



City of Westbrook, Maine

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To: Finance Committee
From: Jerre R. Bryant
Re: Budget Review - March 30, 2019

8:30 Economic Development #5 - The Economic Development Department budget has been split off from the Mayor's Office, and funds the Director of Economic & Community Development, the Communications/Media Manger and the Community TV Coordinator. Fifty per cent (50%) of the Community TV Coordinator is funded by the School Department and \$34,000 of the Director's position is funded through the Olympia TIF. The proposed Budget totals \$305,263 with increases occurring in Marketing at \$45,000, up \$4,780, Consultants at \$10,000, up \$5,000 and Training & Travel at \$10,500, up \$5,000 (training and travel are now budgeted in a single line item).

WEIC #22 – The Westbrook Environmental Improvement Corporation is funded through revenue from four (4) Tax Increment Funding Districts, Lanco, Acadia, Sysco and Olympia and investment income from current fund balances. The projected TIF income of \$414,829 is based on current valuation and property tax rate, and will change as one or both of those factors change. Budgeted expenses total \$160,814 and include funding to support the city's website upgrade, a contribution to Discover Downtown Westbrook, debt service on the construction of the Riverwalk Boardwalk and a small property tax payment for land located in the Town of Scarborough. That leaves \$263,015 of discretionary investments in sustainable environmental and economic development projects in Westbrook. All WEIC expenditures must be approved by the WEIC Board of Directors and authorized by the City Council.

9:00 Police #13 – The Police Department budget totals \$3,652,360 and reflects an increase of \$279,920 or 8.3% over the current year budget. Salaries of \$2,815,298 are up \$226,671 or 8.8%. This is due to two factors, the budget funds three additional positions, two patrol officers on January 1, 2020 and one Lieutenant on July 1, 2019. The second factor is the market adjustments for police wages approved in the three-year labor contract to better reflect law enforcement wages in the labor market. The only other significant expenditure changes are Uniforms at \$52,600 which is up \$15,600 to cover the cost to outfit three new employees, Interpretive Services, which now also funds the Trauma Intervention Program (TIP) which assists Police, Fire and Rescue in support of victims of

traumatic events and Vehicle Leases at \$169,721, up \$65,576, which reflects lease/purchase payments for the In-cruiser video equipment replacement and the two replacement cruisers in the 2018 – 2020 CIP.

10:00 Community Services #18 – This budget funds the management, supervision and administration of the Community Services Department and the Community Center. This year's budget more clearly clarifies positions and better matches positions with their functions and appropriate funding sources. The Community Services Department budget includes four full time and one part time positions. This represent the administrative overhead for the department and the community center, the Director, Office Coordinator, Secretary, one full time and one part time Building Supervisors. In past budgets, these positions were spread out among various budgets and funds and were allocated to programs where funding was available and not necessarily corresponding to their functions. The Community Services \$335,907 budget is up \$50,221 or 17.6%. Most of that increase is the \$75,000 Transfer to Special Revenue which is up \$42,700 and represents the General Fund subsidy to cover the net funding shortfall for swimming pool operations. The \$10,021 (4.7%) increase in Salaries is the net result of correctly budgeting for the administrative overhead of the department.

User Fee Funded Programs

Recreation Fund – This \$105,000 fund covers adult and youth sports and recreation programs, and fitness program and other leisure activities. Program staffing for these programs is all part-time, temporary or contractual. Management and oversight of these programs is handled by the Director. All youth sports programs are now covered by this budget. There are no other significant changes in the funding of these programs.

Before & After School Care – This \$353,669 fund covers the largest, most popular of the programs and services provided through the Community Services Department. It is also the most lucrative of the center's operations, with annual revenue consistently exceeding program expenses. Four full time positions are split between this program (70%) and the summer camp program (30%). There are no significant changes in the funding of this program, however, with the relocation of many of the school department programs previously housed at the Community Center, we are exploring the renovation/repurposing of that available space to accommodate expansion of these services in coming years. This both responds to the need and popularity of these programs and would further the fee-based financial support for programs and services at the community center.

Summer Camp – This \$206,000 fund covers the summer camp and vacation camp programs. Thirty per cent (30%) of the four full time positions identified in the Before & After Care Program are allocated to and funded by this program. There are not significant changes in the funding of these programs.

Youth Activities – The youth programs and activities previously covered by this fund are now part of the Recreation Fund.

