

GPCOG Executive Committee AGENDA

Wednesday, April 8, 2020

Noon – 1:30 p.m. (BYO lunch to Zoom!)

Click below to join the meeting by Zoom:

<https://zoom.us/j/484887146>

Or join by phone by calling: 1 (646) 558-8656. Meeting ID is: 484 887 146

Note: As of March 31st, 2020 PACTS and GPCOG will be holding all committee meetings via [Zoom conferencing technology](#). We remain committed to full public access and participation in our meetings through remote access during the COVID-19 crisis. Remote meetings will be held in accordance with the requirements of [LD 2167, Public Law Chapter 618](#).

- 1. Welcome – Belinda Ray, President**
- 2. Acceptance of 3/11/20 Minutes (Attachment A)**
- 3. Public Comment**

Residents of the region are invited to share up to 3 minutes of comment on any topic, including items on the agenda.

- 4. Resilience Exchange – 20 min.**

Staff Report:

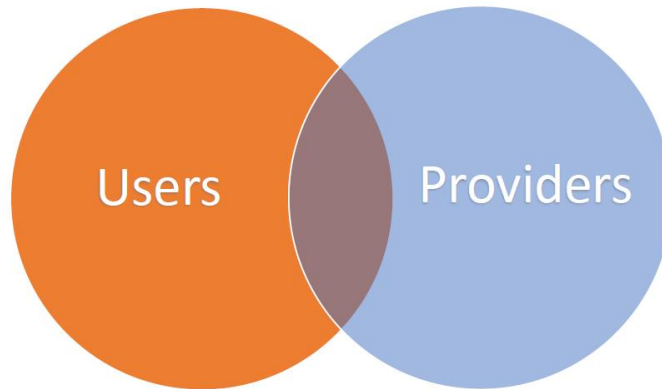


Regional Resilience Exchange:

A platform to exchange available resources, assets, materials, and human capital to supplement the need of local government, emergency response, health care and other community services

Entities saturated with demand for services:

- Local Government
- Emergency Services
- Community Support Services
- Health care services



Entities that are disrupted and have excess capacity, resources, or assets

- Small businesses
- Non-profits
- Cultural institutions
- Schools and Academic Institutions

Contact Andrew Butcher – Director of Innovation + Resilience
abutcher@gpcog.org

Andrew Butcher, Director of Innovation and Resiliency will outline a potential response to COVID-19 designed to support our members and the region’s economy in this extraordinary time.

Recommended Action: Provide feedback on the Resiliency Exchange and information on how your community might benefit or contribute to the effort.

5. GPCOG’s COVID-19 Response and Related Member Services – 30 min.

Staff Report:

The Executive Committee will discuss how GPCOG can best help our members and the region’s residents during this pandemic. In addition to the Resilience Exchange, GPCOG has been responding to our region’s needs in the following ways:

A. Information for Municipalities

On Wednesday, March 4 GPCOG held a “Coffee with COG” on the looming coronavirus crisis. A Cumberland County/Southern Maine Managers meeting was held on Thursday, March 12 in Durham, the same day Maine announced its first confirmed positive case of COVID-19.

In less than two weeks after our “Coffee with COG”, GPCOG went into “remote mode.” Many of our members began doing the same with their municipal facilities, programs,

and services where possible, making service delivery modifications, and generally trying to deal with a rapidly evolving situation, often struggling to get good information.

Building on these meetings, GPCOG has developed a series of information resources for its members as one way of supporting them during this crisis.

The same week GPCOG and its staff found themselves #suddenlyremote, we stood up first one, then a series of pages and online resources, first tracking what our members were doing so they each wouldn't have to take the time to do it, and posting new developments more or less as they occurred, then compiling resources for various segments of our audience and aggregated on the "[COVID-19 Resources](#)" landing page:

- "[Interactive Updates on COVID-19 in Our Region](#)"
- "[Resources for Community Leaders](#)"
- "[Transit Updates for the Region](#)"
- "[Resources for Small Businesses and Nonprofits](#)"
- "[Local Government Goes Remote](#)"

B. Support for Remote Public Meetings

With the passage of LD2167 (now [P.L. Chapter 617](#)), public meetings were allowed to be held remotely for the first time, allowing municipalities to conduct the essential business of governing without anyone having to be in the same room. We have dug into the world of online meeting platforms and collaboration software. While staff are also still learning, we have been sharing that learning with our members through our own online meetings on the Zoom Cloud Meeting platform. On Thursday, April 2, we held another "Coffee with COG" to train our members.

