



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

*FY 2021 Budget  
7/1/2020 – 6/30/2021*

*Revised Draft Provided to the Executive Committee on 5/6/2020*



May 6, 2020

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

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

The FY21 budget projects the following revenues and expenses:

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

This budget is composed of the following elements:

- FY21 Priorities & Budget Summary
- Detailed Revenue and Expense Comparative Budgets, Graphs and Explanations
- Member Dues Allocation

# *FY21 Priorities & Budget Summary*

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

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

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

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

## Overall Changes

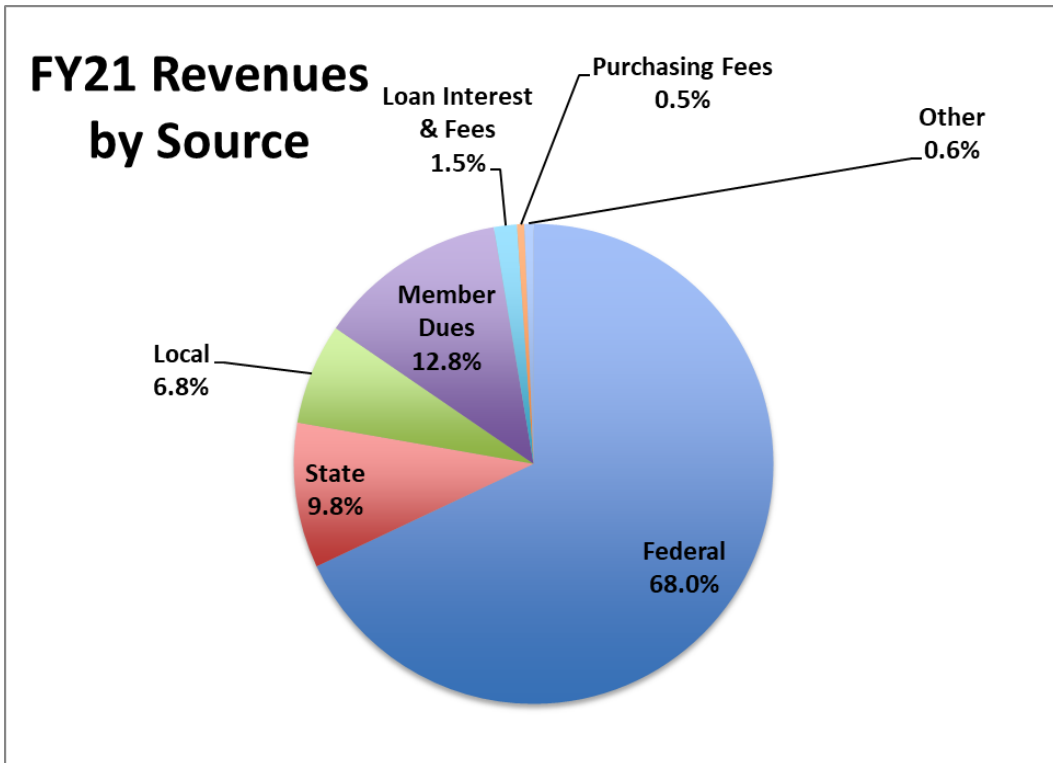
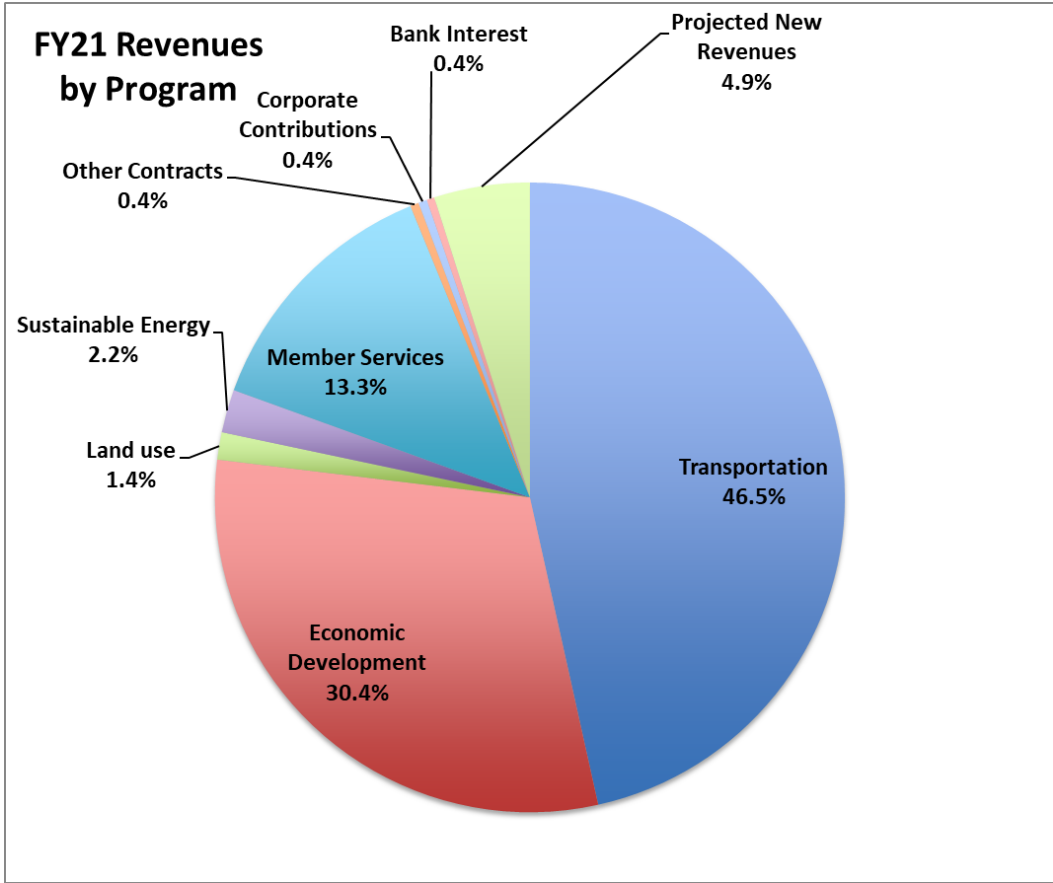
- The overall budget increased by approximately \$365,000 from FY 2020.
- Budgeted revenues increased primarily due to increases in transportation, economic development, land use, and sustainable energy.
- Budgeted expenses increased primarily due to increases in personnel, consulting services, and meetings and travel, with a slight offset by a decrease in other direct expenses.

