

GPCOG General Assembly AGENDA

May 29, 2019

1 p.m. – 1:45 p.m.

St. Joseph's College, Heffernan Center – 278 White's Bridge Road, Standish

1. **Call to Order and Welcome – Jerre Bryant, President, Greater Portland Council of Governments**
2. **Acceptance of 5/30/18 minutes (Attachment A)**
3. **Proposed FY20 Priorities and Budget (Attachment B)**

Staff Report:

The GPCOG Executive Committee recommends to the General Assembly a FY20 agency budget of approximately \$3.7M in revenues and expenditures. GPCOG's FY20 priorities are to further expand member services, catalyze new investments in the region, advance the region's top transportation priorities, improve public transportation for the customer, lay the groundwork for a regional plan and grow the agency's impact.

See Attachment B for detail.

Recommended Action:

Consider, modify as needed, and adopt FY20 priorities and budget.

4. **Election of Officers and Executive Committee Members**

Staff Report:

The GPCOG Nominations Committee and Executive Committee recommend the following FY20 slate:

Officers:

- Belinda Ray, President
- Nat Tupper, First Vice President
- Claude Morgan, Second Vice President

Executive Committee:

- Jerre Bryant, **Westbrook** City Manager
- Sandy Carder, Vice Chair, **Gray** Council
- Lee Eastman, Chair, **Bridgton** Select Board
- Mary Fernandes, Vice Chair, **Casco** Select Board
- Steve Gorden, **Cumberland County** Commissioner
- Peter Joseph, **Freeport** Town Manager
- Claude Morgan, Mayor, **South Portland**
- Belinda Ray, **Portland** District 1 City Councilor
- Jennifer Spiers, Chair, **North Yarmouth** Select Board
- Matthew Sturgis, **Cape Elizabeth** Town Manager
- Nat Tupper, **Yarmouth** Town Manager

Recommended Action:

Consider, modify as needed, and elect officers and Executive Committee members.

5. Other Business

Adjourn

Attachment A

Executive Committee GPCOG Annual Meeting of the General Assembly MINUTES

May 30, 2018

In Attendance:

Delegates	Affiliation	Guests
Jerre Bryant	Westbrook	Bob Burns
Sandra Carder	Gray	Bill Donovan
Jean-Marie Caterina	Scarborough	Jon Earle
Mary Fernandes	Casco	Richard Farnsworth
Stephen Gorden	Cumberland County	Amanda Lessard
Tom Hall	Scarborough	Rebecca Grover
Holly Hancock	Casco	Art Handman
John Hawley	Naples	Scott Hastings
Isabel Higgins	Standish	Gail Kezer
Peter Joseph	Freeport	Dave Morton
Jeff Levine	Portland	Doug Reighley
Scott Morelli	South Portland	Ashley Roan
Robert Peabody	Bridgton	Kayla Tilton
Ann Peoples	Westbrook	Sue Witonis
Tony Plante	Windham	
Belinda Ray	Portland	Staff
Rosemary Roy	North Yarmouth	Kristina Egan
Mike Sanphy	Westbrook	Chris Hall
Marla Stelk	Gorham	Steph Carver
Matthew Sturgis	Cape Elizabeth	
Nat Tupper	Yarmouth	
Jason Wilson	Gray	
Dick Wood	RC&D	

1. Call to Order/Quorum

Jerre Bryant (Westbrook), GPCOG president called the meeting to order. He discussed the strategic priorities for the organization and stated that the purpose of the meeting is to approve the budget for FY19.

2. Minutes: General Assembly Meeting of May 31, 2017.

The minutes from last year's General Assembly meeting were approved unanimously.

3. Proposed Operations Budget for FY 2018-2019.

Kristina Egan, GPCOG's Executive Director discussed the priorities and the accomplishments of GPCOG from 2018 including the adoption of a new Strategic Plan, savings for our municipalities through our Cooperative Services program, planning services for most of our communities, the creation of community data profiles, and ongoing regional initiatives related to opiate misuse, marijuana, and homelessness. The FY18 budget also supported business loans, brownfields investments, and transportation planning.