Aquatics – This \$153,000 fund covers the operation of the Davan Pool (indoor) at the Fred C. Wescott Building and the Cornelia Warren Pool (outdoor) at the Cornelia Warren Outdoor Recreational Area. This fund covers one full time position, with all lifeguards and instructors employed on a part time basis. Funding of the pools was adjusted this

year to better reflect the actual operating expenses for the pools. The General Fund provides a \$75,000 subsidy to fully cover staffing and operating costs that are not covered by pool revenue.

NOTE: One of the policy questions that need to be discussed with the Finance Committee is how to cover the subsidy needed to cover the costs for the pools.

General Assistance #17 – The General Assistance budget of \$562,224 is down \$17,046 below the current year budget and has decreased \$368,444 or 30% over the past four years. The largest single category of expenditure is Rental Assistance at \$400,000 up \$22,000 or 5.8% over the current budget. This growth is driven by the ever rising cost of residential rental housing. Our two person GA staff is doing an outstanding job of managing this very challenging caseload. The city receives 70% reimbursement from the State for all eligible assistance provided by the GA program.

10:45 Walker Memorial Library #19 – The Library budget of \$602,685 is up \$30,993 or 5.4% over the current year budget. Salaries are up \$29,252 or 7.5%, with \$10,000 of that increase the due to the needed restructuring of one of the librarian positions to include the supervisory, administrative and managerial duties of the Deputy Director designation. Funding increases are provided in the proposed budget to continue the growth for all categories of the collection.

11:15 Public Services #16

Administration – This \$290,156 budget is down \$14,085 or 4.6% below the current year budget. The budget funds the management and administration of the Public Services Department, including Engineering, Wastewater, Capital Improvement Program, Street Openings and the Federal & State Highway Grant Programs. This budget funds four positions, The Director, Operations Manager, Accounting Specialist and Administrative Assistant.

Highways & Streets – This \$2,271,372 budget is up \$100,448 or 4.6% over the current year budget. This budget funds all summer and winter maintenance of streets, sidewalks, culverts/drainage, signs, trees, traffic lights and street lights. **Contractual Services** for \$35,000 is up \$15,000 to cover the cost of police details for traffic control at road jobs, **Vehicle Leases** at \$107,391 show a net increase due to the lease/purchase of a replacement sidewalk plow, Road Salt at \$175,000 is up \$12,502 as we continue our more cost/effective and less environmentally damaging transit to more salt and less sand, **Bituminous Concrete** at \$150,000 is up \$10,000 for pot hole and other spot road patching and **Winter Sand** at \$23,500 is down \$9,200 to reflect the sand to salt shift.

Refuse & Collection – This \$1,184,795 budget is up \$23,429 or 2% above current year funding. This budget funds weekly curbside collection of household trash and recyclables, trash disposal, recycling education/promotion, catch basin debris disposal and a Hazardous Household Materials disposal program. **Refuse Collection** at \$726,380 is up \$14,243 and **Tipping Fees** (disposal costs) at \$321,700 is up 6,315 both representing 2% increases.

Fleet Maintenance – This \$651,385 budget is down \$17,234 or 2.6%. This budget provides for three mechanics and one supervisor/fleet manager (with an additional

mechanic for public safety vehicles and equipment maintenance funded in the Police and Fire Department budgets) provides for the maintenance for the entire city fleet of vehicles and equipment. Decreases in the cost of both Gasoline and Diesel Fuel reduce their two line items by \$21,695, which is partially offset by increases in Auto Parts, up \$7,000, and Overtime, up \$3,000.

Cemeteries – This \$72,775 budget is up \$2,000 or 2.8%. There are no significant funding changes in this budget, which has a corresponding revenue line of \$45,000.

Athletic Facilities & Grounds – This \$290,170 budget is down \$22,133 or 7.1% below current year finding. This budget funds two full time positions, with the rest of the staffing for spring, summer and fall grooming and preparation of athletic fields performed by part time employees. Temporary Employees at \$57,570 is down by \$10,000 and better reflects historical expenditures for this account. Equipment & Vehicle Lease is down by \$12,055 to \$0 as the last piece of equipment that was lease /purchased had its final payment in the FY 2019 budget. The offsetting increase and decrease of \$24,000 for the Outside Rentals/Contracts and Landscaping/Agri Supplies lines reflects a budgeting correction of the Organic Fertilizer Program.

