

City of Portland, Maine

City Manager's Recommended Budget



FY17 Budget

July 1, 2016 – June 30, 2017

**FY2017 BUDGET
CITY MANAGER'S RECOMMENDATION**

TABLE OF CONTENTS

	Page
LETTER OF TRANSMITTAL	1
COMPARATIVE BUDGET PLAN (GENERAL FUND)	7
COMPARATIVE BUDGET PLAN (ENTERPRISE FUNDS)	10
TAX RATE COMPUTATION	11
NON-TAX REVENUE SUMMARY BY DEPARTMENT	12
EXPENDITURE SUMMARY BY CATEGORY	13
TAX LEVY BY BUDGET CATEGORY	14
STAFFING FTE CHANGE SUMMARY	15
STAFFING FTE CHANGE DETAIL	16
APRIL BUDGET CALENDAR	19
MAY BUDGET CALENDAR	20



Executive Department
Jon P. Jennings, City Manager

April 4, 2016

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 \$236 million FY17 Municipal Operating Budget. This submission was developed with guidance of City Council goals and my operational priorities for the City.

Portland continues to be an attractive place for people to live, work, and visit. And we continue to grow as evidenced by the \$68 million increase in our tax base and the influx of permitting and development review requests. Just recently Portland was honored as being one of the top 25 most educated cities in the country thanks to the 44% of our residents who hold a bachelor's degree or higher. This means that our population is highly skilled to support future workforce needs. We also continue to receive national recognition for our growing start-up and entrepreneurial sector. And, of course, we continue to be a major tourism destination. This year we will welcome more than 100,000 cruise ship passenger visitors, and on top of that comes the news that ferry service to Yarmouth, Nova Scotia will remain active through the new operation by Bay Ferries.

We continue to restructure and modernize services to achieve efficiencies and increase productivity. This can be seen through investment in our Information Technology with the roll out of a new email and applications provider; proposed new rules for tax acquired property so we can more easily and quickly return property to the tax rolls and productive use; and the new one-stop permitting, licensing, and inspections shop, which will centralize services and reduce wait times. We will continue to look at all ways of modernizing City government.

We remain steadfast in our commitment to improve our neighborhoods, open spaces, and housing stock. Our Planning & Urban Development Department permitted more than 1,100 units of new housing in calendar year 2015. We are at the precipice of construction beginning on the Midtown housing and retail project in Bayside, we approved zoning and the historic district for the Portland Company project so the developers can now begin the development review process, and we adopted a new inclusionary zoning ordinance that helps to ensure that as we continue to grow, we grow more equitably. All told, the team reviewed and approved \$110 million of private investment in the city in calendar year 2015. We also completed the comprehensive Portland Open Space Vision & Implementation Plan with the Trust for Public Land and many stakeholders. The plan lays the groundwork for how we can sustain and build on our historic system of 63 parks, 104 acres of trails, and open spaces to enhance our quality of life, protect our environment, and promote the economic well-being of our remarkable city by the sea. You'll see that some of the key recommendations from that plan are included in the budget goals for this fiscal year.

In support of our economic growth, the Economic Development team closed on the City's purchase of 212 and 250 Canco Road, which assists in the transitioning of the City's Public Works Department off the peninsula and will open sites in Bayside for sale and redevelopment. Following the first sale of one of the sites at the Portland Technology Park, Patrons Oxford Insurance will begin construction soon on a 19,000 square foot new headquarters, bringing more than 40 jobs when it opens in early 2017. The Portland Development Corporation (PDC) closed eight loans in FY15 for a total of \$607,033, leveraging more than \$3.4 million in private investment, creating eight jobs and retaining 55 jobs. To date in FY16, the team has closed on three loans, and an additional loan commitment, for a total of \$247,500, leveraging another \$764,000+ in private investment, creating seven jobs and retaining 11 jobs.

We also continue to provide key health and human services for our people. To help confront our growing substance abuse crisis, we identified drug forfeiture money to hire a Substance Abuse Disorder Liaison to run our newly established Law Enforcement Addiction Advocacy Program through the Police Department. The liaison will work to help address the significant increase in drug overdoses and deaths in the community by utilizing three key elements of outreach: education, community awareness, and the facilitation of treatment. The Social Services division launched the Helping Individuals Regain Employment (HIRE) Program to assist General Assistance recipients who are stuck in a cycle of needing emergency assistance out of poverty and into self-sufficiency by removing barriers to employment. In just three months, they have enrolled 54 clients and found full time employment for 16 individuals and part time work for 12. The Oxford Street Shelter placed 287 total clients, 97 of whom were long-term stayers, into permanent housing, and the Family Shelter secured permanent housing for 111 families with a recidivism of only 4%. The Office of Elder Affairs responded to 780 requests from Portland elders in need of services and information, and continued their partnership with the AARP on a 5-year Age Friendly Communities initiative. The office operates two adult day health programs at the Barron Center and provides transitional housing and support services for older victims of domestic abuse through a collaboration with the Elder Abuse Institute of Maine.

Budget Goals

You will see through my recommendations that we are focused on "right-sizing" municipal government so we can concentrate on the core service areas that matter to our residents and businesses. The City, including taxpayers, simply does not have the financial or staffing resources to do everything for every group or individual. This budget focuses priorities by getting back to the basics of municipal government while also striving to meet Council priorities. My goal is to improve the city structurally so we will have resources in the future to look at more aspirational projects. The reorganization changes included in this recommended budget are phase one of that goal. We looked at innovative ways to improve city services that reduces costs, emphasizes customer service, and demonstrates our commitment to getting things done on a timely basis. We must invest in our infrastructure and people to increase efficiencies and improve customer service. While the streamlining of several departments and functions results in an overall reduction in staff positions, the budget does not call for any decrease in service levels for core city functions.

It's important to note that had we just settled for a status quo budget from last year, the city would be facing an estimated 5% tax increase. We worked hard to meet the Council's guidance of an increase not larger than 2.5% and I'm pleased to say we not only met that goal, but came in under at 2.3% for the combined city and school rate, which is the lowest tax increase in five years.

