



**WESTBROOK CITY COUNCIL  
FINANCE COMMITTEE MEETING AGENDA  
TUESDAY MAY 26, 2020 AT 6:00 PM  
ZOOM VIDEOCONFERENCE:  
<https://us02web.zoom.us/j/81953062173>**



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*This Finance Committee meeting will be conducted in accordance with 1 M.R.S.A. § 403-A, which permits public proceedings to be conducted through remote access during the declared State of Emergency due to COVID-19.*

**FY 2021 Budget Presentations:**

- 1. Economic Development, WEIC**  
Presented by Director of Economic Development Daniel Stevenson
- 2. Human Resources, Employee Benefits**  
Presented by Assistant City Administrator/Director of Human Resources Stephen Fields
- 3. Clerk, Elections**  
Presented by City Clerk Angela Holmes
- 4. Finance & Assessing, Debt Service, County Tax, Transfers & Reserves**  
Presented by Finance Director Suzanne Knight
- 5. Mayor, Legal & Risk Management, Public Transit**  
Presented by Mayor Michael T. Foley and City Administrator Jerre Bryant
- 6. Referral of FY 2021 Budget to City Council for Consideration**



MAYOR'S OFFICE



**Mayor Michael T. Foley**

2 York Street

Westbrook, Maine 04092

Phone: 207-591-8110

Fax: 877-688-9553

To: City Council Finance Committee  
From: Jerre R. Bryant, City Administrator  
Date: May 22, 2020  
Re: Finance Budget Meeting on May 26, 2020

Included below is an overview of the items appearing before the Finance Committee on May 26, 2020.

**Economic Development (Tab 5).** This department is composed of three staff members – Director Daniel Stevenson, Deputy Director Ashley Rand and Creative Services Manager Barry Dodd. This department will continue to promote Westbrook from a marketing and imaging perspective while making strategic adjustments to its focus and priorities. One such adjustment is an increased emphasis on existing Westbrook businesses that are trying to survive the impacts of COVID-19. This requires the development and implementation of immediate short-term and long-term strategies for success, including less investment in outreach, recruitment and an outward focus, and a return to more locally based programs and initiatives. It also means less investment in external marketing campaigns and media buys, and more direct one-on-one work with our local businesses to better identify their needs and challenges. Our goal is to craft support, assistance and advocacy that is relevant to their needs. While staffing levels within the department remain the same, there has been a shift in personnel to obtain the skill sets necessary to transition toward business support and development activities. This budget is up \$8,996 over current year funding; however, the wages portion of this Department is fully funded by Tax Increment Financing funds.

**WEIC (Tab 22).** The Westbrook Environmental Improvement Corporation (WEIC) is funded through four Tax Increment Financing (TIF) Districts that are budgeted to generate an income of \$447,827 in FY 2021. WEIC's primary recurring costs are the principle and interest payments on the bond that financed the Riverwalk Boardwalk along the Presumpscot River. Funds available for eligible economic development and infrastructure projects for FY 2021 are \$327,691. All WEIC expenditures must be approved by its Board of Directors and authorized by the City Council.

**Human Resources (Tab 10).** This department is comprised of 2.5 positions – the HR Director/Assistant City Administrator, who is split between HR and the Mayor's Office, and two HR Generalist positions. The budget is up \$3,026 (1.5%) over current year funding.

**Employee Benefits (Tab 11).** This budget funds all employee benefit programs, with the primary costs related to health insurance and pension costs. The \$1,089,223 employer cost for the Maine Public Employee Retirement System (MePERS) is funded through the MePERS Retirement Reserve. This total budget is essentially flat, with an increase of \$21,500 (0.4%) over current year funding.

**City Clerk/Elections (Tab 7).** Staffing in this budget has been reduced from 3 to 2.5 positions through the consolidation of the support position with one of the Customer Service Representatives in the Finance Department. The budget is up \$3,691 (2%) over current year funding.

**Finance & Assessing (Tab 8).** This budget provides all financial services for the City and the contractual services for Tax Assessing. Staffing for this department is down by 0.5 positions with the consolidation of one of the CSR positions with the clerical support position in the City Clerk's Office. Contractual services with the City of South Portland for Assessing services is up \$8,789 (3.1%) while the total Finance Department budget is down \$11,298 (1.2%) below current year funding.

**Debt Service (Tab 21).** Debt services, which funds the annual principle and interest payments for outstanding bonds (not including school or sewer bonds) is down \$308,892 (12.5%) below current year funding. This reflects the City's strategy to reduce its reliance on bond financing.

