

GPCOG Executive Committee AGENDA

May 17, 2022

Noon – 1:30 p.m.

Remote Meeting

Cumberland County is experiencing high COVID transmission rates. The President and Executive Director conferred and decided to hold this meeting remote to reduce risk of transmission.

In person: 970 Baxter Boulevard, 2nd floor Conference Center, Portland

By Zoom: <https://us02web.zoom.us/j/82855747276?pwd=ZUJMOUITTDhiTlpXcDFibElvemdOZz09>

Or join by phone by calling: 1-646-558-8656

1. Welcome

This meeting is being recorded and will be made available at gpcog.org/AgendaCenter.

2. Public Comment

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

3. Acceptance of 4/26/22 Minutes (Attachment A)

4. Spotlight: All About PACTS (15 min.)

GPCOG's transportation team will provide this month's spotlight on the Portland Area Comprehensive Transportation System (PACTS), focusing on what PACTS is and does.

5. Executive Director's Report (5 min.)

With April's meeting just three weeks ago, Kristina will provide a quick oral update, rather than a full written report.

6. FY23 Budget (Attachment B) (10 min.)

Staff Report:

At our April meeting, the Executive Committee reviewed the first draft of the agency's FY23 priorities. In addition to adding some additional history about previous years of revenues and expenditures (see Figure 3 in Attachment B), staff made two substantial

changes. The first is to correct a spreadsheet formula error that omitted one staff position, and the other is to add in anticipated additional federal transit planning funds.

At this meeting, the Executive Committee will consider the second draft of the budget for recommendation to the General Assembly.

Recommended Action:

Review, modify as needed, and recommend the FY23 annual GPCOG budget to the General Assembly.

7. FY23 Executive Committee Members and Officers (10 min.)

Staff Report:

At the GPCOG Annual Summit on May 26, 2022, the General Assembly will appoint the members of the Executive Committee and its officers. The GPCOG bylaws call for an Executive Committee of 9 to 11 members, and:

“Each member of the Executive Committee shall be a representative of a member municipality or County of Cumberland to the General Assembly. The Executive Committee shall include a mix of elected municipal officers and senior municipal staff, the majority of which shall be elected municipal officers and shall reflect a geographic balance and diversity of the GPCOG membership.”

Officer positions are President, First Vice President, Second Vice President/Treasurer.

The nominating committee recommends the below slate for FY22. All nominees have confirmed interest in serving.

1. Jarrod Maxfield, Chair, **Windham** Town Council - President
2. Mary Fernandes, Chair, **Casco** Select Board – First Vice President
3. John Hawley, **Naples** Town Manager – Second Vice President
4. Jerre Bryant, **Westbrook** City Administrator
5. Krista Chappell, **Gray** Town Councilor
6. Mark Dion, **Portland** City Councilor
7. Kate Lewis, **South Portland** City Councilor
8. Carmen Lone, Chair, **Bridgton** Select Board
9. Matthew Sturgis, **Cape Elizabeth** Town Manager
10. Nat Tupper, **Yarmouth** Town Manager
11. Sue Witonis, **Cumberland County** Commissioner

Recommended Action:

Recommend proposed slate of Executive Committee members and Executive Committee Officers to the General Assembly.

8. Executive Director’s Annual Performance Goals (Attachment C) (15 min.)

Staff Report:

At our April meeting we discussed making Kristina’s performance goals more quantifiable. A revised draft is included in Attachment C, with revisions shown in *italics*.

Recommended Action:

Set the annual performance goals for the Executive Director.

9. FY23 Meeting Calendar (Attachment D) (5 min.)

Staff Report:

The proposed FY23 meeting calendar is in Attachment F. The Executive Committee meets eight times during the year. For those eight months, most meetings are on the third Tuesday of the month from 12 p.m. – 1:30 p.m. Exceptions are to avoid holidays and school vacations.

Recommended Action:

Adopt the FY23 GPCOG Executive Committee meeting calendar.

10. Discussion about Recent PACTS Events (30 min.)

Staff Report:

Several GPCOG Executive Committee members have asked staff for more background on the conflicts at PACTS that have been in the press. This item is for explanation and discussion only.

While it is never easy to reach consensus on how to allocate limited transportation funds and conflict is a natural part of the decision-making process, this conflict emerged most saliently in a late March split vote by the PACTS governing body on the allocation of the region’s \$8M in American Rescue Plan Act (ARPA) funds for public transportation. Below is the timeline of events with links to documents and news pieces.

- August 2021 – PACTS Policy Board unanimously approves [process](#) for deciding how to spend ARPA funds.
- March 24, 2022 – PACTS Policy Board considers how to allocate ARPA funds.
 - The [staff report](#), (item #9) lays out all the decision milestones in the process and background data to inform the Board’s decision. You can

watch the Policy Board meeting [here](#) (item starts at 58:37). With the meeting running one hour over time, some members had to leave. The Board's unweighted vote was 11 – 9 for [this spending plan](#).

- The approved spending plan seeks to rebuild bus ridership by attracting new riders and improve the system for those who never left transit during the pandemic. These goals are accomplished by speeding up service, improving bus stops, cutting fares, and boosting frequency. The region voted to use available federal funds to try to boost ridership now, which will help reduce fare shortfalls in the future.

- April 1, 2022 - The *Portland Press Herald* covers the [new transit investments](#).

- April 5, 2022 – The *Portland Press Herald* publishes an editorial on the importance of [improving the region's public transit](#).

- April 28, 2022 – The *Portland Press Herald* does a [follow-up story](#) explaining that several transit agencies that voted against the spending plan have not yet signed a letter required to release the money after a reporter asks transit providers and GPCOG staff when the half-fare promotion will begin and learns that it cannot officially start until the funding for the program is made available.

- April 29, 2022 – Kristina writes an [open letter to PACTS Committee members](#) clarifying points in the story and sharing an overview of the issues behind the stalemate.

- May 5, 2022 - The story is followed by an editorial [Our View: Portland area transit agencies should stop blocking federal funds](#).

- May 6, 2022 – The Press Herald runs another story [Stalemate persists over plans for Portland-area transit relief funding - Portland Press Herald](#).

- May 6, 2022 – South Portland notifies Kristina of its intent to withdraw from GPCOG, to be considered in a budget workshop.

- May 10, 2022 – Kristina follows up with a [letter to City Councilors](#). Kristina, Jerre Bryant and Amy Kuhn provide public comment at the [South Portland budget workshop](#) (item begins at 2:11:45), and the *Press Herald* reports on the outcome in [South Portland stops short of ending longstanding membership in regional planning agency - Portland Press Herald](#)

Recommended Action:

For discussion only.

