

GPCOG Executive Committee AGENDA

March 13, 2019

12:30 p.m. – 2:30 p.m. (lunch served)

GPCOG's office – 970 Baxter Boulevard, 2nd floor, Portland

1. **Welcome – Jerre Bryant, President**
2. **Acceptance of 12/12/18 minutes (Attachment A)**
3. **Appointment to Executive Committee – 5 min.**

Staff Report:

With Mayor Linda Cohen's, Councilor Marla Stelk's, and Town Manager Tony Plante's departures from the GPCOG Executive Committee, we have three openings on the Executive Committee. The Executive Committee may fill vacancies between General Assembly meetings. Claude Morgan, Mayor of South Portland and Lee Eastman, Chair of Bridgton's Board of Selectmen, have agreed to join the Executive Committee.

Recommended action: Appoint Claude Morgan and Lee Eastman to the Executive Committee for the remainder of FY19.

4. **Executive Director's Report – 10 min. (Attachment B)**
5. **Spotlight: Including Everyone in Transportation Planning – 10 min.**

Zoe Miller will present GPCOG's work to engage seniors, people with disabilities, and people of color in the transportation decisions that affect their lives. This work began with two new grants from the Administration for Community Living of the U.S. Department of Health and Human Services and the National Aging and Disability Transportation Center, a program of the Federal Transit Administration, totaling \$55,000 in support.

6. **Appointments to Regional Voice Committee – 5 min.**

Staff Report:

The City of South Portland has nominated April Caricchio and the Town of Cape Elizabeth has nominated Jamie Garvin to the Voice Committee on 2/11.

Current and nominated Regional Voice Committee members are:

Bridgton	Glenn (Bear) Zaidman
Cape Elizabeth	Jamie Garvin
Casco	Mary Fernandes
Freeport	Doug Reighley
Gorham	Ron Shepard
Gray	Bruce Foshay
North Yarmouth	Bill Whitten
Portland	Belinda Ray, Kim Cook, Pious Ali
Scarborough	Jean-Marie Caterina
South Portland	April Caricchio
Standish	Brian Libby
Windham	Jarrold Maxfield

Other: Beth Edmonds, Chair; Dan Coyne, United Way; Ed Suslovic, University of Southern Maine

Recommended action: Appoint Jamie Garvin and April Caricchio to the Regional Voice Committee.

7. Revolving Loan Committee Officers and Revised Guidelines - 5 minutes (Attachment C)

Staff Report:

GPCOG's Revolving Loan Committee oversees the administration of our commercial loans. It approves, modifies or rejects loan applications from small businesses in the region. At the January meeting of GPCOG's Revolving Loan Committee, members unanimously voted to appoint Keith McBride, Freeport Economic Development Corporation Director as Committee Chair, and Tina Bonney, Partner in Foundation Brewing Company, as Vice Chair.

The Committee also finalized revisions to their Operating Guidelines which were significantly out of date. The revised guidelines are found in Attachment C. The Committee has not changed its operating rules, but has clarified language, cleaned up inconsistencies, and revised the guidance to reflect that the old Southern Maine Economic Development District (SMEDD) and GPCOG structure was superseded by GPCOG after SMEDD's dissolution in 2012.

Recommended action: Ratify Keith McBride and Tina Bonney as Chair and Vice Chair of the Revolving Loan Fund Committee. Adopt the revisions to the Revolving Loan Fund Operating Guidelines.

8. Schedule for Financial Bids - 5 minutes

Staff Report:

The current 5-year audit services contract ended with the completion of the FY18 audit. GPCOG will need to go out to bid for these services to ensure an equitable and open practice. Additionally, it is nearing time to bid out our investment and banking services to ensure we are being provided the best service at a reasonable rate. As these services are not interrelated, staff proposes to stagger the bids for these 3 finance-related services over the next 3 years, with bids being issued in April and selections made by the Executive Committee in May of each year:

- Audit – 2019
- Banking – 2020
- Investment – 2021

Recommended action:

Consider, modify as needed and adopt schedule for bidding finance-related services.

9. Line of Credit - 5 minutes

Staff Report:

Most of GPCOG's revenues are reimbursed. There can be significant time lags from when the expenses are incurred and paid to when GPCOG receives the cash reimbursement. Reimbursements are generally not submitted until 30 days after work is completed, with the actual reimbursement in some instances taking an additional 30 to 60 days (or more). During this time GPCOG still must meet its bi-weekly payroll, as well as rent, health insurance, and consultant payments. While we do not anticipate the need to use a line of credit often, it would be a good practice to have an open line of credit that could be utilized during times of low cash flow waiting for reimbursements. We believe having an open line of credit of up to \$100,000 would ensure our vendors and employees are consistently paid on time.

Recommended action:

Approve opening a line of credit of up to \$100,000 to be utilized only in times of need.

10. Advocacy Next Steps – 15 minutes

Staff report:

At the last Executive Committee meeting, we agreed that close coordination between cabinet members is critical to state policy supporting a comprehensive approach to building prosperity in the Greater Portland and Lakes Region. Our advocacy work will focus on the housing, jobs, transportation and environmental outcomes that our region needs, and address climate, the needs of our aging population, attracting and retaining a younger workforce, and helping cities and towns

save money. The state also needs to become more resilient, with a particular focus on preparing for stormwater flow during weather events.