# Detailed Revenue Budget

<b>REVENUES</b>				
	<b>TOTAL</b>	<b>TOTAL</b>		<b>DIFFERENCE</b>
	<b>FY 2021</b>	<b>FY 2020</b>		
<b>Transportation</b>	<b>\$ 1,892,913</b>	<b>\$ 1,559,608</b>	<b>\$</b>	<b>333,305</b>
U.S. Department of Transportation - Planning Funds	\$ 1,336,873	\$ 1,172,406	\$	164,467
U.S. Department of Transportation - Capital Projects	\$ 248,750	\$ 162,499	\$	86,251
U.S. Department of Health and Human Services	\$ -	\$ 23,100	\$	(23,100)
Maine Department of Transportation	\$ 190,749	\$ 155,749	\$	35,000
Municipal Match	\$ 116,541	\$ 45,854	\$	70,687
<b>Economic Development</b>	<b>\$ 1,237,070</b>	<b>\$ 1,189,229</b>	<b>\$</b>	<b>47,841</b>
U.S. Economic Development Administration	\$ 70,000	\$ 70,000	\$	-
U.S. Environmental Protection Agency	\$ 185,000	\$ 166,566	\$	18,434
U.S. Environmental Protection Agency - Loan Funding	\$ 500,000	\$ 500,000	\$	-
U.S. Department of Agriculture	\$ 185,720	\$ 165,000	\$	20,720
Municipal Match	\$ 92,350	\$ 52,413	\$	39,937
Finance Authority of Maine - Loan Funding	\$ 150,000	\$ 150,000	\$	-
Revolving Loan Funds - Interest and Fees	\$ 54,000	\$ 65,250	\$	(11,250)
In-Kind Match	\$ -	\$ 20,000	\$	(20,000)
<b>Land Use</b>	<b>\$ 57,163</b>	<b>\$ 44,016</b>	<b>\$</b>	<b>13,147</b>
Maine Dept. of Agriculture, Conservation and Forestry	\$ 42,663	\$ 30,016	\$	12,647
Maine Dept. of Transportation	\$ 14,500	\$ 14,000	\$	500
<b>Sustainable Energy</b>	<b>\$ 90,000</b>	<b>\$ 82,500</b>	<b>\$</b>	<b>7,500</b>
U.S. Department of Energy	\$ 90,000	\$ 82,500	\$	7,500
<b>Member Services</b>	<b>\$ 540,184</b>	<b>\$ 565,184</b>	<b>\$</b>	<b>(25,000)</b>
Member Dues	\$ 520,184	\$ 520,184	\$	-
Joint Purchasing Fees	\$ 20,000	\$ 45,000	\$	(25,000)
<b>Other Contracts</b>	<b>\$ 18,000</b>	<b>\$ 24,000</b>	<b>\$</b>	<b>(6,000)</b>
<b>Corporate Contributions and Sponsorships</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$</b>	<b>-</b>
<b>Rental Income</b>	<b>\$ -</b>	<b>\$ 7,200</b>	<b>\$</b>	<b>(7,200)</b>
<b>Bank Interest - General</b>	<b>\$ 7,000</b>	<b>\$ 8,349</b>	<b>\$</b>	<b>(1,349)</b>
<b>Bank Interest - Revolving Loan Funds</b>	<b>\$ 9,000</b>	<b>\$ 11,000</b>	<b>\$</b>	<b>(2,000)</b>
<b>Projected New Revenues</b>	<b>\$ 200,000</b>	<b>\$ 195,000</b>	<b>\$</b>	<b>5,000</b>
<b>TOTAL REVENUES</b>	<b>\$ 4,069,330</b>	<b>\$ 3,704,086</b>	<b>\$</b>	<b>365,244</b>

## Changes in Revenue

- Budgeted transportation revenues show an increase of approximately \$333K, which is attributed to increases in U.S. DOT Planning and Capital Funds, Maine DOT state match, and municipal match.
  - The increase in U.S. DOT Planning Funds is primarily due to a new FTA Access and Mobility Grant that the majority of which is expected to be expended in FY21. The major revenue source in this category comes from the bi-annual Unified Planning Work Program, however, the most recent award starting calendar year 2020 was flat-funded from the prior award.
  - The increase in U.S. DOT Capital Funds is directly related to an addition of a new project for assessing high crash locations, and the continuation of an ongoing project related to transit stop access. Both projects are programmed funds from capital funding through the Federal Transit Administration.
  - The increase in MaineDOT state match and municipal match is entirely due to required match on the FTA Access and Mobility Grant as well as the High Crash Locations assessment.
- Budgeted economic development revenues show an increase of approximately \$48K, which is attributed to increases U.S. EPA, USDA and municipal match revenues. These increases were partially offset by decreases in revolving loan fund interest and fees as well as in-kind match.
  - The increase in U.S. EPA revenues is due to increased projections of expenses in the Brownfields Assessment and Revolving Loan Fund programs. These programs are on a reimbursement basis so an increase in projected expenses equates to an increase in projected revenues.
  - The increase in USDA revenues and municipal match is entirely due to an existing grant supporting local food promotion that will be completed by June 30, 2021.
- Projected new revenues of \$200,000 are in line with the prior year and consist of \$150,000 of new grants and \$50,000 of new contracts. The prior year budgeted amount of \$195,000 was well exceeded due to the hard work of our staff, and therefore we believe the current year amount to be attainable.
- All other listed revenue sources are secured for FY21, with the exception of \$18,000 in anticipated corporate contributions, \$150,000 of new FAME funding, which is based on loans being approved by the loan committee, and \$16,000 in bank interest, which is subject to available cash and changing interest rates.