To achieve these goals, the budget includes the following:

Permitting & Inspections Department: creation of a new department for permitting and inspections. By streamlining resources we can and we will build a better and faster permitting process. It will take time to fully implement, but the city will have a streamlined system for routine permitting while maintaining the same commitment to public safety and appropriate review.

Parks, Recreation & Facilities: The budget also includes the reorganization for a new Parks, Recreation & Facilities Department, which follows guidance from the Trust for Public Land's recent open spaces report. The Trust noted that although Portland is home to a significant level of open space our parks are not as widely utilized as they could be. With our Parks team back again with our Recreation & Facilities team, and the addition of a new Parks Manager, we will realize the potential of our beloved open spaces.

Public Works: The Parks, Recreation and Facilities reorganization allows for our Public Works Department to focus on infrastructure improvements, such as getting our roads and sidewalks in the condition a city of Portland's prominence deserves. Paving roads or fixing broken sidewalks may not be the most glamorous of undertakings, but they are the foundation of what makes a great city. Public Works will be reenergized by returning to a districting model, in which teams will be assigned to set districts to perform services. This allows for more coordinated and timely delivery of work.

The proposed Public Works budget is also predicated on doing a better job of tracking time spent on various projects and functions. Several positions have been added which will allow us to decrease our reliance on consultants to monitor capital projects, which is clearly more cost effective. This increased emphasis on time accounting will also assure that we are accurately tracking personnel charged to the Sewer and Storm Funds and can easily demonstrate compliance with federal requirements.

We are close to hiring a new Public Works Director to lead the department, and we have also been exploring ways in which to better collect solid waste and recycling, as cleanliness of our city is a top priority. We expect to unveil those changes over the next few months with implementation in the FY18 budget.

Health & Human Services: This budget encourages a community conversation around the City's role in providing direct clinical care through the Health & Human Services Department. While the City will retain responsibility over many core functions such as emergency response, health and food inspections, public health policy, shelter operation and general assistance, this budget is proposing to implement a public-private partnership with Portland Community Health Center to administer direct clinical services for our community, and close the programs at the India Street Public Health Center by the end of 2016. The proactive transfer of these services from India Street to Portland CHC realizes the City's and other key partners' original vision in 2007 to create a vibrant community Federally Qualified Health Center (FQHC) in Portland with fully integrated comprehensive primary care for underserved and vulnerable populations. Not only does this follow what was originally visioned, but it follows what cities across the country have done because the FQHC model is better positioned and funded to provide care that is readily accessible and delivers a comprehensive and preventive approach to primary care. FQHCs receive an enhanced reimbursement rate for some programs and services and are a critical component of health care safety nets in communities across the country.

This partnership will allow for services to be provided by a local health organization that already does this work with the same standard of care. In no way should this be taken as the city abdicating its public health

responsibilities, rather we have a responsibility to taxpayers to maximize the federal funding for these services. Portland citizens will not see a loss in their services, they will just receive care from a different health clinic. The budget also proposes to transfer the administration of the school-based health care programs to PCHC in FY17 and the transfer of dental health care by FY18. Both programs will continue to be very important parts of our social safety net in the city.

You will see that this budget increasingly finds us reacting to changes in the healthcare field, most notably this year with the loss of the Healthy Maine Partnerships grant, which will now be funded only on a statewide basis and not awarded to individual municipalities. This has forced us to reorganize and reduce staff who are performing grant funded work.

We are proud to say that the recommended budget includes the continuation of all General Assistance programs, including coverage of those individuals who were formerly included in the Community Support Fund. While our General Assistance program is on more stable ground this year, PL 324 does leave us with a funding gap for certain individuals. Although we believe the City can cover this gap in FY17, this will need to be closely monitored in future fiscal years. Thankfully, many of our community partners have stepped up to the plate and have continued to provide food, housing assistance, and many other key services. Our new HIRE Program will help fill the void of the loss of the Refugee Services grant.

Fire Department: In our Fire Department, we are making a commitment to providing a high level of safety for our residents by keeping a strong level of training for waterfront emergency response, confined spaces, and hazardous materials. This means that the budget calls for maintaining the heavy rescue firefighter positions. The budget also calls for the reduction of one firefighter per shift at the Jetport's Air Rescue Fire Station, which still keeps us in accordance with FAA requirements. I'm pleased that we were able to pass a new Fire Union contract, as it includes cost saving measures for the city. We will look ahead to working this year on a plan to further modernize the department by evaluating our fire stations locations based on call volume to look for further efficiencies to be implemented in the FY18 budget.

ADA Investment: The budget also includes \$125,000 to thoroughly review the City's compliance with the American with Disabilities Act requirements. While the City has been making incremental improvements, this review will take a comprehensive look at the city's infrastructure and how accessible it is, including public buildings, streets, sidewalks, and open spaces.

Sustainability Coordinator: In response to one of the City Council's goals, the budget calls for the creation of a full-time Sustainability Coordinator within the City Manager's office. The coordinator will assist the city and the Council's Energy & Sustainability Committee with reviewing and implementing sustainable measures to further protect our environment and reduce our costs.

Staff Training: In order to invest in our employees and improve customer service, the budget includes funds for several training programs, including a Leadership Academy for managers, a Supervisory Training program for supervisors, as well as customer service training.

Reduction in Staff: This budget includes a net full-time equivalent reduction of 12.8 general fund positions. This does not however, tell the entire story. In order to effectively reorganize the City, some positions have been added, while others have been eliminated. Additionally, because many position reductions are due to the loss of grant funding, the budget reflects mid-year cuts which further understate the total.

Positive Budget Drivers

Property valuation has grown by more than \$68 million since last year, which is very healthy. Excise taxes are projected to increase to \$10.6M for FY17. Licensing and permit revenue is also projected to increase by 13% in FY17. Additionally, the city is projected to earn \$235,000 in new parking garage revenue and \$128,000 in additional outdoor concert and Ocean Gateway event revenue. While last year's budget called for the use of \$500,000 from the general fund balance, this year's budget does not call for any use from this source.

