

City of Portland, Maine

City Manager's Recommended Budget



FY20 Budget

July 1, 2019 – June 30, 2020

**FY2020 BUDGET
CITY MANAGER'S RECOMMENDATION**

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CITY OF PORTLAND
Executive Department
Jon P. Jennings, City Manager

April 8, 2019

To Mayor Strimling and Members of the Portland City Council:

Pursuant to Article VI, Section 5(e) and Article VII, Sections 5 and 6 of the City of Portland Charter, I am hereby submitting the City Manager's Recommended \$263.4 million FY20 Municipal Operating Budget.

As you know, my budget submission is typically shaped by guidance from Council goals along with my operational priorities. This year, however, because there were not final Council goals to guide us, and because we were facing a number of difficult operational decisions in order to remain fiscally responsible, you will see this budget submission is essentially status quo. We had many cost increases outside of our control which exceeded the regular rate of inflation / the Consumer Price Index, but I felt strongly that our budget overall should align closely to those metrics, even if it meant making very tough budget decisions. If I had recommended everything requested by our City departments this budget would reflect an 11.1% tax rate increase. However, I cut \$7.4 million from departmental requests in order to come in with a budget with less than a three percent tax rate increase. Should there be any additional priorities the Council wants to address, I felt it most appropriate for those decisions to be made by the Council before being added to the final budget.

Over my nearly four years as City Manager, I continue to be extremely proud of all we've accomplished and the progress we've made in terms of making municipal government more innovative, efficient, inclusive, and transparent. We've made good progress in addressing critical infrastructure needs that had been neglected for too long and we continue to fund as many of these projects as we can. We've continued our focus on right-sizing municipal services and improving our processes not only because it is good customer service, but because I believe the efficiencies we achieve will afford us the opportunity to tackle our long-range plans.

There's no doubt that Portland continues to be a healthy, vibrant city with diverse sectors driving its economy. We are a major center for commerce, finance, arts and entertainment, food and drink, healthcare, Information Technology, the marine industry, post-secondary education, and tourism. Our world renowned and award-winning food and drink sector economy received another high honor this year when Bon Appetit magazine named Portland the 2018 Restaurant City of the Year. While this firmly roots our city on the national food map and was cause for celebration, we're working hard at the staff level to make sure Portland is known as more than just a foodie city. One example of this is when INRIX, a global leader in mobility analytics and connected car services, selected Portland to pilot its highly autonomous vehicle mapping program. I believe that Portland can benefit from leveraging our technology and start up scene to make us an attractive city for companies to pilot additional products and services. We look forward to collaborating further with Start Up Maine this year as their annual conference will focus on the role civic tech can play in our economy.

The growth our city has seen has been very beneficial in many ways, although it's not without its challenges. While growth is a good problem for a city to have, it means our valuation has continued to rise, lowering our state revenue share and increasing our county tax.

FY19 Recap

Our Planning and Inspections Departments issued Certificates of Occupancy to approximately 317 additional units of new housing in calendar year 2018 and a total of more than 1,263 units in the last five years combined. Beyond this, more than 139 units of new housing across the city are currently in the development pipeline. At the same time, our inclusionary zoning ordinance has helped make that new development equitable, by requiring all projects larger than 10 units provide a set aside of 10% of the units for workforce housing or make a financial contribution to the Housing Trust Fund. Since the ordinance went into effect, there have been five additional projects completed or under construction, adding an additional 18 workforce homes with many more in the pipeline.

During 2018, the Planning Board approved eight Inclusionary Zoning projects with a total of 29 workforce units of rental, condo and single-family housing. The Housing Trust fund balance is currently \$1,275,820.08, with \$556,500 being collected to date. Additional funding is expected as current projects under development are completed.

Commercial development has continued at or above levels not experienced in the city in the last hundred years. In response, we've continued to update our land use regulations to help advance our economy sustainably. Highlights include:

- The Recode effort to rewrite the Zoning Code is underway with the goal of simplifying and clarifying the City's regulations for all development. In addition, work has begun on rewriting both the sign regulations and the site plan ordinance. Concurrently, the Technical Manual was recently updated to include specifications for LED street lights and improved exterior lighting for cost effective and efficient lighting.
- Portland's Impact Fee system was adopted in 2018, which assesses fees on all development based upon the anticipated infrastructure needs to serve new development. It applies to any new building or building addition that results in net new residential units, non-residential square footage, hotel rooms, or water meters.
- Another major policy initiative adopted this year is the Hotel IZ conditional use. The ordinance requires either the creation of affordable housing units or a contribution to the Housing Trust Fund for the development of new hotel rooms.

In support of our small business community, the Portland Development Corporation invested approximately \$1,082,000 in FY18 in 19 businesses and economic development projects, which leveraged more than \$5 million in private sector funds associated with creating 26 jobs and retaining 62 jobs. Fiscal year 2018 loan activity included a public to private investment ratio of 1:7. And just a few weeks ago we found out we are receiving the U.S. Conference of Mayor's 2019 Partner America Small Business Friendly Community Award. Portland has demonstrated its commitment and support of small business by creating a business friendly environment for businesses to grow and prosper.