# Detailed Expense Budget

EXPENSES			
	TOTAL	TOTAL	
	FY 2021	FY 2020	DIFFERENCE
<b>Personnel</b>	\$ 1,720,973	\$ 1,534,241	\$ 186,732
Salaries	\$ 1,397,319	\$ 1,215,691	181,628
Fringe	\$ 323,654	\$ 318,550	5,104
<b>Office</b>	\$ 204,136	\$ 205,752	\$ (1,616)
Postage	\$ 1,000	\$ 1,600	(600)
Utilities	\$ 9,000	\$ 9,000	-
Office Supplies	\$ 4,000	\$ 21,000	(17,000)
Printing & Copying	\$ 6,800	\$ 9,500	(2,700)
Rent	\$ 140,837	\$ 138,983	1,854
Cleaning	\$ 2,892	\$ 2,392	500
Telecommunications	\$ 8,500	\$ 6,500	2,000
Depreciation	\$ 8,680	\$ 9,420	(740)
Payroll Processing Fee	\$ 2,374	\$ 2,305	69
Copier Lease	\$ 5,053	\$ 5,052	1
Equipment & Furniture	\$ 15,000	\$ -	15,000
<b>Consulting Services</b>	\$ 1,269,112	\$ 1,038,253	\$ 230,859
Legal	\$ 25,000	\$ 7,200	17,800
Audit/CPA	\$ 22,500	\$ 22,500	-
Loan Underwriting	\$ 6,700	\$ 9,000	(2,300)
Information Technology	\$ 17,489	\$ 20,994	(3,505)
Equipment Maintenance	\$ 10,000	\$ 9,500	500
Software Fees	\$ 43,806	\$ 45,000	(1,194)
Website	\$ 2,500	\$ 15,000	(12,500)
Consulting - Engineering	\$ 788,117	\$ 647,866	140,251
Consulting - Other	\$ 353,000	\$ 261,193	91,807
<b>Meetings and Travel</b>	\$ 60,301	\$ 39,285	\$ 21,016
Travel - Mileage	\$ 12,300	\$ 7,853	4,447
Travel - Hotel and Airfare	\$ 20,000	\$ 11,927	8,073
Event Costs	\$ 13,001	\$ 13,083	(82)
Meeting Registration Fees	\$ 5,000	\$ 948	4,052
Meeting Supplies	\$ 10,000	\$ 5,474	4,526
<b>Other Direct Expenses</b>	\$ 164,808	\$ 236,555	\$ (71,747)
Memberships & Dues	\$ 5,326	\$ 4,848	478
Insurance	\$ 12,200	\$ 12,000	200
Advertising	\$ 5,854	\$ 4,500	1,354
Shredding - Confidential Destruction	\$ 930	\$ 1,380	(450)
Interest	\$ 238	\$ 1,000	(762)
Professional Development	\$ 10,000	\$ 10,000	-
Bank Service Fees	\$ 75	\$ 75	-
Miscellaneous Expense	\$ 500	\$ 500	-
Subscriptions/Publications	\$ 1,120	\$ -	1,120
Auto Lease	\$ 6,907	\$ 6,252	655
Doubtful Accounts - General	\$ 5,000	\$ 10,000	(5,000)
Doubtful Accounts - RLF Loan Programs	\$ 80,658	\$ 150,000	(69,342)
FAME Fee on Loan Funds	\$ 16,000	\$ 16,000	-
In-Kind Labor from Partners	\$ 20,000	\$ 20,000	-
<b>Pass-through Expenses</b>	\$ 650,000	\$ 650,000	\$ -
Brownfields Loans	\$ 500,000	\$ 500,000	\$ -
FAME Loans	\$ 150,000	\$ 150,000	\$ -
<b>TOTAL EXPENSES</b>	<b>\$ 4,069,330</b>	<b>\$ 3,704,086</b>	<b>\$ 365,244</b>



