000-2001 OUTSTANDING PERSONAL TAXES

Bowl-A-Rama	\$2,204.40	Parkview Main	200.40
Briley, Mark/Pat	13.40	Parkview Manor	360.72
Burns, Robert W.	56.12	Parkview Manor South	280.56
China Moon Restaurant	601.20	Poore Simon's	234.08
Christo's Place	601.20	Prime Time Video	1,503.00
Difulvio, Thomas	20.04	Safety-Kleen Corp.	58.12
Dux Computer Works	120.24	Sanford Automotive	170.34
First Sierra Financial, Inc.	125.26	Stephanie's Donuts	136.28
Fitness Forum (VIP Club)	425.47	UNICO, Inc.	3,807.60
Just A Diner	170.34	UNICOMP, Inc.	10,067.10
Just For The Halibut	200.40	TOTAL	
New England Mailing Systems	5,511.00	\$30,875.27	
Parkview Lodge III	4,008.00		

1999-2000 OUTSTANDING PERSONAL TAX LIENS

Bankvest Capital Corp.	\$885.27	Mussaw, Chris	95.26
Bowl-A-Rama	2,165.00	New England Mailing Systems	5,953.76
Burns, Robert W.	60.62	Parkview Lodge III	4,330.00
China Moon Restaurant	324.75	Parkview Main	216.50
Christo's Place	649.50	Parkview Manor	389.70
Difulvio, Thomas	21.66	Parkview Manor South	303.10
Dux Computer Works	129.90	Prime Time Video	1,623.76
Family Skate Center	112.58	Sanford Automotive	92.02
Fecteau, Raymond/Roxanne	58.46	Stephanie's Donuts	98.97
Just for the Halibut	147.71	TOTAL	\$17,658.52

1998-1999 OUTSTANDING PERSONAL TAX LIENS

Bowl-A-Rama	\$1,537.17	New England Mailing Systems	5,808.00
Burns, William	63.36	Parkview Lodge III	2,112.00
Burns, Robert W.	19.71	Prime Time Video	1,584.00
Difulvio, Thomas	20.24	Sanford Automotive	179.52
Family Skate Center	54.91	Sweet Sensations	63.36
Fecteau Raymond/Roxanne	57.02	Victor Collectables	73.92
Goodwin, Chick	27.46	Work Center, The	844.80
Jem-T's Marketing	105.60	Zolt, Jeff/Charlotte	61.26
Kendall Automotives	359.04	TOTAL	\$13,064.31
Mussaw, Chris	92.94		

1997-98 OUTSTANDING PERSONAL TAX LIENS

Adams's T. V. Rental Changes	\$1,080.50	O'Connell, Elizabeth	56.20
Clearly, John/Claire	75.64	Prime Time Video	1,620.76
Dux Computer Works	58.36	Primestar, Inc.	648.30
Eyes Have It, The	113.71	Sanford Automotive	162.08
Goodwin, Chick	108.06	Stephanie's Donuts	216.10
Harwood, David	28.10	Sweet Sensations	43.22
Kendall Automotive	38.90	X-Press Video	904.82
New England Mailing Systems	324.16	Zolt, Jeff/Charlotte	62.68
	649.35	TOTAL	\$6,190.94

1996-97 OUTSTANDING PERSONAL TAX LIENS

Adams TV Rental	\$862.40	O'Connell, Elizabeth	56.06
Burns, William	64.68	Prime Time Video	260.79
C G A, Inc.	53.90	Redbrook Nautilus	422.43
Dux Computer Works	517.44	Sanford Automotive	107.80
Eye's Have It, The	107.80	Springvale Labs, Inc.	431.20
Food for Thought Restaurant	150.92	Stephanie's Donuts	215.60
Fred Villari's Studio	53.90	Strawberry Patch Restaurant	237.16
Goodwin, Chick	28.04	X-Press Video	852.72
Harwood, David	38.82	Zolt, Jeff/Charlotte	92.72
Kendall Automotive	323.40	TOTAL	\$10,806.78
New England Mailing Systems	5,929.00		

1995-96 OUTSTANDING PERSONAL TAX LIENS

Burns, William	31.01	Harwood, David	37.22
C G A, Inc.	2,067.00	O'Connell, Elizabeth	53.74
Dream Catcher	103.36	Sanford Automotive	103.36
Eye's Have It, The	103.36	Springvale Carwash	310.06
Fitness Forum (VIP)	1,240.20	Springvale Labs, Inc.	413.40
Fred Villari's Studio	51.68	TOTAL	\$4,541.27
Goodwin, Chick	26.88		

1994-95 OUTSTANDING PERSONAL TAX LIENS

C G A, Inc.	\$2,118.00
TOTAL	\$2,118.00

1990-91 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$973.20
TOTAL	\$973.20

1993-94 OUTSTANDING PERSONAL TAX LIENS

C G A, Inc.	\$2,010.00
TOTAL	\$2,010.00

1989-90 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$321.77
TOTAL	\$321.77

1992-93 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$831.00
TOTAL	\$831.00

1989 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$643.10
TOTAL	\$643.10

1991-92 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$1,622.00
TOTAL	\$1,622.00

1988 OUTSTANDING PERSONAL TAXES

C G A, Inc.	\$812.04
TOTAL	\$812.04

Town of Sanford
Voter Registration Information

Gilles E. Auger
Voter Registrar

Return of Registered Voters and Party Enrollments
11/30/2003

MUNICIPALITY: SANFORD

LIST EACH VOTING DISTRICT (WARD OR PRECINCT)
SEPARATELY

Voting District (Ward or Precinct)	House District Number	Senate District Number	# of Enrolled DEMOCRAT Voters	# of Enrolled GREEN-INDEPENDENT Voters	# of Enrolled REPUBLICAN Voters	# of UNENROLLED Voters	Total Voters Per District
W.1	143	3	213	4	116	252	585
W.1	144	3	418	31	371	561	1,381
W.2	143	3	721	38	365	728	1,852
W.3	143	3	555	44	390	636	1,625
W.3	144	3	132	7	130	202	471
W.4	142	3	470	27	379	592	1,468
W.4	144	3	141	13	156	282	592
W.5	142	3	530	50	469	824	1,873
W.6	142	3	412	25	226	486	1,149
W.6	143	3	232	22	152	285	691
W.7	142	3	499	16	238	509	1,262
W.7	143	3	226	8	90	186	510
TOTALS:			4,549	285	3,082	5,543	13,459

TOWN MEETING ATTENDANCE

KEY:

A = ABSENT	P = PRESENT
R = RESIGNED	D = DECEASED
NC = NOTIFIED CLERK	
NE = NOT ELECTED AT THIS TIME	

	2003 NOV 18	2004 MAY 25		2003 NOV 18	2004 MAY 25
Auger, Claire L.	P	P	Jacks, Curtis D.	P	P
Auger, Gilles E.	P	P	Jagger, Judith	P	P
Auger, Paul G.	P	P	Johnson, Rudolph B.	P	NE
Ballenger, Faith D.	P	P	Jones, Richard B.	P	P
Beal, Carl V.	A	P	Kit, Harry J.	P	P
Beattie, Hector	A	NE	Labranche, Guy	P	NE
Bilodeau, Debra J.	A	NE	Lamb, Gary R.	P	A
Bilodeau, Raymond K.	A	NE	Lamb, Richard G.	P	P
Bourlessas, Joan	P	NE	Landry, Roger A.	P	P
Boyle, Barbara F.	P	P	Lepage, Suzanne	A	NE
Boyle, Frederick	P	NE	Libby, Joanne	P	NE
Brown, Terrence K.	P	NE	Little, James N. Jr.	A	A
Brunette, Theodora	P	P	Littlefield, Bradford J.	P	NE
Bshara, Jerome	P	P	Mapes, H. Allen	P	P
Burnett, Charles L. Jr.	P	NE	Mapes, Pollyanne	P	P
Calcaterra, Daniel P.	P	P	Marass, Elizabeth	A	NE
Caramihalis, Elizabeth	A	A	McAdam, Ellen	P	P
Carpenter, Hazen E.	P	P	McLaughlin, James	NE	P
Carpenter, Nancy	A	P	McLaughlin, Joan A.	P	P
Cassella, Kimberley	A	NE	Miller, Monique	P	P
Chabot, Alfred R.	P	NE	Patterson, Joel	P	P
Cormier, Gerard	P	P	Patterson, Mark	P	P
Cote, Susan H.	NC	P	Payeur, Joanne	P	P
Coveney, Jerel V.	P	P	Phillips, Jeffrey	P	P
Coveney, Susan	NC	P	Plante, Charles A. Sr.	P	P
Cyr, Gregory	A	A	Porter, George R.	P	NE
DiGregorio, Victor E.	A	P	Richards, Franklin J.	P	P
Dowey, Glenn J.	A	P	Roberts, Arvid H.	P	P
Drummey, James R.	P	P	Roberts, Bruce	A	NE
Dudley, Catherine	A	NE	Roberts, Noreen	A	NE
Dupuis, David	P	NC	Roberts, William E.	P	P
Dwyer, Anne	P	P	Sabine, Ralph	P	P
Eastman, Harland	P	A	Saltmarsh, Stephen J.	NE	P
Eldridge, David	A	P	Samia, Gary	P	A
Farland-Vogt, Colette	A	NE	Sargent, Claire	P	P
Flanagan, Brian	A	NE	Sargent, Raymond A.	P	P
Ford, Richard	A	P	Scaccia, Nicholas C.	D	NE
Gagne, Ann	P	P	Seavey, Paul E.	P	P
Gagne, Elaine	P	P	Spaulding, Douglas H.	P	P
Gagne, Roland	P	P	Spaulding, Shirley	P	NC
Gagne, Thomas R.	P	P	Spencer, Virginia	P	P
Gardner, David L.	P	P	St. Cyr, Virginia	P	P
Gardner, Jean C.	P	P	Swartz, Merle Joan	P	NE
Garvin, John N. III	P	P	Swartz, Warren	P	P
Gibbs, Judith	P	P	Taylor, Mary A.	P	NE
Goodwin, Bruce A.	P	A	Taylor, Merle A.	P	NE
Greenlee, John E.	P	P	Tietgens, Frank	P	A
Grogan, Raymond J.	A	P	Titherington, Geoffrey	P	P
Grover, Evan	Moved out of Town		Trowbridge, Margaret L.	A	P
Grover, Teri	A	NE	Tuttle, John L. Jr.	NC	NE
Hersom, Carol L.	P	P	Vachon, J. Martin	A	NE
Hoar, C. Scott	P	P	Vogt, Alexander V.	A	NE
Hoey, Lorraine	P	P	Walsh, Alan	P	P
Hoey, Robert N.	P	P	Weiss, Harvey M.	NE	P
Holden, Beverley	NC	NC	Wentworth, Rose E.	P	P
Humphrey, Charlene	A	NE	Weyland, Barry C.	NE	A
Jack, Amelia	P	NE	Wilkins, Helen B.	P	P
Jack, Blaine	P	NC	Wilkins, Robert	NE	P
Jack, Lucinda	P	P	Young, Herbert A.	P	P

ASSESSOR'S OFFICE

The objective for the Sanford Assessor's Office is fair and equitable distribution of our tax burden.

Our Town meeting members determine the amount to be spent to run our community. The Assessor's office establishes a fair distribution of the taxes among the Town's property owners. The assessed value is the base for calculating ones' tax burden.

The assessed value is calculated on values determined by market activity. The market activity, along with sale prices, was the primary driver for the increase in values of real estate.

Taxes are high, yet the bills must be paid. The best we can do is to equalize the distribution of the responsibility. Compare your assessment with that of your neighbors with a like description. Are the assessments comparable?

There are programs offered by the State Bureau of Taxation. For the businessman, inquire about the "Business Equipment Tax Reimbursement Program". For the individual, inquire about the "Tax and Rent Reimbursement Program", filed annually with the State. Veterans, age 62 or 100% disabled, are eligible for an exemption. File with the Assessor before April 1st after your 62nd birthday. Maine residents are eligible for a "Homestead Exemption" on their home. A one time acceptable filing is required prior to April 1st of the tax year.

The Assessor's staff will answer your questions...help us attain our objective.

ASSESSOR'S CERTIFICATION OF ASSESSMENT

I HEREBY CERTIFY, that the pages herein, numbered from R.E. 1-1814 and P.P. 1-195 inclusive, contain a list and valuation of Estates, Real and Personal, liable to be taxed in the Municipality of Sanford for State, County, District, and Municipal Taxes for the fiscal year July 1, 2003 to June 30, 2004 as they existed on the first day of April, 2003

IN WITNESS THEREOF, I have hereunto set my hand at Sanford this 20th day of August, 2003.

Lawrence S. Dolby

2003 MUNICIPAL TAX ASSESSMENT WARRANT

State of Maine Municipality Sanford County York
To: Claire E. Morrison Tax Collector Sanford, Maine

In the name of the State of Maine you are hereby required to collect of each person named in the list herewith committed to you the amount set down on said list as payable by person.