Ms. Egan discussed GPCOG's core goal of achieving operational excellence as supported through the integration with PACTS, the creation of a new leadership team, a structured performance management system, and a new website.

Ms. Egan also presented the new organizational priorities and budget for FY19. The priorities for FY19 include the development of a Regional Voice Committee, the creation of data through our Community Profiles program, an enhanced organizational focus on regional economic development through the implementation of the CEDS, addressing changes in PACTS operations and leadership, and improving external GPCOG communications and internal organizational systems.

After the presentation, a motion was offered to approve the budget. The budget was approved unanimously.

4. Election of Officers and Executive Committee Members

Ms. Egan presented the FY19 slate for the Executive Committee. New members include Sandy Carder (Gray), and Linda Cohen (South Portland). The Executive Committee includes the following members for FY19:

Officers:

President: Jerre Bryant, Westbrook

First Vice-President: Belinda Ray, Portland

Second Vice-President: Nat Tupper, Yarmouth

Executive Committee members

Jerre Bryant, Westbrook

Mary Fernandes, Casco

Stephen Gorden, Cumberland County

Peter Joseph, Freeport

Tony Plante, Windham

Belinda Ray, Portland

Marla Stelk, Gorham

Matthew Sturgis, Gray



Nat Tupper, Yarmouth
Linda Cohen, South Portland
Sandy Carder, Gray

Motion

A motion to approve the FY19 slate was seconded and approved unanimously.

5. Adjourn.

The meeting adjourned at 1:00pm.

Attachment B

Proposed FY20 Priorities and Budget



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

FY 2020 Priorities & Budget
7/1/2019 – 6/30/2020

As Recommended by the Executive Committee on 5/8/2019 to the General Assembly



May 15, 2019

To: GPCOG General Assembly
From: Kristina Egan, Executive Director, GPCOG
RE: Proposed GPCOG Priorities & Budget: July 1, 2019 – June 30, 2020

I am pleased to submit the proposed GPCOG priorities and budget for Fiscal Year 2020 for your review and appropriate action.

GPCOG's priorities are to further expand member services, catalyze new investments in the region, advance the region's top transportation priorities, improve public transportation for the customer, lay the groundwork for a regional plan, and grow the agency's impact.

The FY20 budget projects the following revenues and expenses:

Total Revenue:	\$3,704,086
Total Expenses:	\$3,704,086

This budget is composed of five elements:

- FY20 Priorities
- FY20 Budget Summary
- Detailed Budget
- Member Dues Allocation
- Comparison of FY19 and FY20 Expenses

FY 20 Priorities

GPCOG's 5-year Strategic Plan was adopted in May of 2017, laying out a path to strengthen cities and towns by providing responsive member services, lead the region toward prosperity, and operate with excellence. FY18 and FY19 marked the first two years of the plan's implementation.

Our Focus in FY18 and FY19

In FY18, GPCOG focused on putting in place building blocks essential to operating with excellence by building a stronger staff team, establishing new internal systems, revamping GPCOG's website, integrating staff with PACTS, an essential step toward moving the two organizations toward a full merger and adopting new PACTS reforms.

While management spent significant time inwardly-focused, the agency still served our members. Our cooperative purchasing program generated savings for municipalities. We provided planning and data services and won a statewide award for a neighborhood plan for South Portland. In transportation, we published a short-range plan of actionable improvements to the public transportation system, *Moving Southern Maine Forward*.

In FY19, GPCOG began refocusing from inward-facing challenges to providing more outward-focused value. The agency received its first increment of the new member dues increase and intensified its focus on delivering value to members. Highlights include:

1. Stronger staff capacity with a new Director of Municipal Collaboration to serve members and a new Public Information Officer to communicate to the region.
2. New member services including Regional Voice advocacy, regional assistance to municipalities on technical challenges, such as stormwater permitting, a leadership training for local elected officials, and a *Community Profile* for every city and town to support data-based decisionmaking.
3. \$10M in new capital investments in the region including \$6M in ferry funding, \$2.3M for electric buses, \$1M for diesel school bus and heavy-duty vehicle replacements, \$800,000 in for brownfields clean-up, and \$275,000 for small business loans.
4. Substantial progress advancing the new PACTS reforms, including speaking with one voice on the Turnpike widening and launching an effort to create a short-list of priority investments for the region.
5. The publication of the *Southern Maine Mobility Guide* to inform residents of transportation options.