Specifically, the Executive Committee directed staff to work with the Mills Administration and lawmakers to support state policies that would seek closer cabinet level coordination of policies that support growth and prosperity in our region, diversify and expand housing choices, support public transportation, mitigate and adapt to climate change, and pursue support for water quality protection.

The next step is for the Executive Committee to select a limited number of winnable policy proposals for member mobilization. Staff is gathering input from members through early March, and will bring a short list of possible policy priorities for Executive Committee adoption in March.

An additional proposed next step is for the Executive Committee to authorize staff to mobilize Metro Regional Coalition members (Cape, Scarborough, Portland, South Portland, Gorham, Westbrook, and Falmouth) to advocate for Coalition priorities. The Coalition's FY19 work plan focuses on expanding housing choices, addressing homelessness and opioid misuse, and increasing state funding to municipalities to deal with marijuana legalization.

Recommended action: Discuss and select policy proposals to advance. Authorize staff to work with the Metro Regional Coalition to support the Coalition's advocacy priorities.

11. Electric Grid – 10 minutes (Attachment D)

Staff Report:

The Maine Public Utilities Commission is evaluating a proposal by Central Maine Power (CMP) to make transmission and distribution (T&D) upgrades to meet forecasted electricity load growth in the Greater Portland area (the "Portland Loop," which includes Portland, South Portland, Cape Elizabeth, Cumberland, Falmouth, Gorham, Westbrook, Yarmouth, North Yarmouth, Freeport, and Gray). The proposal includes evaluation of Non-Transmission Alternatives (NTAs), such as energy efficiency improvements and renewable energy sources. The Portland Loop project has been estimated to cost over \$200 million to be paid, in part, by Maine electric ratepayers. See Attachment D for more information.

GPCOG staff has been getting up to speed on the proposed project, its implications for the region, and how best to support affected member cities and towns, including possibly convening a focused educational panel early this spring/summer.

At least one local consultant, Grid Solar, has been active with Portland and South Portland in developing a model to estimate future electricity needs.

Recommended action: Provide direction to staff on whether this is an issue in which GPCOG should engage.

12. Executive Director's Review, Contract, and Professional Development – 20 minutes

Staff Report:

Leadership training: Nat Tupper has proposed nominating and sponsoring GPCOG's Executive Director to enroll in the next class of Institute for Civic Leadership, now a program under the umbrella of the Maine Development Foundation.

Professional development plan: Nat also proposes that Kristina bring a professional development plan for herself and potentially other key staff people. This is timely because GPCOG's FY19 workplan proposes an agency-wide professional development plan, which is currently under development.

Executive Director's performance appraisal: Nat proposed the Executive Committee conduct a performance review. The format could be an informal conversation, a more formal, written evaluation, or a full 360 review, involving staff, GPCOG and PACTS members, and other stakeholders. The group will discuss a schedule, and whether to conduct the appraisal before or after the end of the fiscal year or before or after Kristina's contract expires this coming July.

Executive Director's contract: Kristina's 3-year contract with GPCOG ends this coming July, and the Executive Committee will need to decide whether to renew, and if renewing, under what terms.

Recommended actions:

- 1) Consider whether to nominate and sponsor Kristina to enroll in the Institute for Civic Leadership class, and if sponsoring, direct staff to pursue a scholarship.
- 2) Direct staff to bring a professional development plan to an upcoming Executive Committee meeting for review and acceptance.
- 3) Determine the format, intensity, and schedule for Kristina's annual review.
- 4) If the Executive Committee determines it wants to renew its contract with Kristina, direct the officers (Jerre, Belinda, and Nat) to work with Kristina on developing a new contract.

13. Audit - 30 min. (Attachments provided as separate documents)

Staff Report:

GPCOG's FY18 audit was completed by Runyon, Kersteen, Ouellette. Don Gaudet will provide an oral report on the annual audit and the indirect rate audit. Executive Committee members will have time without staff in the room to discuss the audit with RKO. Attachments for this agenda item include a powerpoint file that summarizes the audit findings, as well as the annual audit, composed of financial statements (FS), management letter (ML), board communication letter (SAS), and uniform guidance compliance report (UG). The audit of our indirect rate (ICR) is a separate attachment.

Recommended Action: Accept the FY18 audit report and FY18 indirect audit report.

Upcoming Meetings

- April 10: Select FY20 Agency Priorities
Review Draft FY20 Budget

- May 8: Recommend Final FY20 Budget to General Assembly
Recommend FY20 Executive Committee slate and officers to General Assembly
Next steps of forming GPCOG-PACTS merger committee

- May 29: General Assembly and Annual Summit – final adoption of budget and slate

Attachment A

Executive Committee MINUTES

December 12, 2018

In Attendance:

Name	Affiliation
Belinda Ray	Portland
Nat Tupper	Yarmouth
Claude Morgan	South Portland
Sandra Carder	Gray
For GPCOG:	Kristina Egan Chris Hall Rick Harbison (for portion)

Welcome

Belinda Ray called the meeting to order at 12:15 pm. Because the meeting did not have a quorum, items 3 (acceptance of 11/14/18 minutes) and 4 (appointment to Executive Committee) were postponed to the next meeting.