Assessments

1. County Tax	\$ 628,852.00
2. Municipal Appropriation	15,402,460.00
3. TIF financing plan amount	176,640.00
4. School/Educational Appropriation	25,816,253.00
5. Overlay	<u>18,941.64</u>
6. Total Assessments	\$ 42,043,146.64

Allowable Deductions

7. State Municipal Revenue Sharing	1,900,000.00
8. Homestead Reimbursement	443,841.00
9. Other Revenue	21,278,097.00
10. Total Deductions	\$ 23,621,938.00

Net Assessment for Commitment \$ 18,421,208.64

Assessor's Office



Jeff Geaumont & Carol Hersom
Town Assessor Lawrence Dolby
Retired in Early 2005.

CERTIFICATE OF ASSESSMENT TO BE RETURNED TO
MUNICIPAL TREASURER, SANFORD, STATE OF MAINE

I hereby certify, that I have assessed a tax on the estate, real and personal liable to be taxed in the Municipality of Sanford for the fiscal year July 1, 2003 to June 30, 2004 at .01642 mills on the dollar, on a total taxable valuation of \$1,121,859,300

Assessments

1. County Tax	628,852.00
2. Municipal Appropriation	15,402,460.00
3. TIF financing plan amount	176,640.00
4. School/Educational Appropriation	25,816,253.00
5. Overlay	<u>18,941.64</u>
6. Total Assessments	\$42,043,146.64

Allowable Deductions

7. State Municipal Revenue Sharing	1,900,000.00
8. Homestead Reimbursement	443,841.00
9. Other Revenue	<u>21,278,097.00</u>
10. Total Deduction	\$23,621,938.00

Net Assessment for Commitment) \$18,421,208.64

Lists of all the same I have committed to Claire E. Morrison, Tax Collector of said Municipality, with warrants in due form of law for collecting and paying the same to Paula Simpson, Municipal Treasurer of said Municipality, or the successor in office, on or before such date, or dates, as provided by legal vote on the Municipality and warrants received pursuant to the laws of the State of Maine. (Title 36 MRSA, section 712)

Given under my hand this August 20, 2003

Lawrence S. Dolby, Municipal Assessor

**2003-2004
TAXABLE PROPERTY**

REAL ESTATE:

Land	\$ 292,010,000.00
Buildings	775,651,900.00
(Homestead Exempt)	-27,030,500.00
Net Taxable Real Estate	\$1,040,631,400.00

PERSONAL PROPERTY:

Machinery & Equipment	\$ 64,193,400.00
Furniture & Fixtures	16,376,670.00
Campers	657,830.00
Taxable Personal Property	\$ 81,227,900.00

Total Value of Taxable Property \$1,121,859,300.00

OPERATING EXPENSES:

General Government	\$ 15,402,460.00
TIF Financing Plan Amount	176,640.00
School	25,816,253.00

County Tax	628,852.00
Overlay	18,941.64
Total Expenses	42,043,146.64
State Revenue	1,900,000.00
Anticipated Revenue	21,278,097.00
Homestead Reimbursement	443,841.00
Less Total Revenue	\$ 23,621,938.00

AMOUNT TO BE RAISED BY TAXATION: \$ 18,421,208.64

Tax Rate 2002-2003: .01642 (per thousand assessment)

Taxes Due: September 15, 2003 and March 15, 2004

Billing Period: July 1, 2003 to June 30, 2004

Declared Ratio of Assessed Value: 100%

Date of Commitment: August 20, 2003

Town \$7.72 School \$8.21 County .49 = \$16.42

ANNUAL SANFORD TAX RATE

<u>YEAR</u>	<u>VALUATION</u>	<u>ASSESSMENT</u>	<u>RATE /1,000</u>
1971	66,115,320.00	3,001,635.41	45.40
1972	67,590,655.00	3,224,077.71	47.70
1973	109,456,915.00	3,393,164.47	31.00
1974	105,290,335.00	3,264,000.97	31.00
1975	109,370,330.00	3,401,420.99	31.00
1976	112,943,255.00	3,309,244.18	29.30
1977 (75%)	114,266,510.00	3,279,455.61	28.70
1978	118,838,080.00	4,194,990.73	35.30
1979 (65%)	124,118,020.00	3,884,901.31	31.30
1980 (100%)	214,125,130.00	4,860,649.54	22.70
1981 (90%)	217,020,800.00	5,555,731.92	25.60
1982 (80%)	227,363,040.00	6,025,140.18	26.50
1983	231,663,060.00	6,254,902.60	27.00
1984	241,126,830.00	6,727,444.17	27.90
1985 (70%)	249,060,240.00	7,023,498.06	28.20
1986	262,548,190.00	7,231,549.01	28.40
1987 (100%)	651,135,440.00	9,115,896.14	14.00
1988	671,845,840.00	10,628,601.31	15.82
1989	801,122,437.00	11,816,577.32	14.75
1990 (6 mos only)	789,820,171.00	5,828,873.32	7.38
1990/91	802,966,093.00	13,024,109.74	16.22
1991/92	811,702,088.00	13,165,853.82	16.22
1992/93	814,450,758.00	13,536,217.78	16.62
1993/94	698,059,687.00	14,031,044.26	20.10
1994/95	701,994,298.00	14,868,284.22	21.18
1995/96	708,625,190.00	14,647,332.34	20.67
1996/97	716,111,960.00	15,439,410.58	21.56
1997/98	722,243,987.00	15,607,744.44	21.61
1998/99	702,718,230.00	14,841,445.44	21.12
1999/2000	702,707,275.00	15,213,681.30	21.65
2000/2001	797,135,880.00	15,974,639.66	20.04
2001/2002	864,798,820.00	17,693,830.24	20.46
2002/2003	980,989,600.00	18,413,179.58	18.77
2003/2004	1,121,859,300.00	18,421,208.64	16.42

Information Systems Department



(Director Bill Botting, Dan Martineau & Larry Emery)

The past fiscal year was again a busy one for the Information Systems Department. The Town switched from a very basic e-mail system to Microsoft Exchange Server. This mail server allows for a more reliable e-mail delivery and expanded capabilities such as scheduling, contacts, and task management. An antivirus program was added to the Exchange Server to act as an extra layer of protection against computer viruses.

The Town's website was moved to another web hosting provider to save over \$2000 in annual hosting charges. This move allowed the town to afford a new WebGIS (Web-based Geographic Information Systems) website, linked from the Town's main website, to disseminate map-related data to the public and Town employees. The combined annual cost of the Town website and GIS website are less than the annual cost of the previous web hosting provider for just the Town website without any GIS mapping functions. The GIS website allows the users to search for parcels by Map & Lot, Owner's Name, and Street Address, or to manually zoom to any location in town. Detailed information about each parcel was made available by pulling data out of the Assessor's Vision Appraisal database via a custom interface written in-house. A feature is available that allows the user to generate a list and/or mailing labels for abutters to a selected parcel. Besides parcels, additional data layers available for display include the Airport Zone, Road Centerlines, Shoreland Zoning, Street Names, Surrounding Towns, Survey Monuments, Voting Wards, and General Zoning.

A major software upgrade to Firehouse, the Fire Department's fire incident reporting system was completed. The new Firehouse Enterprise version allows for a more stable operating environment with considerably faster speeds than the old version. This upgrade particularly helped out users at the remote fire stations in Springvale and South Sanford by improving their access speed.

Several new modules were implemented as part of the MUNIS system. New modules included Fixed Assets, Dog Licenses, and Business Licenses. These implementations get the Information Systems Department closer to the goal of replacing all of the old and un-support UNIX-based programs for everything but historical data retrieval.

Respectfully submitted,

Bill Botting

Director of Information Systems

Sanford School System



Acting Superintendent of Schools Betsy St. Cyr and Business Manager Delano Lebel



Willard School

Visit the Sanford School District
On-Line At:

School Directory

Superintendent's Office: 917 Main Street, Suite 2
Sanford, Maine 04073 – Phone: 324-2810

Carl J. Lamb School, 233 Shaw's Ridge Road,
Springvale, Maine 04083 – Phone: 324-8481

Emerson School, 975 Main Street, Sanford, ME 04073
Phone: 324-3322

Lafayette School, 69 Brook Street, Sanford, ME 04073
Phone: 324-4160

Margaret Chase Smith School, 248 Twombly Road,
Sanford, Maine 04073 – Phone: 324-7586

Willard School, 668 Main Street, Sanford, Maine 04073
Phone: 324-8454

Sanford Jr. High, 708 Main Street, Sanford, Maine 04073
Phone: 324-3114

Sanford High School, 52 Sanford High School Blvd, Sanford,
Maine 04073 – Phone: 324-4050 – VOC Center: 324-2942

REPORT OF THE SUPERINTENDENT

The 2003 –2004 school year brought many initiatives and changes to the schools of Sanford and Springvale. The changes and programs that resulted were all focused upon the goal of helping all students in our schools meet proficiency standards defined in *Maine's Learning Results*. It is only through the leadership of the Sanford School Committee, the support and input from parents and community members and the hard work of the school staff that the quality of education of our students continues to improve.

During the past year Sanford completed the required CLAP (comprehensive local assessment plan) and acknowledged that completion to the Maine Department of Education. Assessment and the analysis of student achievement data continue to be a major focus of our work. Students, parents and teachers are engaged in setting individual year long academic goals using scores obtained from the on-line participation in the NWEA (Northwest Evaluation Association) assessment.

Analysis of student achievement data in addition to recommendations from the Comprehensive Education Plan Committee resulted in requests for innovative programming to the Sanford School Committee. Some of the program initiatives undertaken in the 2003-2004 school year included:

- Expanding the Extended Kindergarten Program to Margaret Chase Smith School
- Before and After School Title I program, Homework Clubs, expanded summer school offerings
- Participation in grants including: 21st Century Grant, Smaller Learning Communities Grant and Healthy Lifestyles Grant
- Creation of a Communications Subcommittee, to publicize and seek community input into the work of the district
- Creation of the MOST (Making Opportunities for Structures and Time) Committee, to research and recommend how the time students spend in school and the programs students participate in can be restructured to promote increased student achievement.

Several of the District's programs were extensively evaluated through the past year.

The District participated in a State and Federal Review of our NCLB funded projects. Numerous commendations were forthcoming, as well as recommendations and citations. Sanford High School participated in an evaluation conducted by The New England Association of Schools and Colleges, which resulted in continued accreditation. Sanford Vocational School participated in its own NEASC evaluation and is working on numerous recommendations from that report.

The reader is referred to the reports provided by the Schools of Sanford for a more detailed account of these initiatives. In reading these reports take note of the extensive amount of staff participation and time that has been given to help all our students reach proficiency.

The Sanford School Committee has strongly supported the infrastructure of the district. The 1 million dollar renovation bond has contributed greatly these efforts and we appreciated the support of the community in Town Meeting approval of this request.

In closing, I want to acknowledge the support of Superintendent Robert Kautz in helping advance the work of the district, the vision and leadership of the Sanford School Committee and the fine work of our administrators, faculty and support staff in providing educational settings where our students can meet Maine's Learning Results.

Respectfully submitted,

Elizabeth J. St. Cyr

Interim Superintendent of Schools

Sanford Community Adult Education

Change was the key word for Sanford Community Adult Education in the 2003-2004 year. Kathi Medcalf moved from ABE Coordinator to Director on July 1st. Kimberly Crook was hired as the new assistant director in October of 2003. Kim came to SCAE from Boston with a background in English as a Second Language and has been a huge asset to our academic program.

SCAE's offices were moved to the Lincoln Building in Springvale. Re-modeling was done to accommodate this. The program is much more efficient having all office staff, files and registrations happen in the same place.

SCAE received a \$25,000 grant from the Barbara Bush Foundation to implement a family literacy program. Families READ (Reach, Explore, Achieve, and Dream) helps families with adults that have less than an 8th grade education and a child less than 5 years old. This program also set-up a library for adults at the Lincoln school. This program is a partnership with Alliance for Healthy Families from Goodall Hospital. 12 families participated.

40 people completed Certified Nursing Assistant training through adult education this year, 8 completed the Office Skills Certification Program and 65 students graduated with high school credentials. State Legislator Debra Simpson from Auburn was the graduation speaker. She got her diploma through adult education and was a great inspiration.

The brochure got a new look and a new size. It received good reviews. Bus trips were added, and were very successful. Trips were taken to see CATS and The Magic of Christmas in Portland, and Clue the Musical in Portsmouth.

WILLARD SCHOOL



It was an exciting year for the 522, grade 4-6 students at Willard School. We had many initiatives at Willard School. There were committees looking at writing for students in grades 4-6; a committee on using data to make informed decisions for students; a committee to look at student work to inform teachers; a committee to examine the extent that bullying may be occurring at Willard School. Last, there was a committee to look at how to help our students in reading, specifically to look at how to improve students' vocabulary/word study and comprehension. Willard School sent a team six of volunteer teachers to the Teacher's Academy to prepare an action plan to address the previous concerns and to how to use our NWEA data to help inform us. Throughout the school year the team met to plan and research together. This was the first year of a proposed three year plan. Willard School continued with its school-wide writing prompts at each grade level that was administered in the fall and again in the spring. Willard School completed its fifth year of Everyday Math a standards based math program. The NWEA math scores continue to encourage Willard School that we are on the right path. Once again a variety of opportunities were provided to enhance students' educational programs. Examples of offerings but not all inclusive were the DARE program, the Science Fair, Geography Bee, Spelling Bee, STAR Science Lab, and the continuation of a fun assessment of all the fifth graders' knowledge about their curriculum through a take off on "Who Wants to be a Millionaire" called "Who Wants to be a Willardaire."