During FY16 the Finance Department worked diligently to generate savings for the city. We refinanced several of our older City bond issues (approximately \$1.3M savings spread over the next 10 fiscal years), renegotiated a key line of credit related to our pension obligation bond (approximately \$1.5M savings spread over the next five fiscal years) and worked with our external asset managers to earn better returns on invested City funds.

Budget Challenges

While there are many positive elements in this recommended budget, stemming from the reorganization and efficiencies mentioned above, there are additional challenges and obligations that we face. These include:

Health Insurance: The cost of health insurance continues to rise, with a 14% net increase in City costs for FY17. In this fiscal year we will implement a new value based insurance design, and an employee wellness program to help reduce costs in future years.

Debt Service, including Pension Obligation: Debt service costs for FY17 have increased by approximately 4.6%, primarily due to increasing principal repayment of pension obligation bonds maturing in 2026. The costs would have been greater if not for the mitigating measures taken by Finance.

Grant Losses: The City will lose several long-standing public health and refugee services grants, totalling more than \$801,000.

County Tax: The FY17 budget includes a \$177,110 increase in Cumberland County tax assessment.

Tax Assessment: Looking ahead, the city is in a position where we will need to begin discussions about a reevaluation process for property. This budget contains one additional Appraiser position and funds to begin the data collection necessary to update property values.

Balancing the Budget

While City general fund expenditures have increased 4.2%, the growth of non-tax revenues and property valuation result in a City side tax rate increase for municipal services of 2.5%. This means that the impact on an average homeowner with a property valued at \$200,000 is \$52. When also considering the proposed budget increase by Portland Public Schools, the total tax rate increase is \$0.47 per \$1000 in housing value. This results in a 2.3% overall increase from FY16.

Conclusion

I would like to thank Deputy City Manager Anita LaChance, Finance Director Brendan O'Connell, Assistant Finance Director Suzanne Knight, Budget Analyst Jennifer Lodge, Human Resources Director Gina Tapp, Senior Policy Advisor Julie Sullivan, and Communications Director Jessica Grondin 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. Additionally, I would like to thank Mayor Strimling and the members of the Portland City Council for developing concise policy goals and objectives for the city. Their effort helped greatly in the development of the budget. We all look forward to reviewing this proposed budget with the Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon P. Jennings". The signature is stylized with a large, sweeping "J" and a long, horizontal stroke extending to the right.

Jon P. Jennings
City Manager

CITY OF PORTLAND, MAINE
COMPARATIVE BUDGET PLAN FY2017
 July 1, 2015 - June 30, 2016
 July 1, 2016 - June 30, 2017
 City Manager's Recommendation

		FY 16	FY 17	\$ +/()	%
CITY GENERAL FUND REVENUES					
31 Property Taxes	\$	81,025,202	\$ 83,791,994	\$ 2,766,792	3.4%
31 Other Local Taxes		8,775,712	9,509,832	734,120	8.4%
32 Licenses & Permits		4,140,154	4,697,826	557,672	13.5%
33 Intergovernmental Revenue		10,296,263	10,048,308	(247,955)	-2.4%
34 Charges for Services		33,988,886	36,128,810	2,139,924	6.3%
35 Fines, Forfeits and Penalties		2,003,005	2,294,100	291,095	14.5%
36 Use of Money and Property		8,101,192	8,797,326	696,134	8.6%
39 Other Sources		29,694,107	30,806,339	1,112,232	3.7%
Fund Balance Use (Restoration)		500,000	0	(500,000)	-100.0%
Total General Fund Revenues		178,524,521	186,074,535	7,550,014	4.2%
GENERAL FUND EXPENDITURES					
100-1100 City Council		345,003	376,820	31,817	9.2%
100-1200 City Clerk		577,997	492,149	(85,848)	-14.9%
100-1300 Executive		811,178	785,299	(25,879)	-3.2%
Housing Safety		335,783	0	(335,783)	-100.0%
Total Executive		1,146,961	785,299	(361,662)	-31.5%
100-1400 Assessor		335,589	453,089	117,500	35.0%
100-1500 Finance Administration		1,040,033	1,089,681	49,648	4.8%
Treasury		646,508	646,956	448	0.1%
Total Finance		1,686,541	1,736,637	50,096	3.0%
100-1600 Legal		515,050	567,152	52,102	10.1%
100-1700 Human Resources Admin		798,818	989,173	190,355	23.8%
100-1800 Parking		1,279,612	1,329,957	50,345	3.9%
Crossing Guides		129,200	131,200	2,000	1.5%
Elm Street Garage		242,647	300,899	58,252	24.0%
Spring Street Garage		417,796	460,534	42,738	10.2%
Temple Street Garage		108,176	123,800	15,624	14.4%
Total Parking/Garages		2,177,431	2,346,390	168,959	7.8%
100-1900 Economic Development		356,635	457,910	101,275	28.4%
100-2100 Police Administration		998,771	1,028,807	30,036	3.0%
Jetport Security		518,956	530,628	11,672	2.2%
Uniformed Operations Group		8,709,929	9,286,471	576,542	6.6%
Bureau Investigative Services		1,692,284	1,757,081	64,797	3.8%
Operations Support Services		733,849	833,671	99,822	13.6%
Dispatch Services		1,970,549	2,260,899	290,350	14.7%
Total Police		14,624,338	15,697,557	1,073,219	7.3%

