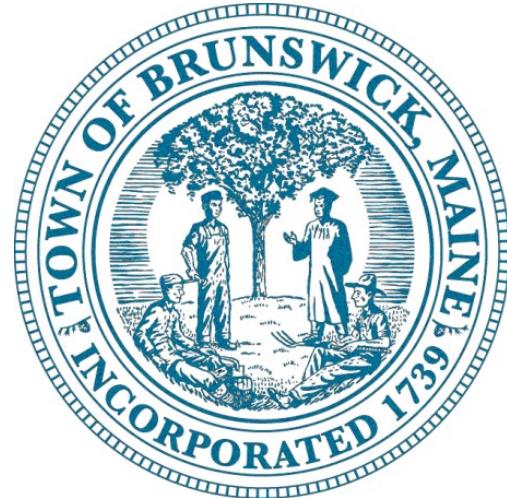


# Town of Brunswick, Maine



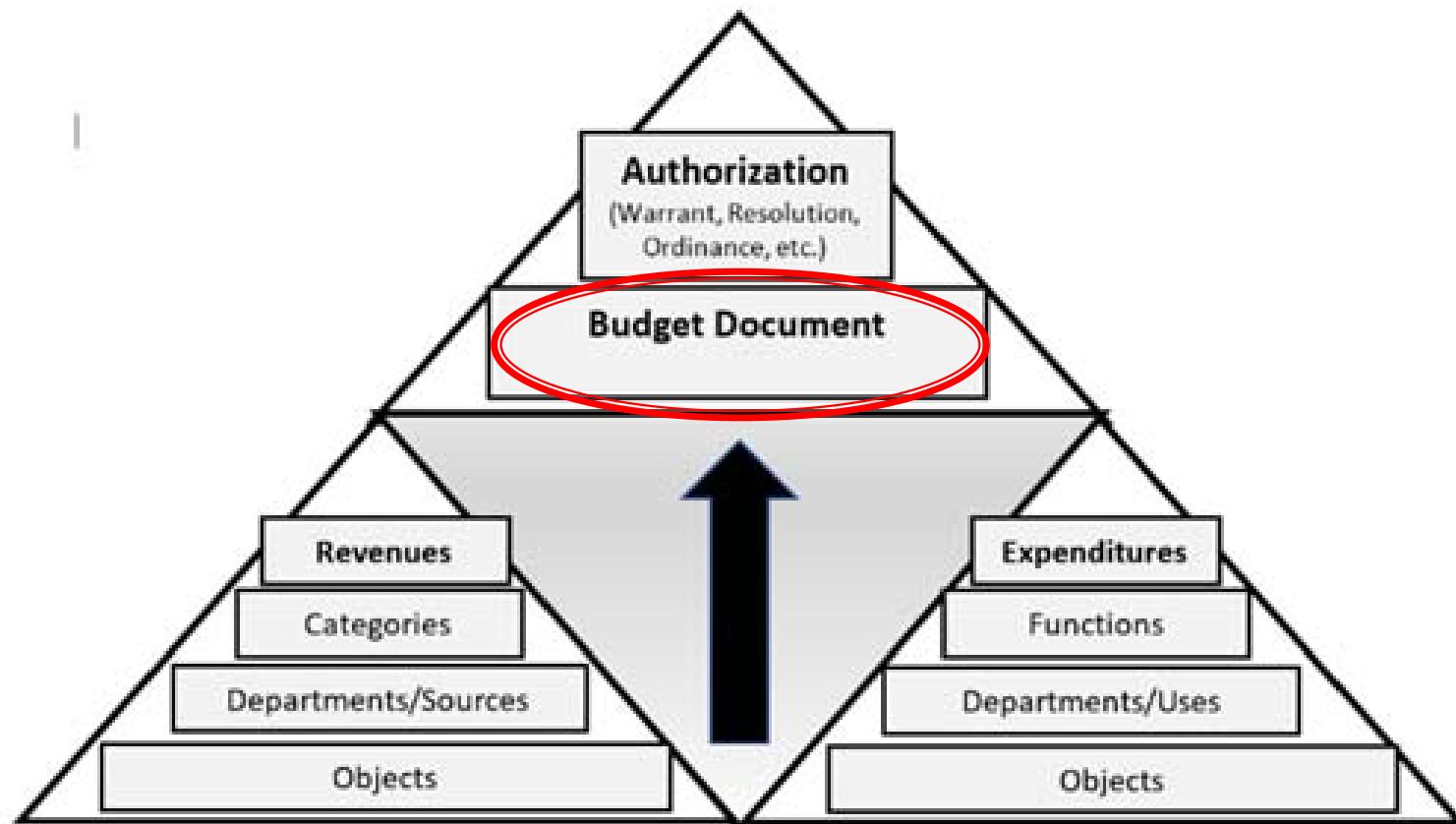
## Town of Brunswick 2021–22 Budget

April 8, 2021

# Budgeting in Maine – Key Concepts

- ▶ Authorization to Spend
  - Legislative Body
  - Authorization Document
- ▶ Budget Document
  - Revenues
  - Expenditures
  - Net Property Tax Requirement
- ▶ Property Tax Levy
  - Property Value
  - Tax Rate

# Budget Documents



# Tour of the Budget Book

## Four sections:

### 1. Introductory

Table of Contents, pages 1–2

### 2. Summary Financial Information

Pages 4–16

### 3. Detailed Financial Information

General Fund pages 18–86

Capital budget pages 88–89

TIF budgets pages 88–95

### 4. Statistical Section

Pages 98–104



# Summary Financial Information



“30 thousand foot view”

Revenue, Expenditure and  
Tax Comparison  
pages 4–5

Look here for  
the tax rate  
impact!