FY20 Priorities

In FY20, GPCOG will receive its second increment of new dues funding, which will allow the agency to further augment its member services and become a stronger force in leading the region toward prosperity. Priorities for this next year are to:

1. Expand member services, including achieving a Regional Voice policy victory with the support of a strong group of municipal volunteers, offering a suite of new trainings for elected officials, improving the cooperative purchasing program (potentially adding municipal vehicles to our offerings), and begin providing technical assistance on sustainability to interested municipalities.
2. Advance the region's top priority transportation investments, seeking discretionary funding.
3. Provide transit information to customers through a unified website and app and adopt a framework for prioritizing transit investments.
4. Lay the groundwork for a regional plan by creating a multi-municipal commitment to expand housing choices, confirming growth centers and corridors and issuing a "State of the Region" report to tell the story of our people, economy, transportation, housing, and natural resources.
5. Grow the agency's impact as evidenced by a 5% increase in revenues from new sources of funding.
6. Strengthen effectiveness through a revamped PACTS website, a professional development plan, and merging PACTS and GPCOG.

Looking Ahead

In FY21, PACTS will complete Transit Tomorrow, a 30-year investment plan for public transportation. A goal for FY21 is for GPCOG to be recognized as a thought leader on the region's challenges, opportunities, and future.

In FY22, GPCOG's goal – resources depending – is to add a new member service: grant-writing for municipalities. We will also revisit our 5-year strategic plan and produce a plan for the next 5 years.

FY20 Budget Summary

REVENUES	
	Total
Transportation	\$ 1,559,608
Economic Development	\$ 1,189,229
Land Use	\$ 44,016
Sustainable Energy	\$ 82,500
Member Services	\$ 565,184
Other Contracts	\$ 24,000
Corporate Contributions and Sponsorships	\$ 18,000
Rental Income	\$ 7,200
Bank Interest - General	\$ 8,349
Bank Interest - Revolving Loan Funds	\$ 11,000
Projected New Revenues	\$ 195,000
TOTAL REVENUES	\$ 3,704,086
EXPENSES	
Personnel	\$ 1,534,241
Office	\$ 205,752
Consulting Services	\$ 1,038,253
Meetings and Travel	\$ 39,285
Other Direct Expenses	\$ 236,555
Pass-through Expenses	\$ 650,000
TOTAL EXPENSES	\$ 3,704,086
NET INCOME	\$ -

The FY20 budget is about \$960,000 more than the FY19 budget. This is attributable primarily to new loan funding provided by the Environmental Protection Agency for our brownfields clean-up program and FAME for our revolving small business loan programs. Additionally, projected new revenues are \$145,000 higher than the prior year, based on the increase in grant revenues GPCOG was able to obtain in FY19.

Revenue Highlights

- FY20 is the second year of a two-year plan to increase member dues that had not been increased in 28 years. The dues rate increased from \$1.00 per capita to \$1.60 per capita in FY19 and are increasing to \$2.00 per capita effective July 1, 2019. This will bring member dues to \$520,184 from \$418,925 from the prior year.
- We project \$195,000 in new revenues, which consists of \$140,000 of new grants and \$55,000 of new contracts. We believe both amounts to be attainable because GPCOG brought in almost \$200,000 of new, unbudgeted revenues in FY19.
- All other listed revenue sources are secured for FY20, with the exception of \$15,000 in anticipated corporate contributions and \$150,000 of new FAME funding, which will be paid to GPCOG once pending loans are approved by GPCOG's Loan Committee.
- To increase our role in sustainable energy, we were able to secure double the amount of Department of Energy funds in FY19 from the prior year.

