

GPCOG Executive Committee AGENDA

April 26, 2022

Noon – 1:30 p.m.

Hybrid Meeting

This is a hybrid meeting. Committee members and the public may attend in person at the GPCOG office (Casco Bay conference room) or participate online via Zoom.

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. Revocation of Limited State of Emergency (5 min.)

Staff Report:

GPCOG's President and Executive Director conferred and have determined that the pandemic's reduction in severity justifies resuming in-person meetings. The Executive Committee should end the emergency it declared on August 24, 2021.

Recommended Action:

Revoke the limited state of emergency.

4. Acceptance of 3/15/22 Minutes (Attachment A)

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

6. Adoption of Remote Participation Policy (Attachment C) (5 min.)

Staff Report:

On April 13th the Legislature enacted [LD 1772](#), a bill submitted by Maine Municipal Association that liberalizes the use of remote meeting participation for municipalities and other entities covered by Maine's Open Meetings law. The bill awaits the Governor's signature, which is expected.

In essence, LD 1772 removes all restrictions on when a voting member of a body can attend a public meeting via remote technology. However, every public body using remote attendance must enact a policy adopting the practice. Attachment C is a draft policy for the Executive Committee's review and approval.

Recommended Action:

Consider, modify as needed, and adopt a remote participation policy.

7. Spotlight: Transitional Housing for Asylum Seekers (15 min.)

Belinda Ray, Director of Strategic Partnerships, will provide this month's spotlight on GPCOG's progress in developing housing solutions for new arrivals to our region.

8. FY23 Budget (Attachment D) (25 min.)

Staff Report:

At our March meeting, the Executive Committee adopted the agency's FY23 and FY24 priorities. At this meeting, the Executive Committee will review GPCOG's draft FY23 budget, designed to deliver on those priorities. After receiving input on the draft budget, staff will modify as needed, and bring it back to the May Executive Committee for a final review. At that meeting, the Executive Committee will recommend the FY23 budget to the General Assembly. The draft budget is included as Attachment C.

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**.

The proposed budget is larger than FY22's budget. This is primarily due to the sizeable amount of federal funds the agency continues to receive related to the pandemic and the team's work to secure new funding for sustainability and other projects.

Dues will be assessed at \$2/per capita, adjusted to reflect the decennial census data. Dues will be reduced by 5% for members paying per capita, as recommended by the Executive Committee at its 1/18/22 meeting.

Recommended Action:

Provide direction to staff on any needed modifications.

9. Executive Director’s Annual Performance Goals (Attachment E) (15 min.)

Staff Report:

Sandy Carder worked with the PACTS officers and Kristina to develop annual performance goals for Kristina for consideration by GPCOG’s Executive Committee. These can be found in Attachment E.

Recommended Action:

Set the annual performance goals for the Executive Director.

10. Strategic Plan Extension (Attachment F) (15 min.)

Staff Report:

At the 2/15/22 Executive Committee, the group suggested extending the current [strategic plan](#) for two years and amending it to acknowledge the broader portfolio of work that GPCOG is engaged in than that anticipated in the plan. The Strategic Plan was adopted in May of 2017, expires next month, and if approved, will be extended through May 2024. At today’s meeting, we’ll consider the draft amendment to the strategic plan and the two-year proposed extension.

Recommended Action:

Amend and extend GPCOG’s five-year strategic plan for two years.

11. Other Business

Adjourn

Upcoming Meetings

All meetings are held the third Tuesday of the month at noon. Upcoming meetings are noted below with potential agenda items:

May 17	FY23 Budget – Final Recommendation to General Assembly FY23 Slate of Officers and Executive Committee Members Adopt Comprehensive Economic Development Strategy Update FY23 Meeting Calendar Affirm Investment Policy
May 26	General Assembly and Summit

Attachment A

GPCOG Executive Committee

MINUTES

March 15, 2022

In Attendance:

Name	Affiliation
Matt Sturgis	Cape Elizabeth
Nat Tupper	Yarmouth
Sue Witonis	Cumberland County
Jerre Bryant	Westbrook
Sandy Carder	Gray
Jarrod Maxfield	Windham
Mary Fernandes	Casco
Mark Dion	Portland
John Hawley	Naples
Kristina Egan, Tony Plante, Chris Hall, Vincent Edwards, Andrew Clark, Tom Bell	GPCOG Staff

Welcome

Sandy Carder opened the meeting.