Revenues, Expenditures, Taxes  
For Municipal, School, County



“100 foot view”

Revenue and Expenditure  
Budget Summaries  
pages 7–16

Revenues and Expenditures  
By Sources and Functions

Look here for  
revenues by  
source, and  
department  
expenditure  
totals

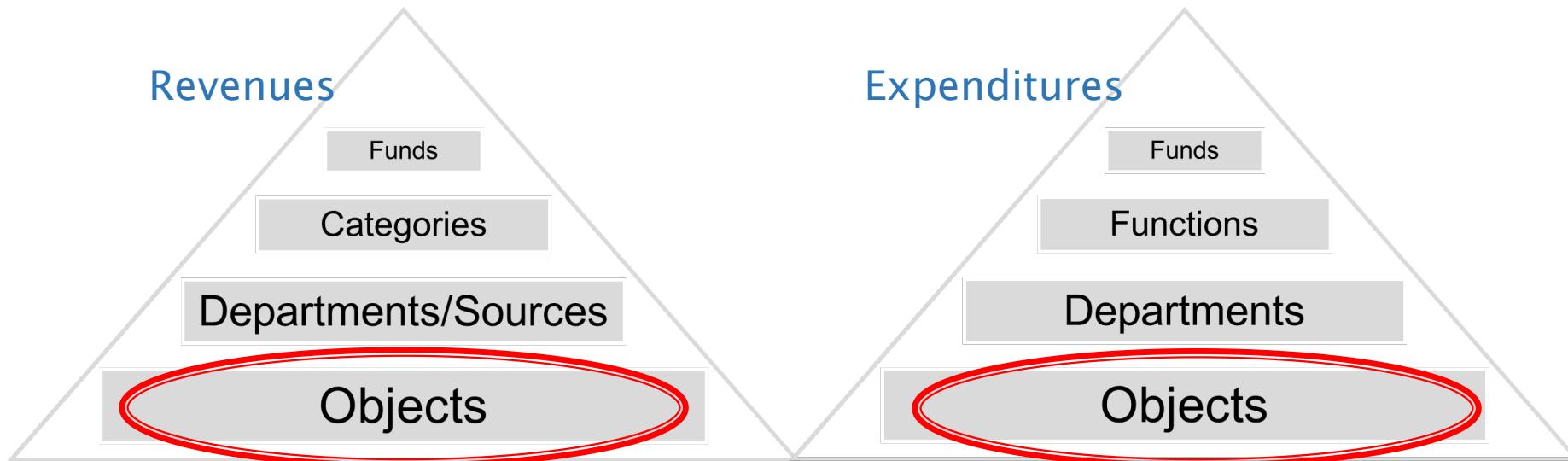
# Detailed Financial Information



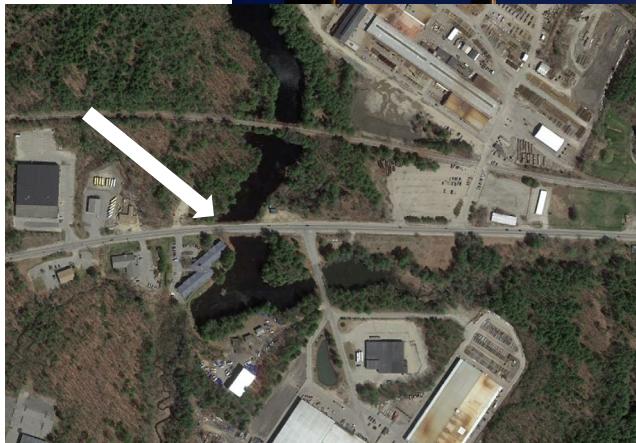
“Street-level view”

Revenue Detail  
pages 18–23  
Expenditure Detail  
pages 24–86

Look here to see  
the sources and  
uses by category  
and department  
at the object  
level



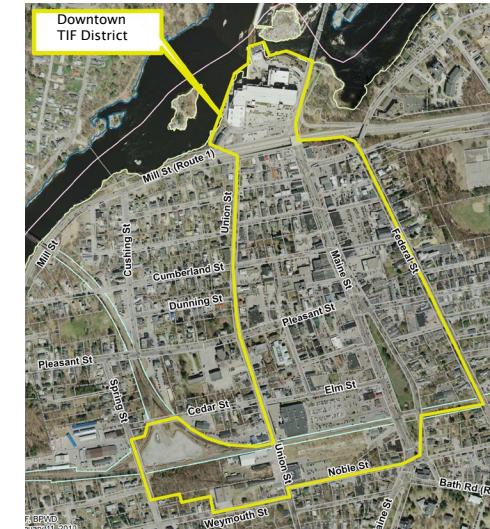
# Capital Budget and TIF Budget



## Capital Budget pages 88-89

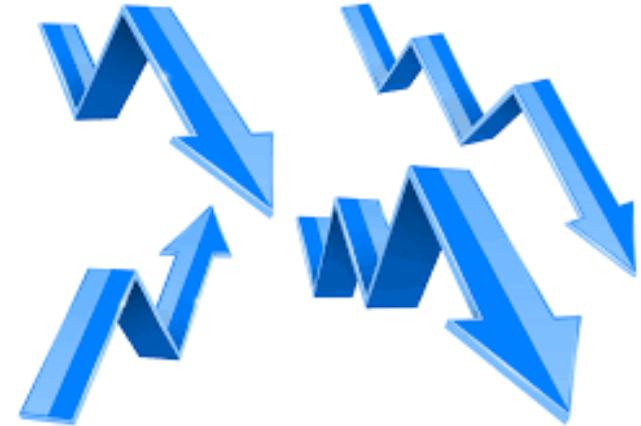
See how the first year of the Capital Improvement Program (CIP) intersects with the annual budget