**County Tax (Tab 21).** The City's annual tax bill from Cumberland County of \$1,513,868 is up by \$44,072 (3%) over the current year. This bill is for calendar year 2020.

**Transfers & Reserves (Tab 21).** This budget accounts for the transfer of municipal funds for the School Department, Tax Increment Financing Districts and into the Davan Pool reserve account.

**Mayor's Office (Tab 3).** This budget provides the funding of stipends for the Mayor and City Council, wages for the City Administrator and half of the HR Director/Assistant City Administrator position, dues and membership fees, the Senior Property Tax Assistance Program and a city-wide contingency account. Staffing for an Administrative Assistant position shared with the City Clerk's Office was eliminated. This budget is down \$21,092 (4.6%) below current year funding.

**Legal & Risk Management (Tab 4).** This budget funds the City's Workers' Compensation Insurance, Property & Casualty Insurance, insurance deductibles and Legal Services. Workers' Compensation costs are up over 25%, Property & Casualty coverages are up a more modest 5.6% while Legal Services and insurance deductible are flat. The total Legal & Risk Management budget is up \$133,934 (13.6%) over current year funding.

**Public Transit (Tab 6).** This budget funds the fixed-route public bus system provided to Westbrook and the region by the Greater Portland Transit District, and the handicap accessible door-to-door paratransit service that is provided by the Regional Transportation Program under contract with GPTD. The Public Transit budget is up \$9,398 (1.5%) over current year funding. This increase was lowered when GPTD received COVID-19 Federal funding and applied those funds to lower the costs for all municipal members of the District. Westbrook is represented on the GPTD Board of Directors by Mayor Foley, James Violette and John Thompson.

# Economic Development

Daniel Stevenson



1

## Department Organization



- Economic Development Director
- Deputy Director of Economic Development
- Creative Services Manager



2

## Economic Development Overview

- Economic Development in one phrase: *“Increase the quality of life and the standard of living for citizens”*
- Attract investment that contributes to a diversified tax base, expands and retains existing business and increases job growth and payroll in the economy



3

## Economic Development

- Private Sector Needs:
  - Level of Certainty
  - Risk Mitigation
  - Speed of Business

*“Private sector invests in communities that invest in themselves”*



4

## Economic Development Initiatives

- Actions in Response to COVID-19
  - Small Business Emergency Commercial Rent Assistance Program
  - Westbrook's Takeout & Delivery Support Effort
  - Westbrook-Warren Memorial Foundation Emergency Arts Fund
  - Restaurant & Retail Reopening Plan



5

## Economic Development Initiatives

- Downtown Focus/Downtown Strategic Investment/Cumulative Effect
  - Façade Program
  - Parking
  - Westbrook Common
  - Warren-Memorial Sculpture Garden
  - Downtown Cleanup
  - Riverwalk
  - Saccarappa Park- Four Season Pavilion



6

## Façade Projects Completed or In Progress

Before

After



838 Main Street

City Council approved total \$180,000 to fund Façade Program

4 Completed projects, including

- Bloom
- Frog & Turtle
- Root's Cafe deck
- 690 Main Street apartments

3 businesses ready to commence facade work

6 businesses in the application phase



7

## Westbrook Common



8

# RIVERWALK NORTH



**CREATING A RIVERSCAPE EXPERIENCE FOR WESTBROOK AND GREATER PORTLAND**

**A PROJECT BY**

**PACIS**  
PORTLAND AREA  
COMPREHENSIVE TRANSPORTATION SYSTEM  
800 BAKER BOULEVARD  
PORTLAND, MAINE 04102

**CDBG**  
CAMDENLAND COUNTY  
COMMUNITY DEVELOPMENT REGIONAL GRANT PROGRAM  
142 FEDERAL ST.  
PORTLAND, MAINE 04101  
SITE 102

**THE CITY OF WESTBROOK**  
2 YORK STREET  
WESTBROOK, MAINE 04092



**CONSULTANTS**

**SEBAGO**  
1000 WASHINGTON ST.  
PORTLAND, ME 04102

**BECKER**  
1000 WASHINGTON ST.  
PORTLAND, ME 04102

**SWIFTCURRENT**  
1000 WASHINGTON ST.  
PORTLAND, ME 04102

**SWCOLE**  
1000 WASHINGTON ST.  
PORTLAND, ME 04102

**GENERAL NOTES**

1. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE MAINE ENGINEERING CONSTRUCTION CODES AND THE MAINE DEPARTMENT OF TRANSPORTATION AND CONSTRUCTION (DOT) SPECIFICATIONS.

2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.