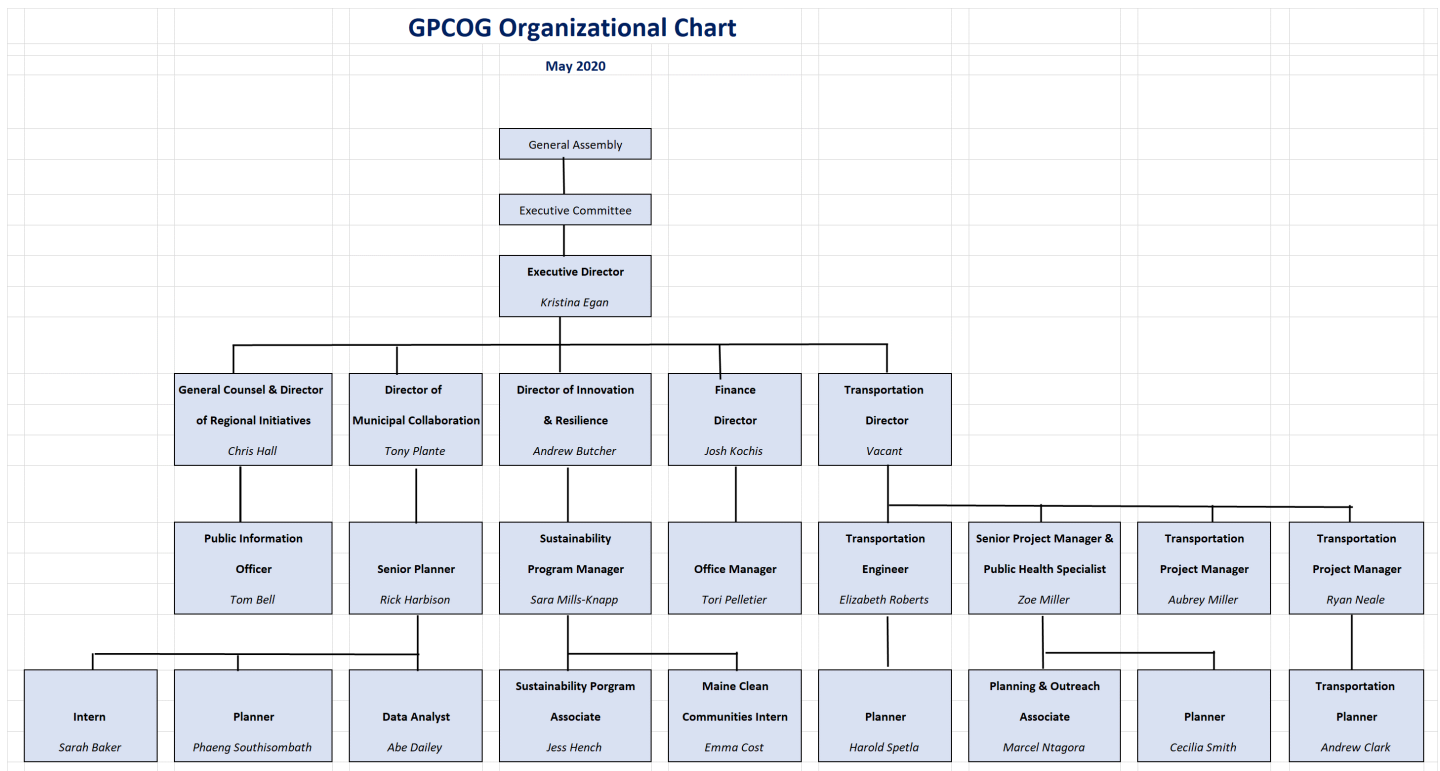
# Changes in Expenses

## Personnel

Personnel costs are budgeted to increase by about \$187,000 compared to the FY20 budget. The primary reason for the increase is the change in composition of the staff. The FY21 budget includes the following changes in staff positions:

Additions	Subtractions
Director of Innovation and Resilience	Planning Director
Transportation Engineer	Senior Transportation Planner
Office Manager	Accountant
Planner	Senior Planner
Planning and Outreach Associate	Program Associate
Transportation Planner	
Sustainability Program Associate (part-time)	
Planner (part-time)	

The Director of Municipal Collaboration is serving as the Interim Planning Director, with significant support from the Senior Planner. Several other positions budgeted in FY20 that were vacated were filled and budgeted in FY21 at a similar position and salary. Three paid internships are included in the budget. Below is the FY21 organizational chart.



## Consulting

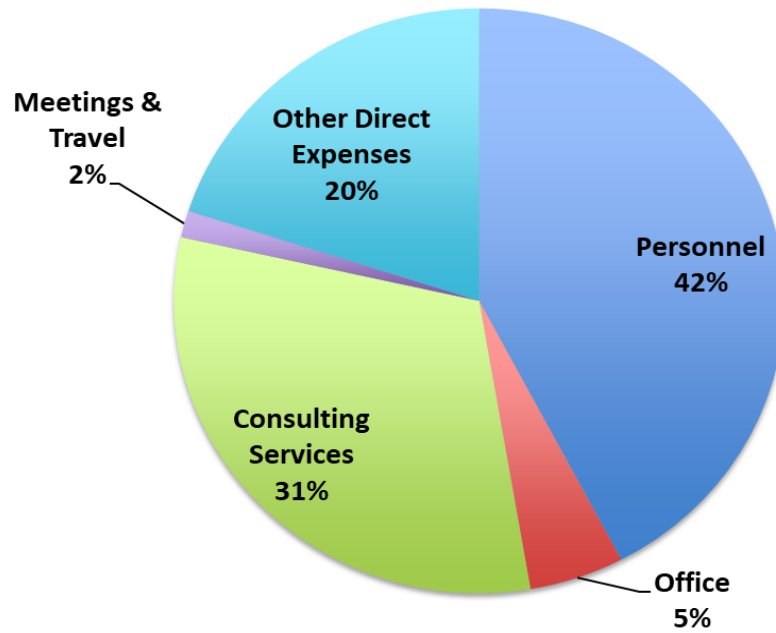
The increase in budgeted consulting expenses is due primarily to the increases in engineering consulting, other consulting, and legal services.

- **Engineering Consulting:** Budgeted engineering consulting expenses are approximately \$140K higher than the prior year, which is primarily due to the Transit Stop Access and High Crash Location transportation projects, which compensate consultants with capital transportation dollars. GPCOG's oversight of these contracts is paid through our transportation planning funds in the Unified Planning Work Program.
- **Other Consulting:** The increase budgeted for other consultants of approximately \$92K is due primarily to the Local Food Promotion Program grant that is ending June 30, 2021, with significant work to be completed in FY21. The LFPP program utilizes 10 consultants with GPCOG staff supporting the overall goals of the program and acting as the reporting entity. The majority of the expenses in this program are for consultants.
- **Legal Services:** The increase in budgeted legal services of approximately \$18K is for a contract with a legal firm to negotiate Cable Franchise Fees and perform an audit of fees being paid to participating municipalities. Legal fees budgeted for this contract are fully reimbursable.