## Tax Increment Financing (TIF) Budget pages 90-95



# Statistical Section

Historical trending  
pages 98-104



## Comparative financial statements

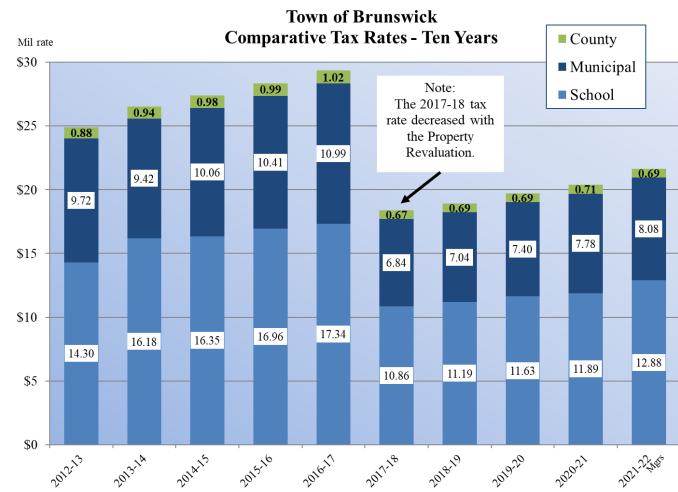
Balance sheets and  
income statements

Look here to see  
how past years  
compare

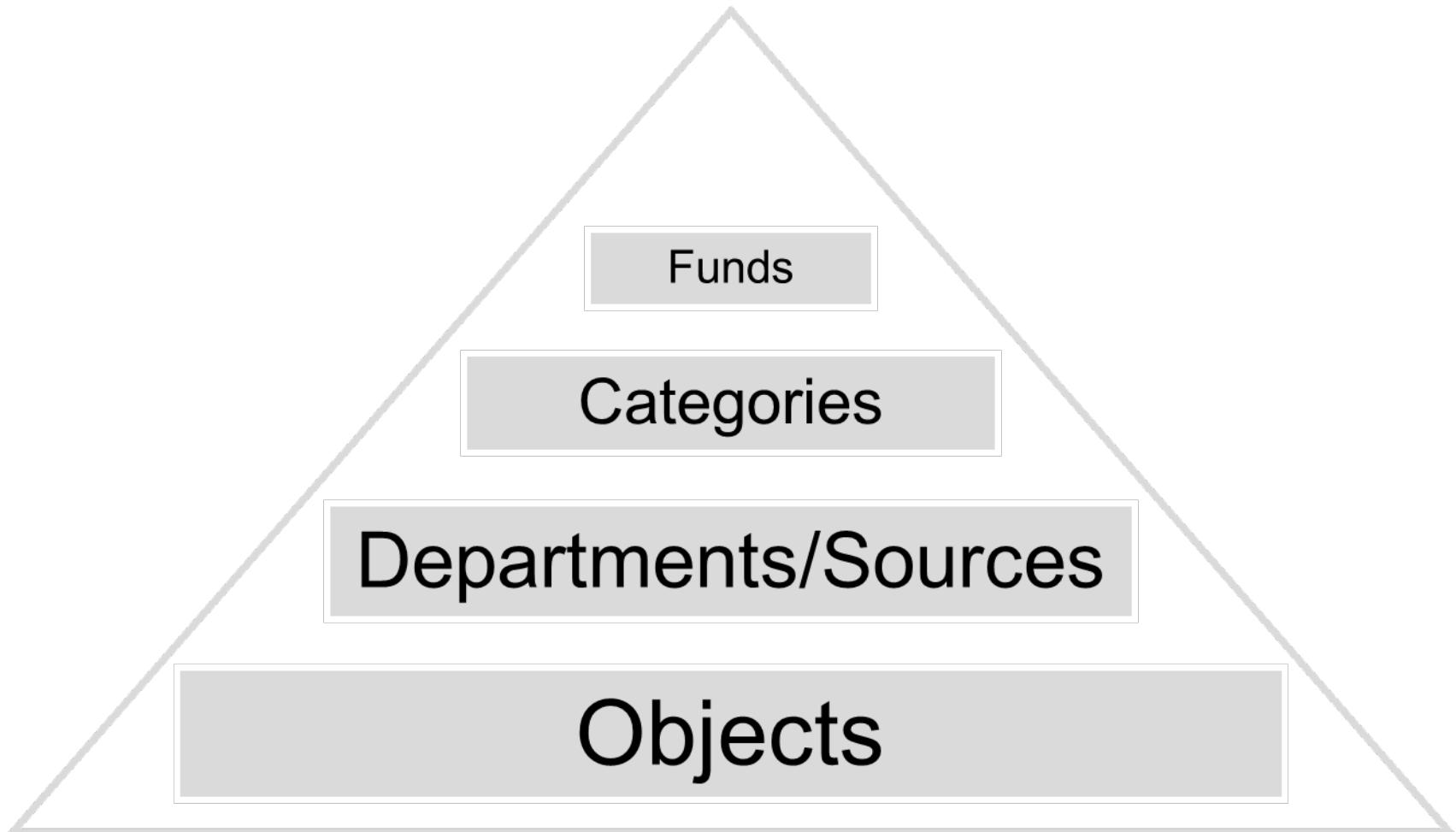