Personnel Changes

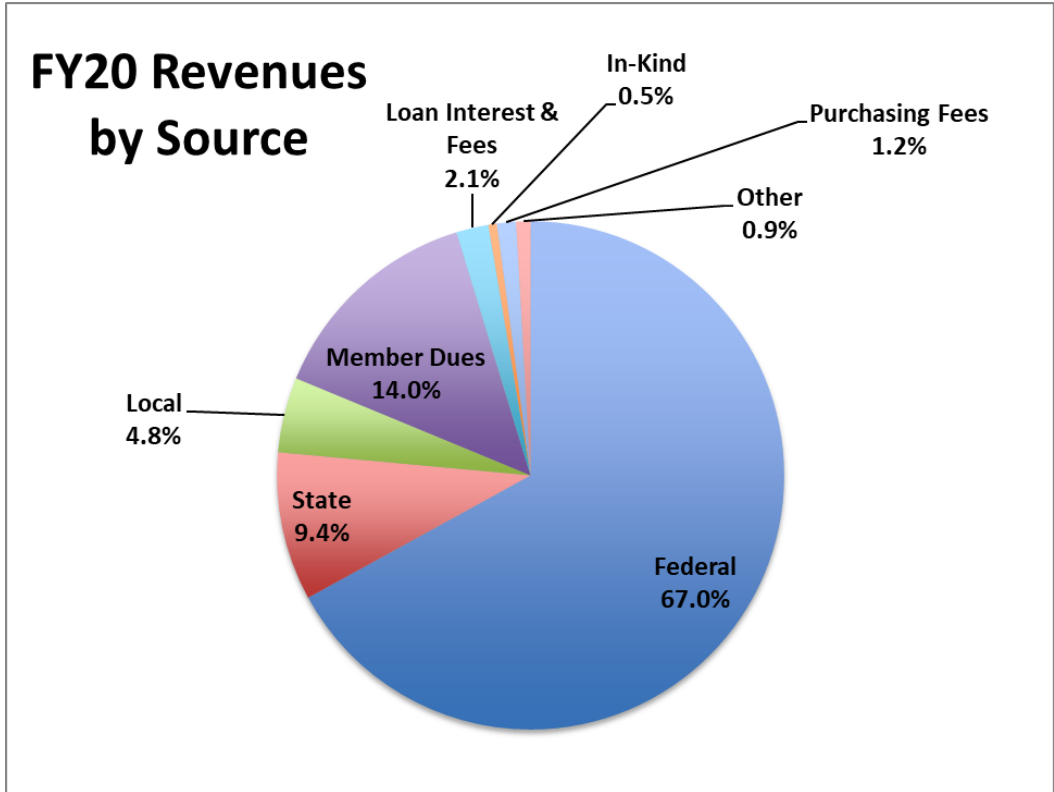
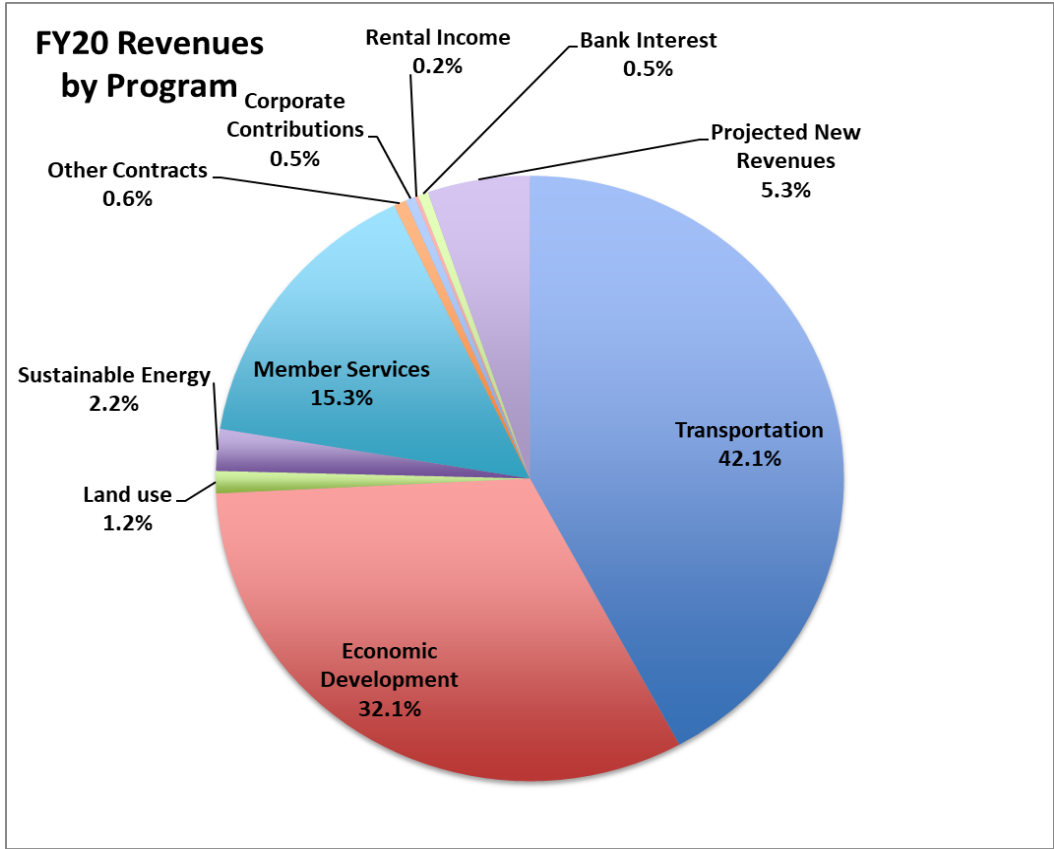
Personnel costs are budgeted to increase by about \$58,000 compared to the FY19 budget. The FY20 budget anticipates the equivalent of one new full-time staff to support program work and grants development.