Executive Director’s Report

Kristina Egan highlighted that GPCOG will be holding subregional meetings in the first quarter of the new year to develop transportation project priorities and begin engaging members in regional voice advocacy.

Spotlight: A Story of a Neighborhood

Rick Harbison, GPCOG’s Senior Planner, presented on the planning and implementation success in South Portland’s West End. Last year, GPCOG worked with the City to develop [a master plan](#) for the West End. The City then applied for a Community Development Block Grant to do a feasibility analysis of the plan’s recommendations to enhance recreation opportunities. The analysis was built on extensive civic engagement. Rick provided hard copies of this assessment.

Several community groups are now seeking private funding for the implementation of several of the recreation recommendations. GPCOG has also funded brownfields assessment for Avesta affordable housing. Claude noted that the West End has some of the lowest home ownership levels. Nat suggested that the document would benefit from some context-setting that would help all residents of South Portland feel ownership of the plan.

Cable Franchise Fee

The group discussed the Federal Communications Commission's rulemaking proposal, which would reduce municipal revenues from cable franchise agreements, and diminish local public access broadcasting. Maine Municipal Association, and other municipal interests around the nation, are weighing in on the rulemaking. The question the Executive Committee considered is what we should be doing regionally.

In addition to a substantial erosion of current revenue, Nat said that Yarmouth needs to better understand what the future holds, and how to best position his community in the coming years to negotiate the best possible deal with Spectrum. Claude added that it's important to understand the type of equipment that will be needed in the future, and how cable infrastructure might complement or replace fiber and broadband. Sandy noted that Gray's contract is also up for renewal. Belinda shared that Portland is concerned about the rule and has been in contact with the federal delegation. Nat noted that the state has issued a new model agreement between municipalities and cable companies.

Claude said that Tony Vigue is an expert in this area and suggested he may be willing to speak to our region's cities and towns. Pat Scully and Mary Costigan are other potential speakers. The group agreed that GPCOG should host a table-setting event to educate our members on the issue and the options.

Policy Priorities

Chris distributed the hot-off-the-press *Roadmap to Prosperity*, which articulates the policy framework developed by the Regional Voice Committee and the Executive Committee.

The group discussed the three proposed priorities in the agenda. The group agreed there needs to be interdepartmental coordination, either through a revitalized State Planning Office, the proposed Growth Council, or through subcabinets. It is too big an "ask" for the Mills Administration to restructure the cabinet. Coordination between cabinet members should focus on the housing, jobs, transportation and environmental outcomes the state (and our region) needs. These outcomes include addressing climate, supporting our aging population, attracting and retaining a younger workforce, and helping cities and towns save money. The state needs to become more resilient, with a particular focus on preparing for stormwater flow during weather events.

Nat noted that the priorities in the agenda don't exactly map onto the policy paper, and that the priorities might be seen as the principal strategies for achieving the policy framework in *The Roadmap to Prosperity*. The group generally agreed to the priorities, with the caveat that we will not be asking for a new Cabinet structure, but rather for Cabinet members to closely coordinate with one another through some mechanism.

First Vice President, Belinda Ray, adjourned the meeting at 2 p.m.

Attachment B

Executive Director's Report

Strategic Priority – Serve our Members

- **Member Value.** Communicating value to our members continues to be a high priority. As we did last year, we sent letters to each community's governing body and chief administrator detailing the work GPCOG has done for them individually and in the region over the last year. A new feature of that letter is a grid that illustrates the breadth and depth of GPCOG's impact, aligned with our strategic plan and priorities. A copy of the grid is attached. Tony and I have been meeting with board leadership and managers to make sure each member is getting the value they expect and identify ways to better support them in their work.
- **Training for Chairs and Vice Chairs.** Fifteen people from 12 member communities participated in a training developed by Craig Freshley and staff to share best meeting management and leadership practices, learn techniques for coping with challenging situations, and develop enthusiasm for self-improvement and self-confidence. The group suggested convening regular meetings of elected officials, as well as many other next steps. Staff's take-away is that there is a demand for this kind of training and peer exchange amongst our elected leaders.
- **Meetings with Newly Elected Officials.** After every June and November election, I reach out to each newly or re-elected official to arrange a meeting to better understand that official's priorities and introduce them to GPCOG. In December and January, I met with 10 new Councilors.
- **Regional Member Services:**
 - **MS4 Stormwater Permitting.** GPCOG was asked by several member communities to facilitate agreement amongst the 14 Interlocal Stormwater Working Group municipalities on how to proceed after staffing changes at the Cumberland County Soil and Water Conservation District. The municipalities have a shared plan and GPCOG hired a contractor to deliver discrete services to the affected communities. The latest draft of the general permit has been issued, and the Permit Renewal Committee is continuing its work with its consultant team and GPCOG support.
 - **Browntail Moth Infestation.** With the County, GPCOG has been supporting a dialog amongst the municipalities north of Portland to determine what cities and towns can do to reduce this threat to public health. We've concluded that aside from public education, the best approach is to catalyze investment in scientific research to develop a technology to mitigate the problem. State elected officials are beginning to organize around this approach.
 - **Cable Franchise Fees.** In January, Tony worked with Jim Gailey to bring Tony Vigue to the Cumberland County Managers meeting to discuss the Federal Communications Commission's rulemaking proposal, which would reduce municipal revenues from cable franchise agreements, and diminish local public access broadcasting. Last week, Tony convened a group of interested municipalities for an initial meeting to review the current

status of franchise agreements and map out a potential joint process for communities to engage professional services to provide assistance in negotiating franchise renewals.