## Fund balances

## Comparative budgets

## Comparative tax rates



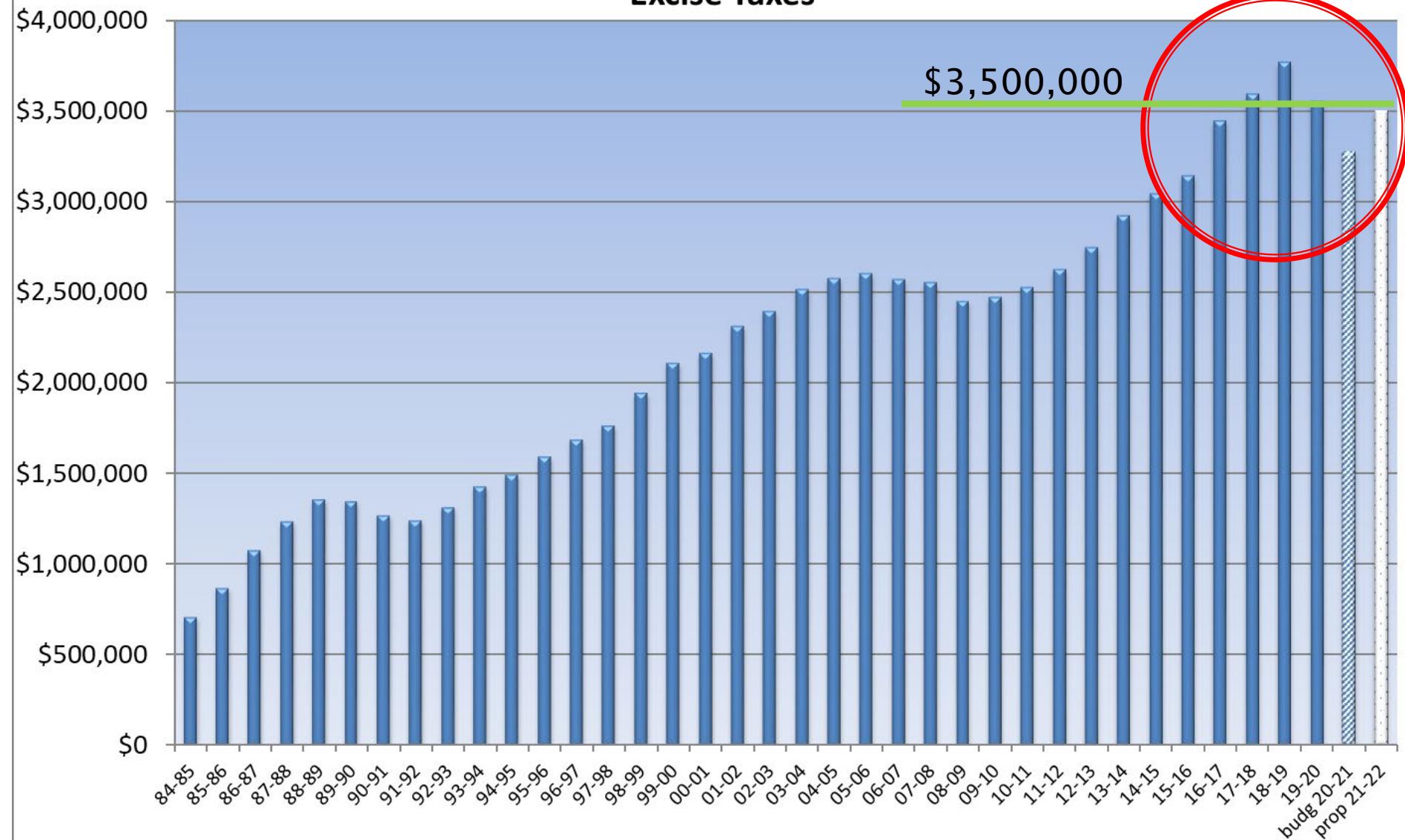
# Revenue Budget



# Non-Property Tax Revenues

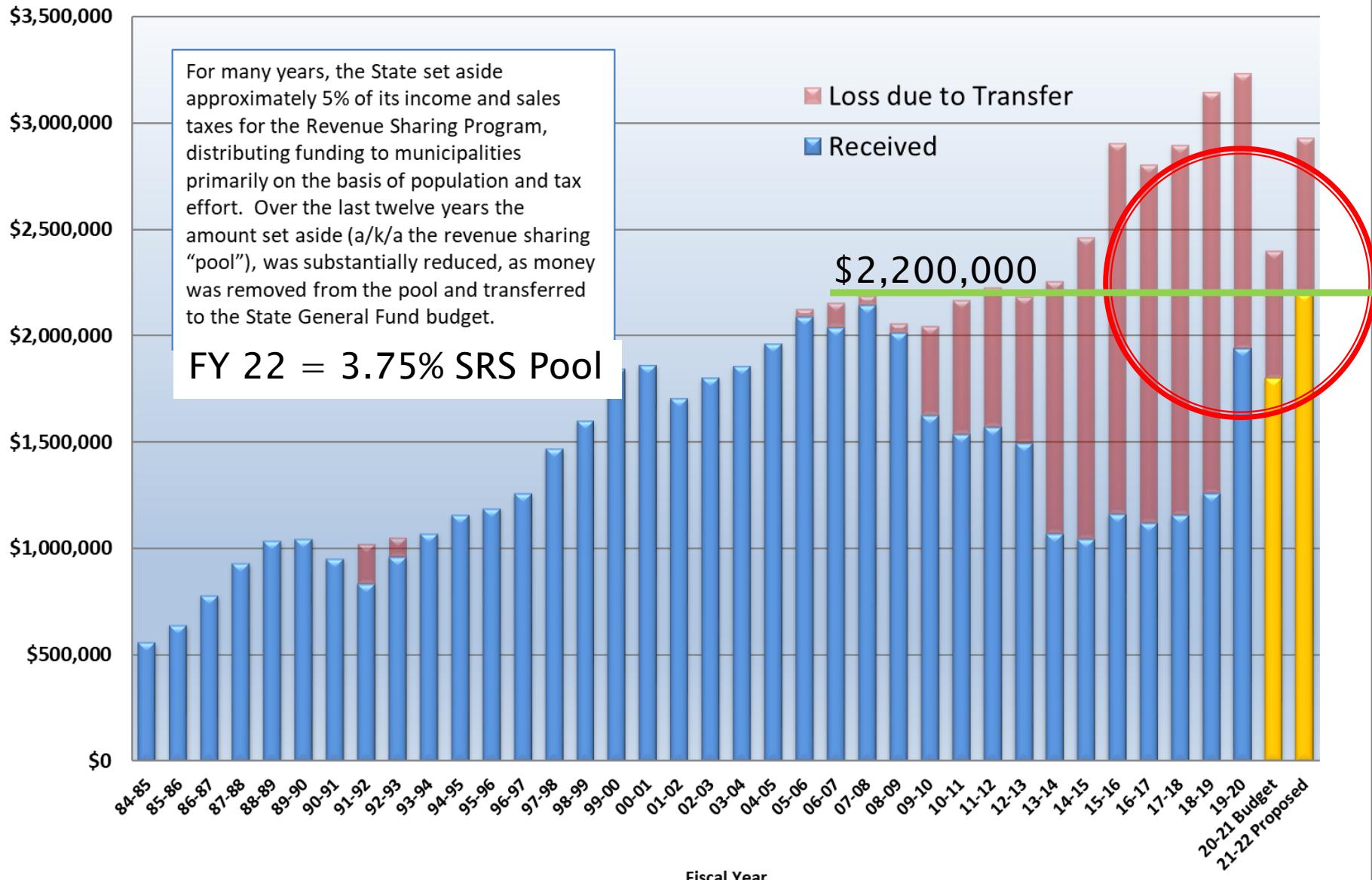
- ▶ Excise Taxes
  - Expecting same level as 2019-20
    - \$2,200,000
- ▶ State Revenue Sharing
  - Assumes 3.75% Funding of the “Pool”
- ▶ All Other