CITY OF PORTLAND, MAINE
COMPARATIVE BUDGET PLAN FY2017
July 1, 2015 - June 30, 2016
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		FY 16	FY 17	\$ +/()	%
100-2200	Fire Administration	705,688	622,966	(82,722)	-11.7%
	Code Enforcement & Comm Svcs	374,835	245,110	(129,725)	-34.6%
	Field Operations	13,356,410	14,129,247	772,837	5.8%
	Air Rescue	1,104,245	885,878	(218,367)	-19.8%
	Operations Support Services	1,107,834	979,778	(128,056)	-11.6%
	Total Fire	16,649,012	16,862,979	213,967	1.3%
100-2400	Planning & Urban Dev. Admin	505,357	507,377	2,020	0.4%
	Inspections	690,289	0	(690,289)	-100.0%
	Planning	789,862	803,174	13,312	1.7%
	Housing & Comm Dev	132,742	136,983	4,241	3.2%
	Historic Preservation	126,099	139,582	13,483	10.7%
	Total Planning & Urban Development	2,244,349	1,587,116	(657,233)	-29.3%
100-2500	Permitting & Inspections Administration	0	151,553	151,553	
	Inspections	0	808,126	808,126	
	Housing Safety	0	301,454	301,454	
	Business Licensing	0	109,441	109,441	
	Total Permitting & Licensing	0	1,370,574	1,370,574	
100-2900	Information Technology	2,138,921	2,335,463	196,542	9.2%
100-3100	Public Works Administration	774,591	692,123	(82,468)	-10.6%
	Districting	2,041,273	1,509,513	(531,760)	-26.1%
	Solid Waste	2,787,475	2,590,851	(196,624)	-7.1%
	Communications	150,000	121,002	(28,998)	-19.3%
	Portland Downtown District	335,329	351,210	15,881	4.7%
	Construction Company	400,130	0	(400,130)	-100.0%
	Transportation Opr	2,188,670	2,645,471	456,801	20.9%
	Engineering	738,836	1,123,224	384,388	52.0%
	Winter Operations	1,149,187	1,165,512	16,325	1.4%
	Fleet Services	3,592,514	3,431,093	(161,421)	-4.5%
	Island Services	569,545	597,050	27,505	4.8%
	Total Public Works	14,727,550	14,227,049	(500,501)	-3.4%
100-3300	Parks Rec & Facilities Admin	301,629	315,322	13,693	4.5%
	Trades	893,645	974,016	80,371	9.0%
	Public Safety Bldg.	382,505	376,470	(6,035)	-1.6%
	City Hall Maint.	447,440	433,845	(13,595)	-3.0%
	Merrill Auditorium Maint.	450,249	478,968	28,719	6.4%
	Hadlock Stadium Maint.	270,650	270,650	0	0.0%
	Other Buildings Maint.	512,153	551,968	39,815	7.8%
	Ice Arena	551,105	575,516	24,411	4.4%
	Expo Building	426,876	441,286	14,410	3.4%
	Waterfront Maint.	788,103	877,825	89,722	11.4%
	Public Assembly Facilities	788,915	957,379	168,464	21.4%
	Concessions	313,520	355,416	41,896	13.4%
	School HVAC	539,303	482,844	(56,459)	-10.5%
	Athletic Facilities	740,159	770,907	30,748	4.2%
	Recreation	1,687,354	1,848,741	161,387	9.6%
	Aquatics	418,906	595,341	176,435	42.1%
	School Maintenance	1,078,755	1,096,257	17,502	1.6%

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		FY 16	FY 17	\$ +/()	%
	Therapeutic Recreation	190,111	0	(190,111)	-100.0%
	Golf Course	781,166	879,248	98,082	12.6%
	Golf Course Restaurant	366,050	392,590	26,540	7.3%
	Canco Road Buildings	0	250,763	250,763	
	Cemeteries	581,235	661,502	80,267	13.8%
	Forestry	624,438	628,335	3,897	0.6%
	Parks	0	836,814	836,814	
	Total Parks Rec & Facilities Management	13,134,267	15,052,003	1,917,736	14.6%
100-4000	HHS - Administration	0	378,372	378,372	
100-4100	Public Health	3,836,163	2,844,640	(991,523)	-25.8%
100-4200	Social Services	12,152,343	12,067,094	(85,249)	-0.7%
107-4300	Barron Center	15,700,352	16,429,366	729,014	4.6%
100-4700	Debt Service	35,669,850	37,323,569	1,653,719	4.6%
100-4800	Public Library	3,681,713	3,825,000	143,287	3.9%
100-5100	Pension	7,156,027	6,988,107	(167,920)	-2.3%
100-5200	Health Insurance	15,915,250	18,002,890	2,087,640	13.1%
	Workers' Comp	1,657,755	1,662,250	4,495	0.3%
	Group Life	198,790	192,214	(6,576)	-3.3%
	Unemployment	150,000	150,000	0	0.0%
	FICA	1,018,909	1,005,270	(13,639)	-1.3%
	Total Employee Benefits	18,940,704	21,012,624	2,071,920	10.9%
100-6100	Contingent	611,000	325,750	(285,250)	-46.7%
100-6200	Liability Insurance	775,003	778,596	3,593	0.5%
100-6500	Regional Transportation Program	130,459	32,134	(98,325)	-75.4%
	Contributions	424,148	352,060	(72,088)	-17.0%
	Total Memberships/Contributions	554,607	384,194	(170,413)	-30.7%
100-6700	Wage Adjustment	(111,827)	0	111,827	-100.0%
100-7000	Capital Equipment	375,000	390,000	15,000	4.0%
	Total General Fund Expenditures	170,799,397	178,084,672	7,285,275	4.3%
100-6300	County Tax	5,240,009	5,417,119	177,110	3.4%
100-6502	Metro Assessment	2,485,115	2,572,744	87,629	3.5%
	Total General Fund and Assessments	\$ 178,524,521	\$ 186,074,535	\$ 7,550,014	4.2%

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COMPARATIVE BUDGET PLAN FY2017
 July 1, 2015 - June 30, 2016
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 City Manager's Recommendation