An online meeting support "strike team" is being formed to assist members with setting up and running online public meetings. This team will be able to complement the tech support from our members' online meeting platform providers by addressing issues specifically related to online meetings, their setup, conduct, and management, especially on Zoom.

C. Regional Advocacy

City and town managers and the Metro Regional Coalition requested GPCOG's help in organizing our region to request more restrictions to protect public health. Staff arranged a 3/27/20 meeting with the Governor, in which Westbrook, Portland, Scarborough, Naples, and Falmouth participated. Participants requested a regional stay-at-home order, and described various conditions on the ground relative to short-term rentals, vacation homes, and gatherings of small crowds. The Governor issued a statewide stay-at-home order on 3/31/20. Staff is following up with MMA and the Governor's office, as appropriate, on various other items, including authority for municipalities to align property tax deadlines with the federal and state deadlines.

D. Public Transit Funding

The region's transit operators have reduced or suspended service, creating operating deficits. With leadership from METRO, GPCOG staff worked with PACTS to communicate with our Congressional delegation about the need for emergency funding for public transit. The recent stimulus bill included \$25B for transit nationwide. Of this, PACTS transit agencies can be reimbursed up to \$53M for expenses related to COVID-19.

Recommended Action: Discuss GPCOG's response to COVID-19 to date, provide feedback, identify other opportunities, and provide guidance to staff.

6. FY21 Budget – 20 min. (Attachment C)

Staff Report:

The Executive Committee will review GPCOG's draft FY21 budget at this meeting, and recommend it to the General Assembly at our next Executive Committee meeting in May.

The FY21 budget supports GPCOG's three main strategies of strengthening cities and towns with responsive services, leading the region, and operating with excellence. In addition to the work defined by ongoing grants and contracts, GPCOG will focus on the following priorities, as adopted by the Executive Committee at its 3/11/20 meeting:

- Further enhance member services by:
 - aggregating specific, targeted technical assistance services,
 - finding opportunities for municipalities to share and enhance services, equipment and staff,
 - providing technical assistance on sustainability, and
 - exploring the possibility of providing grant-writing services for municipalities or groups of municipalities.
- Build regional, public support for expanding resources for transportation investments.
- Work with municipalities to expand housing choices at priority centers served by public transit.
- Catalyze cooperation amongst transit agencies, with a focus on improving the customer experience.
- Be a technical resource and implementation partner to our members and the state on transportation and climate.
- Be a technical resource and implementation partner to our members and the state on expanding digital access.

The \$4.1M proposed budget is slightly larger than FY20's budget, which was \$3.7M. This is primarily due to two factors: (1) in FY21, PACTS will administer capital funds for designing

and engineering improved intersections and sidewalk, bikeway, and ADA access to bus stops, and (2) continued expansion of competitive grant revenue.

There is no net change in staff, and dues are assumed to remain at \$2/per capita, as decided by the Executive Committee at its 2/12/20 meeting.

Recommended Action: Provide direction to staff on any needed modifications.

7. Proposed In-kind Contribution on Broadband (10 min.)

Staff Report:

Andrew Butcher is staffing the Maine Broad Band Coalition, which elevates GPCOG's capacity to address one of our members' high priority issues and enables our region to be in the forefront of informing statewide practice and policy. The Coalition will be providing support to the campaign in support of the Broadband Bond on the June 2020 ballot. The Island Institute will form a Ballot Question Committee and be responsible for all campaign functions. Neither GPCOG nor the Center for Regional Prosperity will be involved in organizing, handling finances or reporting for the campaign. The Committee will be hiring David Farmer and Bernstein Shur to manage the campaign and do the legal work. Andrew will be asked to serve as a member of the Ballot Committee.

The Committee has requested an in-kind contribution of Andrew's time from GPCOG. Andrew's time participating in the campaign will be to represent the Maine Broadband Coalition's perspective on voter outreach and engagement.

This will require GPCOG reporting to the Maine Ethics Commission (though the Ballot Committee) and the IRS. We do not expect the contribution will be big enough to raise any concerns relative to our tax status.

Recommended Action: Authorize GPCOG to provide an in-kind contribution to the Ballot Question Committee supporting the broadband bond.