11. Executive Session: GPCOG Contract with Executive Director – (15 min.)

Pursuant to [1 MRS §405\(6\)\(A\)](#), the Executive Committee will enter executive session to discuss the terms of the contract between GPCOG and its Executive Director.

12. Other Business

Adjourn

Upcoming Meetings

May 26 General Assembly and Summit

Attachment A

GPCOG Executive Committee

**MINUTES
 April 26, 2022**

In Attendance:

Name	Affiliation
Matt Sturgis	Cape Elizabeth
Nat Tupper	Yarmouth
Sue Witonis	Cumberland County
Carmen Lone	Bridgton
Sandy Carder	Gray
Jarrold Maxfield	Windham
John Hawley	Naples
Kate Lewis	South Portland
Kristina Egan, Josh Kochis, Chris Hall, Vincent Edwards, Belinda Ray, Tom Bell	GPCOG Staff

Welcome

Sandy Carder opened the hybrid meeting. All members except Carmen attended in person.

Public Comment

Ken Capron requested an opportunity to present the Microrail project to PACTS and GPCOG.

Revocation of Limited State of Emergency

Jarrold moved that GPCOG revoke the limited state of emergency. Kate seconded. A roll call was conducted. All were in favor.

Acceptance of 3/15/22 Minutes

Matt moved approval of last month’s minutes. Jarrold seconded. A roll call was conducted. Kate abstained, and the remaining members were in favor.

Executive Director’s Report

GPCOG’s approach to attracting additional federal funding to the region was detailed in the Executive Director’s report. Kristina welcomed comments by email. The plan for how GPCOG will operate while Kristina is on sabbatical and Chris Chop is on new child leave was detailed in the report.

Sandy noted that Matt, Bill Shane, Deqa Dhalac and she are the nominations committee and will be developing a slate of candidates for the Executive Committee and GPCOG’s officers for the May Executive Committee meeting.

GPCOG recently learned of a new grant award of \$50,000 from the Governor’s Office on Innovation and the Future to work with North Yarmouth, Yarmouth, Cumberland, Freeport, and Falmouth to help ready the towns for climate grants.

Maine won the best bus stop in America from Streetsblog for Ebenezer Akakpo’s design of a Congress Street bus shelter in Portland, using the stop as a canvas to celebrate the region’s diversity. GPCOG was proud to partner with Creative Portland and METRO on this project.



**Winner of the StreetsBlogUSA Competition for
BEST BUS STOP IN THE USA**

Adoption of Remote Participation Policy

Nat moved to adopt the proposed remote participation policy with the clarification that the policy also applies to Executive Sessions. Sue seconded. A roll call was conducted. All were in favor.

Spotlight: Transitional Housing for Asylum Seekers

Using a slide deck, Belinda Ray [presented](#) the region's approach to developing temporary housing and a permanent transitional housing campus to welcome people to Maine over the coming decades. The group had a robust discussion after the presentation, exploring how quickly the permanent transitional housing could be built, what the school impact would be on host municipalities to provide the English Language Learning skills for children, whether there would be one or multiple campuses for temporary and/or permanent transitional housing, what construction and ongoing operational funding could support the housing, whether the housing would be open to others populations in Maine, and how General Assistance would be reimbursed.

Belinda said much remains to be explored, and GPCOG is working with other agencies that can help answer these important issues. Kristina added that GPCOG's main role is to find a more welcoming, cost-effective, proactive, and regional solution to manage (and get the workforce benefit from) the continued flow of new families to our region.

FY23 Budget

Josh and Kristina presented the proposed \$4.95M budget. Matt requested the next draft include a year over year description of revenues vs. expenses, looking back a few years. Kate asked what a 'doubtful account' is and Josh explained that a doubtful account occurs when GPCOG is owed money for goods or services provided to a vendor, funding source or small business through its lending programs that is considered potentially uncollectible. Doubtful accounts go through a collection process before being written off entirely. Carmen asked about whether the office and technology infrastructure investments will be one-time expenses or ongoing, and Kristina answered that staff expects them to be one-time. Staff will incorporate historical information, as described by Matt in the final draft of the budget, which will be voted on in May by the Executive Committee and by the General Assembly.

Executive Director's Annual Performance Goals

Kristina and Sandy shared draft goals for Kristina for FY23. Nat noted that a central role of GPCOG is to convene the region to develop solutions to challenges and surface collaborative opportunities, such as Belinda's work to develop housing solutions for asylum seekers. Kate urged the goals to be more measurable, and the group explored some options for doing that. Staff will propose revisions and bring back to the Executive Committee for adoption in May.

Strategic Plan Extension

Nat moved to amend and extend GPCOG's five-year strategic plan for two years, with further definition of that purpose to be developed in coming months. Matt seconded. A roll call was conducted. All were in favor.

The group adjourned.

Attachment B
Proposed FY23 Budget



*Communities Working Together to Build Shared
and Sustainable Prosperity*

FY23 Budget

7/1/2022 – 6/30/2023

First Draft Provided to the Executive Committee on 4/26/22
Second Draft Provided to the Executive Committee on 5/16/22



May 11, 2022

To: GPCOG Executive Committee
From: Kristina Egan, Executive Director, GPCOG
RE: Proposed GPCOG Budget: July 1, 2022 – June 30, 2023

I am pleased to submit the first draft of the proposed GPCOG budget for Fiscal Year 2023 for your review.

The FY23 budget projects the following revenues and expenses:

Total Revenue:	\$5,017,467
Total Expenses:	\$5,017,467

This budget is composed of the following elements:

- FY23 Priorities & Budget Summary
- Detailed Revenue and Expense Comparative Budgets, Graphs and Explanations
- Member Dues Allocation

In recognition of the continued impacts of the COVID-19 pandemic, the Executive Committee recommends a 5% member dues credit for municipal members that pay the \$2 per capita dues rate. The budgeted dues reflect both a population adjustment for each member municipality based on the most recent decennial census and a dues reduction of 5% applied to this new demographic data.

FY23 & FY24 Priorities

The FY23 budget supports GPCOG's three main strategic priorities: strengthen cities and towns with responsive member services, lead the region toward prosperity, and operate with excellence. This year, the GPCOG Executive Committee adopted priorities for a two-year period: FY23 and FY24. Much of GPCOG's work is defined by existing and anticipated grants and contracts; the below priorities do not include all of GPCOG's portfolio.

1. Attract resources to the region.

- Prioritize transportation projects and work with state and federal partners to fund these priorities.
- Organize regional support for up to three transportation projects for discretionary grant opportunities.
- Serve as the state's implementing partner for economic development, climate mitigation and resilience, housing choice, and broadband investments in the region.
- Ensure rural communities have tools and the support they need to access new funding sources for community priorities.