	FY 16	FY 17	\$ +/()	%
ENTERPRISE FUND REVENUES				
31 Property Taxes, Current Year	\$ -	\$ -	\$ -	
32 Licenses & Permits	153,975	25,450	(128,525)	-83.5%
33 Intergovernmental	116,800	116,800	-	0.0%
34 Charges for Services	26,704,192	29,905,951	3,201,759	12.0%
36 Use of Money and Property	20,119,843	21,337,443	1,217,600	6.1%
39 Other Sources	335,045	294,583	(40,462)	-12.1%
Fund Balance	(917,850)	(1,770,520)	(852,670)	92.9%
Total Enterprise Fund Revenues	46,512,005	49,909,707	3,397,702	7.3%
ENTERPRISE FUND EXPENDITURES				
530-3300 Fish Pier	336,795	342,733	5,938	1.8%
570-1503 Sewer - Finance Admin	87,405	90,430	3,025	3.5%
570-3101 Public Works Admin	350,679	877,450	526,771	150.2%
570-3112 Districting	1,779,367	1,766,068	(13,299)	-0.7%
570-3115 Communications	68,857	67,533	(1,324)	-1.9%
570-3137 Sewer Engineering	902,786	328,391	(574,395)	-63.6%
570-3155 Debt Service	7,249,665	7,574,206	324,541	4.5%
570-3156 Fringe Benefits	1,292,651	1,325,943	33,292	2.6%
570-3158 Assessment from Portland Water District	11,255,841	11,648,004	392,163	3.5%
Total Sewer	22,987,251	23,678,025	690,774	3.0%
571-1502 Stormwater - Finance Admin	189,204	245,700	56,496	29.9%
571-3140 Stormwater Management	2,035,714	3,316,177	1,280,463	62.9%
571-3155 Debt Service	-	287,980	287,980	
571-3156 Fringe Benefits	209,980	261,655	51,675	24.6%
Total Stormwater	2,434,898	4,111,512	1,676,614	68.9%
583-2800 Jetport Admin	894,921	981,309	86,388	9.7%
Field	3,116,380	3,395,803	279,423	9.0%
General Aviation	26,293	17,168	(9,125)	-34.7%
Fringe, Indirects & Chargebacks	3,559,028	3,425,962	(133,066)	-3.7%
Security	1,663,772	1,860,791	197,019	11.8%
Terminal	5,099,636	5,276,745	177,109	3.5%
Marketing	545,259	583,070	37,811	6.9%
Parking	4,614,302	4,447,669	(166,633)	-3.6%
Airfield Deicing	704,827	681,703	(23,124)	-3.3%
Jetport Anticipated Surplus	528,643	1,107,217	578,574	109.4%
Total Jetport	20,753,061	21,777,437	1,024,376	4.9%
Total Enterprise Fund Expenditures	46,512,005	49,909,707	3,397,702	7.3%
TOTAL CITY EXPENDITURES	\$ 225,036,526	\$ 235,984,242	\$ 10,947,716	4.9%

TAX RATE COMPUTATION--FY2017

	General Fund	Enterprise Funds	TOTAL CITY
Total Expenditures	186,074,535	49,909,707	235,984,242
Less: Revenues	(102,282,541)	(51,680,227)	(153,962,768)
Surplus	0	1,770,520	1,770,520
Tax Levy	83,791,994	0	83,791,994
 <i>Valuation</i>	 7,780,000,000		
 Tax Rate:			
FY17	10.77	0.00	10.77
FY16	10.51	0.00	10.51
 \$ Increase	 0.26	 0.00	 0.26
 % Increase	 2.5%	 0.0%	 2.5%

CITY OF PORTLAND, MAINE
FY2017 Non-Tax Revenue
(without surplus or TIF reimb)
City Manager's Recommendation

Department	FY15 Collected	FY16 Est (budget)	FY16 Proj	FY17 Est (budget)	FY17 Est vs FY16 Est (budget)	%
General Fund Revenues:						
City Council	5,000	5,000	5,000	5,000	-	0.0%
City Clerk	1,141,924	1,131,848	1,168,946	227,750	(904,098)	-79.9%
Executive	825,147	1,325,002	1,234,119	813,738	(511,264)	-38.6%
Assessor	3,296	2,520	3,900	3,900	1,380	54.8%
Finance	16,871,974	16,076,319	16,084,122	17,045,743	969,424	6.0%
Legal	141,742	78,443	428,443	88,129	9,686	12.3%
Human Resources	45,656	125,272	125,272	112,775	(12,497)	-10.0%
Parking	7,518,871	7,062,172	7,409,524	7,818,522	756,350	10.7%
Econ Dev	31,919	114,836	115,061	205,574	90,738	79.0%
Police	2,811,291	2,235,029	2,465,769	2,701,929	466,900	20.9%
Fire	4,765,320	4,435,419	4,454,553	4,372,298	(63,121)	-1.4%
Planning & Development	2,073,703	2,509,324	2,673,300	829,331	(1,679,993)	-67.0%
Permitting & Inspections	-	-	-	3,644,973	3,644,973	
Information Technology	217,372	363,366	359,120	363,271	(95)	0.0%
Public Works	4,676,903	4,784,691	4,599,763	4,953,047	168,356	3.5%
Parks, Rec & Facilities Management	9,609,008	9,763,078	10,206,141	10,023,133	260,055	2.7%
HHS--Public Health	2,879,034	3,120,681	2,872,169	2,048,122	(1,072,559)	-34.4%
HHS--Social Services	5,300,640	6,271,390	6,837,508	7,085,268	813,878	13.0%
HHS--Barron Center	18,102,681	19,172,355	20,113,332	19,741,081	568,726	3.0%
Employee Benefits	6,470,800	6,582,329	6,109,813	6,548,937	(33,392)	-0.5%
Insurance	164,339	160,337	153,552	148,731	(11,606)	-7.2%
Debt Service Reimb.	14,228,764	13,731,813	14,640,021	15,585,607	1,853,794	13.5%
Total General Fund:	97,885,384	99,051,224	102,059,428	104,366,859	5,315,635	5.4%
Enterprise Funds Revenue:						
Fish Pier Authority	489,552	501,974	501,978	522,047	20,073	4.0%
Sewer	22,988,454	23,612,663	23,617,566	23,160,443	(452,220)	-1.9%
Stormwater	-	2,562,157	2,562,200	6,220,300	3,658,143	142.8%
Jetport	21,097,342	20,753,061	21,168,143	21,777,437	1,024,376	4.9%
Total Enterprise Funds:	44,575,348	47,429,855	47,849,887	51,680,227	4,250,372	9.0%
Total City Revenue	\$142,460,732	\$146,481,079	\$149,909,315	\$156,047,086	\$9,566,007	6.5%