Our transportation hub of air, rail, cruise, and shipping continues to be a vital economic driver, connecting Portland to the world. For the 2018 season, the Port of Portland had substantial growth again with 119 cruise ships and a passenger count that exceeded 170,000 and 68,000 crew. The Jetport, which once again won the customer experience award for North America among airports with fewer than 2 million passengers, is the fastest growing airport in New England with a record setting 2.1 million passengers coming through last year. On top of that, they added new direct service to Denver, Tampa, Ft. Myers and Raleigh-Durham and expanded routes to New York City, Chicago, and several destinations in Florida.

While there are many needs to balance with this growth, it is clear that Portland is an attractive place to live, work, and play.

We also continue to provide key health and human services for our people. The Office of Elder Affairs responded to approximately 750 requests from Portland senior citizens in need of services and information, and is working to implement multiple goals outlined in Portland's Age-Friendly Community initiative, in partnership with the AARP Maine. The office operates two adult day health programs at the Barron Center, licensed to accommodate 45 clients, and also provides transitional housing and support services for older victims of domestic abuse through the *Martha's Cottage Project*, in collaboration with the Elder Abuse Institute of Maine.

The Social Services' Helping Individuals Regain Employment (HIRE) Program continues to help General Assistance recipients get out of poverty and into self sufficiency by removing barriers to employment. From January 2018 through December 2018, we completed 367 intakes helping 279 eligible adults secure employment, 13 individuals successfully obtain disability benefits, 231 individuals connect to ESL classes, 15 individuals enroll in vocational rehabilitation services, assisted 46 individuals secure employment authorization, and 27 individuals enroll in certificate training programs that led to job placements.

Our emergency shelter services continue to serve unprecedented levels on a nightly basis. In spite of this, our staff works extremely hard to find permanent housing solutions for our most vulnerable populations. The Oxford Street Shelter placed 249 total clients, 29 of whom were long-term stayers, into permanent housing. The 249 clients equaled a total of 43,729 bed nights. The Family Shelter served 183 families totaling 664 individuals. Of the 183 families, 160 secured permanent housing (87%) with only two families returning for a second stay.

As I alluded to earlier, we're focused on working to make our community an innovation hub, a place where data and technology are used to improve people's lives and make interactions with city government more efficient. As part of those efforts, we've converted all of our City's streetlights to LED technology and deployed intelligent traffic signals at Morrill's Corner to improve the flow of vehicles through the intersection thereby reducing traffic congestion and the length of time vehicles idle at the signals. Preliminary reports show a 23% reduction in travel times through this intersection. We're now in the process of installing this technology at additional intersections along Forest Avenue to further improve traffic flow, and we'll be installing it along Franklin and Commercial Streets. The more we are able to use this technology along our busiest transportation nodes, the more the signals speak to each other and improve traffic flow. We're also utilizing environmental sensors to monitor air quality through a pilot project with Google.

As we look to complete our implementation of Tyler Technologies' software this year, we'll be creating an internal data governance team so we can take a look at the data we have and collect to make sure we're using it strategically to inform our decision making processes. I believe these decisions will lead to greater efficiencies in our municipal operations, allowing us to achieve savings that we can reinvest toward our long-range goals. It's our goal to then share this data with the public through an open data portal so we can better tell Portland's story through the use of data.

BUDGET GOALS & REALITIES

The goal of this budget was to bring forward a recommendation that allows us to continue moving forward on the progress we've made, but in a fiscally responsible way. Our staff goals for FY20 revolve around efficiency and innovation so we can further improve city services while reducing costs, emphasizing customer service, and fulfilling our commitment to getting things done on a timely basis. We must continue to take care of our infrastructure needs that were set aside for too long. This year I asked Department Heads to present me with the requests they felt they needed to accomplish their jobs efficiently, but not necessarily to meet each and every goal they have given the budget constraints we face.

The reality of this budget is that the roughly \$3 million increase in expenditures is driven by personnel costs, due to contractual obligations and cost of living increases.

All departments had to work extremely hard to meet the budget guidance I provided, which was to come in under a 3% tax rate increase. If I had simply recommended the budget as requested by our City Departments, without making difficult budget cuts and choices, the resulting impact would have been an 11.1% City tax rate increase. As we developed the City budget, we eliminated approximately \$7.4 million of those requests and other adjustments on the path to our 2.9% tax rate increase.

The most difficult budget reality we are facing this year is within our Social Services division. While Portland is a compassionate city, and we always will be, we simply cannot afford to continue providing all of the current services and believing this to be a sustainable path. I am asking the City Council to have a fundamental discussion about what services we can provide and what we can afford.

As you know, we dedicated \$200,000 in last year's budget to fund the Community Support Fund, which provides temporary assistance for those who are seeking asylum, but are no longer covered by General Assistance. Unfortunately, this fund was exhausted much earlier than anticipated in March 2019 given the influx in people seeking emergency shelter services.

Because the FY19 Community Support Fund was exhausted so quickly, I am proposing that the Community Support Fund support individuals who are living in the city as of July 1, 2019 and only cover rental assistance in FY20. We will utilize our other existing community partners who already offer food and other basic necessities to cover those needs. Therefore, this budget recommends reducing the Community Support Fund by \$50,000 and funding it with \$150,000. It is also my recommendation that the Council look to phase out the Community Support Fund over the next two fiscal years as individuals leave the program.