Public Comment

George Rheault said that the recording from the Executive Committee’s 2/15/22 meeting was not yet posted on the website. He said that his comments at the last meeting did not paraphrase him accurately in the minutes. He said the 2/15/22 staff report for the brownfields item mischaracterized the amount of housing. He said that the numbers provided on the brownfields item in today’s agenda were difficult to understand. He said that the Gorham Connector should not be built.

Ken Capron reiterated that the meeting recordings are not consistently posted. He drew the group’s attention to the federal RAISE grants, noting that there is no match required for rural communities. He urged the group to take an in depth look at Microrail as a transportation solution for the region.

Acceptance of 2/15/22 Minutes

Matt moved approval. Nat seconded. Kristina noted that she would re-listen to George Rheault's comments and amend the 2/15 minutes if needed. A roll call was conducted. All were in favor. Note: Sue Witonis was struggling with audio and did not vote.

After meeting note: Kristina listened again to George Rheault's comments, and she assesses that the minutes accurately paraphrase his comments. The full comments, should others want to listen, are available in the meeting recording in the agenda center on the website.

Executive Director's Report

GPCOG will hold a Coffee with COG with Erich Zimmerman, National Association of Regional Councils, to explore federal transportation funding opportunities in the Bipartisan Infrastructure Bill. It will be in late April. The Annual Summit will be 5/26/22, in person, at St. Joseph's College in Standish. GPCOG just learned it received a \$50,000 grant to work with Yarmouth, North Yarmouth, Cumberland, Freeport and Brunswick to help communities identify climate priorities.

Spotlight: Regional Public Transportation Initiatives

Using a [slide deck](#), Andrew Clark described several ongoing initiatives, including Transit Together, allocating federal transit funds from CARES and the American Rescue Plan Act, and Rapid Transit.

Brownfields Loan

Tony presented the proposed loan. Matt asked if the loan would provide funding for the final remediation on the site. Tony said that the loan would be for one of the five portions of the property, so there will be more clean-up needed. John asked what the interest rate was for the loan, and Tony replied 3.5%. Nat said that GPCOG may be able to put repayments to good use.

Matt moved approval of the loan request of \$795,000 in Brownfields Revolving Loan Funds to Forefront Commons I, LLC and Forefront Partners I, LP for site remediation at Thompson's Point. Jarrod seconded. The roll was called, and all were in favor.

FY23 & FY24 Priorities

Using a [slide deck](#), Kristina provided an overview of GPCOG's FY22 priorities and how well the agency performed. The group then discussed the proposed priorities for the next two years. Sandy said it's important for smaller towns to have the tools to access some of the federal resources that are newly available. Nat asked for clarification on whether the priorities reflect work that will continue from the previous year, and Kristina said that work will continue, but the priorities are areas of emphasis or new work. The Executive Committee will review a full annual workplan in the fall, and this will include all of GPCOG's work. The group discussed the importance of strong relationships between GPCOG, York County PACTS communities and Cumberland County, and urged a focus on strengthening relationships.

Matt moved approval of the Proposed FY23 & FY24 GPCOG priorities as drafted in Attachment D. John seconded. The roll was called, and all were in favor.

Future of the Loan Program

Chris Hall recounted that GPCOG added a focus on microloans during the pandemic. The demand for these types of loans has diminished. The group discussed the possibility of using existing funds to support outcomes that address climate change and advance Diversity Equity and Inclusion. As GPCOG updates the Comprehensive Economic Development Strategy, this proposed emphasis will fold into the regional discussion on priorities and strategy. The group agreed that some focus on achieving climate and equity outcomes should be further defined in the coming months. Sandy moved that the Executive Committee return the GPCOG loan program to its original purpose, with further definition of that purpose to be developed in coming months. Nat seconded. The roll was call and all were in favor.

Executive Director's Annual Performance Evaluation

Pursuant to [1 MRS §405\(6\)\(A\)](#), Mary moved the Executive Committee enter executive session to conduct Kristina's annual performance review. It was seconded and all were in favor. Members exited the public Zoom session and entered another Zoom meeting. The group exited the Executive Session and reconvened in the public Zoom session.

Sandy proposed moving the April meeting date to April 26th, and all agreed.

Matt moved adjournment of the meeting. Nat seconded. All were in favor and the meeting ended at 1:46 p.m.