2. Provide value to members.

- Catalyze regional response to up to two major regional challenges or opportunities.
- Build a resilient network of municipalities with regular gatherings of elected officials, municipal managers, transit managers, public works directors, sustainability professionals, economic development directors, and planners and by resuming subregional meetings as the pandemic subsides.

3. Expand transportation and housing choices for our region's people.

- Monitor and annually report on regional housing production, develop one transit-oriented development plan, and provide technical assistance to improve housing and zoning in as many municipalities as resources permit.
- Develop data and analysis to illustrate the impacts and benefits of smart growth strategies and communicate that information to members.
- Adopt Transit Together recommendations that will measurably improve customer experience and system performance.
- Track transit ridership, analyze industry trends and national best practices, and advance regional initiatives and investments to rebuild ridership in the wake of the pandemic.

4. Do our region's part in meeting the goals of *Maine Won't Wait*.

- Establish vehicle miles travelled and emission reduction targets through *Connect 2045* and other regional initiatives and work to align policies and investments.
- Support development and implementation of up to three climate action plans for communities.
- Identify key areas of regional risk to climate hazards and support the development of three priority resilience projects to be developed and designed by members.

5. Support GPCOG's Diversity Equity and Inclusion working group in its efforts to define agency goals and implement strategies to meet them.

6. Identify priorities and implement improvements to GPCOG's internal systems to reduce operational friction, enhance the staff team's wellbeing, and provide information to guide budget and staffing decisions.

Budget Summary

The FY23 budget of \$5,017,467 is showing a slight increase to last year’s budget, rising by about \$170,000, or 4%.

FY23 GPCOG Budget Summary	
REVENUES	
	Total
Transportation	\$ 2,939,650
Economic Development	\$ 658,857
Land Use Planning	\$ 62,897
Sustainability	\$ 295,000
Member Services	\$ 662,450
Other Contracts	\$ 60,000
Bank Interest - General	\$ 1,200
Bank Interest - Revolving Loan Funds	\$ 2,213
In-Kind Revenue	\$ 3,750
Projected New Revenues	\$ 331,450
TOTAL REVENUES	\$ 5,017,467
EXPENSES	
Personnel	\$ 3,093,893
Office	\$ 264,580
Consulting Services	\$ 1,420,083
Meetings and Travel	\$ 48,000
Other Direct Expenses	\$ 190,911
TOTAL EXPENSES	\$ 5,017,467
NET INCOME	\$ (0)

Table 1: Summary list of revenue sources for GPCOG’s different fields of work and summary list of major expenses, including personnel, office, and consulting.

Transportation is the largest source of funding, comprising over half of the annual revenues. Transportation remains the single biggest focus of GPCOG’s work, with work expected to expand in the coming five years.

Within transportation, the majority of GPCOG’s work is to execute the Unified Planning Work Program on behalf of PACTS, the region’s Metropolitan Planning Organization (MPO). The new Bipartisan Infrastructure Law expects more transportation work will be required of MPOs around the country, and the projected increase in new transportation and transit revenues are reflected in this budget.

Member services and economic development are the next largest areas of focus for GPCOG. In FY23, the agency will continue to deliver broadband support in the Lakes Region, housing support to the Metro Region Coalition, comprehensive and neighborhood planning for towns, cooperative purchasing savings on a wide variety of products, and more. The agency will have two new Senior Economic Development Managers to support local and regional opportunities to build prosperity for the region’s businesses and residents. GPCOG will also welcome its third class of Resilience Corps Fellows to support members and the region in building community resilience to future stresses and shocks.

Two years ago, GPCOG launched its sustainability program, building on two decades of the clean transportation program, Maine Clean Communities. The program has attracted significant new funding in FY22, enabling GPCOG to work with individual towns on pilots and climate plans. The program will grow again in FY23.

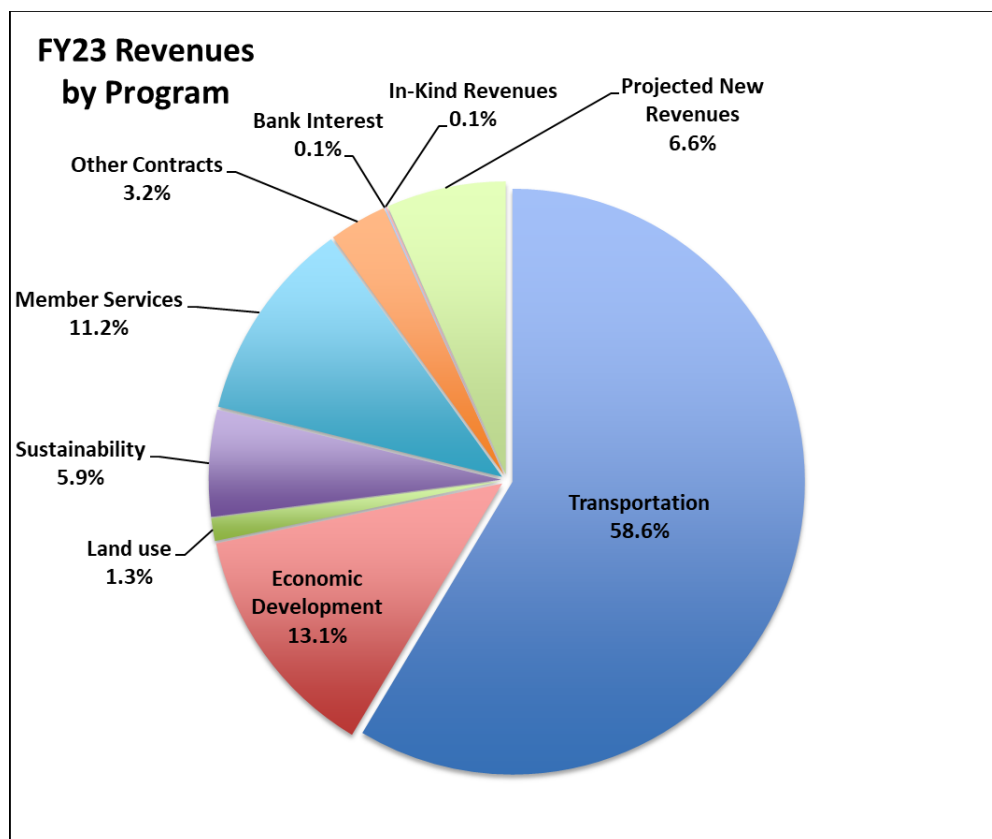


Figure 1: Pie chart showing percentages of revenue supporting GPCOG’s different fields of work.