Expense Highlights

- FY20 budgeted consulting expenses are approximately \$114,000 higher than prior year, which is primarily due to the conclusion of the current Unified Planning Work Program (federal and state transportation planning funding for PACTS) that is ending December 31, 2019. The final 6 months is when projects are brought to completion, which generally means an increase in the size of invoices from consultants.
- In order to create a loan loss reserve and possibly write off one or more loans in default, we have budgeted \$150,000 for RLF program doubtful accounts.
- In FY20 we expect to pass-through approximately \$650,000 of brownfields and FAME loans to new loan recipients.

Detailed Budget

REVENUES		Total
Transportation		\$ 1,559,608
U.S. Department of Transportation - Planning Funds	\$ 1,172,406	
U.S. Department of Transportation - Capital Projects	\$ 162,499	
U.S. Department of Health and Human Services	\$ 23,100	
Maine Department of Transportation	\$ 155,749	
Municipal Match	\$ 45,854	
Economic Development		\$ 1,189,229
U.S. Economic Development Administration	\$ 70,000	
U.S. Environmental Protection Agency	\$ 166,566	
U.S. Environmental Protection Agency - Loan Funding	\$ 500,000	
U.S. Department of Agriculture	\$ 165,000	
Municipal Match	\$ 52,413	
Finance Authority of Maine - Loan Funding	\$ 150,000	
Revolving Loan Funds - Interest and Fees	\$ 65,250	
In-Kind Match	\$ 20,000	
Land Use		\$ 44,016
Maine Dept. of Agriculture, Conservation and Forestry	\$ 30,016	
Maine Dept. of Transportation	\$ 14,000	
Sustainable Energy		\$ 82,500
U.S. Department of Energy	\$ 82,500	
Member Services		\$ 565,184
Member Dues	\$ 520,184	
Joint Purchasing Fees	\$ 45,000	
Other Contracts		\$ 24,000
Corporate Contributions and Sponsorships		\$ 18,000
Rental Income		\$ 7,200
Bank Interest - General		\$ 8,349
Bank Interest - Revolving Loan Funds		\$ 11,000
Projected New Revenues		\$ 195,000
TOTAL REVENUES		\$ 3,704,086