## Town of Brunswick Excise Taxes

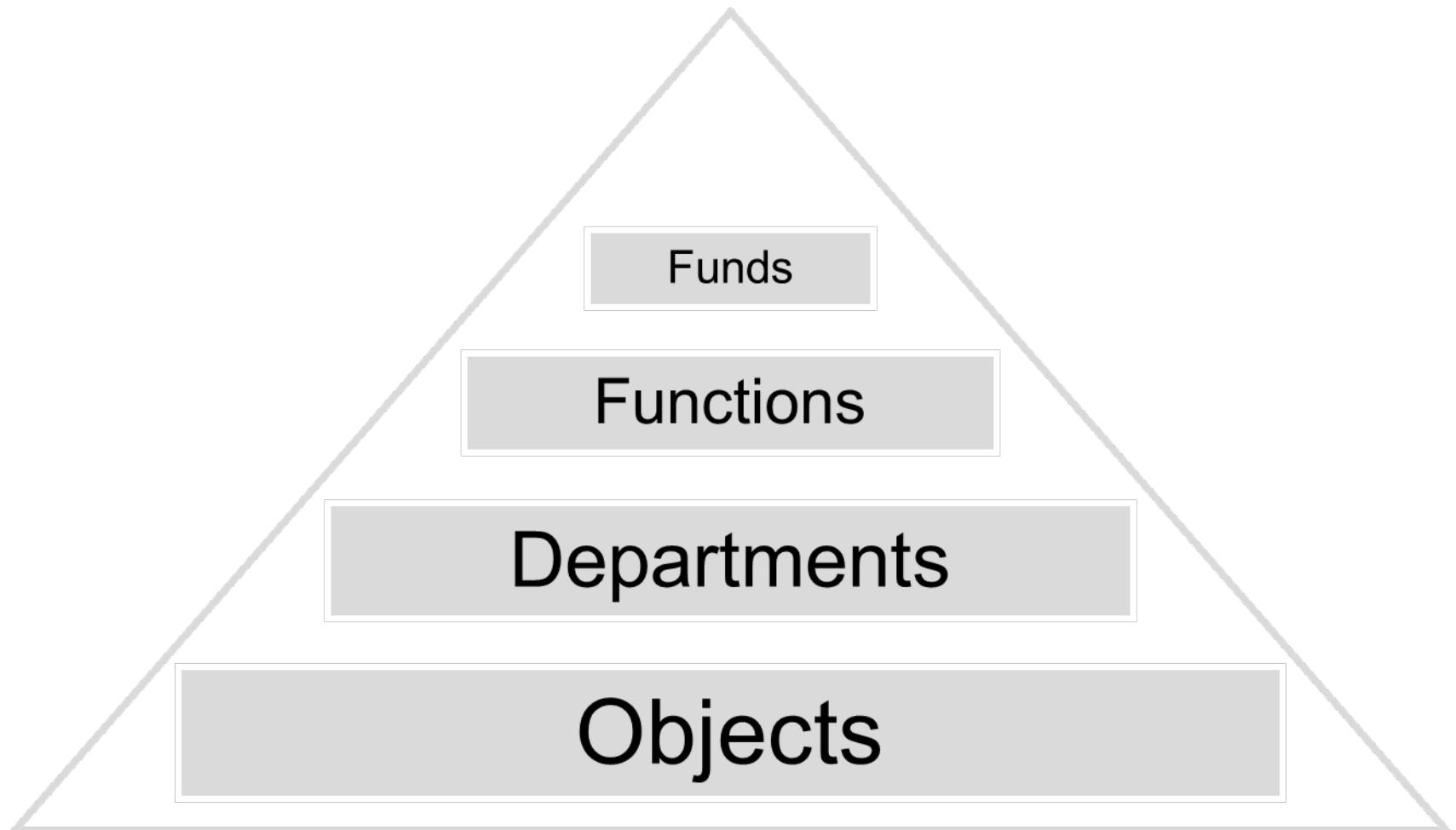


## Town of Brunswick

### State Revenue Sharing & State Transfers



# Expenditure Budget



# Municipal Budget – Decisions

- ▶ Legally Required Functions
- ▶ Core Functions
- ▶ Capital Maintenance
- ▶ Fully Discretionary
- ▶ Public Safety
- ▶ Public Works
- ▶ Infrastructure
- ▶ Vehicle/Facility Reserves
- ▶ General Government
- ▶ Parks & Recreation
- ▶ Support to Organizations
- ▶ Subsidies to Enterprises
- ▶ All Other