Attachment B

Executive Director's Report

Strategic Priority – Serve our Members

- **Federal Funding Opportunities.** At previous meetings, the Executive Committee has discussed GPCOG's approach to attracting new funds to regional priorities. The below describes how staff will be working with members to attract resources to the region.

Our first role is member-focused: To share information and our connections to funding agencies with members, providing them tools to access new resources for community priorities.

Our second role is regional: To organize regional support for funding a select number of key investments that would have a strong regional impact. These include:

Transportation. Ensure the region prioritizes transportation projects for formula and discretionary opportunities, using the PACTS Funding Framework, the long-range plan (Connect 2045) and other PACTS processes. PACTS will also consider adopting a Vision Zero policy to ready the region for active transportation federal funding.

Resiliency. Identify funding sources for regional resilience projects that protect high priority infrastructure or natural resources.

Electrification. Partner with the state to shape investments to electrify transportation and the policies needed to grow and sustain electrification infrastructure.

Broadband. Organize local match for COLAB project to build better broadband access in the Lakes Region.

Transitional housing. Identify funding sources to build temporary transitional housing for asylum seekers and other new arrivals to resettle families in the region.

- **Annual Summit.** Mark your calendars for an in-person event on the afternoon of May 26 at St. Joseph's College in Standish. Bill Nemitz, the *Portland Press Herald* columnist, will keynote the Summit.

Strategic Priority – Regional Prosperity

- **In the News.** In the News. This month, the investment of COVID relief funds in transit improvements was in the spotlight. The Portland Press Herald on April 1 published a [front-page story](#) on the investments and the newspaper’s Editorial Board followed with a [strong editorial](#) in support. A Metro bus stop won first place in a national design competition. That got a lot of coverage, including this April 15 [Bangor Daily News article](#). GPCOG Executive Director Kristina Egan was quoted in an April 4 [Press Herald business story](#) about a new vision for downtown Freeport, and also a March 22 [opinion piece in the Forecaster](#). [Spectrum News](#) on March 21 published a story about GPCOG’s efforts to find temporary housing for asylum seekers. The Press Herald on March 23 published a [story on Paul Johnson](#) joining GPCOG as a senior economic development manager.

Strategic Priority – Operate with Excellence

Summer plan. Kristina Egan will be on sabbatical for 10 weeks this summer, from 6/4 to 8/13. Chris Chop is expecting a new baby in early July and will be taking 6 weeks of new child leave over the course summer. The below describes how Kristina’s and Chris’ functions will be distributed amongst the staff team.

Acting Executive Director: Tony Plante, Director of Municipal Collaboration and Chief Operating Officer, will serve in this role, with his focus being on internal operations and member relations. He will make financial decisions and have the authority to execute contracts. He will make all personnel and HR decisions. He will serve as the liaison with the GPCOG Executive Committee.

External relations: Chris Hall, Director of Regional Initiatives and General Counsel, will be point on external relations, and will make final decisions related to public policy and legal issues, in consultation with the Executive Committee as needed. With Belinda Ray, he will also make decisions on any grant submissions.

Acting MPO Director: Chris Chop, Transportation Director, will make all final decisions related to PACTS, in consultation with PACTS Officers as appropriate. When Chris Chop is on leave, Elizabeth Roberts, Transportation Engineer, will make final decisions related to PACTS.

Leadership team: Belinda Ray will facilitate discussions amongst the leadership team. This is our internal management team, composed of Tony, Chris, Chris, Josh, Sara, Belinda and Kristina.

FY23 Executive Committee Nominations. Sandy Carder is appointing a nominating committee composed of General Assembly members which will recommend to the General Assembly FY23 officers and members for the GPCOG Executive Committee.



Recruitment. Dani Deason has started as GPCOG's Operations Support Coordinator. In May, Paul Johnson will begin as Senior Economic Development Manager. GPCOG continues to recruit for a Community Engagement Manager and will post shortly for a Planning Director and Senior Planner.

Attachment C

Remote Participation Policy - *DRAFT*

Pursuant to 1 M.R.S. § 403-B, as amended by LD 1772, P.L. ____, and after public notice and hearing, the Greater Portland Council of Governments (GPCOG) adopts the following policy to govern the participation, via remote methods, of members of the body, members of all GPCOG's boards and committees, and the public, in the public proceedings or meetings of GPCOG.

Members of GPCOG and its Boards and Committees may participate and vote in meetings by remote methods of participation.

Remote methods of participation may include telephonic or video technology allowing simultaneous reception of information and may include other means necessary to accommodate disabled persons. Remote participation will not be by text-only means such as e-mail, text messages, or chat functions.