Carl Lamb School Town Report-2003-2004

The 2003-2004 school year was very successful at Carl Lamb School. There were approximately 630 students enrolled in grades K-6 over the course of the school year.

Our volunteer program is going well and continuously growing. We have 25-30 regular volunteers who help out in the classrooms, library and office. The Junior Achievement program is active in many grade 3-6 classrooms at Carl Lamb School. Local business people volunteer to teach economic skills required in The Maine Learning Results to our elementary age school children.

Parent involvement has been a priority for our school this year. There were several opportunities for parents to be in the school including: open house, family craft night, parent conferences. and informational meetings based on parent/child issues.

Carl Lamb School has continued its two year school-wide goal on writing. Writing prompts were designed, administered and scored for all K-6 students. The Everyday Math Program, a standards based program, is providing consistency and growth for K-6 students in mathematics. The NWEA test scores show that CJL students are making steady growth in the areas of reading, writing, and math. CIL continues to offer a variety of opportunities to enhance our educational programs including: the Dare Program. Spelling Bee, Terrific Kids Program, CMP presentations, Smoke trailer demonstrations and a variety of cultural arts experiences.

This year's success is based on the team approach of the students, staff, parents, administration, and community members of Sanford/Springvale who are putting the needs of children first at Carl Lamb School.

Lafayette School

Approximately 105 Sanford children attended school at Lafayette this year in grades one, two and three. There are seven classrooms including for the first time, a multi level special education classroom. We have enjoyed smaller class sizes this year than in the past, and the staff is delighted with the progress students are making.

At the first and second grade levels, four teachers have been team teaching. The children receive literacy instruction and social studies in one classroom, and move to a different room and teacher for math and science instruction. Everyone has been very happy with this arrangement and we hope to continue the plan next year.

The children now receive instruction in computer literacy every week, and those are much anticipated classes. Teachers have been working hard administering and scoring assessments in most content areas, creating an even greater consistency across grade levels than we have had in years past.

We are very lucky to have talented volunteers among the families at Lafayette and we want to be sure to thank them for their generous help throughout the school year.

Sanford Regional Vocational Center

The Sanford Regional Vocational Center received its initial accreditation New England Association of Schools and Colleges during spring 2002. This followed a two-year self study by the staff. In January 2005, SRVC submitted the Two-Year Follow-up Report. The Center continues to work on the recommendation of NEASC.

Enrollment at SRVC is at an all time high with a total of 409 students enrolled as of October 1 of the current school year. Half of the students enrolled are students at SHS: and, the others are enrolled in one of seven other high schools in York County. Students participate in sixteen programs; fourteen are located at SRVC and two are located at Noble High School.

Emerson School Town Report 2003-04

Emerson School now serves 124 families of students in grades one through four and special education. We utilize the literacy framework for our English/Language Arts (reading and writing) program and the Everyday Math program for math instruction. We have hosted several parent events in an effort to share information about the changes in education in relation to the Maine Learning Results and their affect at our level.

Students in grades two through four take computerized tests (NWEAs) in the fall and the spring, which provide us with information about their strengths and weaknesses in math and English/Language Arts. We then use this information to structure classroom and other types of instructional lessons. These tests also support the Learning Results. This year not only will fourth graders participate in the state MEA tests, but third graders will participate in state GLE testing (grade level equivalency). These tests help us meet state and federal mandates in regard to the No Child Left Behind Laws.

Emerson is very fortunate to have a parent group that has grown now that families from Edison have joined families at Emerson. The group continues to support our Learning Results by sponsoring special visitors such as the "Pioneer Living History Museum"; the Audubon Science Center; and national author, Mike Thaler. They also helped us to attend a play at the Merrill and visit the Odione Point Science Center as an entire school.

SANFORD SCHOOL NUTRITION FY 2003-04

Sanford School Nutrition Programs provided breakfast and lunch for students in all seven of the district's schools. During the school year, 113,776 breakfasts and 376,000 lunches were served. Forty-two percent of students in our district were eligible for free and reduced price meals.

Sanford Public Schools sponsored the Summer Foodservice Program for Children at four sites in the community. Sites are set up where at least 50 percent of students in a school are eligible for free and reduced price meals. Breakfast and lunch was served at Emerson School and at Sanford Junior High School. Lunches were also served at Carpenter and Benton Parks. Nine hundred sixty breakfasts and 6000 lunches were served at no cost to children 18 years of age and under.

Sanford Junior High School Addresses Higher Standards for all Students

We are addressing several "big" issues at Sanford Junior High School regarding instructional improvement for the 200405 school year. Student learning has been impacted by our work with the data from the NWEAs and the adolescent literacy audit. We have addressed literacy concerns by employing specific training and teaching strategies; and using NWEA data to determine reading, writing, and math ability will allow us to address the needs of our students more effectively. We have established classrooms where teachers are beginning to experiment with re-grouping students within classes and within the learning community on selected days in order to address learning needs. Students in every class are learning and applying literacy strategies that are consistent and cross content. Students are reading materials at their independent and instructional levels and getting math instruction that closes any skill gaps that the data reveal. Additionally, we now have classrooms where students are actively involved in their own learning: they question, explore, research, and evaluate their work, focusing on their goals addressed at student-led conferences.

Beginning second semester there were two changes in the scheduling aimed at addressing the number of junior high students failing to meet the educational standards. The changes included adding 20 minutes of sustained silent reading and 40 minutes of academic support daily.

First, 20 minutes of sustained silent reading benefits students by making reading a daily, enjoyable, and worthwhile activity. This change provides students with a time to practice reading while holding students accountable for reading the 20 minutes daily.

Second, 40 minutes of academic support allows for several student benefits:

- a. Time to give students extra help (one on one)
- b. Give band/chorus extra help.
 - i. Not all band students get missed work when they have their sectional lessons.
- c. Not all students are getting missed work when absent.
- d. Give the students time to complete laptop projects.
- e. Time to give enrichment work to students who are ahead/caught up with their work.
- f. Give special education students more time with special ed. teachers.
- g. Help to organize all students at the end of the day.
- h. Teachers will be able to give more practice homework. This will raise the level of student understanding.
- i. Teachers have requested over and over again that more time was needed to meet with students. Helping to reduce student failure rate.

We believe all students can learn when the professional learning community has the belief of caring and mutual concern for the individual student. The school mission is not only content of the curriculum but the quality of connections between the teachers and the students. As a result the students believe that they are recognized, respected, and valued. With these improvements our teachers are in a position to make a difference in students' lives.

Margaret Chase Smith School

Margaret Chase Smith School houses 375 students in Kindergarten through grade 3. The educational staff consists of sixteen classroom teachers and a support staff of twelve. Support services include Guidance, Health, Speech, ESL, Title I, Reading Recovery, Art, Music, Physical Education and two Special Education programs.

Students participate in a variety of school wide activities. Such programs include Terrific Kids, Literacy events, Student Made Craft Sale, Veteran's Day Ceremony and Math Night. The Third Grade Chorus performs annually at the 50+ Club in Sanford. Additionally third grade students travel to Skowhegan to visit the Margaret Chase Smith School Library and Museum.

Margaret Chase Smith has an active volunteer base comprised of parents and grandparents. These volunteers served in a variety of capacities working in classrooms, the library, fundraising and assisting with other school wide activities sponsored by the MCS Parent Organization. In addition, Margaret Chase Smith supports the Foster Grandparent Organization.

We are proud of the process for identifying our At Risk students. The MCS Kids R Fun is a very effective and active group that routinely takes charge of our at risk children. Some of the activities that our students are involved in include:

- Author's Tea Biography
- Day School Tour Guides
- Reading Buddies

The school's success can be attributed to the cooperative efforts of the parents, students, staff, administration and community. Together, they have created a superb educational environment for all. Citizens are always welcome to stop by and visit the Margaret Chase Smith School.

Maintenance Department

As a Department, custodians and maintenance personnel provide clean and safe educational spaces for nearly 4,000 students and staff.

The Custodial/Maintenance Department maintains eight (8) educational buildings totaling over 484,000 square feet. This department is also responsible for the maintenance of eighty- five (85) acres of lawn, playground, sports facilities and one storage building. The maintenance of these facilities is accomplished with twenty-eight and one-half (28-1/2) full time custodians, one (1) director, one (1) maintenance person, one (1) electrician and one (1) secretary. Our very best to Harvey St.Cyr who retired from Willard school after nineteen (19) years of service as a custodian.

In addition to regular maintenance, the following projects were also accomplished: construction of a Media room at Sanford High School, Adult Ed. moved its offices from Sanford High School to Lincoln School. Edison school was closed and returned back to the Town. Work completed with the million dollar bond included new windows/doors at the SJHS, new front doors at SHS; painted windows at Willard School, parking lot lights were installed in the SHS teachers/student parking area, paving of the teacher's parking area at Willard; handicap ramps were installed at SHS and SJHS and drainage was improved at the JHS main entrance driveway.

Sanford Schools Computer Services 2003-04

Computer use throughout the district continued to help students and teachers meet the Maine Learning Results. The elementary schools continued to learn to design lessons and implement the use of technology tools with the support of a technology integrator and a mobile laptop lab. Some of the local technology budget funded the equipment and the Title IID state funds provided the salary for the integrator. This is the second year this position has been available to all elementary schools and we continue to see improvement in students' use of technology as they enhance their learning and develop computer skills. A donation of over 12 computers placed an internet capable PC in each classroom at Emerson School.

The Junior High one to one computing program is in its third year at Sanford Junior High. Students and teachers have continued to use the ML TI iBooks for all curriculum areas. In addition, teachers are using the laptops to maintain their Pinnacle (Q Grade Books and to take daily attendance. The state funded MLTI program continues for 2 more years.

Sanford High School classroom computers were upgraded during the summer (in preparation for September '04) when the all purpose lab (Room 11) was upgraded. The "old" lab machines were placed in classrooms giving all staff a machine capable of running the latest operating system. This move/upgrade was necessary in order to provide equipment that would run the Pinnacle(Q Grade Books and period attendance. The implementation of Pinnacle(Q in the Junior High and High School began in September of 04.

The district was awarded ERATE funds this year for a project that will complete the INET. (Institutional Network that will take advantage of the agreement with Metrocast to provide the network connections between all schools at no cost to the schools). These federal funds (ERATE) are awarded based on need (free and reduced lunch data) and this year the project is funded at 80%. The project will begin in September 04 and will be completed by the end of the school year.

Overall, the district supports over 1200 computers and over 50 printers distributed throughout the district. The largest number of computers is still at the Junior High (680). Hardware is repaired by Apple Computer@ through a depot system. Faulty machines are shipped (paid by Apple) to a repair depot and returned within 48 hours. At this time, the process is working well.

Word Wrap Services provides part time technical support and repair of all non warranty equipment. This service includes the parts and labor necessary for the repair. This includes desktop hardware, printers and monitors. This is the third very successful year of this partnership with Word Wrap.

CURRICULUM DIRECTOR

In a standards-based educational system like the one ushered in by the Maine *Learning Results* and the federal *No Child Left Behind Act*, the purpose of public schools is changed from what we have traditionally known. Most of us are familiar with a system where almost every student received a diploma if she/he came to school regularly. Then, after graduation, some of those students went on to college, others to military service, and others to jobs that were plentiful and didn't require a postsecondary education. The world has changed. The global economy has redistributed the good jobs that used to be available to those without a post-secondary education leaving mostly minimum-wage jobs to those who leave high school without plans for more education. In order to prepare every student for more education after high school, schools are being held accountable for student learning in unprecedented ways.

The Maine Legislature and the Maine Department of Education have required school districts to create a *Comprehensive Local Assessment System (CLAS)* to help educators know if students have learned. Assessments are given to all students at each grade level throughout the year. Depending on the grade level, assessments might include the Maine Educational Assessment (MEA), the Terra Nova in reading, the NWEAs, and performance assessments. Additionally, the NCLB act requires that the *NCLB Annual Assessments* be given in every grade from 3 to 8. With the testing comes a teacher's (and student's and parent's) ability to know each student's strengths and weaknesses. Differentiated instruction, in-school and after-school programming, and summer school will be offered to students who are having difficulty meeting standards but standards must be met if a student is to receive a diploma or even proceed past certification points set by the school district.

The Sanford School Department is becoming well positioned to meet the requirements of the Maine *Learning Results* and the *No Child Left Behind Act*. We have implemented a data management system (Pinnacle) that will help us maintain and report student achievement information. Eventually, we will be able to use that system to analyze data to be even better able to respond to student needs and teacher professional development needs. We are using PLATO and READ 180 instructional software at grades 7 and higher to provide more learning opportunities for students. We are hoping to make changes in school schedules to allow teachers the chance to collaborate. More than ever, teachers need to be able to work together in order to create the consistent, continuous, and equitable programming required for student success.