8. TENTATIVE Executive Session: Executive Director's Annual Performance Appraisal - 15 min.

Adjourn

Upcoming Meetings & Potential Agenda Items

- May 13: FY21 Budget – Final Draft for submittal to General Assembly
 FY21 Officers and Executive Committee Nominations
 Adoption of Comprehensive Economic Development Strategy
 FY21 Meeting Calendar
- May 28: General Assembly and Summit

Attachment A

**GPCOG Executive Committee
MINUTES**

March 11, 2020

In Attendance:

Name	Affiliation
Peter Joseph	Freeport
Jim Gailey	Cumberland County
Jennifer Speirs	North Yarmouth
Claude Morgan	South Portland
Jerre Bryant	Westbrook
Sandy Carder	Gray
Nat Tupper	Yarmouth
GPCOG Staff:	Kristina Egan, Chris Hall

Welcome

Nat Tupper, First Vice President, opened the meeting.

Acceptance of 2/12/20 Minutes

Claude moved and Sandy seconded acceptance of 2/12/20 meeting minutes. All were in favor.

Public Comment

Ken Capron, Microrail, said that his company will be working to connect the two University of Southern Maine campuses, and that USM is a partner in this effort. He questioned why Microrail is not a part of PACTS' efforts, and provided the federal definition of public transportation. He said that Microrail should be a member of PACTS and have access to PACTS funding.

Executive Director's Report

Kristina noted that COVID-19 may change the way GPCOG does business, including the possibility of postponing the March 25th State of the Region. She shared the interim staffing plan for GPCOG's transportation work, noting that Kristina will serve as the interim Transportation Director during a second search for a permanent Transportation Director.

Spotlight: Maine Climate Council

Kristina provided an overview of the Maine Climate Council's goals and the ongoing work of the Transportation Working Group. The full slide deck is available here:

<https://www.gpcog.org/DocumentCenter/View/1142/20-03-11-Climate-and-Transportation-Slides-for-GPCOG-Executive-Committee-PowerPoint>

MOU with Center for Regional Prosperity

Sandy moved and Jim seconded approval of the MOU with the Center for Regional Prosperity contained in Attachment C. All were in favor.

FY21 Priorities

Chris Hall reviewed results from a February survey of GPCOG's member Councils, Select Boards, and Managers. The survey had a 20% response rate. The results are:

- the top priority was for new municipal revenues for funding municipal priorities
- 5 of the 8 top policy issues are transportation related, including fixing roads and improving public transportation.
- Members would like enhanced GPCOG services on broadband, land use planning, and grant writing

Claude noted that a local option tax to fund municipal priorities was not approved by the legislature last year. Chris noted that there's an opportunity to organize the region to advocate for more transportation resources for the region and the state, which would free up municipal revenues now dedicated to road maintenance. Executive Committee members support the advocacy focus on transportation funding.

Sandy moved and Claude seconded, and all were in favor of the following FY21 priorities for GPCOG:

- Further enhance member services by:
 - aggregating specific, targeted technical assistance services,
 - finding opportunities for municipalities to share and enhance services, equipment and staff,
 - providing technical assistance on sustainability, and
 - exploring the possibility of providing grant-writing services for municipalities or groups of municipalities.
- Build regional, public support for expanding resources for transportation investments.

- Work with municipalities to expand housing choices at priority centers served by public transit.
- Catalyze cooperation amongst transit agencies, with a focus on improving the customer experience.
- Be a technical resource and implementation partner to our members and the state on transportation and climate.
- Be a technical resource and implementation partner to our members and the state on expanding digital access.

Executive Director's Annual Performance Appraisal Process

The group agreed that the process for conducting the annual appraisal, as laid out in the staff report, would be sufficient and could be accomplished within a few weeks. The officers will share the annual appraisal form with PACTS' Chair and Vice Chair, gather input from PACTS members and GPCOG members, and plan to conduct the review of the Executive Director in April.

Pursuant to 1 MRSA Section 405 (6)(A), Jen moved the Executive Committee enter Executive Session to discuss a legal issue. Claude seconded. Members cautioned against entering Executive Session without legal counsel present. The motion failed by unanimous vote.

Claude moved to adjourn. Jim seconded. All were in favor.

Attachment B

FY21 Budget



Helping Communities Thrive and Prosper in the Greater Portland and Lakes Region

FY 2021 Budget
7/1/2020 – 6/30/2021

Draft Provided to the Executive Committee on 4/2/2020

April 2, 2020

To: GPCOG Executive Committee
From: Kristina Egan, Executive Director, GPCOG
RE: Proposed GPCOG Budget: July 1, 2020 – June 30, 2021

I am pleased to submit the proposed GPCOG budget for Fiscal Year 2021 for your review and appropriate action.