Detailed Revenues Compared to FY22

REVENUES				
	TOTAL FY 2023	TOTAL FY 2022	DIFFERENCE	
Transportation	\$ 2,939,650	\$ 2,516,233	\$	423,417
U.S. Department of Transportation - Planning Funds	\$ 2,479,152	\$ 2,006,805	\$	472,347
U.S. Department of Transportation - Capital Projects	\$ 111,805	\$ 223,610	\$	(111,805)
Maine Department of Transportation	\$ 244,326	\$ 168,249	\$	76,077
Municipal Match	\$ 104,367	\$ 117,569	\$	(13,202)
Economic Development	\$ 658,857	\$ 1,031,198	\$	(372,341)
U.S. Economic Development Administration	\$ 70,000	\$ 330,000	\$	(260,000)
U.S. Environmental Protection Agency	\$ -	\$ 115,000	\$	(115,000)
U.S. Environmental Protection Agency - Loan Funding	\$ -	\$ 175,000	\$	(175,000)
U.S. Department of Agriculture	\$ 20,044	\$ -	\$	20,044
Corporation for National and Community Service	\$ 312,000	\$ 216,698	\$	95,302
ConnectMaine Authority	\$ 171,750	\$ -	\$	171,750
Finance Authority of Maine - Loan Funding	\$ -	\$ 150,000	\$	(150,000)
Revolving Loan Funds - Interest and Fees	\$ 85,063	\$ 44,500	\$	40,563
Land Use Planning	\$ 62,897	\$ 63,795	\$	(898)
U.S. Department of Agriculture	\$ 30,787	\$ 33,157	\$	(2,370)
Maine Dept. of Agriculture, Conservation and Forestry	\$ 16,602	\$ 15,130	\$	1,472
Maine Dept. of Transportation	\$ 15,508	\$ 15,508	\$	-
Sustainability	\$ 295,000	\$ 90,000	\$	205,000
U.S. Department of Energy	\$ 119,000	\$ 90,000	\$	29,000
National Fish & Wildlife	\$ 137,500	\$ -	\$	137,500
Governor's Office of Policy and Innovation	\$ 38,500	\$ -	\$	38,500
Member Services	\$ 662,450	\$ 508,146	\$	154,304
Member Dues	\$ 532,350	\$ 468,146	\$	64,204
Joint Purchasing Fees	\$ 30,000	\$ 40,000	\$	(10,000)
Municipal Contracts	\$ 100,100	\$ -	\$	100,100
Other Contracts	\$ 60,000	\$ 9,000	\$	51,000
Bank Interest - General	\$ 1,200	\$ 1,800	\$	(600)
Bank Interest - Revolving Loan Funds	\$ 2,213	\$ 1,800	\$	413
In-Kind Revenue	\$ 3,750	\$ -	\$	3,750
Projected New Revenues	\$ 331,450	\$ 625,000	\$	(293,550)
TOTAL REVENUES	\$ 5,017,467	\$ 4,846,972	\$	170,495

Table 2: Detailed list of all revenue sources, including grants and contracts with federal and state agencies, member dues, fees, and interest.

Changes in Revenue

Transportation. Budgeted transportation revenues are projected to grow by \$423K, due entirely to an increase in U.S. Department of Transportation planning funds. Most of the increase is from an expected increase in Federal Highway and Federal Transit funding for the 2022-2023 biennial Unified Planning Work Program of approximately \$250K and \$165K, respectively.

The remaining increase is due to up to 15% of funding from the previous Unified Planning Work Program being carried over to complete the long-range plan for the region, Connect 2045. This carryover was allowed by MaineDOT due to delays caused by the pandemic, and specifically the unanticipated staff effort needed to allocate CARES and ARPA transit funds. The decrease in U.S. DOT Capital Funds is due to several projects that were ongoing in FY22 but have either been completed or are being completed in FY23.

Economic development. Budgeted economic development revenues show a decrease of approximately \$372K, which is mostly attributed to decreases in U.S. EDA funds after GPCOG has fully expended a pandemic-related two-year grant. U.S. EPA and Finance Authority of Maine revenues also decreased, with an offset in higher funding for the Corporation for National and Community Service and a new grant from the Connect Maine Authority.

- Brownfields. The decrease in U.S. EPA revenues and loan funding are the result of the brownfields funds being fully expended in FY22, notably after a large loan was made for the clean-up of Thompson's Point. Over the past decade, GPCOG's brownfields work has been successful, and the agency has a pending application with EPA to replenish funding to help redevelop old industrial properties.
- Business loans. The decrease in Finance Authority of Maine loan funding is because new loans provided in FY23 will be provided with existing cash on hand rather than drawing down additional funding.
- AmeriCorps. The increase in Corporation for National and Community Service funding is due to an expected increase in the annual grant to increase stipend amounts provided to the Resilience Corps Fellows.
- Broadband. GPCOG continues to provide support to the Maine Broadband Coalition as well as a Lakes Region cohort of municipalities. This work is partially supported by a new multi-year grant from the Connect Maine Authority.

Sustainability. Budgeted sustainability revenues show an increase of \$205K due to several new projects, including a new grant from the National Fish and Wildlife Foundation and grants through the Maine Governor's Office of Policy Innovation and the Future. The annual grant to support Maine Clean Communities also increased.

Member Services. Member services are projected to increase due to municipal contracts for service and an increase in the total amount of dues. In FY22, and continuing into FY23, GPCOG has been providing enhanced member services, including fee-for-service projects, like developing comprehensive plans. Dues in FY22 were discounted by 10% in FY22. That discount is 5% in FY23, generating an increase in dues revenue. For FY23, the newly available decennial census data is being used to calculate each member's dues, which also contributes to the increase in dues revenue. The dues rate remains unchanged. More detail on the use of member dues is provided later in this document.