Over the past year, a group of parents, community members, and educators met to make recommendations for changes to the Sanford School Department that would help assure student achievement of the Maine *Learning Results*. Many of those recommendations will be implemented in the coming year. More before- and after-school busing will allow for more programming for students who are not meeting standards. Summer activities will be sent home with students to help prevent learning loss. Programs for gifted students will begin in the 2005-06 school year. More kindergarten students will have a whole day program focused on literacy activities that will help prepare them to become strong readers and writers. Area childcare providers will be offered professional development so they may help prepare students for the academic challenges they will face in school. Weekly collaboration time for teachers will be built into the work day and teachers will be relieved of doing nonacademic duties. This will allow them to do the work they are best prepared to do which is to plan, instruct, assess, and plan again. We will study the feasibility of a reconfigured school day, school week, or school year and the benefits and drawbacks of school uniforms. Finally, we hope to impress on everyone in Sanford/Springvale the value of reading for at least 20 minutes a day. When students see adults read or have adults read to or with them, they learn that reading is important. The more we read, the better readers we become.

It takes a village (or in our case a town) to raise a child. By working together, we can help every student in Sanford/Springvale be ready for a fulfilling and productive future.

Sanford High School

Sanford High School enrolled over 1290 students for the 2003-2004 school year and graduated 275 students. The graduates are distributed as follows:

- 47% Will attend 4-year post secondary institutions
- 21% Will attend 2-year academic institutions of high education
- 14% Have obtained employment
- 2% Have enlisted in the military
- 16% Were still considering a variety of career options

Sanford High School continues to send a high percentage of its graduating class on to Post Secondary Education Institutions. Our graduates continue to matriculate at some of the finest programs in the country.

School year 2003-2004 saw improvement in our math and science MEA scores. In large part, this can be attributed to alignment of our curriculum to the Maine Learning Results; the districts Comprehensive Local Assessment work and MEA practice through released items and other similar sample questions.

The graduation class of 2004 was informed in the fall that they had met the proficiency standards of No Child Left Behind by meeting academic scoring targets in Math, English/Language Arts and Reading. Schools across the country also need to meet proficiency in a variety of sub groups, i.e. Ethnicity and Special Needs. At least 95% of your schools students in the testing population need to complete the MEA Assessment to meet the "A YP" Standards. Graduation rates and attendance data are also part of the data analysis.

Sanford High School expanded Student Led Conferences to include all students in grades 9-12. This form of conferencing allows students the opportunity to be increasingly responsible for their own academic performance.

Department Chairs and their faculty are still completing work on our Comprehensive Local Assessment System. Beginning with the graduating class of 2007, students are required to show proficiency on assessments in English/Language Arts and Math. The graduating class of 2008 will need to meet similar requirements to graduate by earning proficiency on assessments in English/Language Arts, Social Studies, Science, Math and Health/Physical Education.

In November 2004, SHS received an Accreditation evaluation from NEAS&C, our accrediting body. The report noted commendations for the wonderful work of our faculty, staff and students, along with recommendations for making our school even better. We are pleased to have been informed of our continued Accreditation status.

At graduation ceremonies in June, SHS awarded two diplomas to veterans whose high school careers were interrupted due to military service. Their dedication and Service on behalf of our community and country was honored and celebrated with the graduating class of 2004.

The Sanford High School faculty and staff are proud of all the accomplishments attained by our students in all areas of academics and co-curricular activities. We wish to thank the citizens of Sanford and Springvale for their ongoing support of our school and students.

TOWN OF SANFORD

FINANCIAL STATEMENT PRESENTATION

June 30, 2004

Financial Overview

Presented by:
Greg Chabot

RUNYON KERSTEEN OUELLETTE

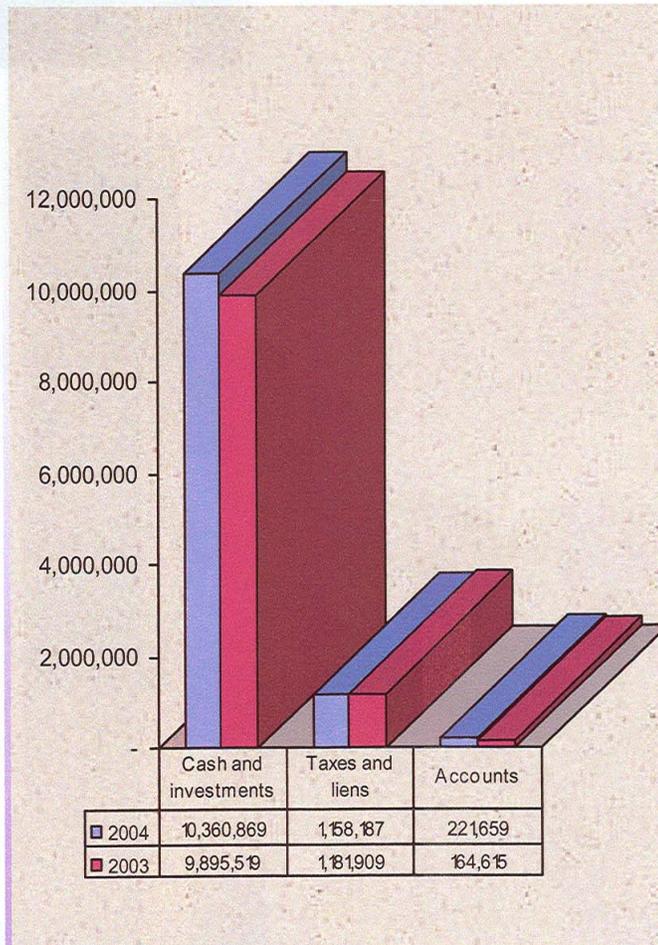
Recently, the Town of Sanford completed the financial audit process. The Town has received an unqualified opinion for fiscal year 2004 and has successfully implemented all of the provisions of GASB 34 (the new reporting model), including the infrastructure provisions which were implemented 4 years earlier than required.

Further, the Town had no reportable conditions required to be reported under Government Auditing Standards and one finding related to its administration of federal awards.

The remainder of this publication is dedicated to providing you with the financial results for fiscal year 2004 as well as trend information for certain areas.

Key Performance Indicators

Assets



INSIDE

1. Assets
2. Liabilities And Fund Equity
3. Revenues Table
4. Expenditure Table
5. Fund balance analysis
6. General Fund revenues and expenditures
7. Components of net assets and reconciliation
8. Comparisons to other municipalities

SUMMARY OF SIGNIFICANT CHANGES

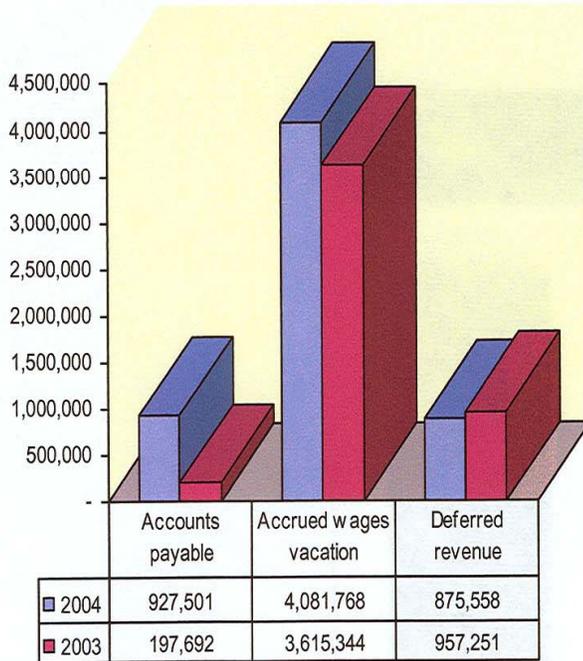
- The increase in cash of 465,350 is simply the result of the timing of payments at year end. Accounts payable was \$729,809 higher at June 30, 2004 than at June 30, 2003. The cash balance is shown net of interfund receivables and payables so that it reflects the true General Fund cash position.
- Outstanding taxes and liens decreased slightly by \$23,722 as result of a slight increase in the collection rate from 95.79% in FY '03 to 96.05% in FY '04.

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Ouellette

Town of Sanford

TOWN OF SANFORD

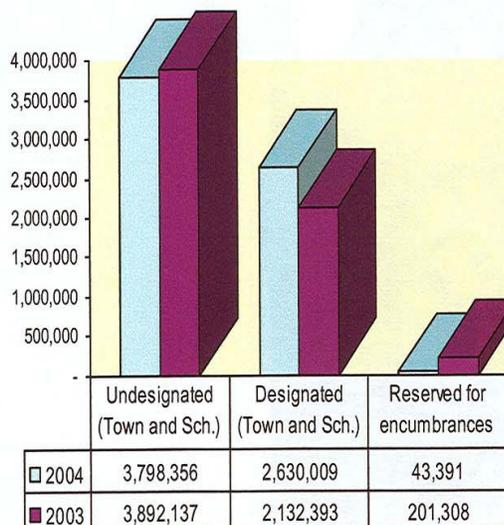
GENERAL FUND LIABILITIES



SUMMARY OF SIGNIFICANT CHANGES

- Changes in accounts payable and accrued liabilities are simply a result of the timing of payments at year end.
- The largest component of accrued wages is teacher summer salaries (\$3,307,950). Teacher summer salaries represent payroll earned in June of 2004, but paid in July and August of 2004. This amount is not accrued for budgetary purposes.
- Deferred revenue represents taxes still unpaid 60 days after the end of the year. These amounts are not recognized as revenues in the current year. The collection rate increased from 95.79% to 96.05%.

GENERAL FUND BALANCE



SUMMARY OF SIGNIFICANT CHANGES

- Designated fund balance changes annually based on the status of capital improvements as well as amounts used toward the subsequent year budget. Detail can be seen in the notes to the financial statements (page 29).
- Undesignated fund balance (town and school) has decreased by \$281,789 as a result of the increase in the teacher summer salary liability. Total fund balance decreased by \$615,868 although it was budgeted to go down by \$2,570,147. Undesignated fund balance is 8.38% of general fund budget at 6/30/04. RKO recommends maintaining an undesignated fund balance of approximately 8.33%. Credit rating agencies often recommend a level between 5% and 10% of budget.

Ranyn Kersteen Ouellette

Town of Sanford

TOWN OF SANFORD

GENERAL FUND REVENUES

	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>
<i>Taxes</i>	20,526,209	21,370,901	844,692
<i>Licenses, permits and fees</i>	841,611	987,362	145,751
<i>Intergovernmental</i>	18,571,107	18,960,452	389,345
<i>Investment income</i>	153,000	113,184	(39,816)
<i>Other</i>	313,228	351,725	38,497
<i>Total revenue</i>	40,405,155	41,783,624	1,378,469
<i>Budgeted use of fund balance</i>	2,570,147	-	(2,570,147)
<i>Total revenue and use of FB</i>	42,975,302	41,783,624	(1,191,678)

SUMMARY OF SIGNIFICANT CHANGES

- Tax revenue exceeded the budget because excise tax collections were higher than anticipated by \$844,085 due to continued strength in automobile sales. Excise tax revenues exceeded prior year revenues by \$187,241.
- Licenses, permits and fees was over budget primarily as a result of building permits exceeding estimates by \$40,262, waste transfer fees by \$38,640 and police fees by \$28,713.
- Intergovernmental revenues were over budget as a result of Education subsidies exceeding estimates by \$285,126, GA reimbursement exceeding estimates by \$75,958 and State Revenue Sharing by \$46,854.
- Other revenues includes \$253,358 of reimbursements for various capital improvement projects.

TOWN OF SANFORD

GENERAL FUND EXPENDITURES

	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>
<i>General government</i>	4,352,183	4,286,763	65,420
<i>Public services</i>	1,528,146	1,523,685	4,461
<i>Public safety</i>	5,472,848	5,459,403	13,445
<i>Public works</i>	4,814,315	4,172,460	641,855
<i>County tax</i>	628,852	628,852	-
<i>Education</i>	25,816,253	25,439,283	376,970
<i>Other</i>	18,942	166,776	(147,834)
<i>Debt service</i>	343,763	324,227	19,536
<i>Total expenditures</i>	42,975,302	42,001,449	973,853

SUMMARY OF SIGNIFICANT CHANGES

- Detail for departmental expenditures can be seen starting on page 38 of the financial statements
- Much of the favorable variance in public works is a result of ongoing projects which have been designated to the subsequent year's budget. The total amount designated at June 30, 2004 for ongoing projects was \$613,590. The budget amounts include 2003 carry forward balances totaling \$984,119.
- The favorable variance in Education represents 1.46% of the total education budget. The separately issued school financials will be available soon.
- Other is over budget as a result of TIF expenditures.