3. THE CONTRACTOR SHALL MAINTAIN ACCESS TO ALL ADJACENT PROPERTIES AND UTILITIES AT ALL TIMES.

4. ALL UTILITIES SHALL BE PROTECTED AND DEEPER THAN THE FINISHED GRADE.

5. THE CONTRACTOR SHALL MAINTAIN ADEQUATE DRAINAGE THROUGHOUT THE PROJECT.

6. ALL EROSION CONTROL MEASURES SHALL BE INSTALLED AND MAINTAINED THROUGHOUT CONSTRUCTION.

7. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AND UTILITIES AT ALL TIMES.

8. ALL WORK SHALL BE COMPLETED WITHIN THE SPECIFIED TIME FRAME.

9. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AND UTILITIES AT ALL TIMES.

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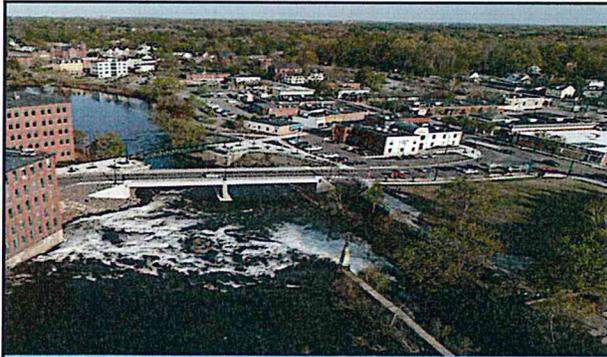
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SHEET INDEX

1	COVER SHEET	27	LANDSCAPE PLAN - AREA 3
2	SITE PLAN - AREA 1	28	LANDSCAPE PLAN - AREA 4
3	SITE PLAN - AREA 2	29	LANDSCAPE PLAN - AREA 5
4	SITE PLAN - AREA 3	30	LANDSCAPE PLAN - AREA 6
5	SITE PLAN - AREA 4	31	LANDSCAPE PLAN - AREA 7
6	SITE PLAN - AREA 5	32	LANDSCAPE PLAN - AREA 8
7	SITE PLAN - AREA 6	33	DEMOLITION PLAN - AREA 1 THROUGH 6
8	SITE PLAN - AREA 7	34	DEMOLITION PLAN - AREA 7
9	SITE PLAN - AREA 8	35	DEMOLITION PLAN - AREA 8
10	SITE PLAN - AREA 9A	36	DETAILS
11	SITE PLAN - AREA 9B	37	DETAILS
12	SITE PLAN - AREA 9A	38	DETAILS
13	SITE PLAN - AREA 9A	39	DETAILS
14	GRADING PLAN - AREA 1	40	DETAILS
15	GRADING PLAN - AREA 2	41	DETAILS
16	GRADING PLAN - AREA 3		
17	GRADING PLAN - AREA 4		
18	GRADING PLAN - AREA 5		
19	GRADING PLAN - AREA 6		
20	GRADING PLAN - AREA 7		
21	GRADING PLAN - AREA 8		
22	GRADING PLAN - AREA 9A		
23	GRADING PLAN - AREA 9A		
24	GRADING PLAN - AREA 9A		
25	GRADING PLAN - AREA 9A		
26	LANDSCAPE PLAN - AREA 1		

DISCLAIMER: RELEASE FOR VIEWING 12.21.19

9




## SACCARAPPA PARK

### FOUR SEASON PAVILION

Covered ice rink, civic space for events, farmers markets, music.