Additionally, because of the fact that there are limits to our resources, I propose eliminating the second overflow space for both the Oxford Street Shelter and the Family Shelter. This would mean that we will use space at Preble Street for overflow needs at OSS and space at the Salvation Army for overflow at the Family Shelter, but no longer allow our General Assistance offices to be used as a third overflow space given the costs in staffing this facility.

As we developed this budget, we had to make some very tough choices to keep Portland affordable while at the same time trying to maintain the level of services we provide for our residents and businesses, and address a few items within our key priorities. While this budget overall includes a net increase of six positions, four of which are for Social Services, there were several positions that were eliminated as part of departmental reorganizations.

As I said last year, I firmly believe we cannot focus on one part of government to the detriment of another. I take my responsibilities to the Council and the taxpayers of the city very seriously. As we have discussed on many occasions, we are all concerned about the affordability of the city and government can be a driver of costs that make it unaffordable to live in Portland. That is why I felt it was important for us to limit the tax impact due to the drivers outlined in the budget.

In addition to the items noted above, additional Departmental highlights include:

Public Works: This budget includes a \$372,384 increase in the Solid Waste budget due to an increase in tipping fees from ecomaine, because of a change in the recycling markets and costs for shipping and processing recyclables. Because of this, the budget includes an increase in the fees for the Pay As You Throw Bags, a 15 cent increase in the 15-gallon bags and a 30 cent increase in the 30 gallon bags. This will raise about \$215,000 in revenue. Looking ahead to FY21, we will evaluate alternative ways in which we can cover our solid waste costs beyond utilizing Pay As You Throw Bags.

Economic Development: This budget includes an additional staff person to help carry out the strategic plan for the Office of Economic Opportunity, in line with the Economic Development Committee's recent vote. It also includes the removal of Creative Portland staff, and instead the City will give them a flat \$140,000 to cover their staffing needs.

Parks, Recreation & Facilities: To balance the overall impact to the tax levy, this budget includes a 5% increase in fees at our City cemeteries, assorted fee increases on concession items at our event venues and increases in rates and fees at Riverside Golf Course to cover course expenditures. As we fully implement the pesticides ordinance, the City faces increasing labor costs to keep our fields in usable condition. To address these rising costs this budget includes a fee assessed on for-profit groups who utilize our fields.

Waterfront: This budget includes an increase in the per passenger fee for cruise ship visits, which results in an additional \$200,000 in revenue.

Police: The Police Department budget includes an increase in \$68,000 to cover the costs of routine supplies. These expenses were traditionally covered by a non-competitive federal grant that we receive annually. However, we were not allowed to accept it this year because of our policy creating the Community Support Fund. The budget also includes covering the substance use disorder liaison who runs the Law Enforcement Addiction Advocacy Program (LEAAP) out of the general fund as we were not able to continue funding it via asset forfeiture monies.

Social Services: As mentioned previously, our Social Services Division has been dealing with a tremendous influx in those seeking emergency shelter services. Given this influx wasn't fully anticipated in FY19's budget, we ended up using additional per diem workers to cover our staffing needs. In the FY20 budget, we are budgeting for these per diem workers as full time positions.

Barron Center: We were able to increase our patient census after instituting a number of administrative changes at the Barron Center and therefore we are now covering our expenses and are working hard to earn revenue in the near future.

Grants Management: You will notice that overall our Public Health, Social Services and Planning & Urban Development budgets appear to be much higher than last year, but this is because grant funded positions are included in the personnel line items.

Assessors: The City is now in the midst of the citywide revaluation process. The process will continue in FY20 with technical support from Tyler Technologies. Citizens will soon begin receiving educational materials related to the revaluation process. It is expected that the revaluation results will be captured in the FY21 budget.

City Clerk: The 23.1% increase in the City Clerk's budget is due to FY20 being a presidential election year, which includes a primary election.

POSITIVE BUDGET DRIVERS

Excise taxes are still a significant source of revenue for the city, but the increases we saw over the last several years are starting to level off. We're conservatively projecting excise tax revenue to be \$11.5 million in FY20, which is roughly \$500,000 less than FY19. As mentioned earlier, increased cruise ship activity is projected to provide \$200,000 in additional revenue. Property valuation has grown by \$85 million in the current year due to significant new projects breaking ground and continues our upward trajectory in overall valuation. This \$85 million of new property valuation creates an additional approximately \$985,000 in tax revenue for municipal use. While this may seem like a significant amount, it represents only a 0.106% overall increase to our FY19 valuation of approximately \$7.9 billion, and can only fund a fraction of the cost increases and budget challenges we face in FY20, which are outside of my control.

Health Insurance: Unlike the last several years, the FY20 budget contains no large increase in health insurance costs. Our value-based insurance design and employee wellness program continues to help control overall costs, but because the health insurance market is volatile it is likely that these costs will end up being a budget challenge again in future years. While there was not a large increase, contributions for employees and their dependents will include a 3% increase in medical rates, and a 6.6% increase in dental rates.

TIF Funds: This year's budget includes greater use of City Council approved Bayside, Downtown/Transit and Waterfront Tax Increment Financing (TIF) District revenue to invest in public infrastructure and cover City staff costs. Use of TIF District revenue enables the City to take advantage of tax "sheltering" which allows municipalities to keep one hundred percent of new property tax revenue included in these TIF Districts. This means that the City maintains higher levels of state aid for education and municipal sharing in addition to contributing less to the City's share of the Cumberland County annual budget.