The public will be provided a meaningful opportunity to attend via remote methods when any member of GPCOG participates via remote methods. If public input is allowed or required at the meeting, an effective means of communication between GPCOG and the public will also be provided. The public will also be provided an opportunity to attend the meeting in person unless there is an emergency or urgent issue that requires the meeting to exclusively use remote methods.

Notice of all meetings will be provided in accordance with 1 M.R.S. § 406 and any applicable charter, policy, or bylaw. When the public may attend via remote methods, notice will include the means by which the public may access the meeting remotely and will provide a method for disabled persons to request necessary accommodation to access the meeting. Notice will also identify a location where the public may attend the meeting in person. GPCOG will not restrict public attendance to remote methods except in the case of an emergency or urgent issue that requires GPCOG to meet using exclusively remote methods of attendance.

GPCOG will make all documents and materials to be considered by GPCOG available, electronically or otherwise, to the public who attend remotely to the same extent customarily available to the public who attend in person, provided no additional costs are incurred by GPCOG.

All votes taken during a meeting using remote methods will be by roll call vote that can be seen and heard if using video technology, or heard if using audio technology only, by other members of the body and the public. A member of the body who participates remotely will be considered present for purposes of a quorum and voting.

This policy will remain in force indefinitely unless amended or rescinded.



Attachment D

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



April 19, 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:	\$4,944,467
Total Expenses:	\$4,944,467

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 \$4,944,467 is approximately the same size as last year’s budget, rising by just under \$100,000.

FY23 GPCOG Budget Summary	
REVENUES	
Transportation	\$ 2,830,750
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 Revenues	\$ 3,750
Projected New Revenues	\$ 367,350
TOTAL REVENUES	\$ 4,944,467
EXPENSES	
Personnel	\$ 3,021,202
Office	\$ 264,580
Consulting Services	\$ 1,420,083
Meetings and Travel	\$ 48,000
Other Direct Expenses	\$ 190,602
Pass-through Expenses	\$ -
TOTAL EXPENSES	\$ 4,944,467
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 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.