- **LED Streetlights.** In February, Tony convened a group of municipalities to review regulatory changes that made municipal ownership of streetlights possible, the steps involved in the conversion process, some things to consider, and mapping out a joint process for communities interested in pursuing that approach. The group is working on a combined RFP and timeline for moving through the process.

Strategic Priority – Lead the Region Toward Sustainable Prosperity

- **Regional Issues in the News.** Since late December, our work and issues have been covered by the media. Zoe Miller discussed [rural transportation](#) solutions as a guest on Maine Public’s Maine Calling. Kristina spoke to similar issues in *MaineBiz*’s story [Bangor Looks into Improving its Community Connector Bus System](#). Zoe also spoke to community approaches to addressing opioid misuse in the Maine Public story, [Southern Maine Communities Launch Joint Effort to Combat Opioid Crisis](#).

Chris Hall had an op ed, [Municipalities Should Work Together for a Prosperous Future](#), on our regional voice work in the *Portland Press Herald*, Also in the *PPH*, Kristina spoke about the [importance to the regional economy of cold storage](#) on the waterfront.

[John Duncan’s retirement](#) was covered in the *Forecaster*, and [Tony Plante’s and Tom Bell’s hiring](#) were covered in the *PPH*. Our Welcome Reception for elected officials even made the *Portland Press Herald*’s “Society Notebook”! And, just for fun, Kristina was an “avid cook” featured in the *PPH* story, [New Year, New Resolutions from Food Lovers](#).

- **Regional Voice.** GPCOG released [Roadmap to Prosperity](#), the policy issues piece the Executive Committee reviewed earlier in the fall. This was sent to all legislators and the Mills Administration.
- **Regional Economic Strategy.** Our Comprehensive Economic Development Strategy is now designed and printed. Hard copies will be handed out at the meeting.
- **Southern Maine Mobility Guide.** We completed [a guide to all transportation services](#) for seniors and others in Cumberland County. Hard copies will be handed out at the meeting.
- **Priority Transportation Projects.** PACTS is half-way through a 7-month process to develop a short-list of regional transportation projects around which the region can seek funding. This selection will be informed by subregional meetings with the four PACTS subregions. We are also holding meetings with Lakes Region and other municipalities that are not part of PACTS. The schedule of meetings is:

1/31: Freeport, Yarmouth, North Yarmouth, Cumberland, Falmouth.
2/6: Portland, South Portland, Cape Elizabeth
2/13: Gorham, Windham, Raymond, Standish, Westbrook
2/21: Scarborough, Saco, Old Orchard Beach, Biddeford, Arundel
3/6: Sebago, Bridgton, Harrison, Naples, Casco
3/7: Gray, New Gloucester, Durham, Pownal

- **Implementing the Short Range Public Transportation Plan.** To improve the utility, attractiveness, and awareness of public transit in Southern Maine, we will focus in 2019 on implementing the top two priority recommendations—(1) improve connections between routes and schedules, (2) increase awareness of options with a dedicated website and improved apps—from the regional transit development plan, *Moving Southern Maine Forward*. Active participation by all seven of the region’s transit agencies will be key to successful implementation.
- **Transit Tomorrow.** We have launched a major new project – the development of a 30-year plan for public transportation in the region. This work will use land use scenario planning. The 26-member Project Advisory Committee is a mix of municipal appointed and elected officials, transit agencies, and other stakeholders. We will have a kick-off event with Transportation Commissioner Bruce Van Note on 3/7 at 12:30 p.m. at the ferry terminal.
- **Metro Regional Coalition.**
 - Marijuana legalization. In November, the Coalition agreed to follow Portland’s lead in gathering impact and cost data related to marijuana legalization and develop a multi-municipal estimate on the revenues municipalities need for enforcement, public safety and prevention.
 - Regional fire training facility. In November, the Metro Chiefs proposed a new regional fire training facility, and the Coalition concluded that rather than pursuing County funds, the Chiefs will put together a detailed request for individual municipalities to consider.
 - Housing choices. Members provided baseline information on housing policies and ordinances for increasing the supply of housing and improving the affordability of the housing stock, and shared what policies and incentives are working (and not working) in January. At the February meeting, the Coalition hosted the Director of MaineHousing. In March, staff will be providing baseline housing information, and the April meeting will host a “fishbowl” discussion with developers. Staff will be developing a “best practices” memo for municipalities, which has the potential to be distributed to all GPCOG communities.
- **Save the Date for the Annual Summit!** The GPCOG/PACTS Annual Summit will be held Wednesday, May 29th at St. Joseph’s College in Standish. This year being the 50th anniversary of GPCOG’s founding, the theme of the Summit will be “Looking Back, Looking Forward” (provisional title), featuring how the region has changed since 1969, what was anticipated and what wasn’t, as a way of putting the program in context. The program will feature both a plenary session panel discussion and focused breakout sessions on four major topics – housing, aging, transportation, and climate – as well as a few awards and an anniversary reception.