BUDGET CHALLENGES

As I mentioned above, the new property growth alone has not been able to keep up with the built in cost increases and other budget challenges for FY20, including union contracts already approved (\$3.4 million), debt services increases (\$924k related to our 2001 pension obligation bonds) and Cumberland County tax increase (\$351k).

Contractual Salary Obligations: The City Council approves contracts with all eight City bargaining units representing nearly 90% of the City workforce. These contracts include previously agreed upon salary increases of 2% plus other minor changes (4% for the two Police unions due to the nationwide shortage of officer applicants and to bring our salary ranges to competitive levels compared to surrounding municipalities). An estimated \$3.4M of the FY20 increases are related to contractually obligated salary increases across all unions.

Debt Service: This budget includes a \$3.2 million increase in debt service costs, including a \$924,000 increase related to the pension obligation bonds approved by City Council back in 2001. The payments on the pension obligation bonds will continue to rise by nearly \$1M annually until the bonds are retired in FY26. The budget also includes \$1.2M related to the upcoming renovation at Lyseth Elementary School and approximately \$400,000 of new debt service related to the City's continuing efforts to reduce combined sewer overflows and replace aging sewer infrastructure. The City pays all debt service from the general fund and receives reimbursement from the enterprise funds and the School Department for their respective projects.

METRO: The FY20 budget includes a 2.7% increase in our METRO contribution or an additional \$74,123.

County Tax: The FY20 budget includes a 5.6% or \$351,471 increase in Cumberland County tax assessment. Were it not for the increase in our County Tax assessment, the City's tax rate increase for this year's budget would be 2.6% instead of 2.9%.

BALANCING THE BUDGET

City expenditures have increased 4.9%. The growth of non-tax revenues and property valuation result in a City side tax rate increase for municipal services of 2.9%. This means the city-side mill rate is \$11.67 per \$1,000 of assessed property value. The impact on an average homeowner with a property valued at \$240,000 is \$79.

CONCLUSION

I would like to thank Finance Director Brendan T. O'Connell, Deputy Finance Director Anne Bilodeau, Budget Analyst Jennifer Lodge, Human Resources Director Gina Tapp, Communications Director Jessica Grondin, and our new Director of Innovation & Performance Management Lena Geraghty for their assistance in developing this budget recommendation and presentation, as well as the hard work and diligence of Department Heads in developing budget requests. Thank you to the members of the City Council for working with staff collaboratively over the last year. We all look forward to reviewing this proposed budget with the Finance Committee and full Council.

Sincerely,

Jon P. Jennings
City Manager

CITY OF PORTLAND, MAINE
COMPARATIVE BUDGET PLAN FY2020
 July 1, 2018 - June 30, 2019
 July 1, 2019 - June 30, 2020
 City Manager's Recommendation

	FY 19*	FY 20	\$ +/()	%
CITY GENERAL FUND REVENUES				
31 Property Taxes	\$ 89,612,594	\$ 93,184,789	\$ 3,572,195	4.0%
31 Other Local Taxes	10,099,009	8,416,388	(1,682,621)	-16.7%
32 Licenses & Permits	5,827,244	6,300,644	473,400	8.1%
33 Intergovernmental Revenue	10,464,979	12,312,490	1,847,511	17.7%
34 Charges for Services	35,967,048	36,750,588	783,540	2.2%
35 Fines, Forfeits and Penalties	2,107,635	1,996,710	(110,925)	-5.3%
36 Use of Money and Property	11,175,951	11,779,430	603,479	5.4%
39 Other Sources*	32,331,951	35,862,668	3,530,717	10.9%
Fund Balance Use (Restoration)	-	-	-	"
Total General Fund Revenues	197,586,411	206,603,707	9,017,296	4.6%

GENERAL FUND EXPENDITURES

100-11 City Council	331,904	344,046	12,142	3.7%
100-12 City Clerk	536,522	660,721	124,199	23.1%
100-13 Executive	976,564	929,877	(46,687)	-4.8%
100-14 Assessor	404,377	435,159	30,782	7.6%
100-15 Finance Administration	1,155,368	1,218,727	63,359	5.5%
Treasury	684,733	734,003	49,270	7.2%
Total Finance	1,840,101	1,952,730	112,629	6.1%
100-16 Legal	709,403	741,338	31,935	4.5%
100-17 Human Resources	1,063,158	1,071,134	7,976	0.8%
100-18 Parking Administration	1,460,024	1,487,050	27,026	1.9%
Elm Street Garage	302,962	300,164	(2,798)	-0.9%
Spring Street Garage	449,378	452,870	3,492	0.8%
Temple Street Garage	125,000	126,130	1,130	0.9%
Total Parking / Garages	2,337,364	2,366,214	28,850	1.2%
100-19 Economic Development	633,989	674,528	40,539	6.4%