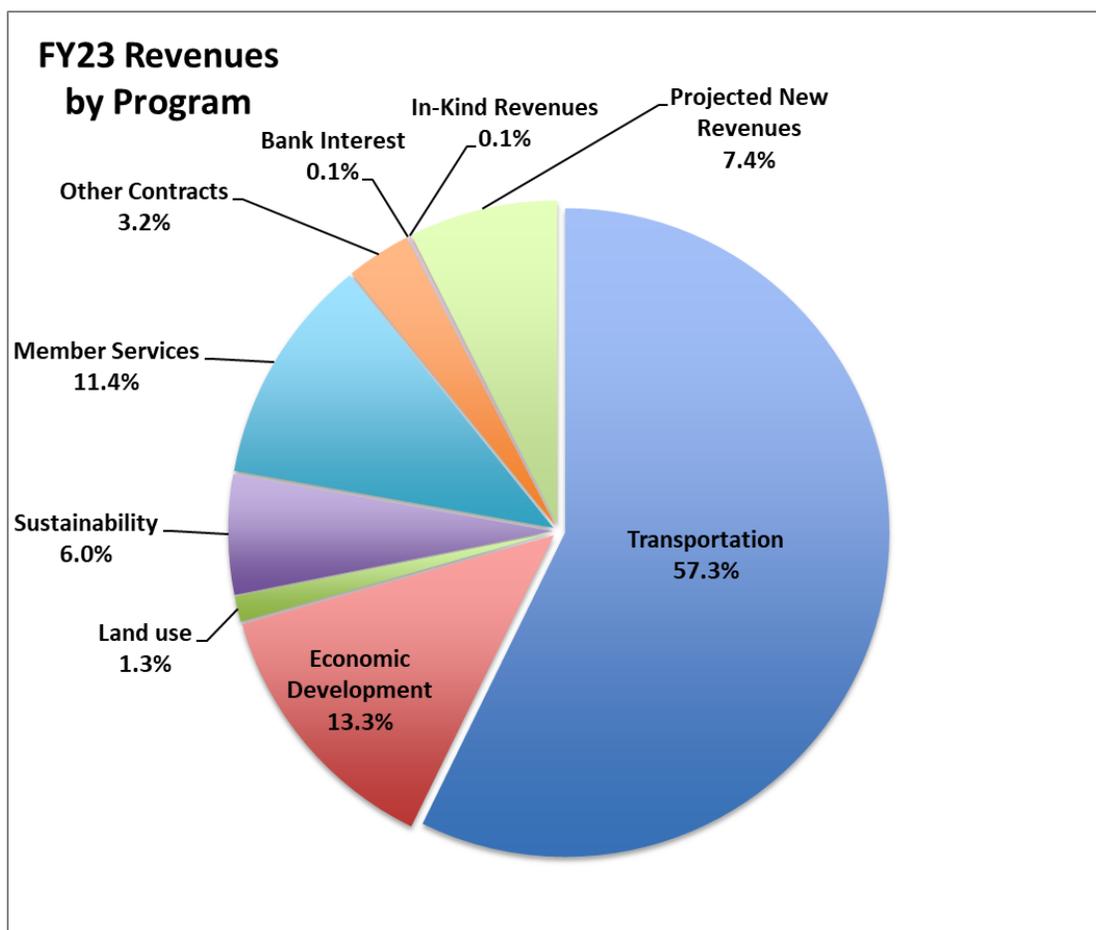


Figure 1: Pie chart showing percentages of revenue supporting GPCOG’s different fields of work.

Detailed Revenues Compared to FY22

REVENUES					
	FY 2023		FY 2022		DIFFERENCE
Transportation	\$	2,830,750	\$	2,516,233	\$ 314,517
U.S. Department of Transportation - Planning Funds	\$	2,392,032	\$	2,006,805	\$ 385,227
U.S. Department of Transportation - Capital Projects	\$	111,805	\$	223,610	\$ (111,805)
Maine Department of Transportation	\$	222,546	\$	168,249	\$ 54,297
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
In-Kind Match	\$	-	\$	-	\$ -
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	\$	0	\$ 3,750
Projected New Revenues	\$	367,350	\$	625,000	\$ (257,650)
TOTAL REVENUES	\$	4,944,467	\$	4,846,972	\$ 97,495

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 \$315K, 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 funding for the 2022-2023 biennial Unified Planning Work Program of approximately \$250K. 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 approximately \$154K 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.