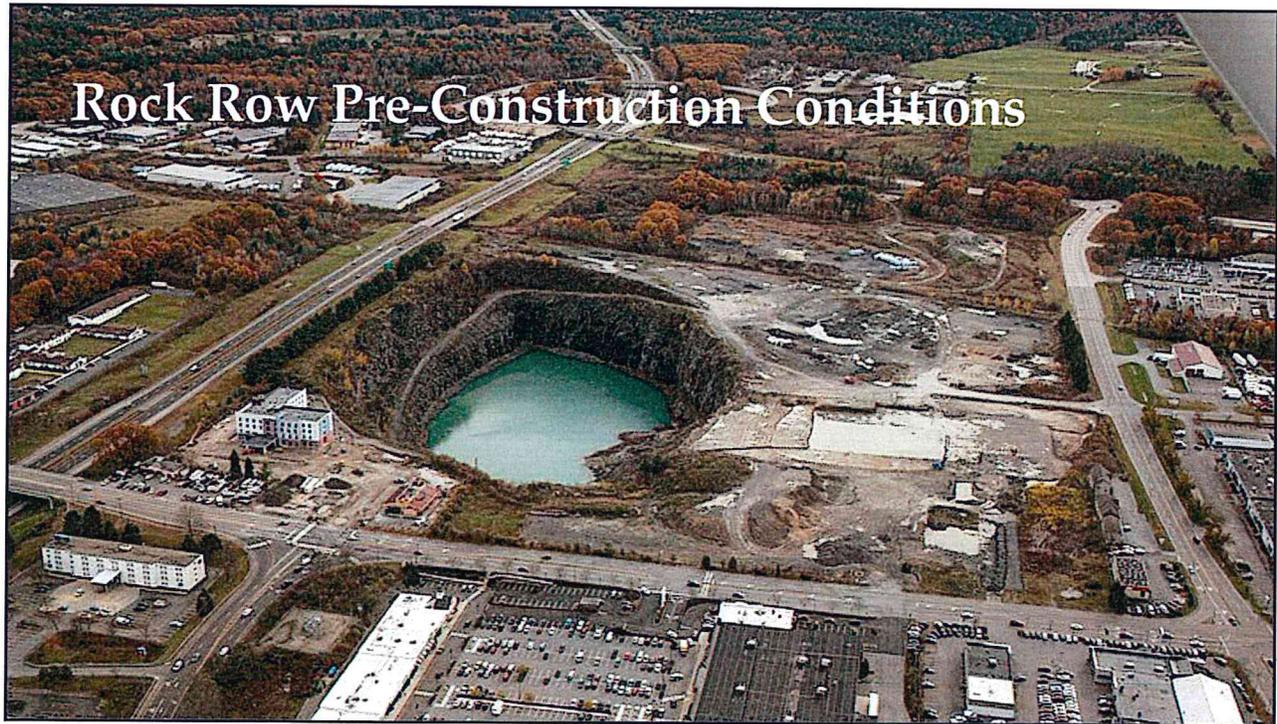
10

# Economic Development Initiatives

- City-Wide Initiatives
  - Rock Row
  - Business Retention & Expansion (BR&E)
  - Workforce Training/ Talent Recruitment
  - Prospecting/ Recruitment
  - Project Finance/ Project Management
  - Legislation & Policy



11



12



13

## Business Retention & Expansion

### Purpose:

- Encourage expansion that lead to sustainable job growth
- Help businesses solve their problems
- Assist businesses in gaining awareness of available resources
- Develop collaborative relationships for long-range retention & expansion activities
- Provide better information & understanding about business climate
- Supports recruitment efforts



14

# Workforce Training & Talent Recruitment

Maine's greatest critical need - trained and educated workforce

## American Roots: Textile Manufacturer – Dana Warp Mill

- Intensive 12-week garment maker training program resulting in fulltime employment
- Total training investment \$112,800 – 65% /35% share



*"American Roots moved to Westbrook to continue to grow our vision and dream, to create good paying jobs for members of our community. The City of Westbrook plays a critical role in workforce development and in making this happen." ~Ben & Whitney Waxman*

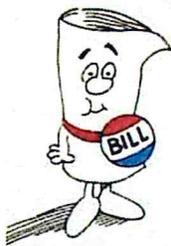


15

# Legislation & Policy

If you do not like the law, change it!

- ✓ Liquor Law Bill
- ✓ Two more liquor law bills
  - Retail agency licenses
  - Open container



16

## Marketing & Community Image

- Promote Westbrook in a positive & professional manner
- Develop content to communicate with citizens, prospects & existing businesses



17

## Marketing & Community Image Overview

- Provide strategic outreach, & creative services for city departments
- Share important & relevant information
- Communicate city messaging clearly & consistently
- Support Economic Development in BR&E, business attraction, investment and visitors
- Support & maintain platforms to enhance transparency in municipal government
- Promote Westbrook events & amenities



18

## Communication Channels

- City Website – calendar, news
- City Social Media Sites – Facebook, Twitter, Instagram
- Email – E-notifications managed through website
- Content Marketing & Community Image – Video production, Flyers
- Westbrook Community TV
- External Media Outlets – Maine Biz, Local News / Press, Broadcast TV
- Direct Communication - In-Person meetings, presentations, trade shows



19

## Video Production

### Content

- Westbrook Community TV- Broadcasts, Livestreams
- Community Event Coverage
- Produce broadcast quality television Ads
- Public Service Announcements



20

# Human Resources



Stephen Fields, IPMA-SCP  
Director of Human Resources  
Assistant City Administrator

*“Professional Partnership”*

FY2021 Budget Presentation  
May 12, 2020



1

# Human Resources

- Philosophy: Professional Partnership
- Values:  
Integrity – Mentor - Accountability



2

# Human Resources

- **Vision:** Creation of a safe environment with diversity, transparency, opportunity and core competency as Human Resources moves forward for the City and employees to inspire generational leadership, mentorship, and excellence while fostering respect in a professional partnership.
- **Mission:** Strive to be a leader in diversity as a partner with the community and organization through data-driven results and pathways in excellence supporting Human Resources competencies.