The FY21 budget projects the following revenues and expenses:

Total Revenue: \$4,069,330
Total Expenses: \$4,069,330

This budget is composed of four elements:

- FY21 Priorities & Budget Summary
- Detailed Budget
- Member Dues Allocation
- Comparison of FY20 and FY21 Budgeted Expenses

FY21 Priorities & Budget Summary

The FY21 budget supports GPCOG's three main strategies of strengthening cities and towns with responsive services, leading the region, and operating with excellence. In addition to the work defined by ongoing grants and contracts, GPCOG will focus on the following priorities:

- Further **enhance member services** by:
 - aggregating specific, **targeted technical assistance** services,
 - finding opportunities for municipalities to **share and enhance services, equipment and staff**,
 - providing technical assistance on **sustainability**, and
 - exploring the possibility of providing **grant-writing** services for municipalities or groups of municipalities.
- Build regional, public support for **expanding resources for transportation investments**.
- Work with municipalities to **expand housing choices** at priority centers served by public transit.
- Catalyze cooperation amongst transit agencies, with a focus on **improving the transit customer experience**.
- Be a technical resource and implementation partner to our members and the state on **transportation and climate**.
- Be a technical resource and implementation partner to our members and the state on **expanding digital access**.

The FY21 budget is approximately \$365,000 more than the FY20 budget. This is attributable primarily to an increase in transportation funding from the Federal Transit Administration for multiple projects slated for FY21. These projects are for public transportation research, technical assistance, and training.

REVENUES	
	Total
Transportation	\$ 1,892,913
Economic Development	\$ 1,237,070
Land Use	\$ 57,163
Sustainable Energy	\$ 90,000
Member Services	\$ 540,184
Other Contracts	\$ 18,000
Corporate Contributions and Sponsorships	\$ 18,000
Bank Interest - General	\$ 7,000
Bank Interest - Revolving Loan Funds	\$ 9,000
Projected New Revenues	\$ 200,000
TOTAL REVENUES	\$ 4,069,330
EXPENSES	
Personnel	\$ 1,720,973
Office	\$ 204,136
Consulting Services	\$ 1,269,112
Meetings and Travel	\$ 60,301
Other Direct Expenses	\$ 164,808
Pass-through Expenses	\$ 650,000
TOTAL EXPENSES	\$ 4,069,330
NET INCOME	\$ -

Revenue Highlights

- We project \$200,000 in new revenues, which consists of \$150,000 of new grants and \$50,000 of new contracts. We believe both amounts to be attainable. In FY20, GPCOG budgeted \$195,000 in new revenues, an amount that was well exceeded in FY20 due to the hard work of our staff.
- All other listed revenue sources are secured for FY21, with the exception of \$18,000 in anticipated corporate contributions, \$150,000 of new FAME funding, which is based on loans being approved by the loan committee, and \$16,000 in bank interest, which is subject to available cash and changing interest rates.

- GPCOG was able to program more transportation capital funding in FY21 related to transit stop access and high crash locations projects. Finally, the bulk of a previously awarded FTA Access and Mobility Partnership grant will be completed in FY21.