Strategic Priority – Operate with Excellence

- **Annual Operating Savings.** Josh has been hard at work looking to squeeze savings out of GPCOG’s operations. He’s eliminated \$68,000 in annual costs. Below are the details:

TANGIBLES - Annual Savings (not just one-time savings, occur each year)						
27,333.26	Health Insurance					
3,500.83	Life/Disability					
6,085.79	RAN Interest Savings					
6,880.36	Increase in Bank Interest Income (I believe this will keep increasing every year)					
767.34	Reduction in late fees (These are just the late fees that can be identified)					
882.25	Canceled supplements and user reduction - GMS and RLSS					
2,156.00	Credit card income (cash back) and cancelled recurring charges					
6,747.52	Reduction in cleaning fees					
9,890.07	Copiers and printers					
4,002.00	Phone system					
68,245.42						

- FY19 Grants and Contracts.** Below is a table listing revenues received and grants/ contracts pending. We've raised over \$1 million in new revenues that weren't anticipated in the FY19 budget. Subtracting the \$800,000 in new brownfields funding, we have raised \$265,000, which is five times more than what we anticipated raising.

FY19 Grants and Contracts Development

July 2018 through February 2019

Approved	Amount	FY19
Bingham Foundation (Addressing the opioid problem through reducing community stigma.)	\$ 15,088	✓
Cutler Institute, University of Southern Maine (MEIF Municipal Data Consortium planning process, organize meetings and provide logistical and communications support.)	\$ 4,000	✓
Maine Turnpike Authority (Drone use - Providing 3-5 minute aerial video showing peak am/pm traffic conditions on Route 22 and 114 in Gorham/Scarborough for use at a forum)	\$ 3,207	✓
Town of Scarborough (V.W. T.A. - Provide Town with technical assistance regarding vehicle replacement under the VW Settlement funding opportunity through Maine DOT and Maine DEP)	\$ 3,500	✓
City of South Portland (V.W. T.A. - Provide Town with technical assistance regarding vehicle replacement under the VW Settlement funding opportunity through Maine DOT and Maine DEP)	\$ 5,000	✓
Town of Gray (Mapping Project - Creating the first and final versions of the development constraints map using the ArcGIS Online platform for the Town of Gray)	\$ 5,000	✓
Department of Agriculture, Conservation and Forestry "DACF FY19" (Provide technical assistance to municipal officials and communities to help guide them through the development and implementation of comprehensive plans, implementation of State law, capital improvement planning, etc.)	\$ 30,016	✓
Economic Development Administration "EDA FY19" (Annual grant for various economic development initiatives)	\$ 70,000	✓
Maine Health Access Foundation (Addressing the opioid problem through reducing community stigma.)	\$ 5,000	✓
Brownfields Assessment FY19-FY22 (Provides hazardous and petroleum site assessments, outreach and cleanup for areas designated as brownfields)	\$ 300,000	✓
Brownfields Revolving Loan Fund and Cleanup (This grant funds cleanup activities in our Brownfields program.)	\$ 500,000	✓
Transit Planning 4 All (Engaging people with disabilities and older adults in the transportation decision-making process.)	\$ 35,000	✓
Getting Ready to Innovate (Planning an innovative mobility project for people with disabilities and older adults.)	\$ 20,000	✓
National Aging and Disability Transportation Center (Implementation funding for an innovative mobility project for people with disabilities and older adults.)	\$ 70,000	✓
Submitted	Amount	
National Endowment of the Arts Our Town Program (To support a creative placemaking initiative to design artistic bus shelters celebrating the City of Portland, Maine's racially diverse communities.)	\$ 25,000	✓
Federal Transit Administration - Access and Mobility Partnership Grants (To support capacity building for mobility management activities at the state and regional level, which includes coordinating among transportation stakeholders and supporting better access among older adults, people with disabilities and other people with barriers.)	\$ 240,000	✓
US Dept. of Energy Clean Cities Program (Annual grant to support GPCOG's Maine Clean Communities alternative transportation fuel and vehicle promotion and technical assistance. Increased from \$45,000 in 2018 to \$82,500 in 2019 with agreement by staff to take on additional related work.)	\$ 82,500	✓
Community Transportation Association of America (Implementation funding for the Inclusive Transportation Planning project recommendations including creation of a Inclusive Engagement Toolkit.)	\$ 75,000	✓

Financial Report: Budget vs. Actual

In this agenda, staff is including financial information for your information. The below tables show our actual revenues received and our actual expenses. Since we are paid on a reimbursement basis, these snapshots will show that our revenues are less than our expenditures. Also, note that we will have better historic data to inform the development of our FY20 budget than we did for our FY19 budget.