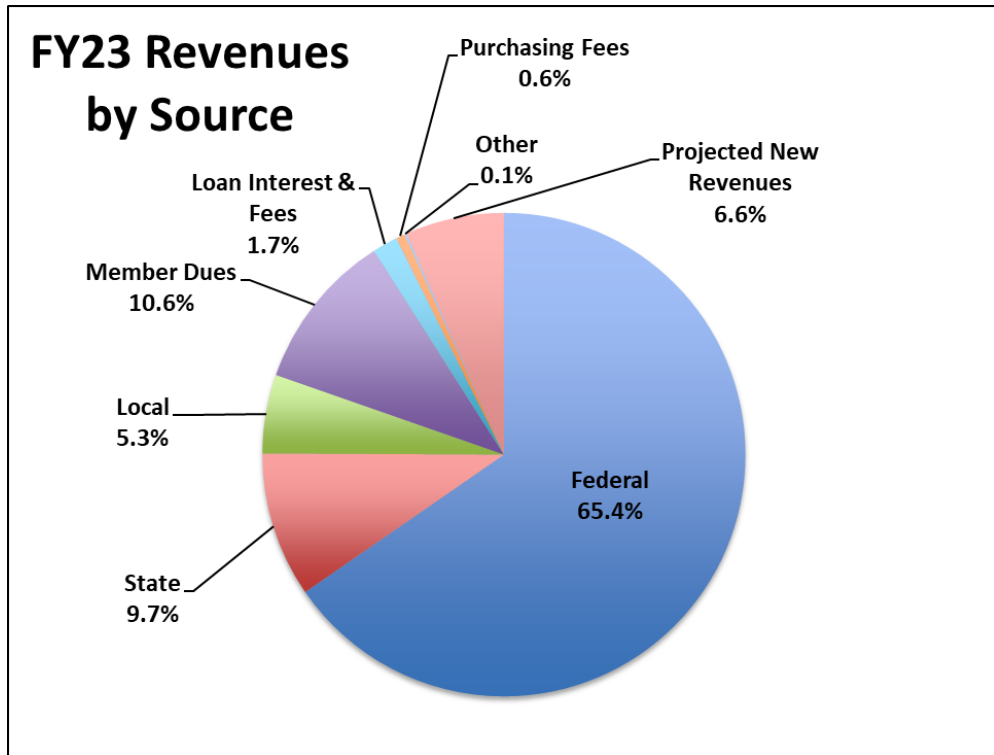


Figure 2: Pie chart showing percentages of sources of revenues, including federal, state, local and more.

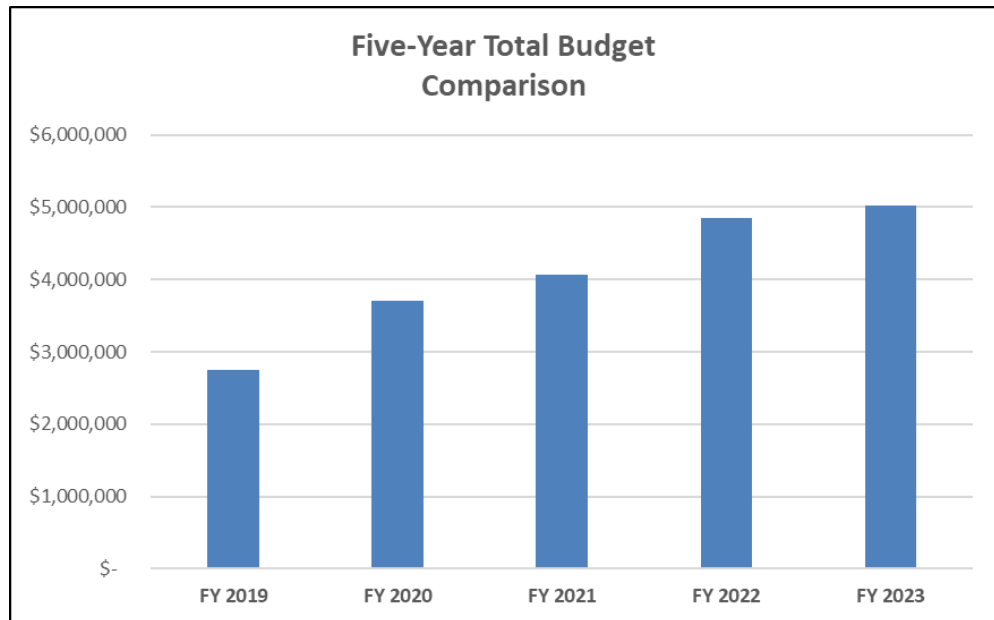


Figure 3: Bar chart showing the total annual budget over the past five fiscal years.

Detailed Expenses Compared to FY22

EXPENSES					
	TOTAL		TOTAL		
	FY 2023		FY 2022		DIFFERENCE
Personnel	\$	3,093,893	\$	2,505,593	\$ 588,300
Salaries	\$	2,573,010	\$	2,068,574	504,436
Fringe	\$	520,883	\$	437,019	83,864
Office	\$	264,580	\$	230,287	\$ 34,293
Postage	\$	1,000	\$	1,500	(500)
Utilities	\$	8,500	\$	9,500	(1,000)
Office Supplies	\$	6,000	\$	12,000	(6,000)
Printing & Copying	\$	10,000	\$	5,000	5,000
Rent	\$	141,270	\$	143,074	(1,804)
Cleaning	\$	2,392	\$	5,000	(2,608)
Telecommunications	\$	8,342	\$	12,480	(4,138)
Depreciation	\$	3,523	\$	8,680	(5,157)
Payroll Processing Fee	\$	3,500	\$	3,000	500
Copier Lease	\$	5,053	\$	5,053	-
Equipment & Furniture	\$	75,000	\$	25,000	50,000
Consulting Services	\$	1,420,083	\$	1,410,768	\$ 9,315
Legal	\$	20,000	\$	2,000	18,000
Audit/CPA	\$	22,500	\$	22,500	-
Loan Underwriting	\$	10,000	\$	6,700	3,300
Information Technology	\$	102,000	\$	35,000	67,000
Equipment & Software Maintenance	\$	20,000	\$	10,000	10,000
Software Fees	\$	91,217	\$	50,038	41,179
Website	\$	14,000	\$	14,000	-
Consulting - Engineering	\$	792,219	\$	754,710	37,509
Consulting - Other	\$	348,147	\$	515,820	(167,674)
Meetings and Travel	\$	48,000	\$	22,933	\$ 25,067
Travel - Mileage	\$	8,000	\$	4,100	3,900
Travel - Hotel and Airfare	\$	5,000	\$	5,000	-
Event Costs	\$	20,000	\$	4,333	15,667
Meeting Registration Fees	\$	5,000	\$	4,500	500
Meeting Supplies	\$	10,000	\$	5,000	5,000
Other Direct Expenses	\$	190,911	\$	352,391	\$ (161,480)
Memberships & Dues	\$	15,000	\$	10,000	5,000
Insurance	\$	18,866	\$	14,000	4,866
Employee Screening	\$	1,600	\$	-	1,600
Advertising	\$	24,400	\$	166,422	(142,022)
Shredding - Confidential Destruction	\$	460	\$	800	(340)
Interest	\$	-	\$	121	(121)
Professional Development	\$	20,000	\$	10,000	10,000
Bank Service Fees	\$	95	\$	75	20
Miscellaneous Expense	\$	1,500	\$	300	1,200
Subscriptions/Publications	\$	500	\$	1,500	(1,000)
Auto Lease	\$	1,440	\$	648	792
Doubtful Accounts - General	\$	-	\$	3,000	(3,000)
Doubtful Accounts - RLF Loan Programs	\$	70,000	\$	59,525	10,475
Loan Forgiveness	\$	8,750	\$	50,000	(41,250)
FAME Fee on Loan Funds	\$	15,800	\$	16,000	(200)
In-Kind	\$	12,500	\$	20,000	(7,500)
Pass-through Expenses	\$	-	\$	325,000	\$ (325,000)
Brownfields Loans	\$	-	\$	175,000	(175,000)
FAME Loans	\$	-	\$	150,000	(150,000)
TOTAL EXPENSES		\$ 5,017,467		\$ 4,846,972	\$ 170,495