FY2017 CITY BUDGET SUMMARY

by category
City Manager's Recommendation

	FY16 Approp.	FY17 Proposed	\$ +/-	% +/-	% Of Total
01 Personnel--General Fund	73,363,810	75,172,541	1,808,731	2.5%	
--Ent Funds	5,854,222	5,939,359	85,137	1.5%	
Total	79,218,032	81,111,900	1,893,868	2.4%	34.4%
02+ Contractual--General Fund	57,303,392	60,901,171	3,597,779	6.3%	
--Ent Funds	24,703,719	25,224,818	521,099	2.1%	
Total	82,007,111	86,125,989	4,118,878	5.0%	36.5%
55 Supplies--General Fund	7,218,544	7,398,467	179,923	2.5%	
--Ent Funds	964,305	1,093,162	128,857	13.4%	
Total	8,182,849	8,491,629	308,780	3.8%	3.6%
63 Utilities--General Fund	4,537,925	4,740,887	202,962	4.5%	
--Ent Funds	1,343,334	1,446,254	102,920	7.7%	
	5,881,259	6,187,141	305,882	5.2%	2.6%
70 Capital--General Fund	431,000	537,900	106,900	24.8%	
--Ent Funds	2,054,843	3,231,560	1,176,717	57.3%	
Total	2,485,843	3,769,460	1,283,617	51.6%	1.6%
75 Debt Svc--Total GF	35,669,850	37,323,569	1,653,719	4.6%	15.8%
--Ent Fund Portion	6,790,353	7,612,267	821,914	12.1%	
75 Jetport Rev Bond Debt Svc	4,272,586	4,255,070	(17,516)	-0.4%	
Jetport surplus	528,643	1,107,217	578,574	109.4%	
Total General Fund	178,524,521	186,074,535	7,550,014	4.2%	
Total Enterprise Funds	46,512,005	49,909,707	3,397,702	7.3%	
Total	225,036,526	235,984,242	10,947,716	4.9%	100.0%

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

Department	FY17 Tax Levy	FY17 Tax Rate	% of Taxes
Debt Service	21,737,961	\$2.79	25.9%
Police	15,101,272	\$1.94	18.0%
Fire	14,466,023	\$1.86	17.3%
Public Works	9,518,218	\$1.22	11.4%
Parks, Rec & Facilities	5,522,855	\$0.71	6.6%
County Tax	5,417,119	\$0.70	6.5%
Health & Human Services	3,947,216	\$0.51	4.7%
Library	3,825,000	\$0.49	4.6%
Metro	2,572,744	\$0.33	3.1%
General Government	1,683,586	\$0.22	1.9%
Total:	\$83,791,994	\$10.77	100.0%

City of Portland
Staffing FTE Change
FY2017 City Manager's Recommendation

Department	FY13	FY14	FY15	FY16	FY17	+/- Chg
General Fund:						
City Council	-	-	-	-	1.0	1.0
City Clerk	9.6	9.2	9.2	8.9	7.4	(1.5)
Executive	9.0	9.0	10.0	14.0	8.0	(6.0)
Assessor	4.9	4.9	4.9	4.9	5.9	1.0
Finance	26.0	25.0	26.0	24.3	24.0	(0.3)
Legal	5.7	5.5	6.0	6.0	6.0	-
Human Resources	10.0	10.0	10.0	10.0	10.5	0.5
Parking	29.6	29.6	29.6	29.6	29.6	-
Economic Development	4.0	3.0	3.0	4.0	5.8	1.8
Police	221.0	220.5	225.3	223.3	227.3	4.0
Fire	234.0	235.0	235.7	228.1	229.6	1.5
Planning & Urban Dev.	33.0	32.3	35.4	34.7	21.5	(13.2)
Permitting & Inspections	-	-	-	-	23.0	23.0
IT	16.6	16.8	17.3	17.0	17.0	-
Public Works	150.0	152.0	152.5	132.0	125.0	(7.0)
Parks Rec & Fac Mgmt	107.2	118.1	121.6	136.5	155.2	18.7
HHS Administration	-	-	-	-	5.0	5.0
Public Health	80.8	92.4	70.0	62.3	39.4	(22.9)
Social Services	65.7	76.1	79.4	90.7	78.3	(12.4)
Barron Center	262.3	264.1	266.2	266.7	260.7	(6.0)
<i>Total HHS:</i>	<i>408.8</i>	<i>432.6</i>	<i>415.6</i>	<i>419.7</i>	<i>383.4</i>	<i>(36.3)</i>
General Fund Subtotal:	1,269.4	1,303.5	1,302.1	1,293.0	1,280.2	(12.8)
Enterprise Funds:						
Golf Course	3.0	-	-	-	-	-
Sewer Fund	37.0	38.0	39.0	32.0	31.0	(1.0)
Stormwater Fund	-	-	-	11.5	11.0	(0.5)
Ice Arena	5.0	-	-	-	-	-
Jetport	47.0	47.0	49.0	49.5	50.5	1.0
Enterprise Subtotal:	92.0	85.0	88.0	93.0	92.5	(0.5)
Total City Employees:	1,361.4	1,388.5	1,390.1	1,386.0	1,372.7	(13.3)