TOWN OF SANFORD

Change in Total Fund Balance

	<u>2004</u>
Change in fund balance:	
Favorable revenue variance	1,378,469
Favorable expenditure variance	973,853
Use of prior year designated balances	(984,119)
Use of prior year Town undesignated balance	(950,000)
Budgeted use of school surplus	(636,028)
Increase in encumbrances	16,220
Increase in teacher summer salaries	(414,263)
Total change in fund balance	(615,868)
Fund balance 7/1/03	6,471,756
Fund balance 6/30/04	5,855,888

Fund balance comparison

	<u>2004</u>	<u>2003</u>
Fund balance:		
Reserved for encumbrances - School	59,611	43,391
Unreserved:		
Designated - subsequent year (Town)	950,000	950,000
Designated - capital plan	613,590	1,032,131
Designated - School Department	710,710	636,028
Designated - Adult Education	5,410	11,850
Undesignated - School Department	(2,391,274)	(1,940,058)
Undesignated - Town	5,907,841	5,738,414
Total fund balance	5,855,888	6,471,756

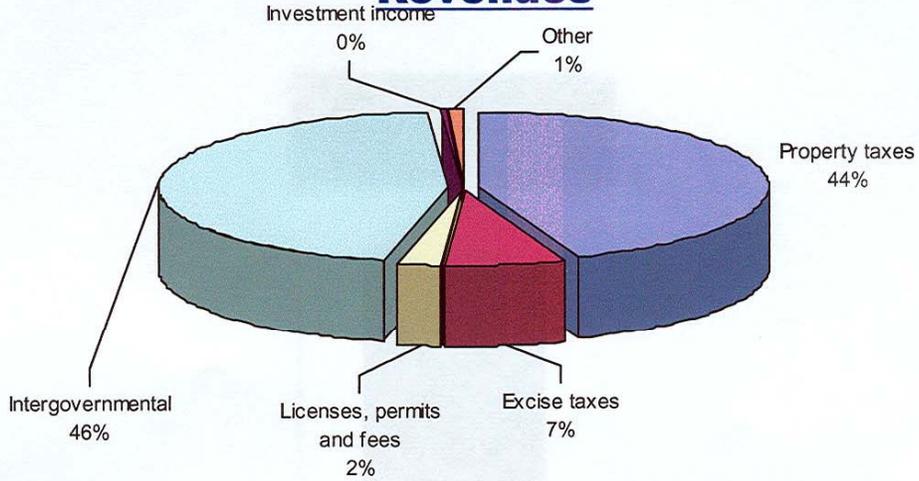
*Runyon
Kersteen
Ouellette* 

Town of Sanford

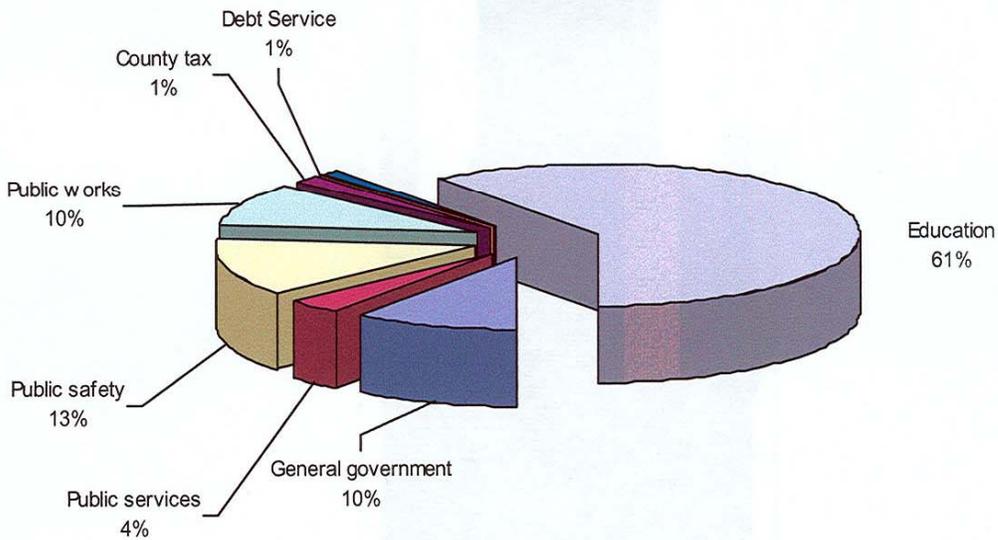
TOWN OF SANFORD

2004 REVENUES AND EXPENDITURES - GENERAL FUND

Revenues



Expenditures

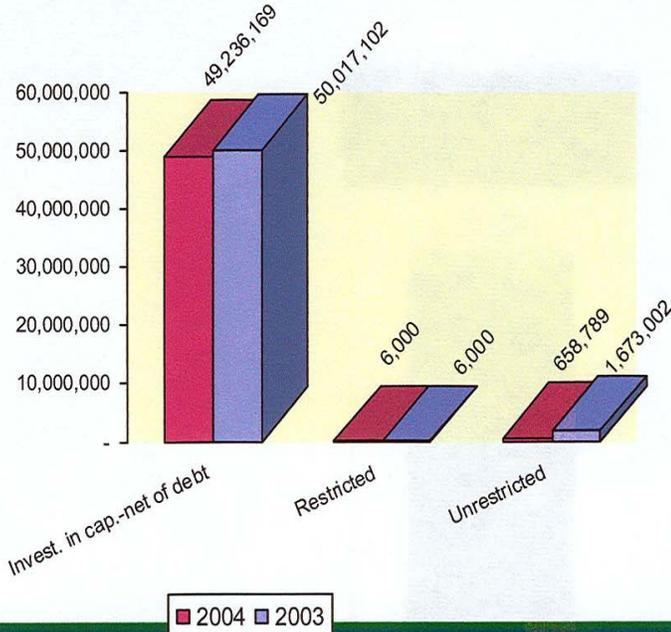


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TOWN OF SANFORD

COMPONENTS OF NET ASSETS



SIGNIFICANT RECONCILING GASB 34 ADJUSTMENTS

- Recording fixed assets net of accumulated depreciation
- Eliminating interfund balances.
- Eliminating deferred revenue.
- Recording long-term debt, capital leases and accrued vacation/sick.

GOVERNMENTAL FUNDS NET ASSET - RECONCILIATION

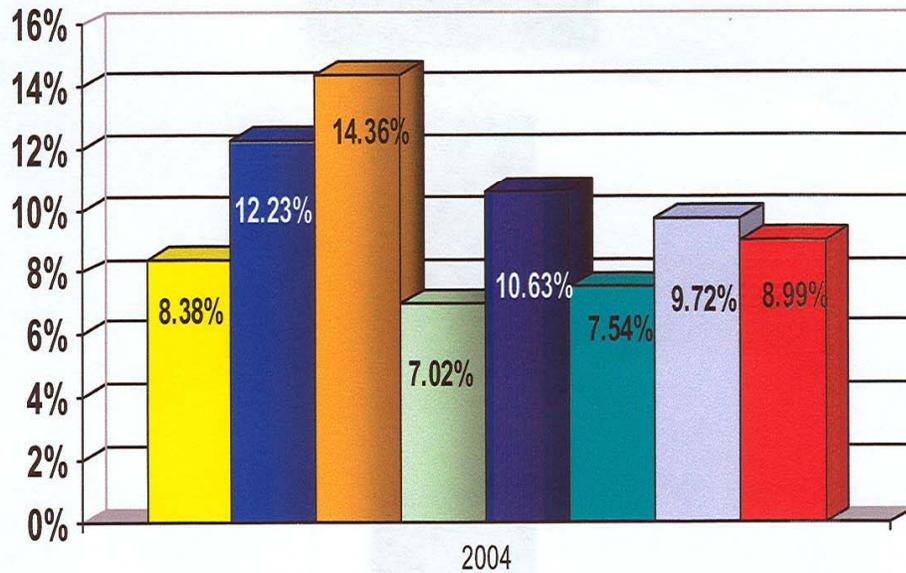
Fund Balance Governmental Funds (Statement 3)	7,918,572
<i>Amounts reported for governmental activities in the statement of net assets are different because:</i>	
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	55,403,074
Other long-term assets are not available to pay current period expenditures and, therefore, are deferred in the funds.	900,504
Long-term liabilities, including bonds payable, are not due and payable in the current period, and therefore, are not reported in the funds.	(14,321,192)
Net assets of governmental activities (Statement 1)	49,900,958

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TOWN OF SANFORD

Fund balance as a % of budget compared to other municipalities



- Sanford
- Augusta
- South Portland
- Biddeford
- Lewiston
- Bangor
- Saco
- Scarborough

Ruyon
Kersteen
Ouellette

Town of Sanford

**SANFORD SCHOOL DEPARTMENT EMPLOYEES
FISCAL YEAR JULY 1, 2003 – JUNE 30, 2004**

<u>EMPLOYEE NAME</u>	<u>SALARY</u>		
		BEGIN, KAREN	5,814.49
ACKROYD, LAURIE A	46,789.93	BEGOS, KATHRYN K	28,454.90
ADAMS, BRIDGET A	14,724.22	BELL, TODD J	45,735.80
ADAMS, JEANNE M	1,728.86	BELMONT, KATHRYN J	39,194.39
ADAMS, PATRICIA A	6,857.28	BELYEA, ELAINE C	2,680.00
ALEXANDRE, MARY-ELISE	12,803.75	BEMIS, ELIZABETH M	47,106.15
ALLAIRE, DENISE L	29,767.16	BENNETT, DEBORAH M	51,181.59
ALLEN, JOEL M	5,078.75	BERARD, RENALD R	164.50
ALPANDER, TAMAY B	1,330.00	BERARD, THERESA E	7,506.00
AMES, BRENDA S	2,230.00	BERNARD, MARC A	25,999.37
AMES, DIANNE M	45,543.46	BERNIER, LISA M	17,232.34
ANDERSON, DONNA A	47,250.84	BERNIER, RICHARD M	180.00
ANDERSON, JESSICA J	9,594.00	BERRY, LESLEY S	5,270.20
ANDERSON, VICKI J	6,358.91	BERUBE, JACQUELINE C	50,510.09
ANDREWS, DEBORAH M	39,810.40	BISSELL, STACEY L	62,585.90
ANGERS, AMANDA L	5,644.35	BITHER, DEBRA C	16,489.44
ANGIS-BUBIER, LORRAINE G	16,795.41	BLACKER, KARYN S	13,001.57
ANTHOINE, KATHERINE E	46,041.91	BLAKE, WILLIAM	4,750.75
ARCHAMBAULT, HOPE E	1,754.65	BLANCHARD, ELAINE M	24,495.80
ARNOLD, ANTOINETTE M	49,907.05	BLANCHARD, SASHA L	1,920.00
ARONSON, CHRISTINE	46,519.62	BLANCHETTE, KRISTIE-LYNN	94.50
ARSENAULT, LISA M	12,214.78	BLANCHETTE, LISA A	17,042.24
ARSENAULT, PAULA A	19.31	BLOUIN, JARROD A	3,213.00
AUGER, PAUL G	34,464.44	BO, KIM N	48.00
BACON, MAURICE C	34,171.02	BOISSONNEAULT, GERARD R	33,578.56
BACON, RITA A	1,788.00	BOISSONNEAULT, MARK E	45,641.21
BAILEY, DENISE D	11,022.70	BOISVERT, CHERYL E	1,870.00
BAKER ROUX, CAROL L	48,233.29	BOISVERT, RACHEL R	39.00
BAKER, MELISSA J	10,980.89	BOIVIN, BRENDA L	12,837.57
BALDYGA, SHARON J	8,092.56	BOONE, MARY	31,421.75
BARON, SHERRI L	29,379.61	BORDEAU, COLLEEN M	10,934.64
BARR, ELIZABETH A	28,301.27	BORS, ANDREW J	46,634.29
BARTLETT, CRAIG	27,481.94	BOUCHARD, NICOLE L	33,448.95
BEALS, PATRICIA B	44,289.10	BOUGIE, JANE M	8,539.29
BEAN, JOAN M	62.21	BOURASSA, JOANNE M	19,004.67
BEAUDOIN, ANN M	16,095.92	BOURASSA, KRISTEN L	300.00
BEAULIEU, RICHARD A	1,515.00	BOURQUE, BRIAN P	3,030.00
BEDELL, SUSAN L	35,606.39	BOURQUE, ELEANOR A	67.50
BEDNAROWSKI, MELISSA L	990.00		
BOURQUE, GAIL A	17,789.03	BOWEN, RICHARD E	3,548.75
BOUTHILETTE, STEVEN M	2,926.00	BOYNTON, ROBERT A	4,851.38
BOVE, JOHN L	120.00	BRAASCH, BENJAMIN B	36,309.84