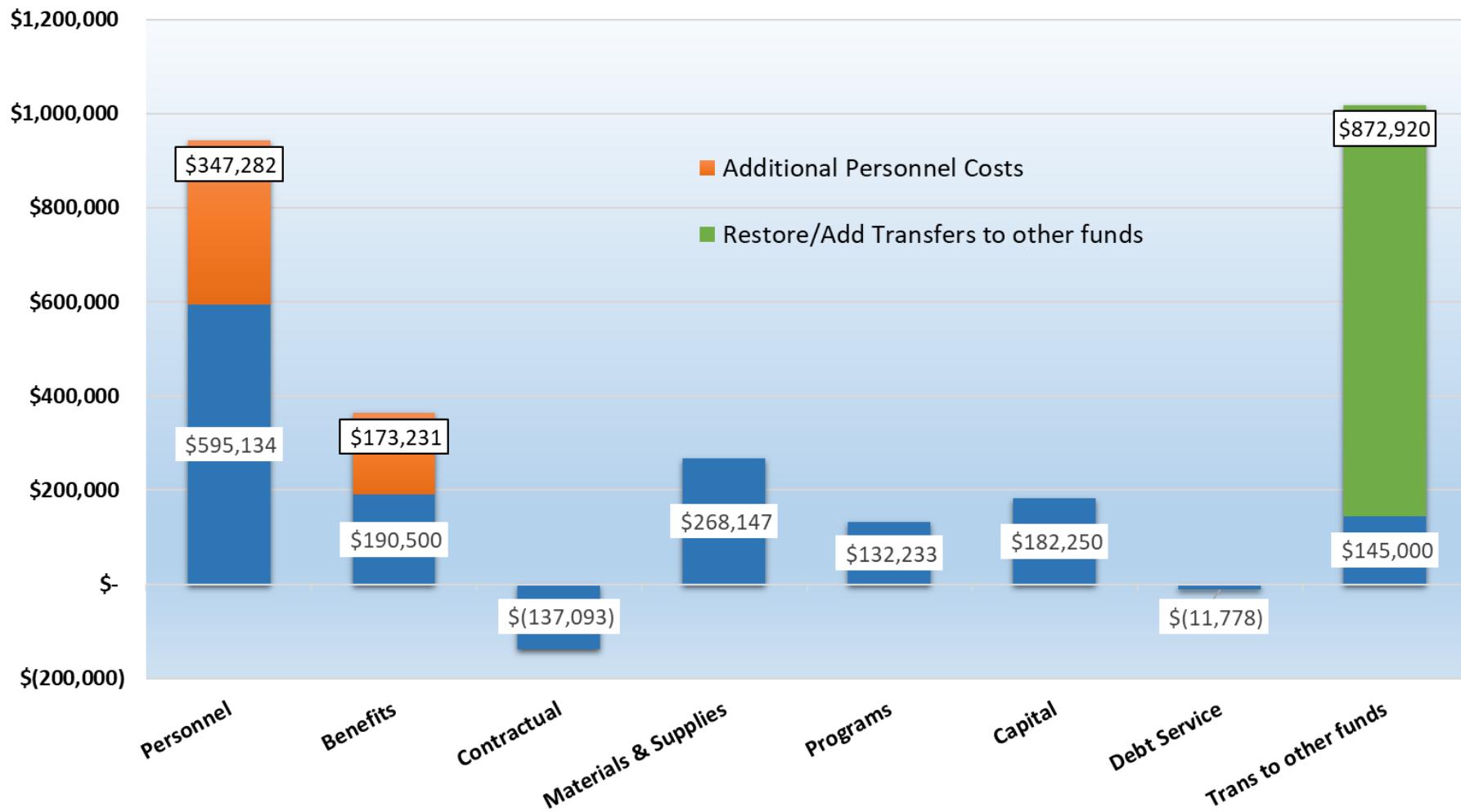
Considerations

Functions

# Expenditure Drivers

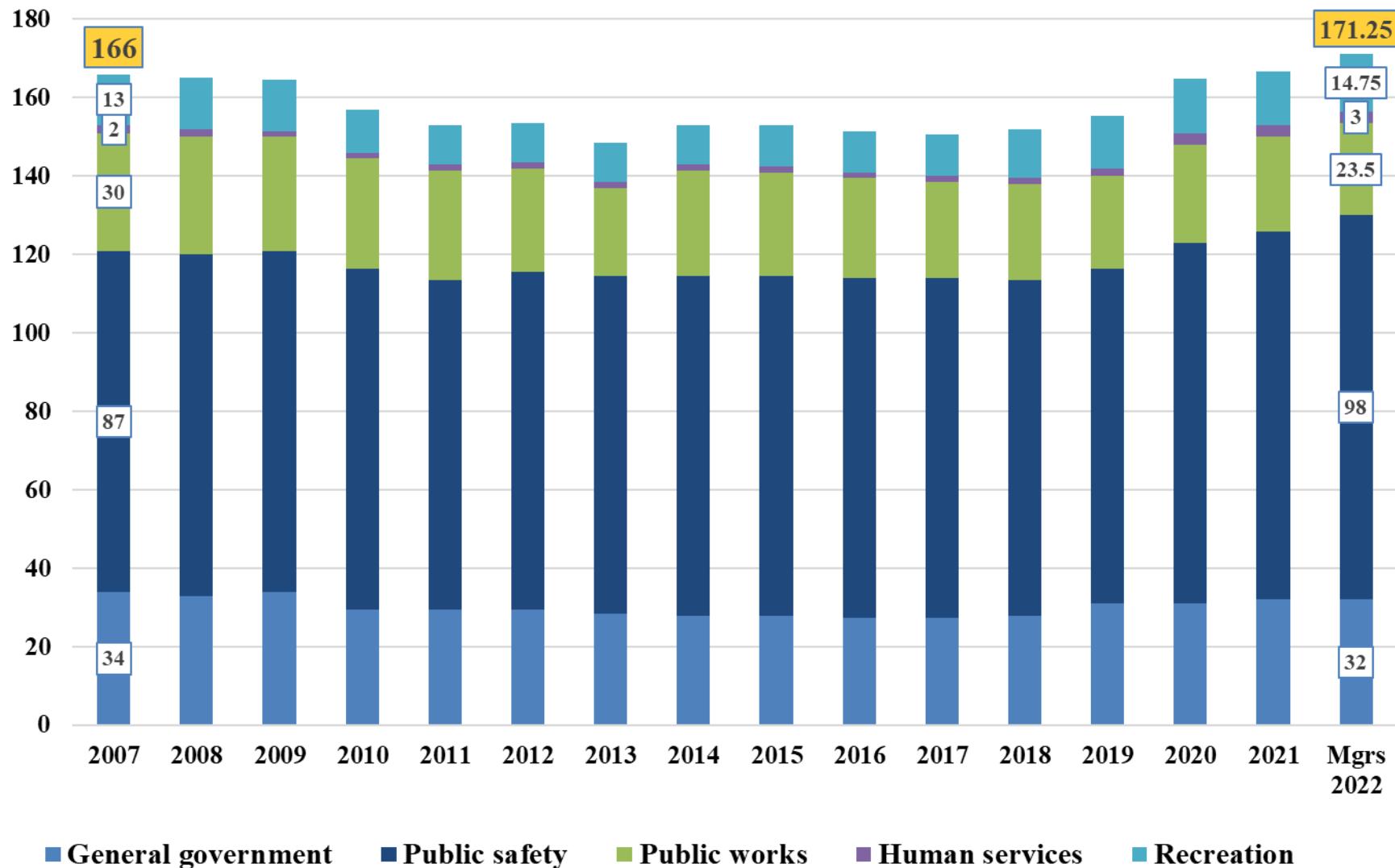
- ▶ Personnel Salaries & Benefits
  - Existing personnel
  - New positions:
    - 2 firefighter/EMTs
    - 2 police officers
    - 1 parks maintenance worker
    - 2 parks rangers
    - Deputy Public Works Director
  - Worker's Compensation
- ▶ Paving, Road Rehabilitation & Sidewalks
  - Moving towards recommended funding levels
- ▶ Capital Reserves
  - Vehicles and equipment restore to recommended levels
  - Facilities and I/T restored (cut to \$0 last year)
- ▶ Fire Suppression (Hydrants – BTWD Mandatory increases)
- ▶ Enterprise Fund Subsidies
  - Landfill subsidy eliminated last year
  - Train Station – reallocation of BDA funding

**2021-22 Budget**  
**Manager's Proposed Budget - Municipal Departments Only**  
**Change from previous year - by Expenditure Category**



## Town of Brunswick

### Permanent Municipal Employees by Function



**TOWN OF BRUNSWICK, MAINE**  
**Permanent Municipal Employees by Function/Program**

**Fiscal Year**

<u>Function</u>	<u>Mgrs</u>		
	<u>2007</u>	<u>2022</u>	<u>Change</u>
General government			
Administration	4.0	4.00	-
Finance	10.0	8.00	(2.00)
Technology	-	1.00	1.00
Cable TV	1.0	1.00	-
Assessing	4.0	3.00	(1.00)
Town Clerk	4.5	4.00	(0.50)
Engineering	-	2.00	2.00
Planning and Codes	6.0	6.00	-
Coastal Resources	1.0	1.00	-
Economic development	2.0	2.00	-
Municipal building	1.5	-	(1.50)
Public safety			
Fire department	36.0	43.00	7.00
Police department & station	42.0	44.00	2.00
Emergency Services Dispatch	9.0	11.00	2.00
Public works			
Administration	6.0	4.00	(2.00)
General maintenance	17.0	16.00	(1.00)
Landfill	3.5	0.50	(3.00)
Central garage	3.5	3.00	(0.50)
Human services			
Recreation			
Administration	6.0	5.00	(1.00)
Buildings and grounds	7.0	9.75	2.75
<b>Totals</b>	<b>166</b>	<b>171.25</b>	<b>5.25</b>