Staffing FTE Change Detail
City Manager's Recommendation

Dept.	FTE	Position	Est. \$
City Council	1.0		
	1.0	Special Assistant to the Mayor	65,770
City Clerk	(1.5)		
	(0.3)	Vital Records Clerk	(5,567)
	0.8	New Election Assistant	32,702
	(1.0)	Business License Admin (Trf to Permitting & Inspections)	-
	(1.0)	Business License Assistant (Trf to Permitting & Inspections)	-
Executive	(6.0)		
	(1.0)	Dir EO & Multicultural Affairs (Trf to HR)	(72,041)
	1.0	New Sustainability Coordinator	75,972
	(6.0)	Housing Safety (Trf to Permitting & Inspections)	-
Assessors	1.0		
	1.0	New Appraiser	41,516
Finance	(0.3)		
	(0.3)	Account Clerk II	(10,664)
Human Resources	0.5		
	0.5	EEO Officer/HR Generalist	60,767
Economic Dev	1.8		
	1.0	New Executive Director (Creative Portland, offset by TIF funds)	60,000
	0.8	New Program Assistant (Creative Portland, offset by TIF funds)	26,880
Police	4.0		
	1.0	New Ordinance Enforcement Officer	32,702
	1.0	Radio System Specialist (Trf from Fire, 22-07)	-
	2.0	Telecommunicator (formerly South Portland employees)	85,322
Fire	1.5		
	0.2	Emergency Mgmt Administrator Hours Increase	17,127
	(1.0)	Assistant Fire Chief	(89,681)
	(1.0)	Firefighter (22-02)	(41,727)
	8.3	Firefighter/EMT	411,298
	(4.0)	Firefighter/EMT (Air Rescue)	(237,683)
	(1.0)	Radio System Specialist (Trf to Police Dept., Dispatch)	-
Planning & Urban Dev	(13.2)		
	(0.5)	Bicycle/Ped Prog Coord (Proj)	(25,089)
	0.2	HCD Program Manager Hours Increase	10,626
	0.1	Planner Hours Increase	3,477
	(1.0)	Office Assistant	(33,673)
	(12.0)	Inspections staff (Trf to Permitting & Inspections Dept)	-
Permitting & Inspections	23.0		
	1.0	New Department Director	103,038
	1.0	New Executive Assistant	36,615
	(1.0)	Inspections Services Director	(80,265)
	(1.0)	Deputy Director of Inspections	(67,706)
	(1.0)	Inspections Office Assistant	(35,822)
	(1.0)	Administrative Assistant	(35,666)
	1.0	New Permitting Manager	65,072
	1.0	New Inspections Manager	65,072
	3.0	New Permit Techs	110,565
	1.0	Business License Admin (Trf from City Clerk)	-
	1.0	Business License Assistant (Trf from City Clerk)	-
	6.0	Housing Safety Staff (Trf from Executive)	-
	12.0	Inspections Staff (Trf from Planning & Dev)	-

**Staffing FTE Change Detail
City Manager's Recommendation**

Dept.	FTE	Position	Est. \$
Public Works	(7.0)		
		(1.0) Envir Resources/Open Space Mgr	(86,443)
		(1.0) Solid Waste Coordinator	(53,157)
		(1.0) Senior Public Services Supervisor	(52,788)
		(1.0) Construction Coordinator	(64,330)
		(1.0) Maintenance Worker II	(39,370)
		1.0 New Traffic Operations Coordinator	62,283
		(1.0) Trans Policy & Reg Comp Mgr	(65,618)
		1.0 Project Engineer	56,074
		1.0 New Traffic Signal Repair Wk III	40,498
		1.0 New Maintenance Worker III	38,646
		1.0 New Senior Engineering Tech	37,323
		(1.0) Deputy City Engineer	(83,553)
		1.0 New GIS Mapping Technician	43,895
		1.0 New Associate Engineer	43,895
		1.0 New Senior Engineering Tech	38,084
		1.0 New Customer Service Specialist	33,345
		1.0 New Fleet Services Supervisor	49,878
		(1.5) (-1.0) Lead Events Coordinator; (-.5) Events Assistant, Tfr to Parks, Rec & Fac (53-10);	-
		(11.5) (-1) Sr Public Svcs Spvr; (-1) Spvr Park Ranger; (-8) MW III; (-1) MW II; (-.5) Custodial Wkr, (Trf to Parks, Rec & Facilities)	-
		1.0 Accountant, Tfr from Sewer Admin (570-3101)	36,196
		6.0 1 Proj Eng; 1 Sr Surveyor; 2 Surveyors; 2 Assoc Eng, Tfr from Sewer Eng (570-3137)	333,844
		(4.0) (-2) MW III; (-2) MW II (2 FTEs Replaced MW III), Tfr to Sewer Districting (570-3112)	(167,132)
Parks Rec & Facilities	18.7		
		1.0 New Trades Worker III	40,498
		0.8 Custodial Worker	29,041
		3.1 New Recreation Programmers I & II	88,389
		0.8 Golf Pro (Contract)	22,027
		1.0 Parks Division Manager	83,637
		(1.0) HVAC Technician III	(46,324)
		1.5 +1.0 Lead Events Coordinator; +.5 Events Assistant, Tfr from PW Admin (31-01)	-
		1.0 +1 Sr Public Svcs Spvr (Trf from Public Works, 31-21),	-
		10.5 +1 Spvr Park Ranger; +8 MW III; +1 MW II; +.5 Custodial Wkr (Trf from Public Works, 31-12)	-
H&HS Admin	5.0		
		1.0 Financial Manager	77,121
		1.0 New Principal Admin Officer	60,314
		3.0 Tfr from Barron Center: +1 Dir Health & Human Svcs; +1 Executive Assistant; +1 Dir of Elder Affairs	-
Public Health	(22.9)		
		(1.0) Office Manager	(49,355)
		(0.5) Accountant	(18,243)
		(1.0) Account Clerk II	(35,666)
		(0.2) Program Coordinator (Proj)	(9,534)
		(0.8) Mid-Level Health Prac (Proj)	(67,223)
		(0.2) Dentist (Contract)	(10,998)
		(0.1) Dental Hygienist	(6,072)
		0.5 Dental Hygienist (Proj)	28,114
		(0.6) Dental Assistant	(22,019)
		1.0 Dental Assistant (Proj)	35,022
		(1.6) Clinical Assistant	(56,889)
		(0.5) Clinical Assistant (Proj)	(12,525)
		0.4 Medical Assistant (Proj)	12,954
		(2.1) Program Coordinator (Proj)	(82,153)
		(4.7) New Comm Health Promo Spec (Proj)	(267,588)
		(0.8) Admin Asst	(30,537)
		(8.1) India St Clinic (eff. 12/31/16)	(534,634)
		(0.5) Program Coordinator (Proj)	(29,144)
		(0.4) Minority Health Prom Sp (PR)	(23,166)
		(2.0) Comm Health Promo Spec (Proj)	(92,638)
		0.3 Tfr from SS Refugee Svcs (42-04); +.5 Human Service Counselor (Proj)	(8,724)