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	FY 19*	FY 20	\$ +/-()	%
100-21 Police Administration	1,207,316	1,274,264	66,948	5.5%
Uniformed Operations Group	10,062,663	10,616,533	553,870	5.5%
Bureau Investigative Services	1,928,235	2,017,675	89,440	4.6%
Operations Support Services	828,086	907,441	79,355	9.6%
Dispatch Services	2,262,115	2,360,103	97,988	4.3%
Jetport Security	572,198	581,524	9,326	1.6%
Total Police	16,860,613	17,757,540	896,927	5.3%
100-22 Fire Administration	572,319	598,617	26,298	4.6%
Code Enforcement & Comm Svcs	270,157	288,508	18,351	6.8%
Field Operations	14,685,959	15,517,194	831,235	5.7%
Operations Support Services	754,688	803,148	48,460	6.4%
Air Rescue	1,013,282	1,027,681	14,399	1.4%
Total Fire	17,296,405	18,235,148	938,743	5.4%
100-24 Planning & Urban Dev. Admin*	507,695	560,269	52,574	10.4%
Planning	1,408,378	1,330,594	(77,784)	-5.5%
Housing & Comm Development*	164,204	189,169	24,965	15.2%
Total Planning & Urban Dev	2,080,277	2,080,032	(245)	0.0%
100-25 Permitting & Inspections Admin	181,334	130,487	(50,847)	-28.0%
Inspections	980,841	1,076,567	95,726	9.8%
Housing Safety	346,993	407,613	60,620	17.5%
Business Licensing	250,544	233,892	(16,652)	-6.6%
Total Permitting & Licensing	1,759,712	1,848,559	88,847	5.0%
100-29 Information Technology	2,799,922	2,914,482	114,560	4.1%
100-31 Public Works Administration	728,174	725,708	(2,466)	-0.3%
Districting	1,660,057	1,741,974	81,917	4.9%
Solid Waste	1,769,118	2,141,502	372,384	21.0%
Communications	128,226	197,443	69,217	54.0%
Portland Downtown District	363,628	404,862	41,234	11.3%
Winter Operations	1,329,559	1,329,439	(120)	0.0%
Island Services	647,042	687,836	40,794	6.3%
Transportation Operations	2,310,357	2,333,681	23,324	1.0%
Engineering	1,216,314	1,266,603	50,289	4.1%
Fleet Services	3,818,936	3,807,154	(11,782)	-0.3%
Total Public Works	13,971,411	14,636,202	664,791	4.8%

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	FY 19*	FY 20	\$ +/- ()	%
100-33 Parks Rec & Facilities Admin	601,090	639,408	38,318	6.4%
Parks	1,001,603	1,109,821	108,218	10.8%
Forestry	686,850	710,847	23,997	3.5%
Athletic Facilities	805,268	772,376	(32,892)	-4.1%
Cemeteries	874,369	827,545	(46,824)	-5.4%
Recreation	1,831,867	1,901,439	69,572	3.8%
Aquatics	643,899	639,302	(4,597)	-0.7%
Golf Course	1,050,926	1,100,519	49,593	4.7%
Golf Course Restaurant	533,611	540,787	7,176	1.3%
Ice Arena	571,810	595,229	23,419	4.1%
Public Assembly Facilities	1,056,708	1,061,236	4,528	0.4%
Concessions	403,498	418,426	14,928	3.7%
Custodial Services	956,460	958,378	1,918	0.2%
Merrill Auditorium	176,098	182,589	6,491	3.7%
Total Parks Rec & Facilities	11,194,057	11,457,902	263,845	2.4%
100-35 Public Bldgs & Waterfront Admin	358,671	387,731	29,060	8.1%
Trades	719,605	736,916	17,311	2.4%
School HVAC	521,703	518,442	(3,261)	-0.6%
Public Safety Building	290,700	317,700	27,000	9.3%
City Hall	322,100	392,450	70,350	21.8%
Merrill Auditorium (PB)	196,550	173,550	(23,000)	-11.7%
Hadlock Stadium	321,681	322,076	395	0.1%
Expo Building	207,875	208,600	725	0.3%
Canco Road Buildings	432,820	434,250	1,430	0.3%
Other Public Buildings	310,989	270,857	(40,132)	-12.9%
Waterfront	1,337,110	1,317,769	(19,341)	-1.4%
Total Public Buildings & Waterfront	5,019,804	5,080,341	60,537	1.2%
100-44 HHS - Administration	419,772	337,276	(82,496)	-19.7%
Public Health*	1,874,503	2,093,528	219,025	11.7%
Social Services*	11,908,346	13,072,747	1,164,401	9.8%
Barron Center	15,630,623	15,947,969	317,346	2.0%
Total HHS	29,833,244	31,451,520	1,618,276	5.4%
100-47 Debt Service	41,818,036	45,087,798	3,269,762	7.8%
100-48 Public Library	4,062,000	4,178,550	116,550	2.9%
100-51 Pension	8,126,801	8,398,292	271,491	3.3%

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100-52 Health Insurance	20,110,956	19,936,320	(174,636)	-0.9%
Workers' Comp	1,786,778	2,053,072	266,294	14.9%
FICA	1,138,099	1,138,099	0	0.0%
Group Life	205,822	205,822	0	0.0%
Unemployment	100,000	100,000	0	0.0%
Total Employee Benefits	23,341,655	23,433,313	91,658	0.4%
100-61 Contingent	275,850	250,000	(25,850)	-9.4%
100-62 Liability Insurance	774,458	839,325	64,867	8.4%
100-65 Regional Transportation Program	72,380	78,480	6,100	8.4%
Memberships - Misc	403,910	437,388	33,478	8.3%
Total Memberships/Contributions	476,290	515,868	39,578	8.3%
100-67 Wage Adjustment	60,000	(165,000)	(225,000)	-375.0%
Total General Fund Expenditures	188,583,917	197,175,619	8,591,702	4.6%
100-63 County Tax	6,288,845	6,640,316	351,471	5.6%
100-65 Metro Assessment	2,713,649	2,787,772	74,123	2.7%
Total General Fund and Assessments	\$ 197,586,411	\$ 206,603,707	\$ 9,017,296	4.6%

*Note: FY19 figures include grant and project expenditures excluded from the prior year resolve. These expenses (\$126,601 for Planning Admin, \$164,204 for HCD, \$839,356 for Public Health, \$1,995,108 for Social Services) and equal offsetting revenues are included in the current resolve for comparative purposes.