Executive Committee Budget to Actual (REVENUES) As of December 31, 2018					
Description	FY19 Budget	FY19 Actual 12/31/18	Difference	% Recognized	
Federal Funding					
U.S. Department of Transportation	1,116,904	439,023	677,881	39%	Due to task 4 of UPWP projects not being started until year 2
U.S. Economic Development Administration	70,000	35,000	35,000	50%	
U.S. Environmental Protection Agency	235,000	68,680	166,320	29%	Thompson's Point loan is not being drawn down, and we have not yet given out the \$200k approved for Portland Housing Authority; budget is also low as new funding for RLF was not included in original budget
U.S. Department of Agriculture	288,889	24,338	264,551	8%	Due to shutdown of LFPP until reconfigured, also have not invoiced USDA for September - December yet, which is pending resolution of a consultant invoice
U.S. Department of Energy	22,500	22,500	-	100%	
U.S. Department of Health and Human Services	-	24,892			New grant, not budgeted
State & Local Funding					
Maine Dept of Agriculture, Cons. & Forestry	25,080	19,024	6,056	76%	A lot of the work was completed in 2nd quarter
Maine Department of Transportation	164,038	65,033	99,005	40%	Due to task 4 of UPWP projects not being started until year 2
Municipal & Local Match	140,713	66,261	74,452	47%	
Municipal & Other Contracts	71,166	79,814	(8,648)	112%	Contracts not budgeted were acquired and completed during the year
Member Services					
Member Dues	410,000	170,395	239,605	42%	Tony was hired in November so Member dues will increase the 2nd half of FY19
Joint Purchasing Fees	31,000	6,378	24,622	21%	Invoices have not been sent out for fall and winter bids yet
In-Kind Match	30,000	-	30,000	0%	
Other Revenues					
Loan Fund Interest	63,000	39,589	23,411	63%	Due to the payoff of Casco Bay Ice loan that resulted in \$13k +/- interest
Loan Fees	9,400	2,852	6,548	30%	Budget based on prior year, have not closed as many loans this year; closing 2 in February
Bank Interest	1,950	8,416	(6,466)	432%	Due to gaining control of cash flow resulting in higher bank balances that generate interest
Corporate Contributions	10,000	9,032	968	90%	Corporate contributions revenue has come from the Energy Expo and electeds event.
Rental Income	5,000	-	5,000	0%	We have not rented the office so far, but will be renting an office for \$600/month starting soon
Projected New Revenues	50,000	-	50,000	0%	We have received new revenues, but these amounts are included in line items above, such as DHHS Funding that is shown under Federal Revenues.
Total Revenues	\$ 2,744,640	\$ 1,081,228	\$ 1,688,305	39%	
**Miscellaneous revenue budget includes corporate contributions, rental income and projected new revenues					

Greater Portland Council of Governments Executive Committee Budget to Actual (EXPENSES) As of December 31, 2018				
Description	FY19 Budget	FY19 Actual 12/31/18	Difference	% Spent
Personnel				
Salaries	1,197,968	574,008	623,960	48%
Fringe Benefits	278,292	125,378	152,914	45%
Office				
Postage	1,000	623	377	62%
Utilities	10,224	4,578	5,646	45%
Office Supplies	16,715	14,019	2,696	84%
Printing & Copying	8,722	4,654	4,068	53%
Rent	131,928	66,948	64,980	51%
Cleaning	2,860	1,196	1,664	42%
Telecommunications	8,443	2,494	5,949	30%
Depreciation	13,500	-	13,500	0%
Payroll Processing Fee	2,600	1,205	1,395	46%
Copier Lease	3,051	3,900	(849)	128%
Consulting Services				
Legal	5,235	3,394	1,841	65%
Audit/CPA	20,500	17,085	3,415	83%
Loan Underwriting	9,000	4,395	4,605	49%
Information Technology	16,200	8,073	8,127	50%
Software Fees	17,401	5,451	11,950	31%
Website	10,139	-	10,139	0%
Graphic Design	410	-	410	0%
Engineering Consulting	513,488	175,901	337,587	34%
Other Consultant	281,611	77,445	204,166	28%
Meetings & Travel				
In Region Travel	12,216	4,113	8,103	34%
Conferences and Travel	6,122	8,792	(2,670)	144%
Meeting & Events Costs	10,767	10,841	(74)	101%
Other Direct & Indirect				
Memberships & Dues	6,908	1,429	5,479	21%
Insurance	11,431	3,548	7,882	31%
Advertising	1,000	2,385	(1,385)	239%
Interest	8,250	2,951	5,299	36%
Professional Development	3,500	55	3,445	2%
Bank Service Fees	235	32	203	14%
Miscellaneous Expense	500	465	35	93%
Auto Lease	11,925	3,139	8,786	26%
Doubtful Accounts	3,500	-	3,500	0%
Doubtful FAME RLF Loans	25,000	-	25,000	0%
FAME Fee on Loan Funds	14,000	15,054	(1,054)	108%
In-Kind Labor from Partners	30,000	-	30,000	0%
Repayment of RAN	50,000	-	50,000	0%
Total Expenses	\$ 2,744,640	\$ 1,143,553	\$ 1,601,087	42%

Multiple new computers purchased. (In FY20 we will have an equipment expense line to charge to)

This will be recorded at year-end

This will be overspent this year, but overall with new copier lease saving a lot of money

Overage due to ongoing issues with LFPP Grant
Audit complete, but a portion of work completed in FY18

Will overspend as we purchased My Sidewalk for \$16,500, but didn't budget for it in this line item.