IT contracted through School Dept until FY2011

Moved Engineering Function out of PW in FY2019

Added Eco Dev Specialist -Grant Writer in FY2021

Added 4 firefighters & 1 inspector in FY2020  
Proposed 2 firefighters in FY2022

Proposed 2 police officers FY 2022

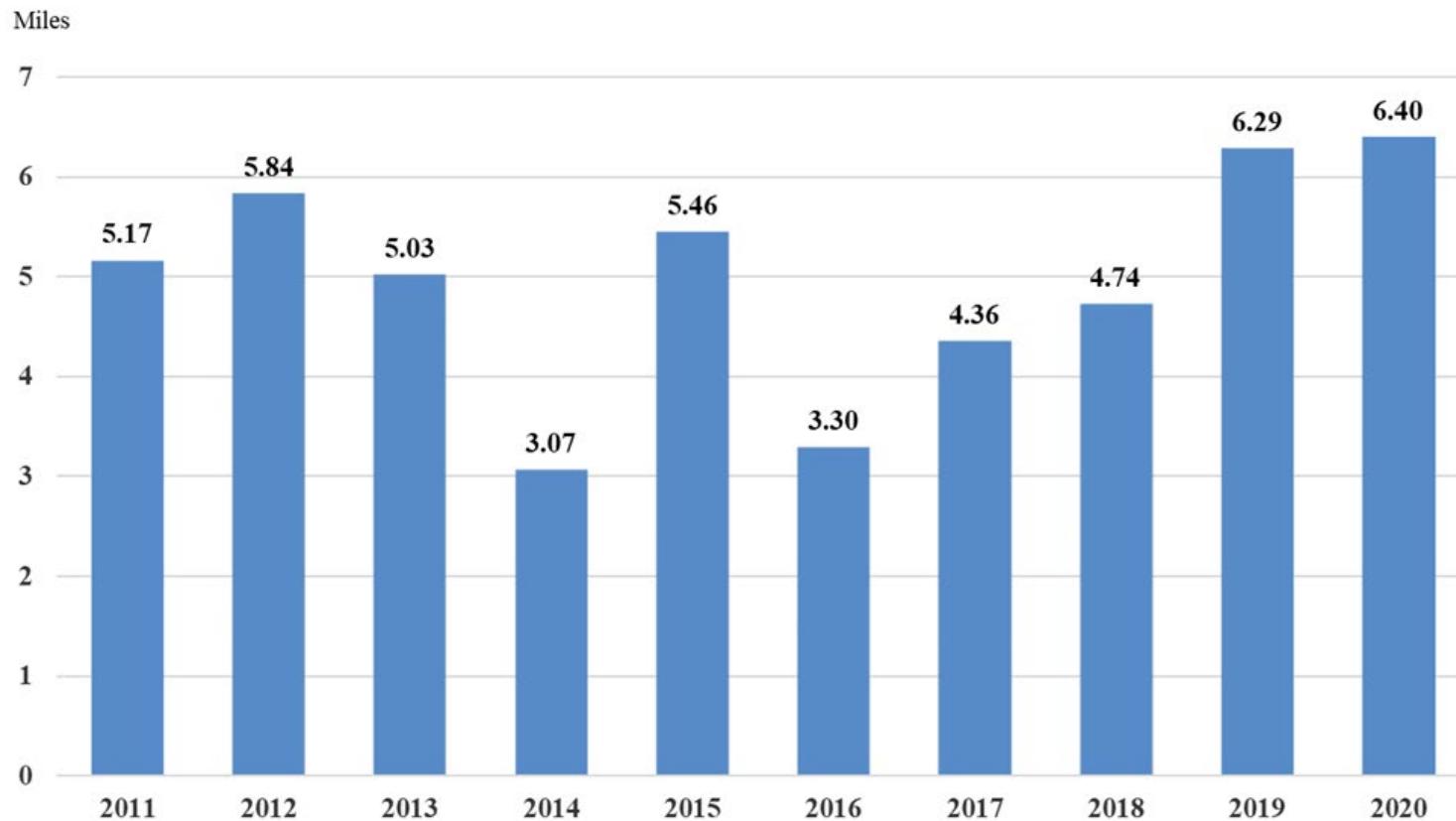
Added dispatch services for Freeport in FY2012

Added Cultural Broker in FY2020

Seasonal Parks positions made permanent in FY2020  
Proposed 1 parks maintenance position in FY2022

# Paving and Road Rehabilitation

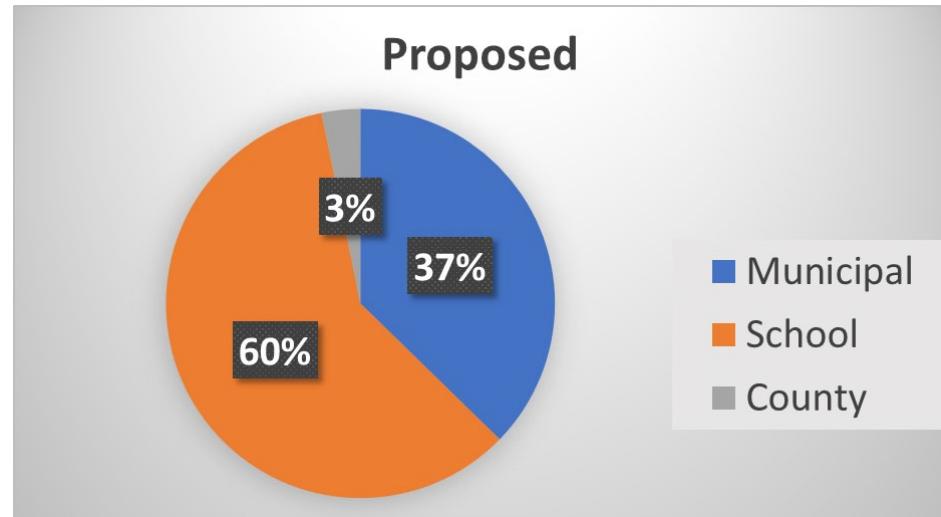
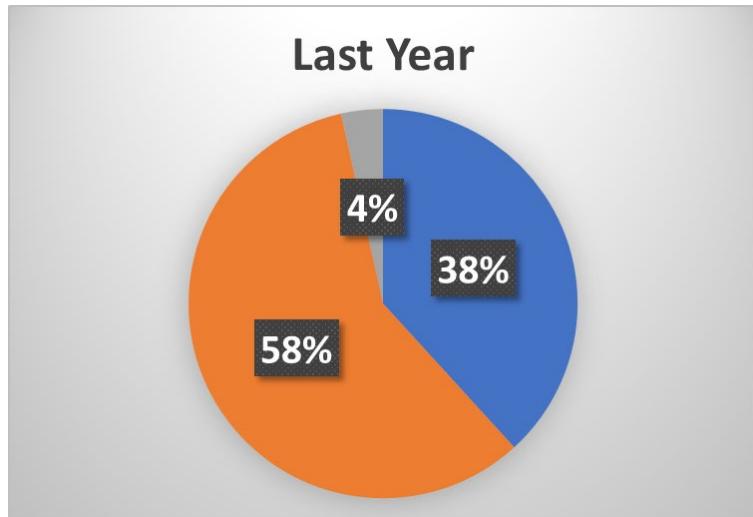
## 2011-2020 Miles of Road Paved