CITY OF PORTLAND, MAINE
COMPARATIVE BUDGET PLAN FY2020
 July 1, 2018 - June 30, 2019
 July 1, 2019 - June 30, 2020
 City Manager's Recommendation

	FY 19*	FY 20	\$ +/-	%
ENTERPRISE FUND REVENUES				
31 Property Taxes, Current Year	\$ -	\$ -	\$ -	
32 Licenses & Permits	22,850	17,950	(4,900)	-21.4%
33 Intergovernmental	116,800	117,968	1,168	1.0%
34 Charges for Services	33,567,185	34,701,607	1,134,422	3.4%
36 Use of Money and Property	23,747,326	26,228,136	2,480,810	10.4%
39 Other Sources	374,196	405,874	31,678	8.5%
Fund Balance	(4,236,256)	(4,683,172)	(446,916)	10.5%
Total Enterprise Fund Revenues	53,592,101	56,788,363	3,196,262	6.0%
ENTERPRISE FUND EXPENDITURES				
530 Fish Pier	398,213	388,679	(9,534)	-2.4%
570 Finance Administration	134,810	141,938	7,128	5.3%
Public Works Administration	780,653	838,548	57,895	7.4%
Districting	3,019,206	2,637,279	(381,927)	-12.6%
Communications	67,687	65,808	(1,879)	-2.8%
Engineering	618,211	603,082	(15,129)	-2.4%
Debt Service	7,745,068	8,088,788	343,720	4.4%
Fringe Benefits	1,493,120	1,519,490	26,370	1.8%
PWD Assessment	12,462,772	13,137,639	674,867	5.4%
Total Sewer	26,321,527	27,032,572	711,045	2.7%
571 Finance Administration	265,463	275,145	9,682	3.6%
Stormwater Management	1,817,499	1,543,268	(274,231)	-15.1%
Debt Service	389,797	685,421	295,624	75.8%
Fringe Benefits	286,855	285,003	(1,852)	-0.6%
Total Stormwater	2,759,614	2,788,837	29,223	1.1%
583 Jetport Administration	1,047,618	1,221,479	173,861	16.6%
Marketing	501,890	598,640	96,750	19.3%
Fringe, Indirects & Chargebacks	3,960,802	4,084,313	123,511	3.1%
Field	4,091,912	4,577,799	485,887	11.9%
General Aviation	17,168	17,168	-	0.0%
Jetport Operations	2,595,898	2,702,802	106,904	4.1%
Terminal	5,970,545	6,992,649	1,022,104	17.1%
Parking	4,447,615	4,907,020	459,405	10.3%
Airfield Deicing	700,661	674,781	(25,880)	-3.7%
Jetport Anticipated Surplus	778,638	801,624	22,986	3.0%
Total Jetport	24,112,747	26,578,275	2,465,528	10.2%
Total Enterprise Fund Expenditures	53,592,101	56,788,363	3,196,262	6.0%
TOTAL CITY EXPENDITURES	\$ 251,178,512	\$ 263,392,070	\$ 12,213,558	4.9%

TAX RATE COMPUTATION--FY2020
City Manager's Recommendation

	General Fund	Enterprise Funds	TOTAL CITY	
Total Expenditures	\$206,603,707	\$56,788,363	\$263,392,070	
Less: Revenues	(113,418,918)	(61,471,535)	(\$174,890,453)	
Surplus	0	4,683,172	\$4,683,172	
Tax Levy	\$93,184,789	\$0	\$93,184,789	
Tax Levy %			100.0%	
Valuation	7,985,000,000			
Tax Rate:				
	FY20	\$11.67	\$0.00	\$11.67
	FY19	\$11.34	\$0.00	\$11.34
	\$ Increase	\$0.33	\$0.00	\$0.33
	% of Total Increase	2.9%	0.0%	2.9%

CITY OF PORTLAND, MAINE
FY2020 Non-Tax Revenue
(without surplus or TIF reimb)
City Manager's Recommendation