Low expense due to not a lot of work being done on Task 4 in UPWP Planning Funds. Projects slated for year 2
Most of this budget was LFPP; the project has been slowed in recent months to rescope, thus expenses are lower

Overage due to 2-3 grants that we received that were not budgeted for originally. Most of the costs fully reimbursed.
Overage mostly due to Annual Energy Expo that was not originally budgeted. Most of those costs were paid through sponsors.

Budget was conservative, we had to advertise for jobs, as well as Coop Purchasing
As we are now paying bills on time this will decrease. In final stages of our last computer lease and that will be paid off in May.

Budget too conservative
Budget includes insurance, but actual insurance charged to insurance expense above
Most bad debt written off as of June 30, 2018, but most likely will have more in late FY 2019
Most likely we will have a lot of write-offs after loan officer finishes his outreach to businesses in default
As we draw down more FAME funds, the amount they charge goes up since we pay a 0.75% fee on funds drawn down

This was just a holding spot, such as use of fund balance. There will be no expenses charged to it.

Attachment C

GPCOG Revolving Loan Fund Committee Guidelines

FINAL DRAFT 1-15-19

Purpose: The Greater Portland Council of Government (GPCOG) Revolving Loan Fund Committee ('RLFC') was established for the purpose of overseeing the administration of the commercial loan programs of GPCOG.

These programs include the Regional Economic Development Loan Program (REDLP) funded by the Finance Authority of Maine, the Revolving Loan Fund Program funded by the Department of Commerce, Economic Development Administration, and the Brownfields Revolving Loan and Grants program, funded by the US Environmental Protection Agency.

Authority: The RLFC has the authority to approve or reject loan applications, make major loan modifications, and oversee loan foreclosure actions. The RLFC is also responsible for making recommendations to the RLF Loan policy within the guidelines established by the respective funding agencies.

Loan application procedures: GPCOG staff will provide a loan application summary and make written recommendations to the RLFC a reasonable time prior to each RCLF meeting. Staff will invite a representative of each applicant to make a brief presentation and answer questions from RCLF members at the RCLF meeting where the loan application will be reviewed.

Approval of loan applications requires a majority vote of all RCLF members present and eligible to vote. In the event of the absence of a committee member, a vote by telephone or e-mail prior to the RCLF meeting, is allowed on any matter other than a loan approval.

Small financing requests: Small financing requests (in the amount of \$25,000 or less) may be approved by the GPCOG RLFC staff, with the agreement of the RLFC Chair, and without RLFC approval, but only after RLFC members receive written notice and are given a reasonable chance to comment. The RLFC Chair will determine that these small financing requests represent minimal risk.

RCLF Structure: The GPCOG Executive Committee will make all appointments to the RLFC. The RLFC consists of twelve members. Every effort will be made to ensure that representation on the RLFC includes individuals from each of the following sectors:

- Government,
- Private lending institutions,
- The accounting profession,
- Business owners and

- Organizations that provide business services in Cumberland County.

At all times **every effort will be made on ensure that** the RLFC will include at least three private sector lenders, at least two individuals who work in the public sector, and at least three small business representatives.

The GPCOG Finance Director will serve on the RLFC in an ex-officio capacity.

RCLF Meetings: Meetings of the RLFC will be held on an as-needed basis, scheduled by GPCOG staff after consultation with RLFC members and the Chair.

Quorum and Attendance: For voting purposes, a quorum consists of at least six members. Any committee member who misses at least three consecutive meetings will be asked to resign from the Committee unless extenuating circumstances exist.

Terms of Membership and Vacancies: Terms for RLFC members are three years, except that after adoption of this policy, the initial term for six RLFC members will be for a period of two years and the remainder for a period of three years.

Upon expiration of their terms, RLFC members will be asked if they wish to serve another term of three years. Members will be limited to three consecutive terms, however, additional terms may be granted by a two-thirds vote of the RLFC.

When vacancies occur on the RLFC either as a result of resignation or the expiration of a member's term, the staff at GPCOG, in consultation with RLFC members, will make recommendations for new RLFC members to the GPCOG Executive Committee. The Executive Committee will also vote to approve any member seeking an additional term, or an extension of RLFC membership beyond their term limit.

Officers: The RLFC will have a Chair and a Vice-Chair who will be chosen on an annual basis by the members of the RLFC at the first meeting during each calendar year. The Chair will call all meetings to order and perform all other appropriate functions, including oversight of small financing requests. The Vice-Chair will serve as Chair in the Chair's absence. Both officers are limited to serving three consecutive one-year terms as an officer.

Committee Staff: GPCOG staff will provide professional support to the RLFC including loan underwriting and loan servicing functions as needed by the RLFC and by the programs' funding sources and borrowers. GPCOG staff is responsible for making loan recommendations to the RLFC, but the RLFC is responsible for the approval or denial all loan applications, within the restrictions of each loan program's requirements, except as provided for small financing requests.

Reports: Staff will provide reports to the RLFC as requested by the Chair, including an annual report summarizing the loan programs of the organization, updating the status of each loan and summarizing the amount of funds available for lending. This report will be provided to the RLFC and the GPCOG Executive Committee within ninety days of the end of the calendar

year. GPCOG staff will report to the GPCOG Executive Committee as needed on behalf of the RLFC.