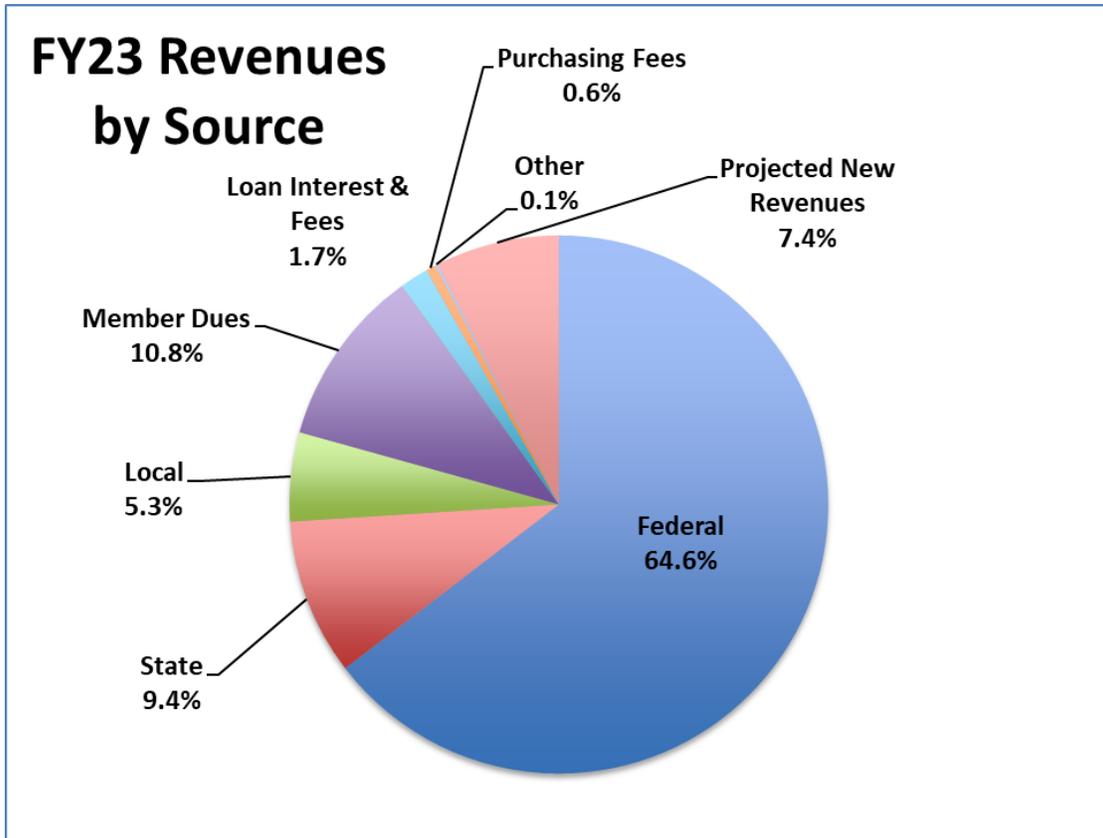


Figure 2: Pie chart showing percentages of sources of revenues, including federal, state, local and more.

Detailed Expenses Compared to FY22

EXPENSES					
	FY 2023		FY 2022		DIFFERENCE
Personnel	\$	3,021,202	\$	2,505,593	\$ 515,609
Salaries	\$	2,513,842	\$	2,068,574	445,268
Fringe	\$	507,360	\$	437,019	70,341
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	\$	190,602	\$	352,391	\$ (161,789)
Memberships & Dues	\$	15,000	\$	10,000	5,000
Insurance	\$	18,557	\$	14,000	4,557
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	\$	4,944,467	\$	4,846,972	\$ 97,495
NET INCOME	\$	(0)	\$	0	\$ (0)

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 under \$100,000, but FY23 will see a change from FY22 with higher personnel costs and lower direct and pass-through costs.

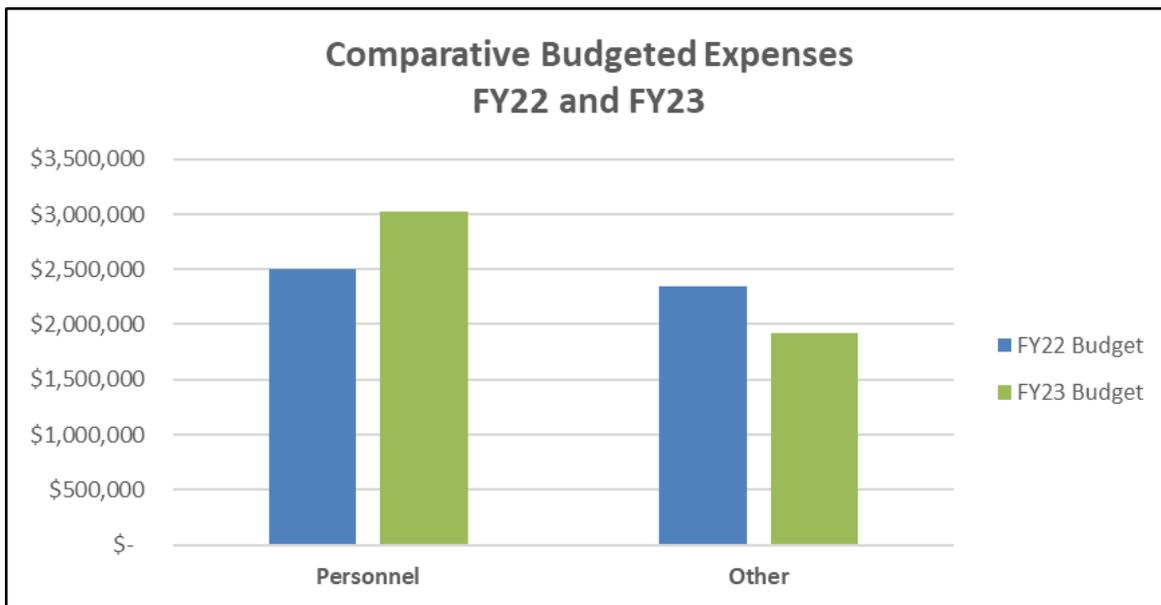


Figure 3: Comparison of personnel and other expenses between FY22 and FY23.

Personnel. Personnel costs are budgeted to increase by about \$516K compared to the FY22 budget. The primary reason for the increase is the budget anticipates adding 4 staff positions, two of which were added in FY22 (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 \$137K increase, raises and salary adjustments costing \$99K, and an increase in AmeriCorps living stipends, costing \$84K. The FY23 budget includes 31 staff and 14 AmeriCorps fellows whereas the FY22 budget included 27 staff and 14 AmeriCorps Fellows.