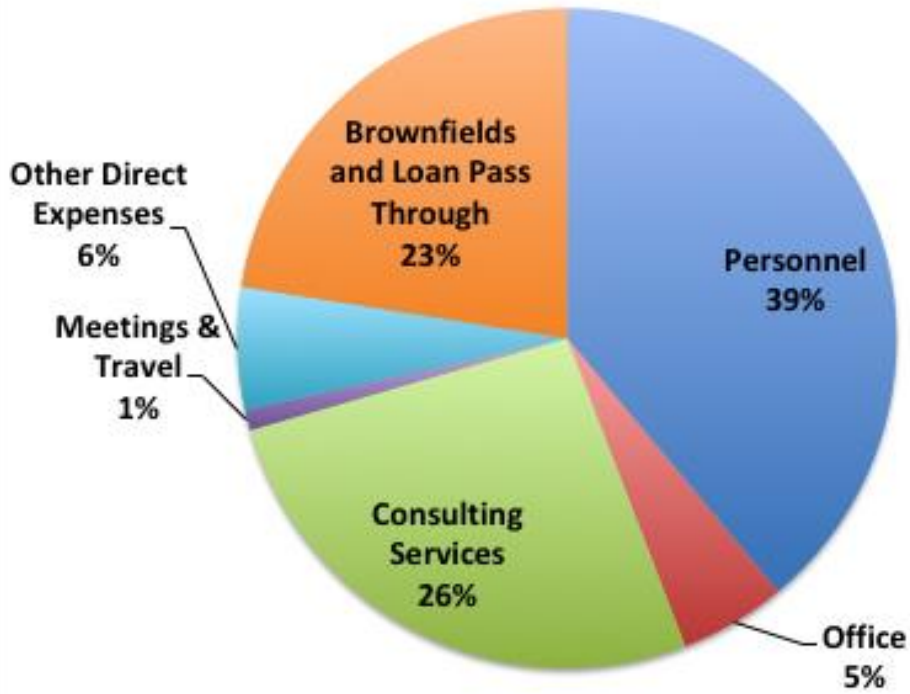


EXPENSES

Personnel		\$ 1,534,241
Salaries	\$ 1,215,691	
Fringe	\$ 318,550	
Office		\$ 205,752
Postage	\$ 1,600	
Utilities	\$ 9,000	
Office Supplies	\$ 21,000	
Printing & Copying	\$ 9,500	
Rent	\$ 138,983	
Cleaning	\$ 2,392	
Telecommunications	\$ 6,500	
Depreciation	\$ 9,420	
Payroll Processing Fee	\$ 2,305	
Copier Lease	\$ 5,052	
Consulting Services		\$ 1,038,253
Legal	\$ 7,200	
Audit/CPA	\$ 22,500	
Loan Underwriting	\$ 9,000	
Information Technology	\$ 20,994	
Equipment Maintenance	\$ 9,500	
Software Fees	\$ 45,000	
Website	\$ 15,000	
Consulting - Engineering	\$ 647,866	
Consulting - Other	\$ 261,193	
Meetings and Travel		\$ 39,285
Travel - Mileage	\$ 7,853	
Travel - Hotel and Airfare	\$ 11,927	
Event Costs	\$ 13,083	
Meeting Registration Fees	\$ 948	
Meeting Supplies	\$ 5,474	
Other Direct Expenses		\$ 236,555
Memberships & Dues	\$ 4,848	
Insurance	\$ 12,000	
Advertising	\$ 4,500	
Shredding - Confidential Destruction	\$ 1,380	
Interest	\$ 1,000	
Professional Development	\$ 10,000	
Bank Service Fees	\$ 75	
Miscellaneous Expense	\$ 500	
Auto Lease	\$ 6,252	
Doubtful Accounts - General	\$ 10,000	
Doubtful Accounts - RLF Loan Programs	\$ 150,000	
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 **\$ 3,704,086**