Confidentiality: To the extent permitted under law, all information that is financial or proprietary in nature and is provided to RLFC members must be held in strictest confidence by GPCOG staff and RLFC members. Because of the public nature of GPCOG's loan funds, RLFC decisions may be made public as a means of communicating and publicizing the positive impact of the loan funds which the RLFC oversees.

Conflict of Interest: Any conflict of interest will disqualify an RLFC member from voting on the specific loan application where the conflict of interest exists. In order to identify conflicts of interest, GPCOG staff will ensure that all loan packages clearly and conspicuously identify the proposed borrower(s) and all financial institutions which may be involved.

Each RLFC member is responsible for disclosing all conflicts of interest that may exist with respect to a proposed loan transaction before the RLFC discusses a loan proposal. Examples of conflicts of interest include but are not limited to:

- (i) A RLFC member is employed by a lending institution that is or may be a participant in the financing package for a business,
- (ii) A RLFC member has or has had a business or personal relationship with the loan applicant that could prejudice the member's ability to make an objective decision, or
- (iii) A RLFC member has an ownership or other pecuniary interest in a business that is seeking financing.

When a conflict of interest is identified, the RLFC member with the conflict may participate in RLFC deliberations on the subject loan proposal, but must exercise balanced judgement and refrain from attempting to unduly influence other RLFC members.

Non-conflicted RLFC members have final authority to determine whether a conflict of interest exists.

If any GPCOG staff member involved in a proposed loan has a conflict of interest, that staff member should inform the RLFC Chair of the conflict prior to doing work on the application, and the staff member's involvement with the loan application will be limited as determined by the RLFC Chair.

Adoption of RLFC Guidelines: Authority to approve these guidelines rests solely within the Executive Committee of the Greater Portland Council of Governments.

Attachment D

Brief on CMP's Proposed Grid Infrastructure Investment

Overview of Issue:

“When CMP proposed the large Maine Power Reliability Program (MPRP) energy transmission project in the mid-2000s, it performed a complicated analysis of the transmission and distribution (T&D) upgrades required to meet forecasted electricity load growth. During that process, it was determined that two sections of the proposed project presented less-pressing needs; the Mid-Coast (including the Boothbay peninsula and Camden/Rockland area), and the greater Portland area (the “Portland Loop”).

As part of the settlement, parties agreed to Non-Transmission Alternative (NTA) pilot projects in each of those areas. These pilots would test the viability of Distributed Energy Resources (DERs) (such as energy efficiency improvements, renewable energy projects and generators) in lieu of T&D upgrades. This past winter, CMP filed new analysis detailing the updated size, location, and timing of reliability needs in the Portland Loop, along with its proposed solutions. With respect to the Portland Loop, this process for determining the need for T&D system upgrades is now underway at the PUC and will include an analysis of the potential role for NTA resources.”

(Source: Efficiency Maine Trust Board Meeting Minutes 4/25/18)

The communities in the “Portland Loop” service area include Portland, South Portland, Cape Elizabeth, Cumberland, Falmouth, Gorham, Westbrook, Yarmouth, North Yarmouth, Freeport, and Gray.

These proposed T&D upgrades in Greater Portland have been estimated to cost over \$200 million and would be paid for, in part, by CMP's electricity ratepayers through their electric bills. Maine ratepayers would be responsible for about 8% of the cost of whichever infrastructure upgrades qualify as Pool Transmission Facilities, depending to some degree on the outcome of an ongoing ISO New England reliability study. Also note that these proposed T&D upgrades are separate from Avangrid's (CMP's parent company) recently-proposed \$2.5 billion “grid hardening” initiative in Maine, Connecticut and New York to improve grid reliability during severe weather events.

Non-transmission alternatives (such as those successfully piloted in the Boothbay region) may have the potential to significantly decrease the necessity and cost of these proposed infrastructure upgrades, as well as potentially enabling local renewable distributed energy projects and reducing carbon emissions.

There remain several unanswered questions about the Portland Loop project:

- The extent of the actual upgrades and their estimated cost,
- The proportion of upgrades considered to be Pool Transmission Facilities paid for partly by other New England ratepayers,

- The impact of those costs on businesses and communities considering other regional investment priorities, and
- The degree to which the proposed upgrades allow for and accommodate NTAs and other emerging electricity needs as households transition to electric heating (such as heat pumps) and vehicles (EVs) in the future.

Update: GPCOG is getting up to speed on this proposed project and the potential implications for the Greater Portland region, and assessing how best to support our affected member cities and towns. Staff could monitor this process and keep our members apprised and may convene a municipally-focused educational panel early this spring if municipal leadership is supportive.

In addition, a local for-profit grid consulting company (Grid Solar) is working with Portland and South Portland to develop a model to estimate future electricity needs as residential and commercial adoption of heat pumps and EVs increase. Grid Solar intends to use this model to inform the Portland Loop NTA process, and are seeking parcel-level, municipality-wide tax assessment and code enforcement data to help expand their model to all Portland Loop cities and towns.

Municipal planners and code enforcement officers may be (or may have been) contacted by Rich Silkman, others at Grid Solar, or other consultants seeking this data. GPCOG recommends that members require that any public data that they share be treated as non-proprietary and made available to other consultants if requested.