BRACKETT, DEIRDRE	37,606.86	BROWN, KENDRA	31,937.60
BRACKETT, ELIZABETH E	8,271.98	BROWN, STEVEN	18,556.78
BRACKETT, MICHAEL S	1,500.00	BRUNNER, PATRICIA	30,715.02
BRAFFIT, MARGARET L	9,179.17	BRUNO, LORI M	567.50
BRAGG, HELEN E	12,523.66	BRUNS, ELIZABETH A	60.00
BRASSARD, DAVID A	39,331.94	BUCKLIN, M MADELEINE	46,778.80
BREAULT, HOLLY H	35,757.02	BULLARD, SUSAN E	46,689.93
BRENNAN, JEAN L	46,780.85	BURBANK, RACHEL AC	701.43
BRENNER, VICKI L	27,458.39	BURKE, LINDA L G	27,605.11
BRETON, DARLENE M	28,894.63	BURNETT, GAIL L	1,480.00
BRIDGES, SHARON A	50,542.14	BURNHAM, LINDA R	48,135.26
BRINE, KAREN L	11,488.50	BURNSIDE, APRIL M	3,387.50
BRINK, BECKY A	68,025.10	BURPEE, SHARON J	9,942.41
BROCHER, CAROLE J	192.50	BUSSIERE, STEVEN R	34,024.05
BROCK, EDITH J	41,205.72	BUTLER, JANET R	46,748.45
BROOKS, CLAIRE J	699.29	CALLAHAN, KATHERINE	55.00
BROWN, CAROLYN S	48,331.43	CAMIRE, ANGEL M	30,291.12
BROWN, DAVID RUSH	50,498.70		
CAMIRE, KATHY D	45,760.80	CHEVALIER, RICHARD R	489.07
CAMIRE, MARK J	40,829.54	CHIP, SOTHEA D	5,130.00
CAMIRE, MICHAEL L	53,460.63	CHU, STACIE	120.00
CANNING, MEGAN L	510.00	CIESLIK, ERIC T	1,800.00
CARAMIHALIS, CHARLES A	2,199.00	CILLUFFO, BETH M	28,742.24
CARAMIHALIS, ELIZABETH A	9,018.10	CLARK, GLORIA J	12,300.93
CARLIN, LISA M	510.00	CLARK, JAMES F	1,999.00
CARLISLE, JEAN L	42,240.90	CLARK, NANCY M	12,413.52
CARLL, SONJA A	2,843.58	CLARKE, JAMES D	7,705.00
CARLSON, AUTUMN M	330.00	CLARKE, JANET P	46,909.22
CARON, DEBRA JEAN	481.00	CLARKE, MERRELL N	55,218.28
CARON, KIMBERLEE C	46,239.69	CLEGG, SARA BETH M	2,694.50
CARON, LISA B	540.00	CLUKEY, AMELIA A	600.00
CARON, MARSHA E	47,362.30	CLUKEY, JULIA F	2,040.00
CARPENTER, LISA A	7,360.00	CLUKEY, KATHRYN J	60,984.04
CARPENTER, NANCY J	14,640.75	CLUKEY, ROBERT F	67,126.45
CARROLL, AARON R	4,752.50	COCHIN, JOHN	50,021.18
CASEMENT, DOUGLAS K	40,005.44	COCHIN, KRISTI J	540.00
CASH, RONDA J	3,540.00	COFFIN, SONYA J	60.00
CASHIN, MARIE D	13,500.93	COHEN, STUART A	360.00
CAVALLARO, ERIN	30,961.08	COLE, JANE E	150.00
CHAPAIS, ERIC C	14,009.16	COLE, JONATHAN P	715.00
CHAPAIS, GAIL M	16,867.93	COLE, TINA L	8,861.13
CHASE, KAREN L	5,253.21	COLE, TRACY A	4,541.25
CHASE, TAMMY L	98.00	COLLEY, JAMES U	5,573.39
CHEA, KUNTHA	45.00	COLLEY, SUSAN G	24,146.13
CHESSIE, CHRISTOPHER G	64,983.88	CONNOR, DAVID P	385.00
CHESSIE, MAVIS W	660.00	CONNORS, KELLY ANN	1,927.55
CHEVALIER, MADELEINE J	12,260.27	CONNORS, KRISTEN M	10,917.50

CONROY, JULIE	4,699.50	DOUGLASS, MICHELE L	21,251.15
CORMIER, KATHLEEN M	13,039.44	DOWNING, KATHYRN J	30.00
COTE, JEAN	8,075.00	DOYLE, ERIN L	26,392.88
COTE, LINDA E	9,140.00	DROUIN, MICHAEL J	50,102.15
COTE, MARK B	240.00	DUBOIS, ANN MARIE	640.00
COTE, PHYLLIS J	51,009.69	DUBOIS, RENEE	300.00
COTE, ROLAND A	5,452.70	DUCHETTE, MARGARET M	48,314.80
COTE, TONYA D	165.00	DUDLEY, JASON L	20,937.84
COVENEY, SUSAN P	32,978.76	DUDLEY, JENNIFER M	1,486.30
COX, CARLENE L	46,164.63	DUFORT, JENNIFER JO	31,900.67
CRAIB, ANGELA B	60.00	DUGGAN, CYNTHIA A	45,784.22
CRETEAU, ROBERT F	400.00	DUMONT, BARBARA E	15,735.26
CROOK, KIMBERLY J	32,497.03	DUMONT, COLIN J	2,632.00
CROWLEY, LEIGH ANN	6,407.50	DUMONT, JAMES	51,473.67
CROWLEY, VIRGINIA S	60,984.04	DUMONT, LORETTE A	9,548.50
CULLITY-SANFORD, LAUREN A	11,756.47	DUPEE, CLAUDETTE S	17,824.77
DAIGLE, SARAH M	60.00	DUPERE, ELAINE H	48,183.24
DALEY, EDMUND C	24,983.20	DURANT, BRENDA L	4,360.79
DALY, KRISTIN M	21,589.84	EATON, ERNEST L	40,653.05
DAME, STEPHEN A	1,240.00	ECONOMOU, CHRISTIN F	15,805.86
D'ANDREA, MARIA A	165.00	EDGECOMB, ERICA A	300.00
DANFORTH, JAY C	5,961.90	EDMONDS, PAULA K	37,044.72
DAVID, SHERYL A	45,973.50	EDWARDS, CHAD M	120.00
DAVIS, BRIAN M	21,610.68	EGAN, ROBERT J	11,259.85
DAVIS, RICHARD L	270.00	EILERT, SUSAN	30,960.57
DAY, GERALDINE Z	5,113.14	EISENER, LAWRENCE W	1,921.50
DEMARETT, RAYMOND E	24,363.08	ELDRIDGE, DAVID M	43,809.92
DEMERS, ALFRED J	32,506.36	ELDRIDGE, DONNA L	42,171.65
DEMERS, ANNE D	49,520.80	ENGLISH, HEATHER	31,412.35
DESHAIES, CAROLYN M	18,817.16	ENGLISH, SHEILA M	50,319.30
DESHAIES, MICHAEL T	27,862.16	FAGERLUND, ROBIN L	16,533.55
DESVEAUX, DAUREEN A	8,250.48	FAHEY, FRANK E	69,625.92
DEVOID, ANGELA M	6,221.85	FALLON, MICHAEL O	52,999.17
DEVOID, ANN E	27,672.89	FANCY, THERESA A	120.00
DEVOID, PAUL O	27,620.77	FARGO, ERIC L	21,051.15
DICKINSON, MARION F	843.00	FARLAND-VOGT, COLETTE L	8,752.00
DILLANE, KEVIN C	48,952.27	FARNHAM, NANCY A	7,593.25
DILLANE, PENELOPE H	49,002.27	FARNSWORTH, SHANNON K	25,579.16
DOIRON, DAVID G	120.00	FARRELL, DEANNA L	9,458.73
DOIRON, DEBORAH R	15,184.05	FAULKNER, RICHARD D	53,470.39
DOIRON, MATTHEW R	47,994.60	FAULKNER, SUZANNE C	46,158.78
DOIRON, ROBERT G	17,445.88	FECTEAU, ALICE C	268.13
DOIRON, WILFRED L	60,500.79	FECTEAU, ALLISON J	9,817.70
DOLBEC, PAULINE M	61,240.79	FEENEY, AMANDA D	900.00
DONAHUE-JOHNSON, KRISTEN	5,077.50	FENLASON, BRUCE N	49,086.10
DORR, DAVID W	41,095.05	FERGUSON, WILLIAM L	46,683.78
DOUGHERTY, KIMBERLY F	11,253.93	FERRIS, KAREN A	48,003.25

FERRY, MATTHEW T	43,210.34	GENDRON, ROBERT A	1,765.00
FIANDACA, JENNIFER M	37,529.42	GENEREUX, MARGARET R	16,952.97
FIELD, LINDA G	41,982.53	GENEST, KELLI A	9,325.00
FIFE, RANDI M	240.00	GERRY, ASHLEY M	2,020.00
FIFE, TARYN L	45,368.73	GERRY, LEONA M	15,085.05
FISHER, DANIELLE C	23,647.82	GERRY, LISA L	690.00
FISHER-WOOD, DIANE L	46,717.29	GIBSON, TRACY A	22,141.34
FLANNERY, LAURIE J	40,889.54	GILLESPIE, LINDSAY C	685.00
FLAYHAN, AL P	13,004.12	GILLESPIE, PATRICIA A	12,556.00
FLYNN, BERNADETTE M	46,329.11	GIORDANO, THERESA A	29,378.20
FLYNN, MICHELLE M	10,872.03	GNADE, LYNN A	18,323.62
FOGG, DINEAS M	18,325.00	GOLDSBERRY, JANICE D	69,625.92
FORBESS, CAROL C	53,378.08	GOOCH, DEBRA J	8,430.95
FORD, GARY C	120.00	GOODNESS, LORRAINE B	5,676.30
FORD, SUSAN M	14,313.70	GOODRICH, DONNA E	6,118.13
FORIN, DEVON M	55.00	GOODWIN, ALFRED A	2,029.37
FORSLEY, SUSAN W	10,951.64	GOODWIN, JEAN L	1,267.50
FORTIER, DOROTHY L	680.00	GOODWIN, KAREN A	15,939.19
FOSS, JOHN A	27,248.39	GOODWIN, SHELLY A	2,023.00
FOUGERE, PATRICIA A	6,298.50	GOODWIN, SHERRI L	7,034.88
FRANK, MARY FRANCES	43,529.17	GORDON, NANCY C	44,823.55
FREDETTE, BRENDA L	2,001.25	GOSSELIN, RAYMOND L	40,927.10
FROMWILLER, ALISON M	60.00	GOULET, DENISE B	23,544.85
FROMWILLER, BARBARA A	12,709.95	GOULET, JEREMY M	29,114.39
FULLERTON, CHERYL R	52,744.53	GOYETTE, PAMELA M	32,645.91
FULMER, JANICE L	48,114.63	GRANT, PAUL A	43,588.10
FULMER, LAURA	60.00	GRANT, TERRY J	33,704.48
FULMER, SARA K	18,972.55	GRAVES, BETHANY K	180.00
GAGNE, CRYSTAL A	170.00	GRAVES, JUDITH B	4,847.50
GAGNE, ELAINE M	46,610.12	GRAY, HEATHER K	10,830.12
GAGNE, THOMAS R	48,512.97	GRAY, TERRY L	12,852.35
GAGNON, MONIQUE E	630.00	GRAY, TIFFANY	1,980.00
GAGNON, ROBERT	6,854.25	GREEN, GREGORY D	45,801.63
GAGNON, SUZANNE E	47,478.80	GREENE, CHRISTOPHER R	625.00
GALENO, PETER J	3,660.00	GREENE, GEORGE W	7,410.00
GALLAGHER, DOROTHY-ANN	47,210.78	GREENE, JENNIE	27,861.03
GALLAGHER, EVELYN M	14,660.90	GROGAN, JILL E	38,562.98
GALLAGHER, JAMES F	54,276.11	GROGAN, RAYMOND J	36,997.95
GANNAWAY, MARY D	48,479.39	GRONDIN, BRIAN	1,980.00
GANNAWAY, STEVEN K	1,500.00	GRONDIN, RENAULD L	3,194.00
GARDINER, ALLISON W	1,500.00	GUERTIN, ARLENE Y	14,812.56
GARDNER, NEIL L	47,971.75	GUILLEMETTE, JEFFREY M	26,489.88
GARLAND, MARGARET E	9,386.38	GUILLEMETTE, KIMBERLY M	120.00
GARLICK, VIKKI L	180.00	GULLISON, DEBORAH B	2,008.00
GARNSEY, ANNE MARIE J	2,142.00	GUNN, JO NANCY	48,263.88
GARNSEY, JANE I	752.00	GURNEY, MARY JANE	47,617.28
GAUDREAU, DEBORAH W	63,815.80	HALLIDAY, HOPE O	6,528.00
GAUTHIER, LORRAINE L	14,263.19	HALLISSEY, TRACIE L	32,177.35
		HAMBLIN, JOANNA M	960.00
		HAMILTON, DANA L	2,197.50
		HAMILTON, DONALD E	2,760.00