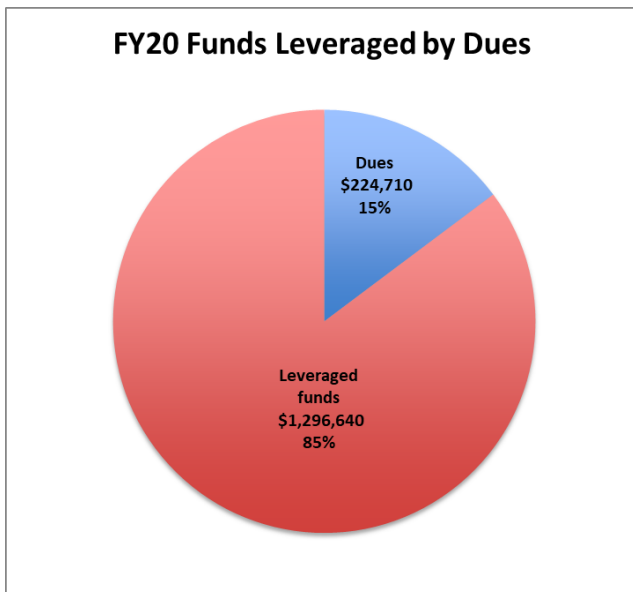
FY20 Expenses



Member Dues Allocation

	Dues	Leveraged	Total
Member Services	\$ 230,000	\$ -	\$ 230,000
Regional Voice	\$ 80,000	\$ -	\$ 80,000
Cooperative Purchasing	\$ 20,000	\$ -	\$ 20,000
Municipal Collaboration	\$ 80,000	\$ -	\$ 80,000
Metro Regional Coalition	\$ 50,000	\$ -	\$ 50,000
Match for Regional Work	\$ 224,710	\$ 1,296,640	\$ 1,521,350
Regional Public Transit Planning	\$ 65,661	\$ 262,645	\$ 328,306
Economic Development	\$ 50,000	\$ 70,000	\$ 120,000
Land Use T.A. & Regional Planning	\$ 12,006	\$ 30,016	\$ 42,022
Regional Foodshed	\$ 7,106	\$ 217,413	\$ 224,519
Maine Clean Communities	\$ 6,063	\$ 50,000	\$ 56,063
Brownfields	\$ 32,874	\$ 666,566	\$ 699,440
Allocated to Future Grants	\$ 51,000	Unknown	\$ 51,000
Direct Expenses	\$ 65,474	\$ -	\$ 65,474
Meeting Costs	\$ 5,474	\$ -	\$ 5,474
Other non-reimbursable Costs	\$ 40,000	\$ -	\$ 40,000
Interest	\$ 5,000	\$ -	\$ 5,000
Write-offs & Bad Debt	\$ 15,000	\$ -	\$ 15,000
TOTAL	\$ 520,184	\$ 1,296,640	\$ 1,816,824

Forty-three percent of the total dues (\$224,710 of the \$520,184) will leverage \$1,296,640 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 will leverage almost \$1.3 million dollars in additional funds for the region.
- The remaining member dues will support GPCOG’s effort to “organize the regional voice,” municipal collaboration, Metro Regional Coalition, Cooperative Purchasing, and non-reimbursable or administrative costs ineligible for indirect reimbursement.

Member Dues Support:

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

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 member dues were increased in FY19 from \$1 to \$1.60 and will increase to \$2.00 per capita in FY20.