Personnel Changes

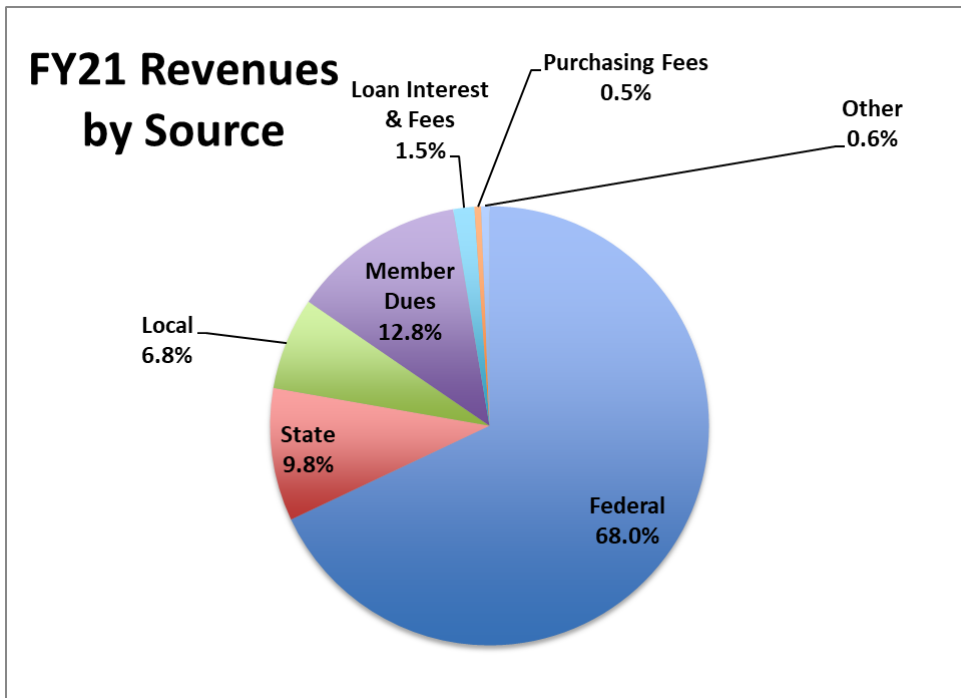
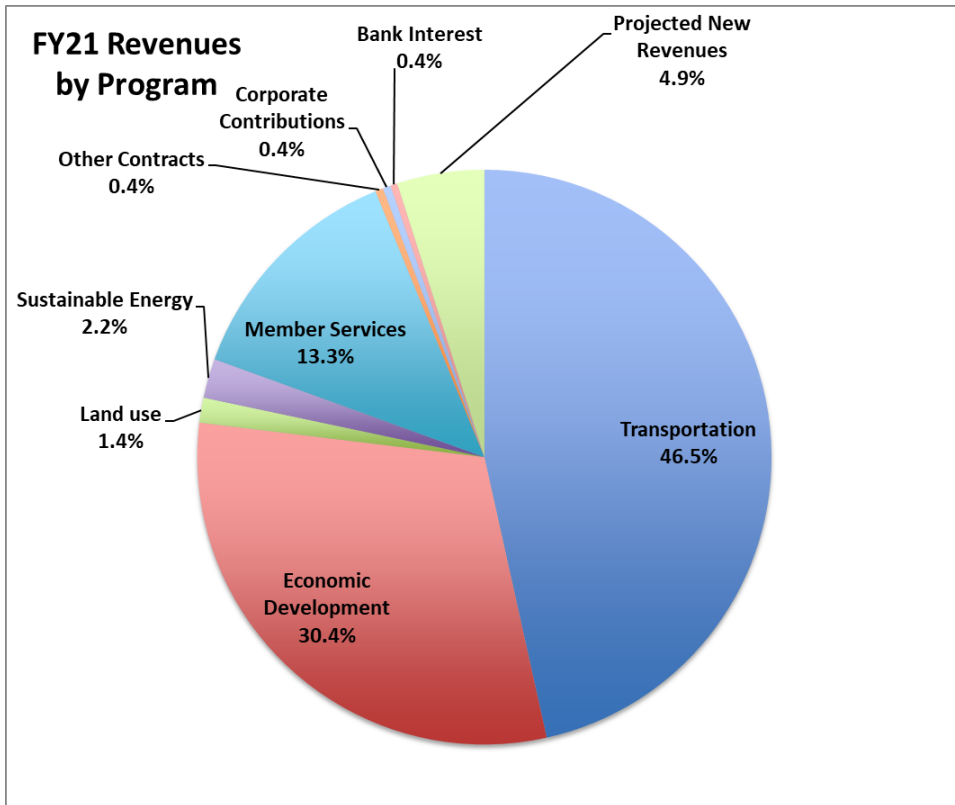
Personnel costs are budgeted to increase by about \$187,000 compared to the FY20 budget. The primary reason for the increase is the change in composition of the staff. In FY20, we added a Director of Innovation and Resilience, an Engineer, and a Sustainability Program Manager. In FY21, we'll be adding a Regional Transportation Planner instead of replacing the Planning Director. We also plan to fill the Transportation Director position. We are also budgeting for several internships.

Expense Highlights

- FY21 budgeted consulting expenses are approximately \$231,000 higher than the prior year, which is primarily due to transportation projects related to transit stop access and high crash locations, as well as our local food promotion program that will be completed in FY21.
- The majority of loans in default were written off in FY19 and FY20, resulting in a much lower budget for revolving loan fund doubtful accounts in FY21. Collection efforts are still underway for the few remaining loans currently in default.
- In FY21 we expect to pass-through approximately \$650,000 of Brownfields and FAME loans to new loan recipients.