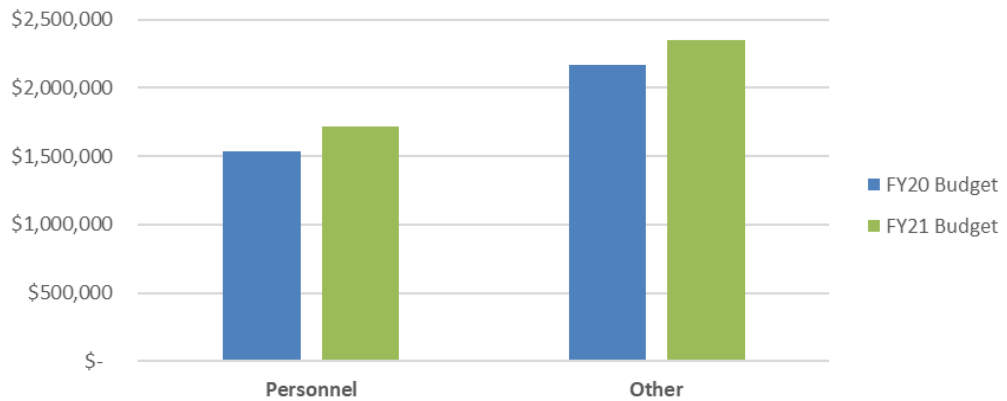
## Other Direct Expenses

The decrease in other direct expenses is almost entirely attributed to a decrease in doubtful accounts for our revolving loan programs. The majority of loans in default were written off in the past two fiscal years, resulting in a much lower budget for FY21. Collection efforts are still underway for the few remaining loans in default.

## FY21 Expenses



## Comparative Budgeted Expenses FY20 and FY21



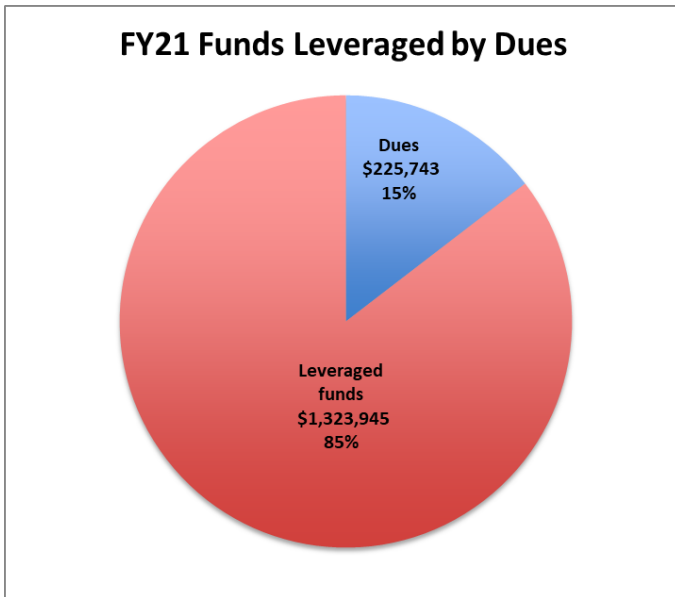
# Member Dues Allocation

## Member Dues Support:

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

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

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



## Highlights

About 43% of the total dues income of \$520,184 will serve as local match for federal and state grants.

This match portion of member dues will leverage over \$1.3 million dollars in additional funds for the region.

The remaining member dues will support GPCOG's effort to provide direct and regionalized services to our municipalities, organize the regional voice with a particular focus on expanding transportation resources for the region, support Metro Regional Coalition activities, and cooperatively purchase goods and services.

A small portion of member dues will be used for non-reimbursable or administrative costs ineligible for indirect reimbursement.

## Dues Rate

The formula for determining member dues is \$2.00 per capita, based on the most recent decennial census. There are two exceptions: Cumberland County Government pays dues of \$10,000 and the island member towns of Chebeague, Long and Frye each pay \$750 per year.

The 2020 census is being completed from March through July 2020. New population data may be released in 2021.