Table 3: Detailed list of all expenses projected for FY23, compared to expenses budgeted for FY22.

Changes in Expenses

Overall expenses are budgeted to increase by about \$170,000, but FY23 will see a change from FY22 with higher personnel costs and lower direct and pass-through costs.

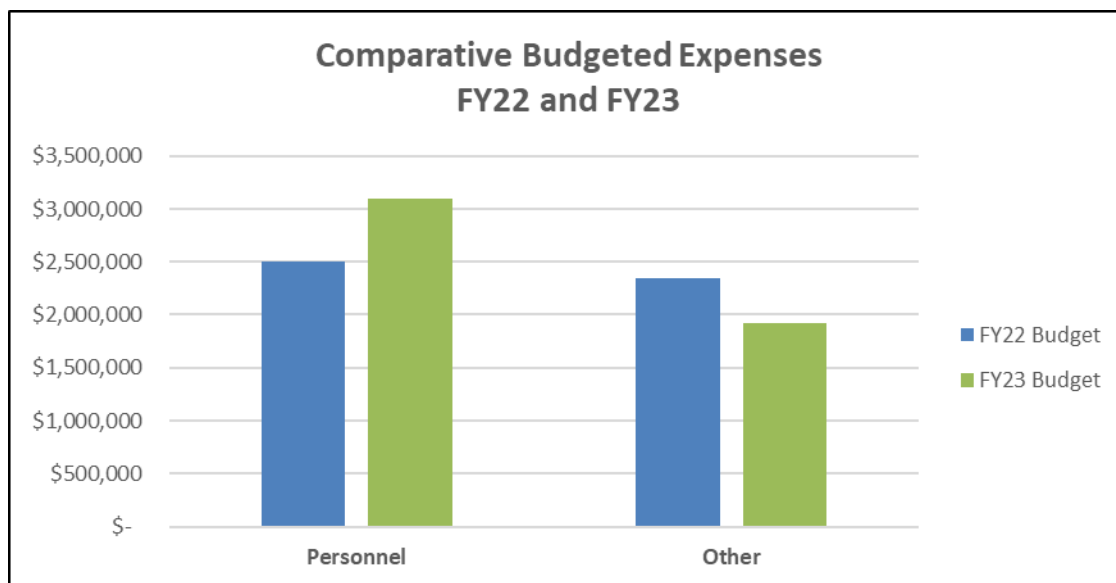


Figure 4: Comparison of personnel and other expenses between FY22 and FY23.

Personnel. Personnel costs are budgeted to increase by about \$588K compared to the FY22 budget. The primary reason for the increase is the budget anticipates adding 5 staff positions, three of which were added in FY22 (Communications Specialist and two Senior Economic Development Managers). The other new positions are Planning Director and Data Coordinator. Secondary reasons for the increase include changes in staff composition, resulting in a \$106K increase, raises and salary adjustments costing \$124K, and an increase in AmeriCorps living stipends, costing \$84K. The FY23 budget includes 32 staff and 14 AmeriCorps fellows whereas the FY22 budget included 27 staff and 14 AmeriCorps Fellows.