Detailed Budget

REVENUES		Total
Transportation		\$ 1,892,913
U.S. Department of Transportation - Planning Funds	\$ 1,336,873	
U.S. Department of Transportation - Capital Projects	\$ 248,750	
Maine Department of Transportation	\$ 190,749	
Municipal Match	\$ 116,541	
Economic Development		\$ 1,237,070
U.S. Economic Development Administration	\$ 70,000	
U.S. Environmental Protection Agency	\$ 185,000	
U.S. Environmental Protection Agency - Loan Funding	\$ 500,000	
U.S. Department of Agriculture	\$ 185,720	
Municipal Match	\$ 92,350	
Finance Authority of Maine - Loan Funding	\$ 150,000	
Revolving Loan Funds - Interest and Fees	\$ 54,000	
Land Use		\$ 57,163
Maine Dept. of Agriculture, Conservation and Forestry	\$ 42,663	
Maine Dept. of Transportation	\$ 14,500	
Sustainable Energy		\$ 90,000
U.S. Department of Energy	\$ 90,000	
Member Services		\$ 540,184
Member Dues	\$ 520,184	
Joint Purchasing Fees	\$ 20,000	
Other Contracts		\$ 18,000
Corporate Contributions and Sponsorships		\$ 18,000
Bank Interest - General		\$ 7,000
Bank Interest - Revolving Loan Funds		\$ 9,000
Projected New Revenues		\$ 200,000
TOTAL REVENUES		\$ 4,069,330



EXPENSES

Personnel \$ 1,720,973

Salaries	\$	1,397,319
Fringe	\$	323,654

Office \$ 204,136

Postage	\$	1,000
Utilities	\$	9,000
Office Supplies	\$	4,000
Printing & Copying	\$	6,800
Rent	\$	140,837
Cleaning	\$	2,892
Telecommunications	\$	8,500
Depreciation	\$	8,680
Payroll Processing Fee	\$	2,374
Copier Lease	\$	5,053
Equipment & Furniture	\$	15,000

Consulting Services \$ 1,269,112

Legal	\$	25,000
Audit/CPA	\$	22,500
Loan Underwriting	\$	6,700
Information Technology	\$	17,489
Equipment Maintenance	\$	10,000
Software Fees	\$	43,806
Website	\$	2,500
Consulting - Engineering	\$	788,117
Consulting - Other	\$	353,000

Meetings and Travel \$ 60,301

Travel - Mileage	\$	12,300
Travel - Hotel and Airfare	\$	20,000
Event Costs	\$	13,001
Meeting Registration Fees	\$	5,000
Meeting Supplies	\$	10,000

Other Direct Expenses \$ 164,808

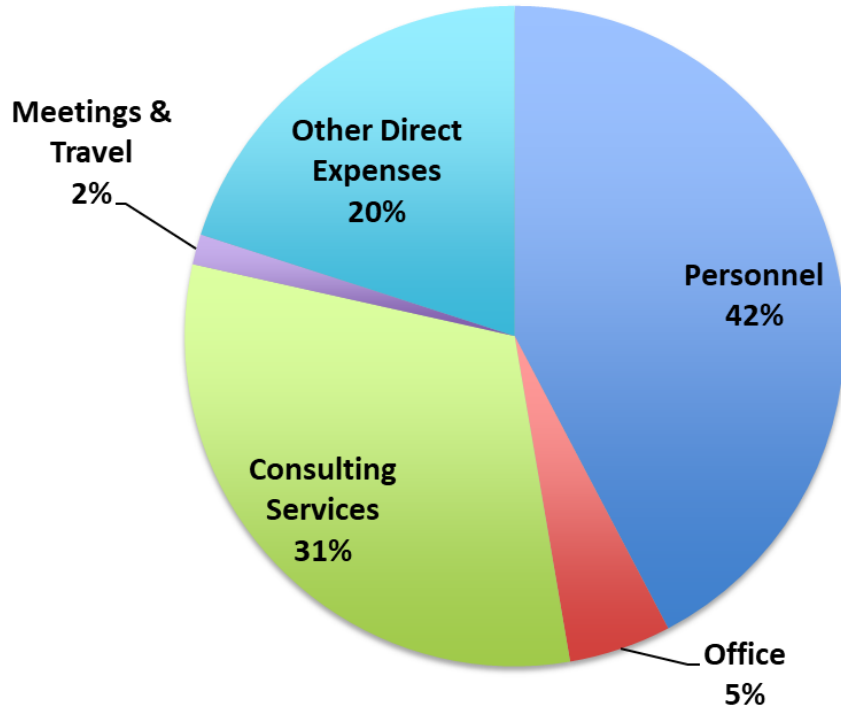
Memberships & Dues	\$	5,326
Insurance	\$	12,200
Advertising	\$	5,854
Shredding - Confidential Destruction	\$	930
Interest	\$	238
Professional Development	\$	10,000
Bank Service Fees	\$	75
Miscellaneous Expense	\$	500
Subscriptions/Publications	\$	1,120
Auto Lease	\$	6,907
Doubtful Accounts - General	\$	5,000
Doubtful Accounts - RLF Loan Programs	\$	80,658
FAME Fee on Loan Funds	\$	16,000
In-Kind Labor from Partners	\$	20,000