Buildings #20.

City Hall – This \$35,800 budget is up \$4,400 or 14%. The Advertising line of \$15,000 is up \$6,000 or 66.7% and accounts for this entire increase. This account funds all advertising expenses city wide and is primarily used by the City Clerk, Planning & Code Enforcement and Human Resources. We are removing all lines in the City Hall budget that do not relate to building expenses. The one remaining account is Advertising, which will be split into the appropriate department budgets next year.

Public Safety – This \$134,901 budget is down \$5,480 or 3.9%. The largest savings in the budget is Natural Gas, at \$27,200 which is down by \$6,800 below the current year budget. There are no other changes in this budget.

Public Services – This \$82,050 budget is down \$10,000. This entire reduction is Natural Gas which is down by \$10,000. This is our second full year of operation for the new Public Services complex. Our initial operating budgets for the building, particularly projected utility costs were based on the building engineer's estimates. The actual operating costs for the new facility have been lower than the engineer's estimates and we are adjusting our budget accordingly.

Fred C. Wescott Building – This \$176,000 budget is down \$1,000 from the current year. Projected Electricity use is up by \$15,000 and projected Natural Gas use is down \$15,000 based on the electric heat pumps utilized by the building's new HVAC system.

Walker Memorial Library – This \$32,500 budget is down \$3,500 or 9.7% based on an average of 10% savings for both Natural Gas and Electricity.

Buildings & Plant – This \$520,273 is up \$40,620 or 8.5% over the current year. Salaries are up \$23,620 due to the addition of a second building maintenance position half way through the current budget year. Building Service Agreements of \$95,000 are up by

\$15,000. This budget funds building maintenance and custodial services for all municipal buildings.

Parking Garage #23 – The Parking Garage budget is fully funded by the lease agreement with Maine Health, with 100% of the parking spaces leased. Operating expenses are budgeted at \$186,856 with \$35,000 budgeted to be placed in a major maintenance reserve account. Combined, these two amounts equal the projected revenue of \$186,656.

12:00 Lunch Break

12:30 Dispatch #14 – This \$707,792 budget is up \$35,361 or 5.3%. This year has been very challenging for our dispatch operation due to turnover, given the 24/7/365 requirement of this critical public safety function. This year's budget increased funding for Per Diem staffing by \$8,000 for increased, flexible coverage and increases Overtime funding by \$10,000 in order to maintain minimum staffing levels when per diem dispatchers are not available. Public Safety dispatch operations throughout the state are experiencing staffing and recruitment challenges, with the State Police actually closing its dispatch center in Gray.

Information Technology #9 – This \$621,912 budget is down \$57,874 or 1.2% below current year finding. Reductions in Technology Support Services, at \$175,000 are down \$13,030 and Maintenance Support Services at \$254,362 are down \$22,944 due to recent upgrades to our technology infrastructure and through closer monitoring of these services and selective adjustments by Director Hamilton. Hardware expense of \$97,500 is down \$23,150 due to the hardware investments funded over the past two budget years.

1:00 Planning & Code Enforcement #12 – This \$462,993 budget is up \$56,470 or 13.9%. That expenditure increase is entirely staff related, with Salaries of \$359,656 up \$45,497 due to the re-establishment of the Assessing Assistant position half way through this year's budget and the reclassification of the master Code Enforcement Officer to a salaried, non-union, supervisory position. The budget also funds \$9,200 under Salaries-Temporary to engage qualified, outside inspection services during times of peak demand for inspections.

1:45 Fire & Rescue #15 - This budget of \$3,771,121 is up \$199,324 or 5.6% over current year. Salaries (Regular and SAFER) of \$2,510,132 are up \$118,703. Wages and benefit costs for the eight SAFER Grant position are partially offset by reimbursement revenue of \$178,480 which hits the two-year make in November, 2019 and the reimbursement is reduced from 75% to 35%. Call Company Salaries of \$32,000 are down \$15,000 to reflect recent expenditure history and fewer active members of the Call Company. Training & Travel at \$42,500 is up \$10,000 due to increased EMS mandated certification program, haz mat, confined space and water rescue refresher programs and professional development programs. Vehicle Lease at \$96,098 is up \$26,262 to cover the first year payment of the Ambulance Remount and Equipment Lease at \$46,827 is up \$45,827 to fund the first year payment for the replacement of SCBA's.

2:30 Adjourn