Staffing FTE Change Detail
City Manager's Recommendation

Dept.	FTE	Position	Est. \$
Social Services	(12.4)		
		(0.5) Accountant	(19,883)
		1.0 Senior Human Service Counselor	44,048
		1.0 Human Service Counselor (Proj)	43,261
		(1.0) Clinical Social Worker (Proj)	(68,260)
		(0.8) Human Service Counselor (Proj)	(31,601)
		(1.0) Program Manager-PH/SS (Proj)	(67,303)
		(1.0) Senior Human Service Cr (Proj)	(45,650)
		(3.6) Human Service Counselor (Proj)	(153,444)
		(1.0) Admin Assistant (Proj)	(34,788)
		(1.0) Program Coordinator (Proj)	(61,210)
		(1.0) Senior Human Service Cr (Proj)	(45,650)
		(1.0) Human Service Counselor (Proj)	(39,501)
		(0.5) Accountant	(17,862)
		(1.0) Admin Assistant (Proj)	(34,418)
		(2.0) Financial Eligibility Spec	(62,251)
		1.0 Program Coordinator	52,482
Barron Center	(6.0)		
		(0.5) Principal Admin Officer	(34,278)
		(2.0) Accountant	(77,172)
		0.8 RSD (Proj)	54,909
		(1.3) CNA	(42,718)
		(3.0) Tfr to H&HS Admin (40-01): (-1) Dir Health & Human Svcs; (-1) Executive Assistant; (-1) Dir of Elder Affairs	-
General Fund Total	(12.8)	(12.8)	(797,097)
Sewer	(1.0)		
		1.0 New Compliance Section Coordinator	57,827
		1.0 New Programmer-Analyst	47,581
		1.0 New Asset Management Tech	43,895
		(1.0) Sr Engineering Tech	(46,664)
		(1.0) Tfr to GF PW Admin (100-3101): Accountant	(36,196)
		(1.0) Admin Assistant (CEBA)	(40,716)
		2.0 Tfr from Stormwater (571-3140): +1 Customer Svc Spec; +1 Sr Public Svcs Spvr	89,221
		4.0 Tfr from Const Co (100-3121): +2 MW III; +2 MW II (2 FTEs Replaced MW II)	167,132
		(1.0) Tfr to Stormwater (571-3140): (-1) Maintenance Worker III	(43,451)
		(6.0) Tfr to GF PW Eng (100-3137): (-1) Proj Eng; (-1) Sr Surveyor; (-2) Surveyors; (-2) Assoc Eng	(333,844)
Stormwater	(0.5)		
		0.2 Account Clerk II	6,958
		0.3 Cashier Clerk	11,536
		1.0 Tfr from Sewer Dist (570-3112): +1 Maintenance Worker III	43,451
		(2.0) Tfr from Stormwater (571-3140): (-1) Customer Svc Spec; (-1) Sr Public Svcs Spvr	(89,221)
Jetport	1.0		
		1.0 Airport Admin Coordinator	50,275
		1.0 New Airport Operations Supervisor (40)	49,999
		(1.0) Airport Lead Comm / Sec Spec (40)	(46,743)
Enterprise Fund Total	(0.5)	(0.5)	(68,960)
Grand Total	(13.3)	(13.3)	(866,057)

Denotes reorganizations/staff transfers

Finance Calendar - April 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 City Council Meeting – 5PM <ul style="list-style-type: none"> City Manager's Recommended Budget Presented to Council, passed to Finance Committee for Review School Board Presents FY17 Recommended Budget to City Council 	5	6 Finance Committee – 3PM <ul style="list-style-type: none"> 3:00PM – City Manager, City Council, Metro, RTP, County Tax, Contingency, Memberships, Other 3:30PM – Finance, Assessors, Parking 4:00PM – Police 5:00PM – Fire 6:00PM – Jetport 	7 Finance Committee – 3PM <ul style="list-style-type: none"> 3PM – 4:30PM Recreation & Facilities, Parks 4:30PM – 6PM – Pubic Works, Sewer / Stormwater Pension, Health Insurance, Human Resources (if time permits, may occur on 4/14) Joint Finance Committee – 6PM <ul style="list-style-type: none"> 6PM – School Department 	8	9
10	11 City Council Workshop – 5PM <ul style="list-style-type: none"> MDot and MTA Work for 2016 Sewer / Stormwater Update JetPort Master Plan 	12	13	14 Finance Committee – 2PM <ul style="list-style-type: none"> 2PM – 4PM – Health & Human Services 5PM – Planning, Inspections, City Clerk Follow up from 4/6 and 4/7 	15	16
17	18 Patriots Day SCHOOL VACATION WEEK	19 SCHOOL VACATION WEEK	20 SCHOOL VACATION WEEK	21 Finance Committee – 6:30PM <ul style="list-style-type: none"> 6:30PM – Library, IT Follow up from 4/14 7PM – Public Hearing, Action on FY17 Budget 	22 SCHOOL VACATION WEEK	23
24	25 Special City Council Meeting <ul style="list-style-type: none"> 5PM Workshop on School Budget 7PM 1st Read and Public Hearing of School Budget 	26	27	28 NO FINANCE COMMITTEE	29	30

Finance Calendar - May 2016						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 City Council Meeting • FY17 City Budget 1 st Read, Public Hearing • FY17 School Budget 2 nd Reading and Vote	3	4	5	6	7
8	9 City Council Workshop • FY17 Budget	10 Public Referendum FY17 School Budget	11	12 Finance Committee – 5PM	13	14
15	16 City Council Meeting • FY17 City Budget 2 nd Read and Vote	17	18	19	20	21
22	23	24	25	26 Finance Committee – 5PM	27	28
29	30	31	Notes			