Pass-through Expenses \$ 650,000

Brownfields Loans	\$	500,000
FAME Loans	\$	150,000

TOTAL EXPENSES \$ 4,069,330

FY21 Expenses



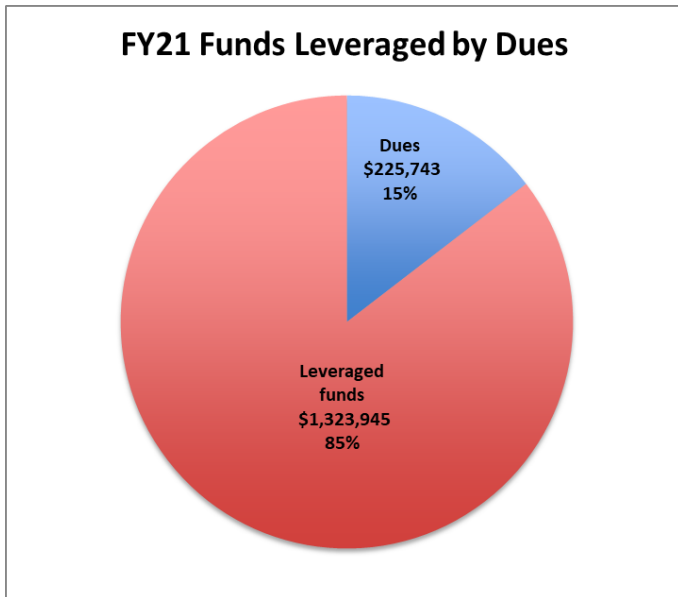
Member Dues Allocation

Member Dues Support:

- Member services
- Regional services
- Cooperative purchasing
- Regional voice
- Local match for the following:
 - State-assisted land use planning
 - Economic development planning
 - Regional transit planning
 - Brownfields investments
 - Regional Foodshed through our Local Food Promotion Program

	Dues	Leveraged	Total
Member Services	\$ 270,000	\$ -	\$ 270,000
Direct and Regionalized Services to Municipalities	\$ 120,000	\$ -	\$ 120,000
Regional Voice & Transportation Funding	\$ 90,000	\$ -	\$ 90,000
Metro Regional Coalition	\$ 50,000	\$ -	\$ 50,000
Cooperative Purchasing	\$ 10,000	\$ -	\$ 10,000
Match for Regional Work	\$ 225,743	\$ 1,323,945	\$ 1,549,688
Regional Public Transit Planning	\$ 78,678	\$ 268,212	\$ 346,890
Economic Development	\$ 70,000	\$ 70,000	\$ 140,000
Land Use T.A. and Regional Planning	\$ 17,065	\$ 42,663	\$ 59,728
Regional Foodshed	\$ 5,000	\$ 258,070	\$ 263,070
Brownfields	\$ 30,000	\$ 685,000	\$ 715,000
Allocated to Future Grants	\$ 25,000	Unknown	\$ 25,000
Direct Expenses	\$ 24,441	\$ -	\$ 24,441
Meeting Costs	\$ 9,206	\$ -	\$ 9,206
Other Unreimbursable Costs	\$ 10,000	\$ -	\$ 10,000
Interest	\$ 235	\$ -	\$ 235
Write-offs & Bad Debt	\$ 5,000	\$ -	\$ 5,000
TOTAL	\$ 520,184	\$ 1,323,945	\$ 1,844,129

Forty-three percent of the total dues (\$225,743 of the \$520,184) will leverage \$1,323,945 in additional grant resources.