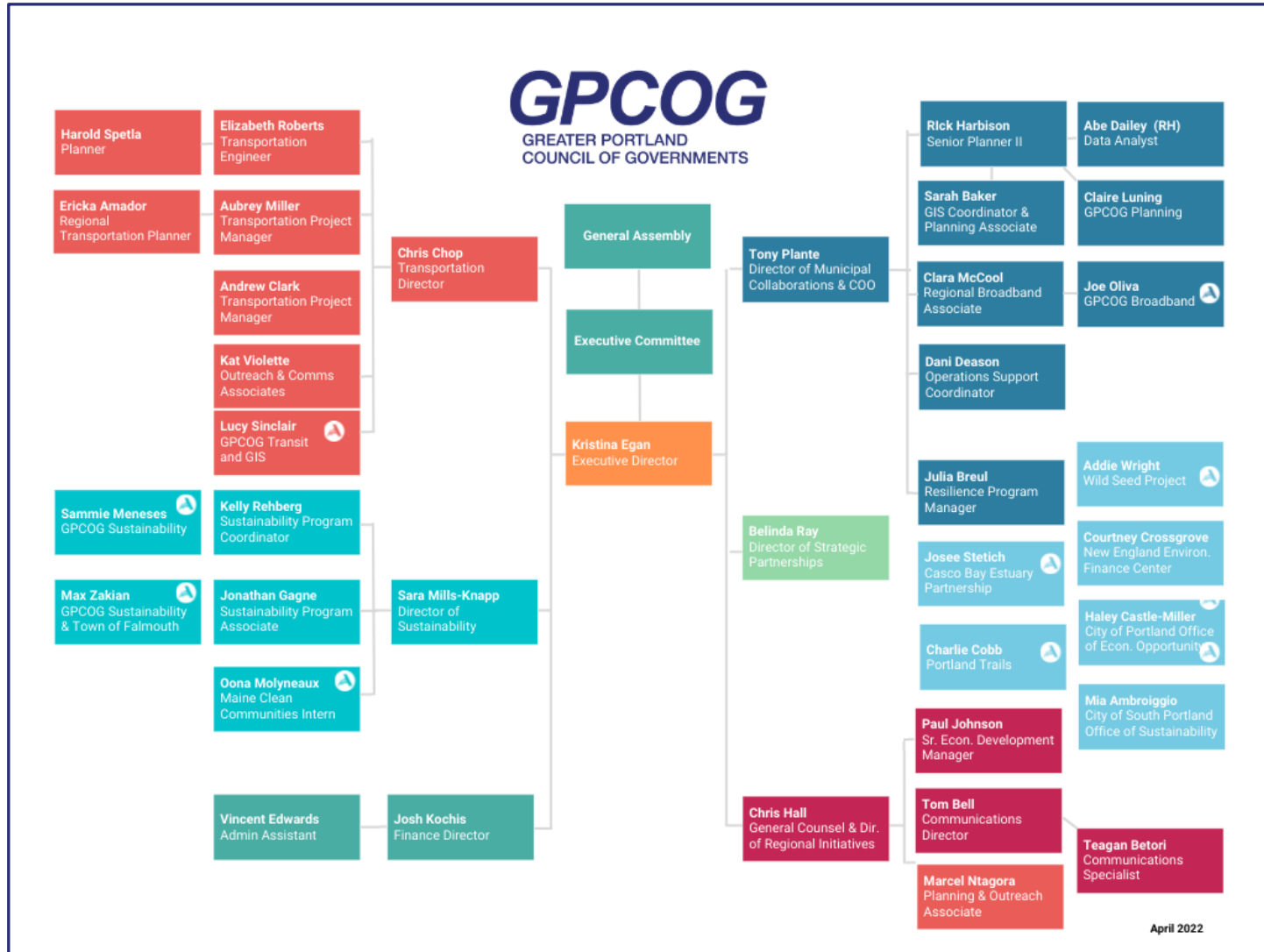


Figure 5: FY22 organizational chart as of April 2022. This does not include open positions that are currently vacant.

Office. The increase in budgeted office expenses is due entirely to an increase in equipment and furniture as we are working with a firm to redesign the office to fit the number of staff and Fellows and installing technology to allow for hybrid operations.

Consulting. Consulting services only increased by \$9K, however, there were large increases in information technology and software fees with a large decrease in other consulting.

- Other Consulting: The decrease budgeted for other consultants of approximately \$348K is due primarily to CARES Act funding for public transportation being fully expended by the end of calendar year 2022.
- Information Technology: The increase in budgeted information technology expenses of \$102K is due to a new contract signed in FY22 for a 3-year period that significantly increased to improve cybersecurity, as well as a planned migration of files to SharePoint.
- Software Fees: The increase in budgeted software fees stems from the purchase of multiple new or upgraded software to increase production, project management, communication, and other capabilities such as HubSpot, Basecamp and GEO for broadband speed testing.

Other Direct Expenses. The decrease in other direct expenses, which includes pass-through expenses, primarily is due to the decrease in advertising, loan forgiveness, and Brownfields and FAME loans. The decrease in advertising is due to a communications campaign to rebuild ridership that ended in FY22 and was funded by CARES Act funds from the Federal Transit Administration. The decrease in loan forgiveness is due to GPCOG ending the microloan program in FY22. Finally, the decrease in Brownfields and FAME loans is due to the Brownfields funding being fully loaned out in FY22 and the FAME loans will be provided with existing cash on hand.

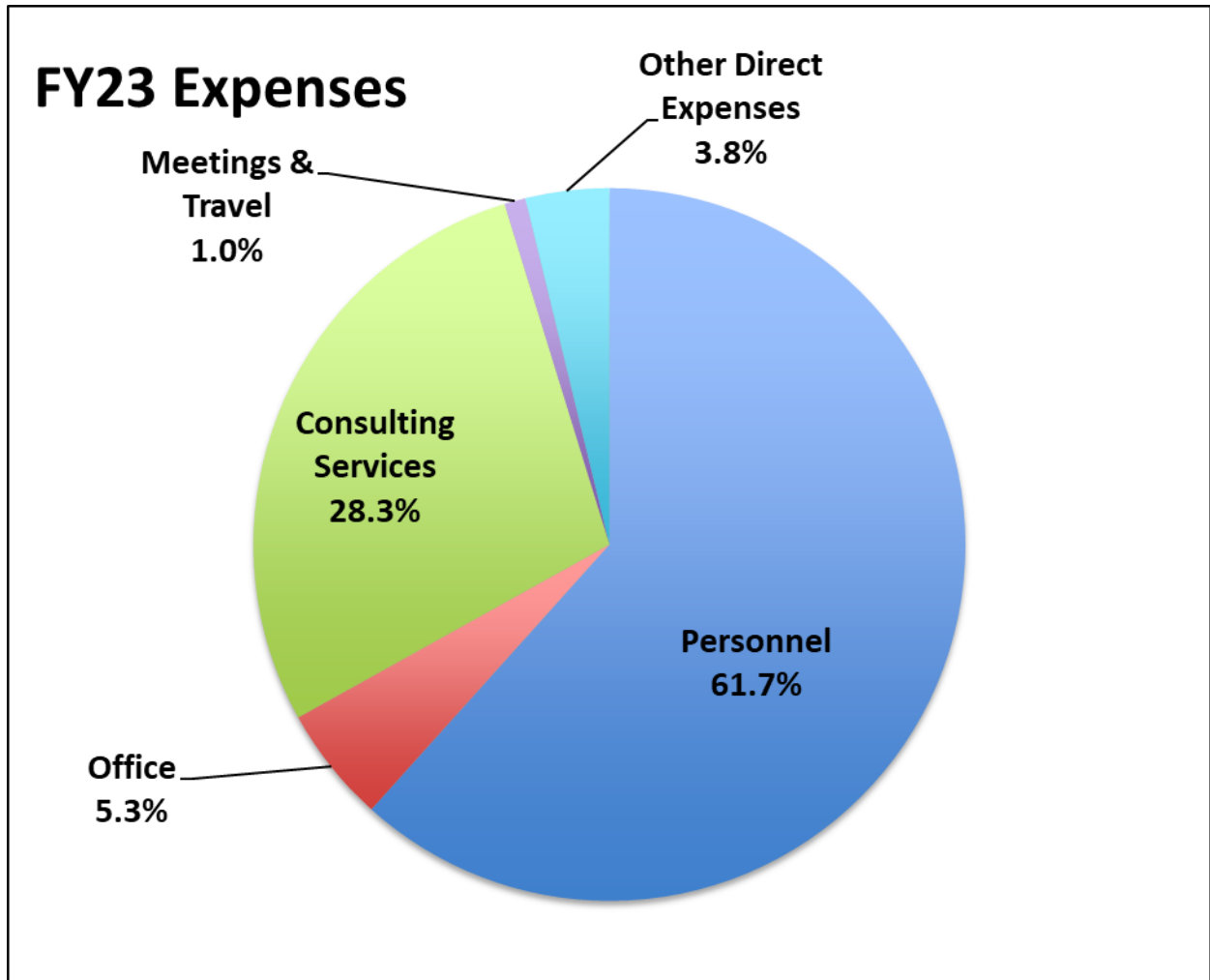


Figure 6: Pie chart showing the major categories of expenditures for FY23.