Figure 4: 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.

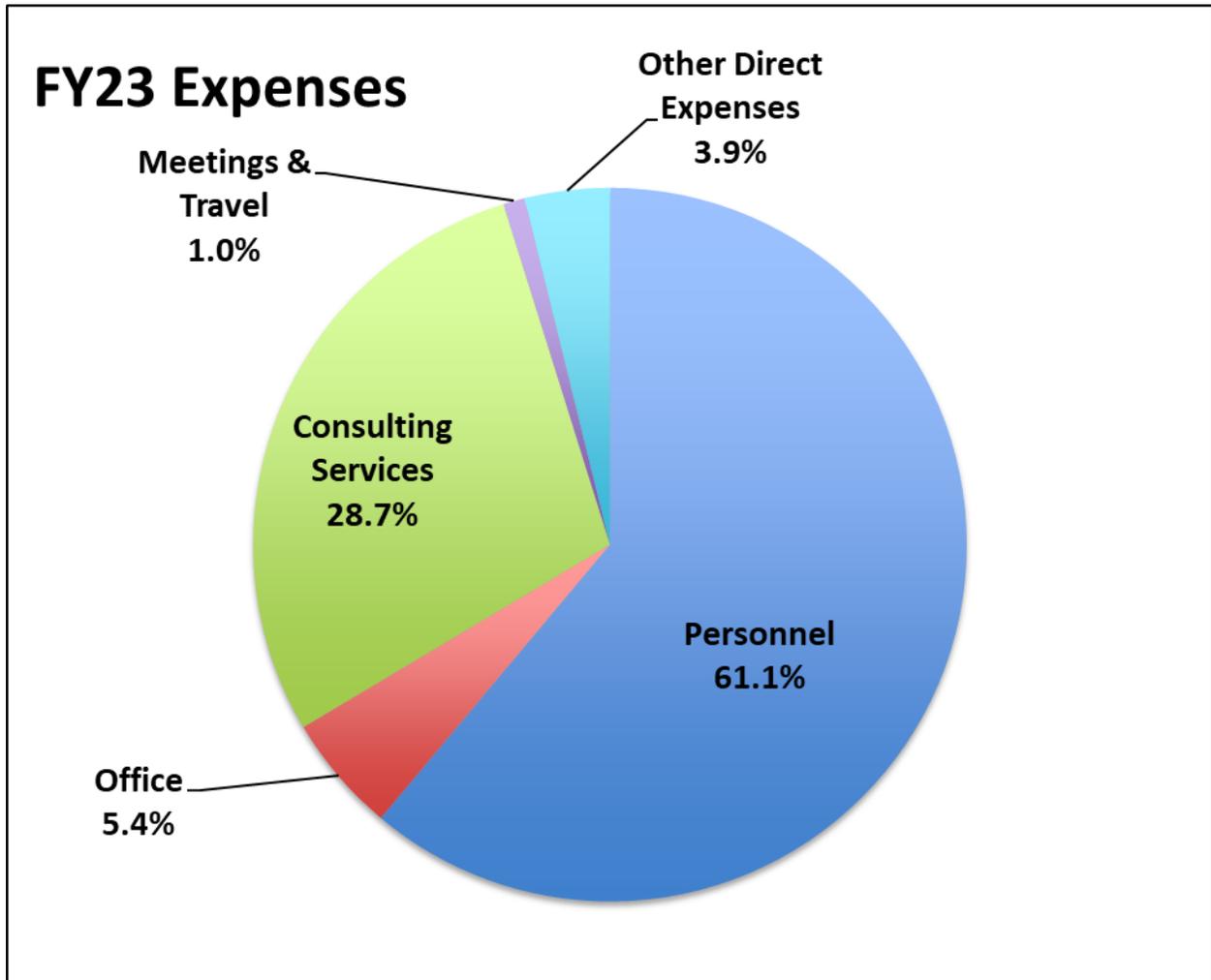


Figure 5: Pie chart showing the major categories of expenditures for FY23.

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.