3

# Human Resources

FY 2020/2021

```
graph TD; A["Asst City Administrator  
Director of Human Resources"] --- B["Human Resources Generalist"]; A --- C["Human Resources Generalist"];
```



4

## Team Human Resources

- Talent Acquisition and Recruitment
- On/Off Boarding processes
- Compensation Management
- Benefit Administration
- Performance Management
- Training & Development
- Compliance Administration
- Human Resources Information Management System (MUNIS)
- Employment Records
- Employee Engagement/relations
- Business Partner



5

## Accomplishments in FY19-20

- Reorganization of employee files
- Filing of employee records (past documents)
- Streamline HR operational processes
- Professional partnership, communication and support to staff
- Data verification of electronic employee files
- Improve ease of use on forms and checklist
- Training, orientation presentations
- Analysis of workforce demographics/generations
- Verification of employee current wage/step levels
- Risk management & Position control audit
- FMLA, Harassment, Non-union Compensation Benefit policy



6

# HR Data Analytics

(July 2019 – April 2020)

- Staff (3) Development: 105 Class / 546 Hours
- HRIS requested data transactions: approx. 300
- HRIS audit data transactions: approx. 4500
- Separations\*: 91 (includes two employee death processing actions)
- Accessions \*: 51
  - \* includes all positions: FT Reg, PT Reg, Per Diem (Fire Rescue and Dispatch) Seasonal/Temp FT & PT, Elected/Appointed



7

# HR Data Analytics

(July 2019 – April 2020)

- 21 Regular staff furloughed COVID19
  - April, Estimated RTW May 26, 2020
- 40+ seasonal staff furloughed COVID19 – WML, WCC
  - March, Estimated RTW June 2020
- Workers Compensation Administration: 7
- Family Medical Leave Administration: 20
- Unemployment Insurance claims: COVID19 = 63+



8

## Employee Workforce

Current as of May 12, 2020	FY20
Full Time Regular	185
Part Time Regular	5
Per Diem Fire	35
Per Diem Dispatch	5
Part Time/Seasonal/Temp/Elected/Appointed	215




9

## Vacant Positions

Current as of May 12, 2020

(Hiring freeze implemented March 15, 2020)

- Patrol Officer (1 offer on hold, awaiting MCJA dates)
- Patrol Officer (2)
- Equipment Operator I (2)
- Equipment Technician
- Dispatcher/Certified
- Per Diem Firefighter/EMT (8)
- Per Diem Dispatcher (4)
- New/FY21 Approved positions (TBA)




10

## What is in the future...

- Recession/Unemployment market
- Public sector attraction of employment
- Specialized and skills trade positions in high demand, labor force demand (2025-2030)
- Employee motivation/engagement



11

## Next objectives

- Job description review/updates
- HRIS (MUNIS) audits
- Policy manual update
- Training and development
- Performance management
- Workforce succession planning
- Comprehensive salary study (non-union)



12

City of Westbrook  
Human Resources Team presents...



# Benefits



13

## Benefits

Health Insurance up .4% or \$21,500  
For FY21 Budget increase is at 4.1%  
Projected an 9% increase in Premiums in January 2021  
Includes 2 New Positions Grant Funded Cops (starting in January 2020)

Dental Insurance decreased 2.3% or \$3,987  
Dental Insurance Renew in July  
Projected a 3% increase in Premium



14

# Benefits

Total Employee Benefits increase .4% or \$21,500.

- The factors reflect the elimination of six full-time and two part-time employees and changes in personnel with regards to two police officers under the COPS Grant.



15

# Benefits

Pension – MEPERS is up 4.9% \$51,118

City's Contribution to MEPERS changes in July 2021

AC (Admin) from 10.0% to 10.1% (increase)

1C (Police) from 16.2% to 16.0% (decrease)

3C (Fire) from 12.8% to 12.9% (increase)



16

## Benefits

Other Employee Benefits decrease of 12.7% \$11,800

This expense line includes Group Dynamic fees for administration of Flexible Spending Accounts, Long Term Disability Premium for employees who are not covered under MEPERS, Funding for first \$100 for Employer contribution to the Flexible Spending Accounts, Retirement Health Saving Contributions requirements in the Union Contract, Life Insurance (1x Salary) and EAP fees.