Highlights

- About 43% of the total dues income of \$520,184 will serve as local match for federal and state grants.
- This match portion of member dues will leverage over \$1.3 million dollars in additional funds for the region.
- The remaining member dues will support GPCOG’s effort to provide direct and regionalized services to our municipalities, organize the regional voice with a particular focus on expanding transportation resources for the region, support Metro Regional Coalition activities, and cooperatively purchase goods and services.
- A small portion of member dues will be used for non-reimbursable or administrative costs ineligible for indirect reimbursement.

Dues Rate

- The formula for determining member dues is \$2.00 per capita, based on the most recent decennial census. There are two exceptions: Cumberland County Government pays dues of \$10,000 and the island member towns of Chebeague, Long and Frye each pay \$750 per year.
- The 2020 census is being completed from March through July 2020. New population data may be released in 2021.

Comparison of FY20 and FY21 Budgeted Expenses

Description	FY20 Budget	FY21 Budget	Difference	% Difference
Personnel				
Salaries	1,215,691	1,397,319	181,628	15%
Fringe Benefits	318,550	323,654	5,104	2%
Office				
Postage	1,600	1,000	(600)	-38%
Utilities	9,000	9,000	-	0%
Office Supplies	21,000	4,000	(17,000)	-81%
Printing & Copying	9,500	6,800	(2,700)	-28%
Rent	138,983	140,837	1,854	1%
Cleaning	2,392	2,892	500	21%
Telecommunications	6,500	8,500	2,000	31%
Depreciation	9,420	8,680	(740)	-8%
Payroll Processing Fee	2,305	2,374	69	3%
Equipment & Furniture	-	15,000	15,000	100%
Copier Lease	5,052	5,053	1	0%
Consulting Services				
Legal	7,200	25,000	17,800	247%
Audit/CPA	22,500	22,500	-	0%
Loan Underwriting	9,000	6,700	(2,300)	-26%
Equipment Maintenance	9,500	10,000	500	5%
Information Technology	20,994	17,489	(3,505)	-17%
Website	15,000	2,500	(12,500)	-83%
Software Fees	45,000	43,806	(1,194)	-3%
Consulting - Engineering	647,866	788,117	140,251	22%
Consulting - Other	261,193	353,000	91,807	35%
Meetings & Travel				
Travel - Mileage	7,853	12,300	4,447	57%
Travel - Hotel & Airfare	11,927	20,000	8,073	68%
Event Costs	13,083	13,001	(82)	-1%
Meeting Registration Fees	948	5,000	4,052	427%
Meeting Supplies	5,474	10,000	4,526	83%
Other Direct Expenses				
Memberships & Dues	4,848	5,326	478	10%
Insurance - Business Line	12,000	12,200	200	2%
Advertising	4,500	5,854	1,354	30%
Shredding - Confidential Destruction	1,380	930	(450)	-33%
Interest	1,000	238	(762)	-76%
Professional Development	10,000	10,000	-	0%
Bank Service Fees	75	75	-	0%
Miscellaneous Expense	500	500	-	0%
Subscriptions/Books/Publications	-	1,120	1,120	100%
Auto Lease	6,252	6,907	655	10%
Doubtful Accounts - General	10,000	5,000	(5,000)	-50%
Doubtful Accounts - RLF Loan Programs	150,000	80,658	(69,342)	-46%
FAME Fee on Loan Funds	16,000	16,000	-	0%
In-Kind Labor from Partners	20,000	20,000	-	0%
Brownfields Loans Pass-through	500,000	500,000	-	0%
FAME Loans Pass-through	150,000	150,000	-	0%
Total Expenses	\$ 3,704,086	\$ 4,069,330	\$ 365,244	10%

Highlights

Above is a comparison of the FY21 budget and FY20 budget, along with the dollar and percentage changes.

- **Personnel.** The FY21 budget for personnel is approximately \$187,000 higher than the prior year.
- **Office.** Overall, the total office budget for FY21 is only \$1,616 lower than the FY20 budget. The large decrease in office supplies was almost entirely offset by the increase in equipment and furniture because equipment and furniture is a new budget line item. In prior year, computers, furniture and equipment was budgeted under office supplies.
- **Consulting.** The FY21 budget is approximately \$231,000 higher than the FY20 budget primarily due to two large projects, a transit stop access project and a local foods promotion project, that will be completed mainly by consultants in FY21.
- **Other Direct Expenses:** The FY21 budget is approximately \$72,000 less than the FY20 budget primarily due to the reduction in budgeted doubtful accounts for loan programs as most of the default loans were written off in FY19.