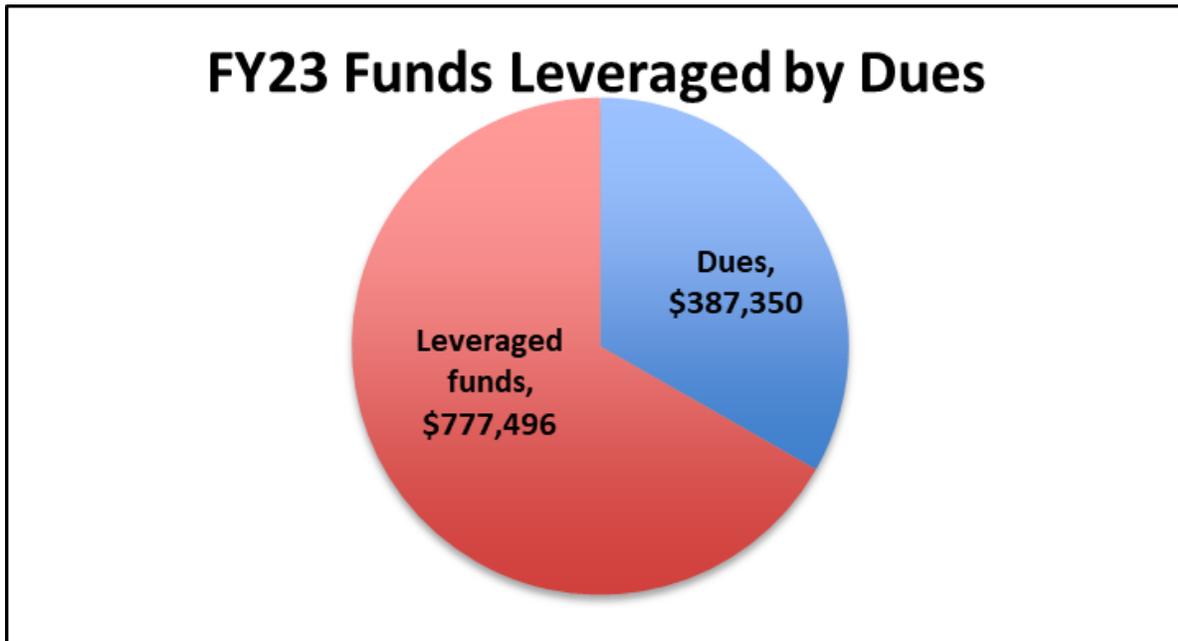


Figure 6: Pie chart showing how much dues leverage in federal funds.

Attachment E

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.

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.

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.

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.

Attachment F

Addendum to Five Year Strategic Plan

Resolution to Extend the GPCOG Strategic Plan dated May 2017 for Two Years to May 2024

In May 2017 GPCOG adopted a five-year Strategic Plan that focused on three primary priorities:

- Provide responsive services to strengthen cities and towns
- Lead the region toward sustainable prosperity
- Operate with excellence

The Plan directed GPCOG to:

- Organize the region's voice to express its shared aspirations and challenges,
- Develop and implement a shared vision and plan for the region,
- Expand the organization's ability to use and share data to support better decision making, and
- Enhance member services with added resources, stronger peer-to-peer networks, and multi-community collaborations.

Since 2017 much has been accomplished, but much has changed. A pandemic upended a period of growth and stability, touching every aspect of our lives. Housing went from a concern to a crisis, and economic uncertainty has returned in force. Racial justice is in sharper focus. Newly arriving people present long term opportunities for our vitality, but short-term challenges in meeting their needs. The climate crisis continues to build, and the state has provided direction in *Maine Won't Wait* on how to build community resilience while mitigating greenhouse gas emissions.

Through all these changes, and more, GPCOG has grown and diversified its service to our region, while continuing to work from its historic strengths that are as sound today as they were in 2017 when the Strategic Plan described GPCOG as being:

“a trusted and neutral convener and resource, a catalyst for regional collaboration and solutions, and a conduit for funding ... fostering civic engagement, advancing good governance, and stewarding the region's resources and our people's future.”

We adopt this Resolution acknowledging and endorsing GPCOG's expanded scope of work since 2017, including new efforts to increase regional broadband access, build community resilience and social equity, curb greenhouse gases, and provide more integrated planning and economic



development services. We believe these additional efforts are consistent with the Strategic Plan and bolster its original priorities.

Today, we reaffirm the 2017 Strategic Plan and extend it to May of 2024. We believe the priorities and strategies outlined in the 2017 Plan remain entirely relevant to today's challenges and opportunities, and we direct GPCOG staff to extend the agency's successful work in support of the original 2017 priorities. We also direct that GPCOG staff begin the process of preparing a new five-year strategic plan in early 2023, for ratification by the General Assembly in May of 2024.