17

## Questions...

Thank you from my team and the city staff for investing in your resources.



18

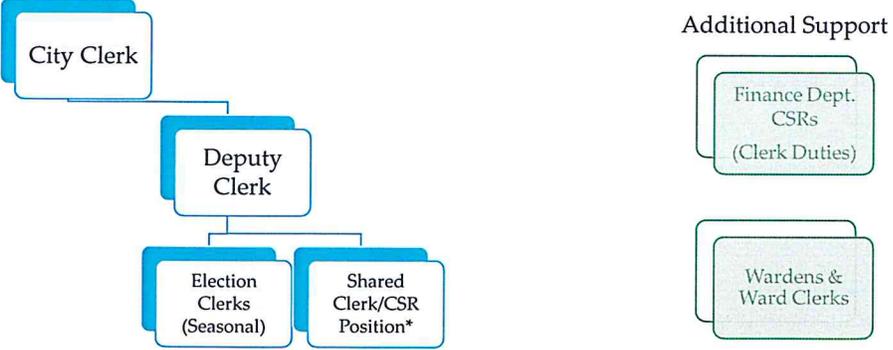
# City Clerk's Office & Elections

Angela Holmes  
City Clerk & Registrar of Voters



1

## Department Organization



```
graph TD; CC[City Clerk] --> DC[Deputy Clerk]; DC --> EC[Election Clerks (Seasonal)]; DC --> SC[Shared Clerk/CSR Position*]; AS1[Finance Dept. CSRs (Clerk Duties)]; AS2[Wardens & Ward Clerks];
```

\*New position. Admin Asst/Asst Clerk eliminated in FY21 budget.



2

# Operations Overview

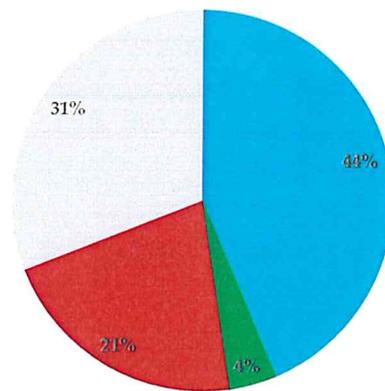
- Vital Records
- Business Licenses
- Event Permits
- Dog Licenses
- Notary Services
- FOAA
- Records Management
- City Council Support
- Elections & Voter Registration



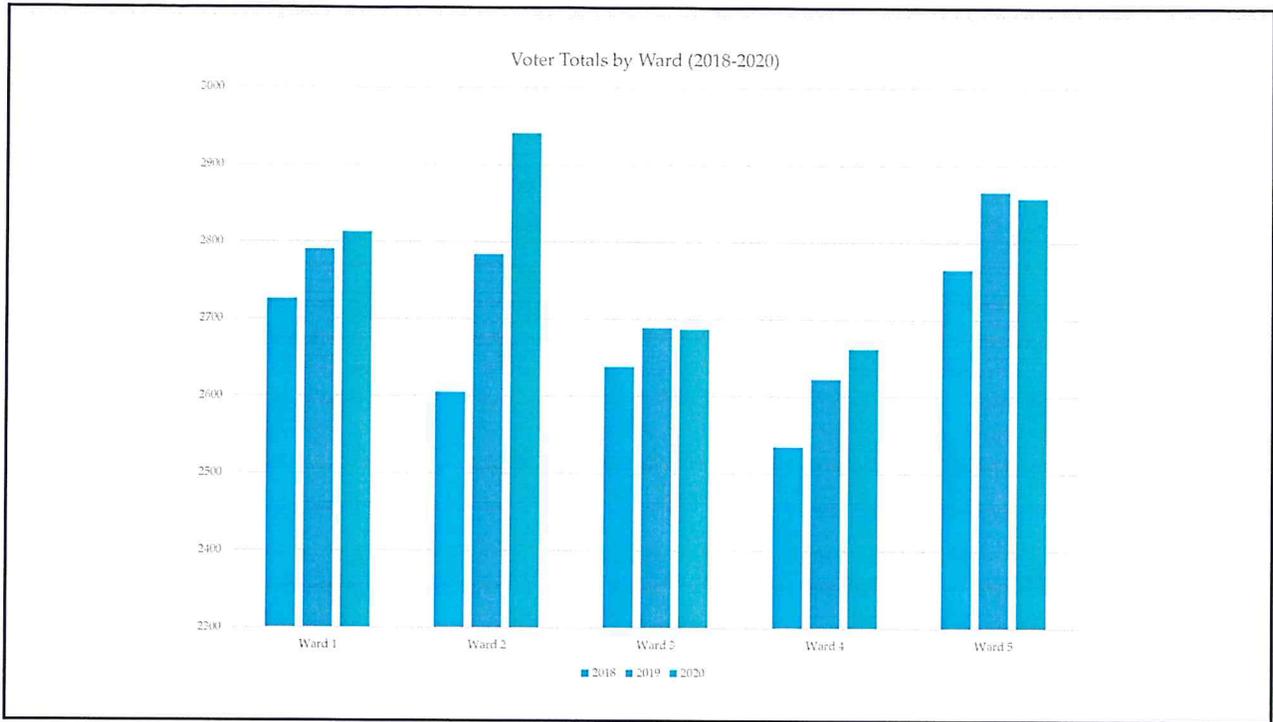
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# Voter Statistics