HAND, CONSTANCE A	16,838.60	IVESTER, DAVID R	4,186.80
HANEY, CYNTHIA A	14,962.37	JACK, BLAINE H	6,035.00
HANSEN, MARK L	3,741.00	JACQUES, JONATHAN D	30,269.70
HANSON, DONNA M	18,776.25	JANSEN, CHRISTY A	31,158.82
HANSON, LISA A	14,094.21	JANSEN, JODY A	19,397.74
HANSON, MARISA	528.75	JOHNSON, KARI M	192.00
HARMON, ANNE L	910.00	JOHNSON, STACIE	60.00
HARMON, STEPHEN A	46,015.65	JOHNSTON, DAVID L	675.00
HARPER, PAULETTE A	64.00	JONES, CHARLOTTE J	43,077.99
HARRISON, MICHAEL J	2,130.00	JONES, KATHLEEN A	35,720.23
HARTFORD, HARRY N	37,646.62	JONES, NANCY S	20,053.85
HARTNETT, DIANE M	11,788.70	JONES-YOUNGER, JEAN W	44,315.53
HASKINS, KAREN L	29,130.60	JORDAN, LINDA M	48,116.44
HASKINS, SHAWN	7,062.50	JOSIAH GEAUMONT, MELINDA	37,634.13
HATCH, SUSAN P	11,336.77	JOWETT, KAROLYN J	1,732.50
HATHAWAY, TROY D	33,665.10	JOWETT, PRISCILLA S	18,776.25
HAWKS, ANGELICA D	1,262.25	KANE, MARTHA K	35,153.35
HAWKS, BARBARA A	5,764.50	KANE, NANCY B	28,374.58
HEARRIN, RENEE J	30.00	KAUTZ, ROBERT B	94,666.10
HEBERT, DEBORAH J	600.00	KAYE-SCHIESS, PATRICIA A	50,383.84
HELMREICH, ALAN A	45,094.23	KELLY, MARGARET S	48,294.62
HENDERSON, ANNE M	46,310.80	KENNEY, KATE E	27,049.67
HENNESSEY, JANET S	44,475.37	KENNY, KATHRYN E	9,688.01
HERBEST, MARK T	1,125.00	KENNY, PRISCILLA C	48,067.03
HERLIHY, MARGUERITE G	500.00	KERR, NANCY M	50,923.34
HESS-POMBER, MARTHA	53,467.44	KERRIGAN, CONSTANCE R	14,826.11
HICKEY, LORI P	8,430.95	KILGOUR, JOANNE C	300.00
HILL, HUGH E	33,309.41	KILGOUR, LINDA R	18,740.88
HILL, PETER H	26,760.85	KIMBALL, MARCIA K	46,300.01
HILL, RACHELLE D	33,911.25	KINGMAN, JEFFREY J	330.00
HILTON, DIANE E	41,817.92	KIRTON, JANE C	32,807.42
HODGDON, DONNA L	35,252.73	KNIGHT, KAREN L	12,301.60
HOLDEN, WAYNE P	4,729.50	KNOX, ALINA J	30.00
HOLLINGSWORTH, CHRIS V	64,630.02	KOHOUT, FRANK R	27,411.20
HOLLOWAY, JENNIFER K	24,393.55	KOLOSOWSKI, PATRICIA	49,522.96
HOLMES, PETER M	8,118.00	KRALOVEC, CLARICE A	27,926.02
HOOVER, CHARLES A	41,722.10	KRAUSE, JAMES J	4,659.76
HOWARD, SANDRA J	5,715.85	KREIS, DEBORAH D	360.00
HOWARD, THURLEY F	15,992.56	KRUPSKY, RACHEL E	46,947.78
HUESTIS, MARTHA G	168.00	KUMKA, KENNETH M	7,501.50
HUNTRESS, DEBBIE A	94.39	LABER-SMITH, REBECCA A	33,746.75
HURLEY, ROBERTA R	16,961.70	LABIER, NYLA C	8,626.80
HUSSEY, ELWYN E	877.83	LACHANCE, JEFFREY S	22,323.15
HUTCHINS, BETH T	3,871.75	LACLAIR, ARLINE M	5,539.83
HUTCHINS, DOLLIE	48,987.07	LAFLAMME, RACHEL B	3,190.60
IRISH, STACY	110.00	LAMBERT, ANITA M	5,347.50
IRVING, DARLENE G	11,588.12	LAMBERT, BETHANY T	12,355.35
		LAMOREAU, SUSAN B	46,032.80
		LANDEZ, JENNIFER A	540.00
		LANDRY, JANE E	3,000.95
		LANDRY, RICHARD P	21,303.79

LANE, JACOB E	120.00	LORD, SHARON	7,167.50
LANE, JEFFREY V	33,151.16	LOWRY, LAURENCE A	10,776.25
LANGE, BRYAN W	23,286.92	LUCIER, KATIE A	1,110.00
LANIGRA, JOANNE C	47,918.06	LYONS, BARBARA D	46,705.46
LANSING, LISA ANNE	29,039.02	MACALONEY, CORTNEY J	1,772.75
LANSING, ROBERT	11,859.96	MACCONNELL, JUDITH A	46,483.90
LANTAGNE, CAROL B	10,887.92	MACE, JEANNE M	9,836.54
LAPHAM, BRUCE H	2,179.00	MACEACHERN, ANN E	32,185.44
LAPIERRE, YVETTE M	2,640.00	MACEACHERN, DUNCAN A	46,314.63
LAPRISE, CYNTHIA M	18,840.05	MACEACHERN, GWENDOLYN R	1,256.25
LAROSE, PATRICIA J	11,857.96	MACKENZIE, LINDA L	8,532.30
LARSON, ANDERS	36,033.16	MACNEIL, WILLIAM M	1,378.00
LAVALLEY, JOANNE M	11,423.52	MADRICK, MILLIE R	1,950.00
LAVALLEY, WILLIAM E	1,775.00	MAENZ, SANDRA	8,038.45
LAVERTU, LINDA L	20,470.20	MAHONEY, FRANCIS X	49,321.60
LAVIGNE, ANITA L	39,002.20	MALCOLM, STEPHEN G	6,431.75
LAVIGNE, BETH A	10,909.39	MALLON, DIANE E	23,815.04
LAWRENCE, CYNTHIA A	12,660.48	MALLON, SARAH E	1,552.50
LEBEL, DELANO D	68,748.98	MALTESE, JANE M	311.03
LEBRUN, PAMELA J	39,425.45	MANN, NATHAN R	60.00
LEE, LISA J	26,767.65	MARASS, ELIZABETH B	27,447.39
LEET, PATRICIA A	32,997.15	MARASS, JESSICA M	1,140.00
LEGERE, DIANE D R	11,798.02	MARCOTTE, CAROLYN M	72,424.04
LEGERE, MICHELLE L	2,002.90	MARGOLES, DORIS	46,914.93
LEGERE, RITA L	3,680.00	MARQUEZ, CECILIA J	270.00
LEGERE, ROLAND H	52,016.86	MARTIN, JUDITH A	51,600.96
LEGRO, FRED M	13,257.60	MARTIN, KATHERINE A	6,480.75
LEHOUX, CANDACE L	559.85	MARTINEAU, RICHARD A	29,279.30
LEHOUX, GALE A	28,551.28	MASSANARI, NANCY K	28,535.08
LEIGHTON, LAURA A	1,958.90	MASTRACCIO, ANNE MARIE	500.00
LEMONT, COLLEEN M	8,732.00	MASTRACCIO, CARLA M	1,440.00
LENNOX, MICHELE S	26,271.12	MASTRACCIO, JOSEPH	4,454.60
LEONARD, NICOLE E	2,292.50	MATHIEU, ETHEL L	9,560.00
LESSARD, JAMES M	33,009.56	MATOIN, ANTON	2,839.00
LESSARD, MARK S	24,350.58	MATTHEWS, BETH W	29,056.27
LETOURNEAU, CHRISTINE	31,499.35	MATTHEWS, LEAH	1,200.00
LETOURNEAU, MAURICE R	74.20	MAYVILLE, DOROTHY J	832.00
LETOURNEAU, RENE A	4,644.92	MCCALL, DAVID E	39,987.76
LEVASSEUR, PETER J	57,658.45	MCCALL, KATRINA B	41,814.12
LEVESQUE, ERICA A	120.00	MCCALL, RONALD E	11,832.95
LEVESQUE, JENNIFER M	6,669.96	MCCANN, REBECCA A	3,909.00
L'HEUREUX, ANNE M	8,451.25	MCDERMOTT, JOANNE SPRING	21,247.48
L'HEUREUX, DONALD G	8,206.25	MCEWEN, MAUREEN	46,370.27
L'HEUREUX, KARLA A	11,346.52	MCGEHEE, KAREN I	42,539.71
LIEBERMAN, PATRICIA B	46,842.13	MCGUCKIN, ROISIN S	23,710.68
LIZOTTE, TRACY M	22,577.62	MCGUIGGIN-BRADY, COLLEEN	44,582.70
LOIGNON, ODELLE M	33,955.94	MCGUIRE, BETHANY J	34,864.84
LOMBARDI, JOANNE F	602.76		
LONGFISH, MARGO C	8,723.07		
LONTINE KEARSON, ROSSIE B	29,537.63		
LOPES, LARRY J	300.00		

MCINNIS, BARRETT	1,980.00	NASH, THOMAS A	0.00
MCINNIS, COURTNEY A	776.25	NASON, ELIZABETH J	8,332.50
MCINNIS, JOHN F	45,660.80	NASS, JOAN M	3,600.00
MCKAY, JENNIFER L	17,661.80	NAVARRO, COURTNEY L	175.00
MCKECHNIE, DAVID G	45,963.12	NELSON, LUCIA	976.00
MCKEON, MARTIN M	48,959.65	NEUBERT, NANCY W	50,802.27
MCLAURIN, MARGARET	4,750.75	NEUVILLE, KATHLEEN M	345.00
MCNEIL, FAITH M	8,373.88	NICHOLLS, ROBERTA J	46,272.37
MEADER, LINDA J	10,034.65	NICKERSON, LAURA F	1,000.00
MEAGHER, JULIANNE A	47,013.78	NICOLSON, NANCY J	62,746.06
MEAS, KAN	1,548.32	NILES, KELLEY G	32,796.90
MEDCALF-FLAKER, KATHI L	60,984.04	NOLETTE, JACQUELINE G	5,182.13
MEEHAN, ROBIN B	45,933.78	NOONE, BARBARA J	37,886.04
MEISEL, JENNIFER M	11,372.10	NORMAND, DONNA M	4,800.58
MELANSON, MARIA A	24,424.92	O'CONNELL, FAY	3,277.77
MERRICK, ELEANOR B	48,693.24	O'CONNELL, SHANE M	28,889.05
METCALFE, HAROLD A	237.00	O'CONNOR, CARRIE R	200.00
MICHAUD, ANNETTE I	832.50	O'GORMAN, BRENT M	1,585.00
MICHAUD, GALE M	46,902.13		
MICHAUD, MARY J	5,096.25	ORCIANI, JANE A	53,167.27
MICHAUD, PATRICIA B	17,239.31	ORR, SANDRA L	4,517.38
MICHAUD, SANDRA M	49,050.25	OUELLETTE, ELLEN P	29,456.50
MICKERIZ, MARTHA	288.00	PAPA, ANTHONY T	28,999.00
MICKERIZ, STEPHEN M	45,822.29	PAQUETTE, LISA E	810.00
MILIANO, KAREN E	41,697.41	PARADIS, PATRICIA L	35,837.15
MILLER, JUNE R	18,124.03	PARADIS, SHANA M	26,921.16
MILLETTE, KAREN	29,843.92	PARENT, KRISTY	33,615.46
MILLS, ERIN D	166.25	PARKER, CRYSTAL	30,851.24
MINKLE, DEBORAH J	32,098.95	PARKS, CHRISTINA E	22,317.77
MITCHELL, JEFFREY J	180.00	PATIN, ANDREW A	30,533.01
MOEN, HEIDI E	34,706.58	PAULHUS, JOSEPH A	2,260.00
MONDOR, MICHELLE E	50,237.44	PAYEUR, VICKI G	15,542.83
MOON, MARCIE M	50,463.15	PEARSALL, DAVID	1,720.50
MOON, MARYBELLE W	355.00	PEET, EILEEN E	15,803.44
MOREY, KATHLEEN A	13,928.57	PEIFFER, PAMELA B	46,535.80
MORIN, CAROL A	10,482.39	PELLETIER, CRYSTAL L	16,986.31
MORIN, ELAINE C	1,536.00	PELLETIER, DEBRA I	11,234.76
MORIN, MICHAEL G	29,929.63	PENDER, RITA P	37,405.82
MORIN, MICHELLE A	25,688.00	PENLEY, JOEL C	21,593.15
MORRISON, APRIL	29,328.93	PENLEY, KRISTEN A	9,428.70
MOTIL, NICHOLE M	31,204.35	PENNELL, SUSAN E	420.00
MOULTON, MARY L	8,278.43	PEPIN, DENISE A	12,267.23
MUELLER, CARLA J	46,397.45	PEPIN, MICHAEL G	28,861.25
MUNRO, ALEXANDER T	14,150.02	PEPIN, SUSAN M	45,150.93
MURRAY, ELLEN A	32,036.98	PEPPER, ANN P	2,590.00
NADEAU, JULIE	35,150.98	PERKINS, DELMONT L	22,236.80
NARCISO, THOMAS P	42,767.92	PERKINS, MERILEE M	439.00