Member Dues Allocation

The formula for determining member dues is \$2.00 per capita, based on the most recent decennial census, which was just updated this past year. 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. For FY23, GPCOG is providing a member credit of 5% to reduce the burden on municipal budgets to ease recovery from the pandemic. In FY22, GPCOG provided a 10% dues credit. In FY21, GPCOG provided a 20% dues credit.

Member dues support direct services to individual cities and towns and groups of municipalities, regional services, and regional peer tables, as well as providing local match for federal grants that support community and regional priorities.

	Dues	Leveraged	Total
Member Services	\$ 145,000	\$ -	\$ 145,000
General Member Services	\$ 50,000	\$ -	\$ 50,000
Sustainability	\$ 20,000	\$ -	\$ 20,000
Housing Choices	\$ 15,000	\$ -	\$ 15,000
Advocacy	\$ 40,000	\$ -	\$ 40,000
Metro Regional Coalition	\$ 20,000	\$ -	\$ 20,000
Match for Regional Work	\$ 387,350	\$ 777,496	\$ 1,164,846
Public Transportation Grants	\$ 76,732	\$ 348,107	\$ 424,839
Economic Development Planning Grant	\$ 70,000	\$ 70,000	\$ 140,000
Economic Development - Brownfields	\$ 5,000	\$ -	\$ 5,000
Economic Development - AmeriCorps	\$ 141,662	\$ 312,000	\$ 453,662
Land Use Planning Grant	\$ 18,956	\$ 47,389	\$ 66,345
Allocated to Future Grants	\$ 75,000	Unknown	\$ 75,000
TOTAL	\$ 532,350	\$ 777,496	\$ 1,309,846

Table 4: Detailed list of how FY23 member dues will be used for member services and to match federal grants.

About 73% of the total dues income of \$532,350 will serve as local match for federal and state grants. This match portion of member dues will leverage over approximately \$777K in additional funds for the region. The remaining member dues will support GPCOG's effort to provide direct and regionalized services to our municipalities.

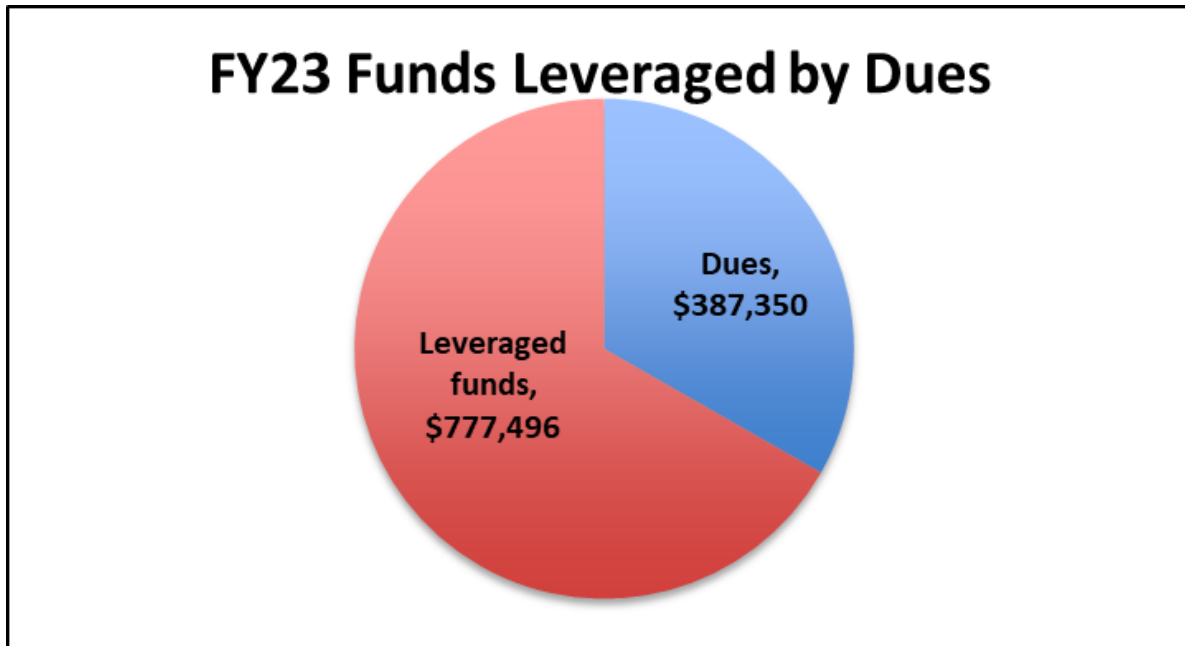


Figure 7: Pie chart showing how much dues leverage in federal funds.

Attachment C

Annual Performance Goals for Executive Director

Improve public transportation. Continue to build regional collaboration that is both supportive of individual agency needs and results in measurable progress towards a regional system and the investments necessary to build transit ridership. *One metric would be the amount of PACTS meeting time devoted to public transportation decisions decreases. Another would be to see transit ridership grow at least 5% across the transit network.*¹

Connect members to larger network. Provide opportunities for members to connect with GPCOG's network of federal and state partners and private sector and non-profit stakeholders, providing access to resources and people for all members, with particular focus on the region's smaller towns. *One metric of success will be to provide 4 opportunities per year for cities and towns to meet with members of the Congressional delegation and state agency and legislative leaders.*

Grow COG's advocacy impact. Communicate our regional needs, best practices and innovative solutions to decisionmakers to support GPCOG's advocacy for regional and state approaches to tackling the significant challenges faced by our communities. *One metric of success will be that GPCOG helps catalyze regional response to at least one major regional challenge, likely in FY23 related to the resettlement of asylum seekers in Maine.*

Elevate COG's communications. Enhance the agency's capacity to develop, analyze, and visualize data, tell stories, share the big picture and regional perspective, and compellingly communicate about the choices our region and state face for the future, *with particular focus on the FY23 – FY24 organizational priority to illustrate the impacts and benefits of smart growth.*

¹ We would need to develop baseline data for both proposed metrics. It is largely out of staff's control whether we make progress on these metrics.

Attachment D

GPCOG Executive Committee Meeting Calendar for FY23

The Executive Committee meets on Tuesdays from noon to 1:30 p.m. eight times per year. Below are the proposed meeting dates:

- September 20, 2022
- October 18, 2022
- November 15, 2022
- January 17, 2023
- February 28, 2023 (moved back a week for school February break)
- March 21, 2023
- April 25, 2023 (moved back a week for school Spring Break)
- May 16, 2023