• Democrat	6,085
• Green Independent	566
• Republican	2,987
• Unenrolled	4,323
<b>TOTAL</b>	<b>13,961</b>



4



5

## Highlights from FY 21 Clerk Budget

- Inclusion of funds for CivicClerk Agenda Management System
- Advertising line included in budget – each department now has its own line, instead of all sharing a common budget line



6

## Highlights from FY 21 Election Budget

- Two elections slated for FY 21 – November 2020 (Presidential, RCV) and June 2021 (municipal election)
- Overtime costs – includes funds for OT incurred by other departments for election duties (such as Police)
- No rent payments due to consolidation of polling locations





# Finance

By: Suzanne Knight



The slide features a decorative blue wavy header at the top. The word "Finance" is written in a large, bold, blue font. Below it, the author's name "By: Suzanne Knight" is displayed in a smaller black font. In the bottom left corner is the official seal of the City of Westbrook, Maine, which is circular and contains a ship and the text "SEAL OF THE CITY OF WESTBROOK 1814 1891". In the bottom right corner is the Westbrook, Maine logo, consisting of a stylized "W" in blue and green with the text "Westbrook, Maine" below it.

1



## Overview

- The Finance Department manages Accounting, Payroll, Auditing, Budgets, Treasury Services, Accounts Receivables, Accounts Payable, Tax Collection, Debt, and Motor Vehicle Registrations.
- We work with Administration and Department Heads to prepare and develop the annual budget, capital funding and aid in their financial needs.



The slide features a decorative blue wavy header at the top. The word "Overview" is written in a large, blue font. Below it, there are two bullet points in black text describing the Finance Department's responsibilities. In the bottom left corner is the official seal of the City of Westbrook, Maine, which is circular and contains a ship and the text "SEAL OF THE CITY OF WESTBROOK 1814 1891". In the bottom right corner is the Westbrook, Maine logo, consisting of a stylized "W" in blue and green with the text "Westbrook, Maine" below it.

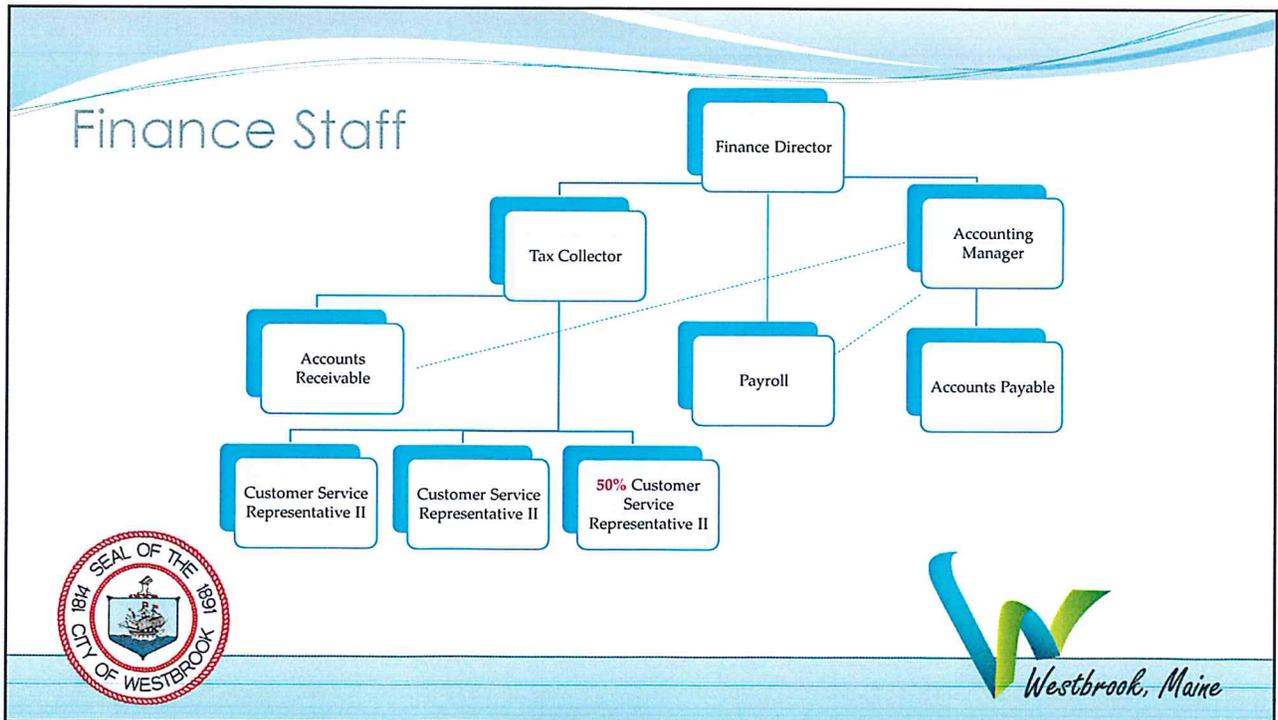
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# Operations