PERKINS, MICHAEL E	1,221.75	RENY, ROBERT C	62,308.15
PERRON, LISA V	2,355.00	RHODES, TIFFANY J	55.00
PERSSON, RUTH C	540.00	RICHARD, SHERRY L	3,587.50
PETERMANN, MATTHEW W	24,049.15	RICHARDS, KELLY S	2,839.00
PETERS, MARTHA M	262.50	RICKER, FRANK L	3,660.00
PETERSON, PAMELA	33,440.41	RIDING, ROBERT B	46,064.63
PETERSON, THOMAS G	53,843.54	RILEY, STEVEN R	5,890.70
PETTIS, DIANA L	8,494.20	ROBERGE, JANIE-LYNN	60.00
PHILBRICK, MOLLY L	4,750.75	ROBERTS, BRUCE R	5,649.84
PHILLIPS, MARY L	11,845.91	ROBERTS, DOUGLAS E	58,672.86
PHY, HONG	237.00	ROBERTS, MICHELLE H	40,957.03
PICKERING, RICHARD L	6,396.35	ROBERTSON, ELLEN	16,863.25
PICKETT, LINDA J	60.00	ROBERTSON, LISA M	18,495.43
PITCHER, JOHN D	230.00	ROBIDA, LORRAINE J	630.00
PLANTE, IRENE E	1,746.00	ROEDER-KNIGHT, SUSAN M	44,233.23
PLANTE, RAYMOND L	1,611.00	ROGOWSKI, EDWARD M	53,046.59
PLANTE, ROBERT	5,465.25	ROSA, DEBORAH L	11,520.00
POTTER, CHARLES J	70,823.22	ROSE, JUNE M	42,530.65
POTTER, ELIZABETH M	666.00	ROSS, SHIRLEY B	1,416.00
POTVIN, WILLIAM J	560.00	ROTHWELL, ROBERT W	34,229.35
POURAVELIS, ELLEN	2,399.00	ROUX, GERMAINE T	31,740.68
POURAVELIS, GEORGE T	54,462.57	ROUX, JOHN W	1,586.00
PRATT, MEEGAN R	632.50	ROUX, SHELLY A	5,852.50
PRITCHETT, JERYL A	39,602.20	ROUX, SUSAN A	14,086.97
PROULX, EVELYN R	6,014.72	ROY, JASON R	390.00
PROVENCHER, HEATHER L	3,126.05	ROY, JOHN R	59,803.01
PROVENCHER, HOLLY E	17,294.85	ROY, SUZANNE M	455.00
PROVENCHER, KANDYLEIGH	630.00	RUSKOSKI, LINDA M	47,860.26
PROVENCHER, LINDA K	92.25	RYAN, LAWRENCE J	46,901.94
PROVENCHER, PAULINE J	7,896.82	RYAN, ROSE MARIE	45,797.29
PROVENCHER, REBECCA A	12,291.61	RYDER, CHERYL A	10,146.62
QUIGLEY, KAREN	550.00	SALLS, GORDON A	50,938.98
QUIMBY, REBECCA L	49,146.32	SAM, KOY	2,170.00
RALSTON, MICHAEL L	2,050.00	SANBORN, DAVID C	2,280.00
RAMINI, DEBRA M	5,685.00	SANBORN, DEBORAH A	13,062.42
RANCOURT, MARY E	27,884.53	SANDS, CYNTHIA M	47,835.26
RANCOURT, RENE A	26,227.83	SARGEANT, LUCY-GRACE E	49,542.35
RAYE, JUDITH K	41,296.03	SARGENT, THERESA A	33.75
RECORD, LINDA C	2,938.32	SAUCIER, ABEL R	12,675.00
REDMOND, MAUREEN A	3,342.52	SAUCIER, MONIQUE S	2,871.39
REED, SARAH	172.13	SCHAPPERT, THOMAS	6,080.40
REIS, JUDITH C	61,929.10	SCHNEIDER, ROBERT E	41,284.10
REMICK, CINDY J	13,574.58	SCHOENBROD, PETRA	180.00
REMICK, FRANKLIN E	46,617.61	SCHULZ, STEVEN M	61,783.26
REMICK, SHARON L	60,984.04	SCOTT, ELIZABETH B	4,548.46
RENELL, JON W	640.00	SEAVEY, ALLYSON D	300.00
RENY, MARSHA M	50,289.66	SEFERLIS, MARY F	50,149.41

SEFERLIS, NICHOLAS G	52,378.34	ST JOHN, PRISCILLA A	50,959.48
SEVIGNY, DANIELLE M	25,501.90	ST PIERRE, DANIEL W	1,822.85
SEVIGNY, LINDA E	60.00	ST PIERRE, JOYCE B	49,063.76
		STACKPOLE, ARLENE M	22,664.13
SHAW, ALISON M	3,658.75	STACKPOLE, EMILY E	960.00
SHAW, JESSICA E	240.00	STACKPOLE, ROBERT G	1,000.00
SHAW, JOHN B	32,632.31	STALNAKER, BARBARA B	31,812.17
SHAW, PATRICIA B	234.00	STAM, AARON M	10,318.11
SHELLEY, SARAH B	9,612.28	STANLEY, KATHLEEN J	14,422.85
SHUFELT, NANCY L	16,815.08	STEELE, CELESTE L	49,298.87
SIGNORE, LYNNE M	2,663.75	STEFANILO, MICHAEL	5,888.00
SIMARD, RENE P	44,074.04	STEPHENS, CHERYL A	4,610.25
SIROIS, NORMAN J	45,660.80	STEVENS, CHRISTINE A	560.00
SMITH, BETTIE ANN	25,688.00	STEWART-DORE, MARY	96.00
SMITH, BEVERLY A	7,822.09	STILPHEN, JESSE J	11,686.98
SMITH, BRIAN W	120.00	STILPHEN, SUSAN CHASSE	46,370.27
SMITH, CHRISTINE L	1,677.00	STITSON, HERBERT W	32,454.56
SMITH, CYNTHIA S	15,637.87	STONE, JASON M	475.00
SMITH, DAVID B	390.00	SUPINSKI, JANICE M	12,014.95
SMITH, DEBORAH E	42,246.92	SWEENEY, MARIE	877.31
SMITH, DEBRA S	5,967.10	SWORSKI, BRIAN J	60.00
SMITH, DONNA E	14,660.90	SYLVAIN, MARIANNE C	52,022.13
SMITH, HENRY J	45,465.72	SYLVESTRE, SHEILA A	46,370.46
SMITH, JAMES W	710.00	SYLVIA, NINA E	36,175.60
SMITH, KRISTINA A	9,031.61	TAPSCOTT, DIANE M	22,908.03
SMITH, MARGUERITE B	21,808.01	TARABA, EDNAMAY E	55.00
SMITH, NATHANIEL K	11,946.29	TAYLOR, ANGELA	32,634.99
SMITH, THERESA	7,573.86	TAYLOR, BRUCE W	45,948.78
SONNEBORN, LAUREN E	28,420.10	TAYLOR, MELANIE J	7,015.02
SOULE, ADAM M	32,466.59	TAYLOR, RYAN D	540.00
SOULE, CHRISTINE A	672.00	TEMPLE, KAREN N	8,025.00
SOULE, TABITHA A	14,658.90	TEMPLETON, R CHRISTOPHER	8,101.20
SOUTER, ROBERT D	25,566.23	THAYER, MEGAN C	120.00
SOUTHARD, JOYCE M	48,853.88	THERIAULT, MAUREEN A	12,524.60
SOUTHARD, SARAH C	60.00	THERIAULT, TRACY L	1,096.50
SOUZER, PAMELA L	15,797.69	THERRIEN, MEGAN E	0.00
SPAHN, DIANA M	11,455.41	THERRIEN, MICHAEL L	45,975.72
SPAULDING, DOUGLAS H	49,550.93	THOMPSON, CLAIRE A	3,415.00
SPAULDING, SHIRLEY A	50,632.15	THOMPSON, DEBORAH A	9,000.27
SPILIOPOULOS, HARRY A	42,465.74	THOMPSON, MICHELLE A	1,160.00
SPINNEY, ADA T	46,846.76	THOMPSON, RUBY L	110.00
SPRUSANSKY, JANE R	26,911.78	THOMPSON, TYLER C	4,850.60
SQUIRES, KENNETH H	58,346.12	TOMASINI, KATHRYN A	2,514.10
ST CYR, BETH J	18,668.57	TRANCHEMONTAGNE, CHARLES	12,221.16
ST CYR, ELIZABETH C	73,558.16	TREGO, LAURA P	40,497.29
ST CYR, HARVEY J	4,834.21	TREMBLAY, AARON R	41,108.96
ST JEAN, LORRAINE S	33,603.96	TROTT, LOUIS H	34,073.32

TURGEON, BETH A	27,340.67	WENTWORTH, KAREN C	4,428.29
TURGEON, REBECCA L	15,064.60	WENTWORTH, RONALD S	1,740.00
TURGEON, STEVEN P	67,426.82	WESTON, DANIELLE L	40,934.07
TURNER, ROBYN C	33,046.60	WHITAKER, JEAN D	45,905.51
UMEL, JULIE A	31,027.35	WHITCOMB, PATRIC A	5,174.05
UTGARD, LAURA J	5,858.56	WHITE, JENNIFER L	9,828.42
VACHON, ELAINE M	1,722.47	WHITE, JO ANN L	855.00
VAILLANCOURT, LINDA M	29,441.19	WHITE, KERRIE E	10,142.05
VALIQUET, CATHLEEN M	47,379.88	WHITE, RACHEL R	37,936.92
VALLIERE, COLLEEN J	672.00	WHITEHOUSE, DANIKA G	20,751.15
VEIT, RICHARD C	46,170.27	WHITTEN, PATRICIA A	10,146.89
VERMETTE, DIANA A	28,447.68	WILKINS, RICHARD	44,702.87
VERMETTE, HOLLY E	7,240.03	WILLARD, ARTHUR E	31,013.07
VERMETTE, KATSUKO	1,681.68	WILLIAMS, BRENDA E	16,647.10
VERMETTE, LOIS M	7,374.25	WILLIAMS, LACEY B	1,536.00
VERMETTE, ROLAND E	32,802.16	WILLIAMS, MELINDA J	2,429.25
VERMETTE, THERESA C	9,987.60	WILLIAMS, PAUL S	1,000.00
VIGNOLA, MARTHA E	46,816.04	WILLIAMS, REBECCA A	900.00
VINCENT, MARGARET H	32,671.54	WILSON, CYNTHIA L	990.00
VO, PATRICE A	14,004.45	WILTON, KATHLEEN S	47,860.26
VOGT, JAMES W	45,256.97	WING, MARGARET A	7,171.45
VOYLES, PENNY S	1,250.00	WINSLOW, HEIDI G	77.22
WALKER, DIANA L	53,197.62	WOOD, MELODY L	49,688.52
WALKER, STEVEN B	51,776.85	WORLEY, JACOB D	175.50
WALLACE, MARILYN B	384.00	WRIGHT, JOAN G	54,753.37
WALLACE, MICHELLE	230.00	WRIGHT, SUE M	10,200.05
WALSH, RACHANA S	11,739.50	YOUNG, ALLAN H	74,326.98
WANSER, LAUREN	910.00	YOUNG, SUSAN L	5,362.50
WATHEN, SUSAN K	33,652.20	YOUNG, WAYNE A	25,999.13
WATSON, MELISSA J	4,220.00	ZILINSKY, DORNA V	46,314.63
WAY, KEVIN A	40,869.40	ZUCHARA, CLAIRE A	24,793.33
WEAVER, JANET R	352.00	ZUNIGA, DAVID H	3,331.25
WEBBER, MARJORIE J	385.84	ZUNIGA, GEORGETTE A	28,782.00
WEEMAN, SHARON L	860.00	ZUNIGA, ROMEO	8,744.58
WELLING, CRAIG C	1,250.00		

Annual Town Report

2003-2004 Fiscal Year

Town Report Sub-Committee:

Vice-Chairperson Anne-Marie Mastraccio
Councilor Bradford J. Littlefield
Councilor Joseph R. Hanslip

Town Manager Mark Green

Town Report Designer:

Jason A. Cole

Special Thanks To:

Dan Martineau, IS Department

Special Thanks To:

Everyone who submitted pictures for this report.

Visit the Town of Sanford Website for Up-To-Date Information on Town Events. You can also re-register your vehicles and snowmobiles, re-register your dogs, apply for fishing and hunting licenses and more from your home, your office or the library. Visit www.sanfordmaine.org for more information.

Sanford Now Offer's Rapid Renewal, Renew Your Registration From Home!

This online service makes it possible for you to renew your motor vehicle registration and to pay your local excise tax in one simple transaction. You should receive your new registration certificate and decals within 7 business days.

Who Can Use This Service?

Registrations for both passenger and commercial vehicles can be renewed online. However, "for-hire", island use, emergency/coach, buses, vehicles over 12,000 pounds GVW, apportioned, special mobile equipment, tractors, municipal and state vehicles must be renewed in person.

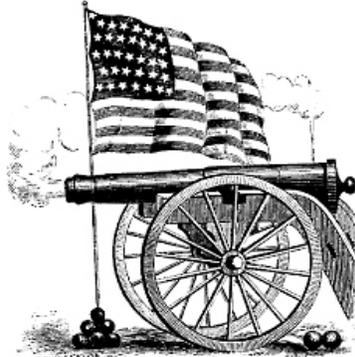
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Your insurance card
Your vehicle's current mileage
A printer

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Payment may be made by Credit Card or Electronic Check

This Annual Town Report Is Dedicated To:



All of the Men and Women
Who Have Served and Are Currently Serving
Our Country while Serving
At Home and Abroad.



Thank you for all you have done for our Country