Department	FY18 Collected	FY19* Est (budget)	FY19 Proj	FY20 Est (budget)	FY20 Est vs FY19 Est (budget)	%
General Fund Revenues:						
City Council	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%
City Clerk	223,337	227,688	219,364	228,094	406	0.2%
Executive	962,763	1,040,370	1,046,175	1,011,715	(28,655)	-2.8%
Assessor	1,690	2,076	1,000	1,000	(1,076)	-51.8%
Finance	19,615,268	18,549,047	21,361,127	18,755,574	206,527	1.1%
Legal	111,734	136,320	182,177	151,525	15,205	11.2%
Human Resources	118,043	76,056	76,056	75,945	(111)	-0.1%
Parking	8,722,207	9,620,120	9,498,210	9,665,220	45,100	0.5%
Econ Dev	192,267	567,949	566,791	596,748	28,799	5.1%
Police	3,239,440	2,947,159	3,169,317	2,985,289	38,130	1.3%
Fire	4,048,512	4,583,430	4,651,580	4,584,937	1,507	0.0%
Planning & Development	1,081,487	1,037,066	769,646	1,072,827	35,761	3.4%
Permitting & Inspections	5,012,332	4,500,366	5,049,955	4,901,064	400,698	8.9%
Information Technology	381,523	422,254	420,187	433,387	11,133	2.6%
Public Works	4,539,985	5,061,526	4,609,032	5,128,213	66,687	1.3%
Parks, Rec & Facilities	7,124,221	7,333,134	7,275,347	7,817,734	484,600	6.6%
Public Bldgs & Waterfront	3,337,883	3,459,596	3,302,789	3,550,966	91,370	2.6%
HHS--Administration	4,884	10,560	968	-	(10,560)	-100.0%
HHS--Public Health	1,001,256	994,421	115,485	1,133,407	138,986	14.0%
HHS--Social Services	7,366,937	7,271,573	5,517,167	8,065,096	793,523	10.9%
HHS--Barron Center	18,236,152	18,628,031	18,726,850	19,510,800	882,769	4.7%
Employee Benefits	6,432,840	7,293,735	6,942,945	7,640,858	347,123	4.8%
Insurance	134,721	154,587	179,359	177,918	23,331	15.1%
Debt Service Reimb.	15,447,518	16,979,744	16,964,420	19,731,496	2,751,752	16.2%
Memberships / Other	-	-	-	302,717	302,717	---
Total General Fund:	\$107,342,000	\$110,901,808	\$110,650,947	\$117,527,530	\$6,625,722	6.0%
Enterprise Funds Revenue:						
Fish Pier Authority	535,030	546,380	535,352	559,178	12,798	2.3%
Sewer	24,939,371	26,292,128	26,736,968	27,456,657	1,164,529	4.4%
Stormwater	6,587,024	6,877,102	6,845,474	6,877,425	323	0.0%
Jetport	23,283,267	24,112,747	24,660,341	26,578,275	2,465,528	10.2%
Total Enterprise Funds:	\$55,344,692	\$57,828,357	\$58,778,135	\$61,471,535	\$3,643,178	6.3%
Total City Revenue	\$162,686,692	\$168,730,165	169,429,082	\$178,999,065	\$10,268,900	6.1%

*Note: FY19 figures include grant and project revenues excluded from the prior year resolve. These revenues (\$126,601 for Planning Admin, \$164,204 for HCD, \$839,356 for Public Health, \$1,995,108 for Social Services) and equal offsetting expenditures are included in the current resolve for comparative purposes.

FY2020 CITY BUDGET SUMMARY

by category City Manager's Recommendation

	FY19*	FY20	\$ +/-	% +/-	% Of Total
	Approp.	Proposed			
01 Personnel--General Fund	\$80,740,046	84,499,142	\$3,759,096	4.7%	40.9%
--Ent Funds	6,581,376	7,038,292	456,916	6.9%	12.4%
Total	87,321,422	91,537,434	4,216,012	4.8%	34.8%
02+ Contractual--General Fund	64,291,371	66,232,171	1,940,800	3.0%	32.1%
--Ent Funds	29,151,634	29,654,105	502,471	1.7%	52.2%
Total	93,443,005	95,886,276	2,443,271	2.6%	36.4%
55 Supplies--General Fund	6,820,435	6,944,496	124,061	1.8%	3.4%
--Ent Funds	1,306,943	1,469,313	162,370	12.4%	2.6%
Total	8,127,378	8,413,809	286,431	3.5%	3.2%
63 Utilities--General Fund	3,701,033	3,574,036	(126,997)	-3.4%	1.7%
--Ent Funds	1,452,022	1,545,875	93,853	6.5%	2.7%
Total	5,153,055	5,119,911	(33,144)	-0.6%	1.9%
70 Capital--General Fund	215,490	266,065	50,575	23.5%	0.1%
--Ent Funds	2,202,152	3,532,645	1,330,493	60.4%	6.2%
Total	2,417,642	3,798,710	1,381,068	57.1%	1.4%
75 Debt Svc--Total GF	41,818,036	45,087,798	3,269,762	7.8%	21.8%
--Ent Funds	7,976,373	8,611,695	635,322	8.0%	15.2%
Total	49,794,409	53,699,493	3,905,084	7.8%	20.4%
75 Jetport Rev Bond Debt Svc	4,142,963	4,134,813	(8,150)	-0.2%	7.3%
Jetport Surplus	778,638	801,624	22,986	3.0%	1.4%
<hr/>					
Total General Fund	197,586,411	206,603,707	9,017,296	4.6%	100.0%
Total Enterprise Funds	53,592,101	56,788,363	3,196,262	6.0%	100.0%
Total	\$251,178,512	\$263,392,070	\$12,213,558	4.9%	100.0%

*Note: FY19 figures include grant and project expenditures excluded from the prior year resolve. These expenses (\$126,601 for Planning Admin, \$164,204 for HCD, \$839,356 for Public Health, \$1,995,108 for Social Services) and equal offsetting revenues are included in the current resolve for comparative purposes.