1. Accounting & Auditing
  - General Fund
  - Special Revenues
  - Capital Projects
  - Annual Audit
2. Annual Budget
3. Payroll
4. Tax Collection
  - Real Estate
  - Personal Property
  - Excise Tax
5. Treasury Management
  - Cash flow and Investment Income
  - Accounts Receivable
  - Accounts Payable
6. Debt Service and Leases



3



4

## Major Changes in Finance Budget

### Increases:

- Salaries are down \$11,060 or 2.1%. The staffing is reduced by .5 employee which is going to Clerks office.
- Contracted Assessing Services increased \$8,789 or 3.1%.

### Decreases:

- Auditing Fees decreased to \$37,421 from \$40,275 at \$2,854 or 7.1% due to the Finance department preparation for the Audit. MacPage reduced their fees since the City audit required less time.
- Registrar Fees are trending lower with a savings of \$2,500 or 21.7%



5

## Team Finance Goals

### Completed Goals

- Upgrade Tax Collection and Billing from Trio to Munis
- Created Senior Tax Credit Program & Payment Policy
- Revised all Forms (Invoices, PO's and Checks) in Munis
- Change the Sewer Fund into an Enterprise Fund per Audit Comments
- Positive Pay for securing cashed checks for fraud
- Transition all Departments to Purchase Orders for efficiency and to aid in tracking budget dollars



6

# Team Finance Goals

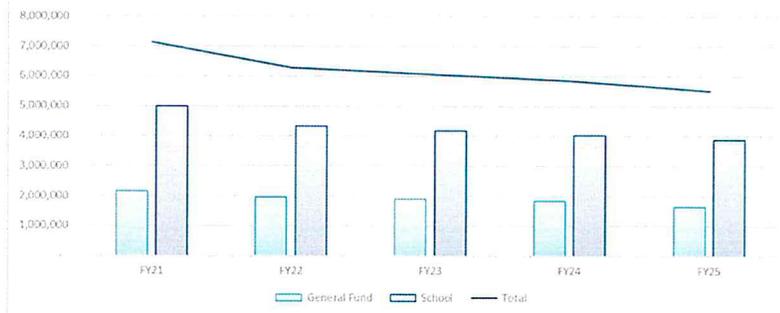
## New Goals

- Utilizing Munis Scanning capabilities with AP Invoices
- Combine Fund 4800 Sewer CIP into 8000 Sewer per Audit Comments.
- Change Sewer year end to June 30<sup>th</sup> per Audit Comments.
- Policy on Foreclosures for past due Real Estate property



7

Debt Service



	FY21	FY22	FY23	FY24	FY25
General Fund	2,156,889	1,946,507	1,881,895	1,822,598	1,629,687
School	4,990,255	4,338,578	4,185,178	4,035,652	3,890,742
<b>Total</b>	<b>7,147,144</b>	<b>6,285,085</b>	<b>6,067,073</b>	<b>5,858,250</b>	<b>5,520,429</b>



8

## County Taxes:

- FY21 \$1,513,868 3.0%
- FY20 \$1,469,796 4.8%
- FY19 \$1,402,177 3.7%
- FY18 \$1,352,140 5.9%
- FY17 \$1,276,754 2.1%