Comparison of FY19 and FY20 Expenses

GREATER PORTLAND COUNCIL OF GOVERNMENTS					
FY19 Project Expenses versus FY20 Budget					
Description	FY19 Projected		FY20 Budget	Difference	% Difference
	FY19 Budget	Expenses			
Personnel					
Salaries	1,197,968	1,044,747	1,215,691	170,944	16%
Fringe Benefits	278,292	230,020	318,550	88,530	38%
Office					
Postage	1,000	1,516	1,600	84	6%
Utilities	10,224	8,694	9,000	306	4%
Office Supplies	16,715	16,923	21,000	4,077	24%
Printing & Copying	8,722	9,237	9,500	263	3%
Rent	131,928	134,534	138,983	4,449	3%
Cleaning	2,860	3,053	2,392	(661)	-22%
Telecommunications	8,443	6,375	6,500	125	2%
Depreciation	13,500	13,471	9,420	(4,051)	-30%
Payroll Processing Fee	2,600	2,004	2,305	301	15%
Copier Lease	3,051	6,372	5,052	(1,320)	-21%
Consulting Services					
Legal	5,235	7,151	7,200	49	1%
Audit/CPA	20,500	22,500	22,500	-	0%
Loan Underwriting	9,000	8,199	9,000	801	10%
Information Technology	16,200	20,012	20,994	982	5%
Equipment Maintenance	-	6,528	9,500	2,972	46%
Software Fees	17,401	20,251	45,000	24,749	122%
Website	10,139	12,716	15,000	2,284	18%
Graphic Design	410	-	-	-	100%
Consulting - Engineering	441,408	218,158	647,866	429,708	197%
Consulting - Other	353,691	87,755	261,193	173,438	198%
Meetings & Travel					
Travel - Mileage	12,216	7,699	7,853	154	2%
Travel - Hotel & Airfare	6,122	13,792	11,927	(1,865)	-14%
Event Costs	10,767	12,827	13,083	256	2%
Meeting Registration Fees	-	930	948	18	2%
Meeting Supplies	-	4,962	5,474	512	10%
Other Direct Expenses					
Memberships & Dues	6,908	4,753	4,848	95	2%
Insurance	11,431	13,424	12,000	(1,424)	-11%
Advertising	1,000	4,349	4,500	151	3%
Shredding - Confidential Destruction		1,873	1,380	(493)	-26%
Interest	8,250	2,987	1,000	(1,987)	-67%
Professional Development	3,500	385	10,000	9,615	2497%
Bank Service Fees	235	57	75	18	32%
Miscellaneous Expense	500	465	500	35	8%
Auto Lease	11,925	6,284	6,252	(32)	-1%
Doubtful Accounts - General	3,500	9,500	10,000	500	5%
Doubtful Accounts - RLF Loan Programs	25,000	-	150,000	150,000	100%
FAME Fee on Loan Funds	14,000	15,054	16,000	946	6%
Brownfields Loans Pass-through	-	-	500,000	500,000	100%
FAME Loans Pass-through	-	175,000	150,000	(25,000)	-14%
In-Kind Labor from Partners	30,000	3,500	20,000	16,500	471%
Repayment of RAN	50,000	-	-	-	0%
Total Expenses	\$ 2,744,640	\$ 2,158,057	\$ 3,704,086	\$ 1,546,029	72%

Highlights

Above is a comparison of the FY19 budget, the FY19 projected actuals (based on actual expenses through 2/28/19) and the FY20 proposed budget. The difference and percent difference compare the FY19 Projected Expenses to the FY20 Budget.

- Personnel.** The FY20 budget for personnel is slightly more than the FY19 budget for personnel, but the projected FY19 personnel costs are significantly less than the FY20 budget. This is primarily due to multiple vacant positions for periods during the year in which GPCOG was in the hiring process after a resignation.
- Office.** Overall, the total office budget for FY20 is \$6,700 higher than the FY19 budget and \$3,600 higher than the FY19 projected expenses. Rent expense is increasing from FY19 based on the rental agreement, however, we will see savings in cleaning fees, from a negotiated copier lease, and depreciation.
- Consulting.** The FY19 projected expenses for both engineering and other consulting are low due to project flow on specific transportation and economic development grants. However, the first 6 months of FY20 will see a sharp incline in consulting expenses related to completing the transportation projects.
- Other Direct Expenses:** We have budgeted \$650,000 of new loan funding related to the Brownfields and FAME revolving loan programs. As loans are approved, funding is drawn down and passed-through to the recipient. Additionally, setting up a loan loss reserve using the \$150,000 budgeted for RLF doubtful accounts will allow us to spread bad loan debts over time as opposed to writing off large loans in a single year.