**City of Portland, Maine
Tax Levy by Budget Category
City Manager's Recommendation**

Department	FY20 Tax Levy	FY20 Tax Rate	% of Taxes
Debt Service	25,356,302	\$3.18	27.2%
Police	17,402,347	\$2.18	18.7%
Fire	16,047,076	\$2.01	17.2%
Public Works	10,292,295	\$1.29	11.0%
County Tax	6,640,316	\$0.83	7.1%
Parks, Rec & Facilities	4,744,750	\$0.59	5.1%
Health & Human Services	4,628,230	\$0.58	5.0%
Library	4,178,550	\$0.52	4.5%
Metro	2,563,535	\$0.32	2.8%
Public Buildings & Waterfront	1,400,763	\$0.18	1.5%
General Government	(69,375)	(\$0.01)	-0.1%
Total:	\$93,184,789	\$11.67	100.0%

City of Portland
Staffing FTE Change
FY2020 City Manager's Recommendation

Department	FY15	FY16	FY17	FY18	FY19	FY20	+/- Chg
General Fund:							
City Council	-	-	1.0	-	-	-	-
City Clerk	9.2	8.9	7.4	7.8	7.9	7.9	-
Executive	10.0	14.0	10.0	13.0	10.5	9.5	(1.0)
Assessor	4.9	4.9	5.9	5.9	5.9	5.9	-
Finance	26.0	24.3	24.0	25.0	25.0	25.0	-
Legal	6.0	6.0	6.0	6.0	7.0	7.0	-
Human Resources	10.0	10.0	10.5	11.0	11.0	10.5	(0.5)
Parking	29.6	29.6	29.6	29.6	29.6	30.0	0.4
Economic Development	3.0	4.0	5.8	5.8	7.1	7.0	(0.1)
Police	225.3	223.3	227.3	232.3	226.3	227.0	0.7
Fire	235.7	228.1	229.6	229.2	226.0	226.0	-
Planning & Urban Dev.	35.4	34.7	21.5	24.0	24.0	24.0	-
Permitting & Inspections	-	-	25.0	28.0	28.0	28.5	0.5
IT	17.3	17.0	17.0	17.0	17.3	16.0	(1.3)
Public Works	152.5	132.0	125.0	129.0	131.0	131.5	0.5
Parks Rec & Fac	121.6	136.5	155.2	161.5	142.0	140.7	(1.3)
Pubic Bldgs & Waterfront	-	-	-	-	24.5	24.5	-
HHS Administration	-	-	5.0	5.0	5.0	4.0	(1.0)
Public Health	70.0	62.3	38.2	25.0	27.1	28.3	1.2
Social Services	79.4	90.7	78.3	80.1	87.8	93.5	5.7
Barron Center	266.2	266.7	260.7	263.7	244.0	246.8	2.8
<i>Total HHS:</i>	<i>415.6</i>	<i>419.7</i>	<i>382.2</i>	<i>373.8</i>	<i>363.9</i>	<i>372.6</i>	<i>8.7</i>
General Fund Subtotal:	1,302.1	1,293.0	1,283.0	1,298.9	1,287.0	1,293.6	6.6
Enterprise Funds:							
Sewer Fund	39.0	32.0	31.0	30.0	33.0	33.0	-
Stormwater Fund	-	11.5	11.0	13.0	10.0	10.0	-
Jetport	49.0	49.5	50.5	52.5	56.0	59.0	3.0
Enterprise Subtotal:	88.0	93.0	92.5	95.5	99.0	102.0	3.0
Total City Employees:	1,390.1	1,386.0	1,375.5	1,394.4	1,386.0	1,395.6	9.6

FY20 Budget Calendar - April 2019

Additional Finance Committee agenda details can be found online at <http://portlandmaine.gov/financecommittee>

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<i>Finance Committee Meetings held in Room 209 of City Hall</i>						
	1	2	3	4 5:30 PM Joint City/School Finance Committee Meeting 5:30	5	6
7	8 5:30 PM - City Council Meeting -Presentation of FY20 City Manager Recommended Budget, Referral to Finance Committee	9 5:30 PM Finance Committee Meeting	10	11	12	13
14	15 <i>Patriot's Day Holiday</i>	16	17	18	19	20
21	22 5:30 PM - City Council Meeting	23 5:30 PM Finance Committee Meeting	24 5:30 PM Finance Committee Meeting	25	26	27
28	29	30				

FY20 Budget Calendar - May 2019

Additional Finance Committee agenda details can be found online at <http://portlandmaine.gov/financecommittee>

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<i>Finance Committee Meetings held in Room 209 of City Hall</i>			1	2 5:30 PM Finance Committee Meeting	3	4
5	6 5:30 PM City Council Meeting - City Budget 1st Read (Public Hearing)	7	8	9 5:30 PM Finance Committee Meeting	10	11
12	13 5:30 PM City Council Budget Workshop	14 5:30 PM Finance Committee Meeting	15 5:30 PM Finance Committee Meeting	16	17	18
19	20 5:30 PM City Council Meeting - City Budget 2nd Read and Vote	21	22	23	24	25
26	27 <i>Memorial Day Holiday</i>	28	29	30	31	