# Net Tax Increases

## Manager's Proposed 2021-22 Budget (page 4)

	Last Year	Proposed	Increase
Municipal	\$18,487,318	\$19,366,615	\$ 879,297
School	28,201,279	30,885,382	2,684,103
County	<u>1,674,551</u>	<u>1,664,113</u>	<u>(10,438)</u>
Total	\$48,363,148	\$51,916,110	\$3,552,962



# Tax Rate Impact

## Manager's Proposed 2021-22 Budget (page 4)

	Last Year	Proposed	Increase %	Rate Effect
Municipal	\$ 7.79	\$ 8.08	3.72%	1.46%
School	11.88	12.88	8.42%	4.92%
County	<u>0.71</u>	<u>0.69</u>	<u>(0.02%)</u>	<u>(0.10%)</u>
Total	\$20.37	\$21.65	1.28%	6.28%

Assuming 1% increase in taxable valuation,

**\$488,468**

**= 1% Change in Tax Rate**

## Calculation of tax rate increases and associated required adjustment amount

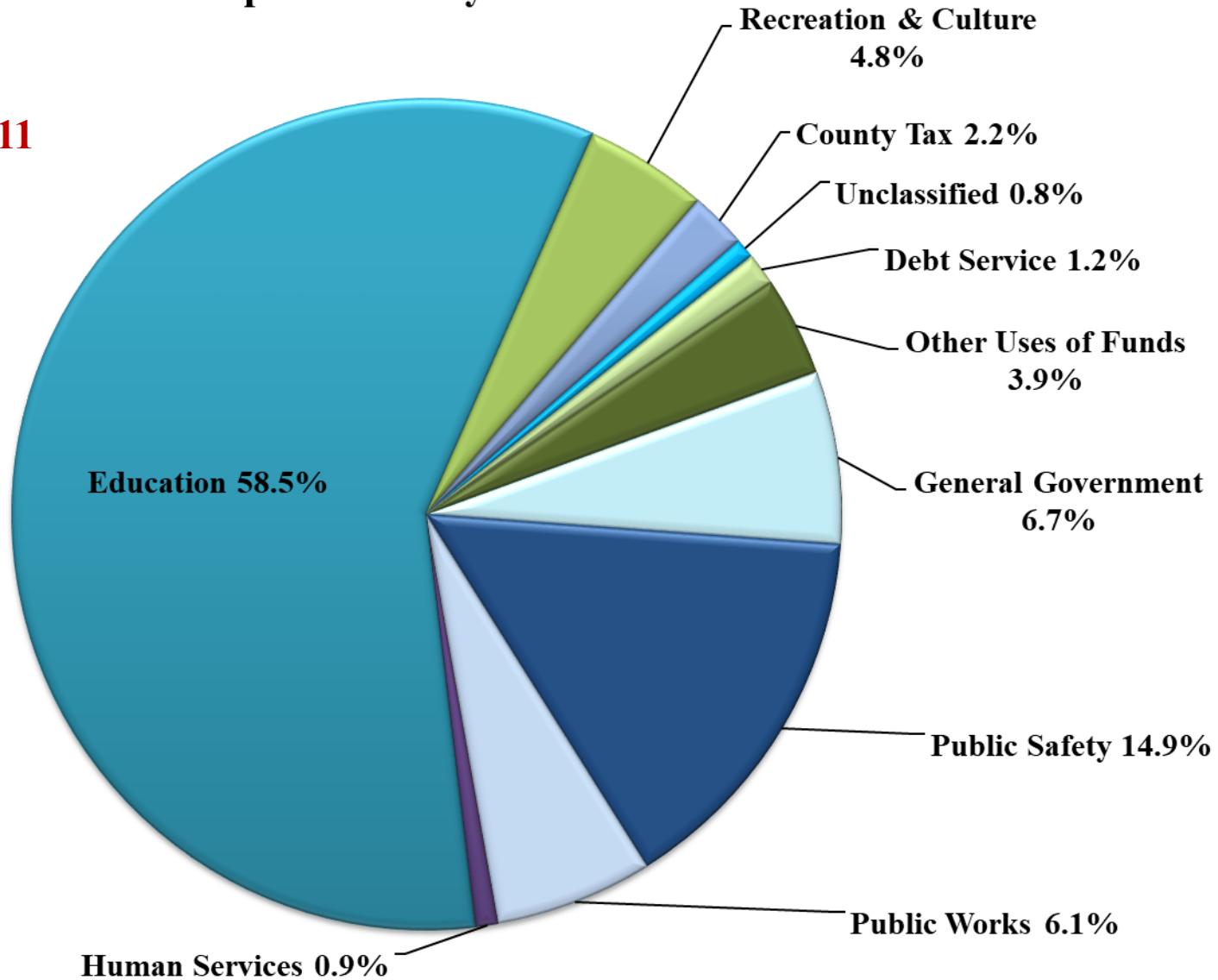
2020-21 tax rate

Tax Rate Change By Percentage						
Tax Rate	Tax Rate Increase	Property Tax Raised	Reduction Required	Property Tax Assessed Val. \$200,900	Tax Increase (Decrease)	
\$ 20.37	0.00%	\$ 48,846,779	\$ 3,069,331	\$ 4,092.33	\$ -	
20.42	0.25%	48,968,896	2,947,214	4,102.56	10.23	
20.47	0.50%	49,091,013	2,825,097	4,112.79	20.46	
20.52	0.75%	49,213,130	2,702,980	4,123.03	30.69	
20.57	1.00%	49,335,247	2,580,863	4,133.26	40.92	
20.62	1.25%	49,457,364	2,458,746	4,143.49	51.15	
20.68	1.50%	49,579,481	2,336,629	4,153.72	61.38	
20.73	1.75%	49,701,598	2,214,512	4,163.95	71.62	
20.78	2.00%	49,823,715	2,092,395	4,174.18	81.85	
20.83	2.25%	49,945,832	1,970,278	4,184.41	92.08	
20.88	2.50%	50,067,948	1,848,161	4,194.64	102.31	
20.93	2.75%	50,190,065	1,726,044	4,204.87	112.54	
20.98	3.00%	50,312,182	1,603,927	4,215.10	122.77	
21.03	3.25%	50,434,299	1,481,810	4,225.33	133.00	
21.08	3.50%	50,556,416	1,359,693	4,235.56	143.23	
21.13	3.75%	50,678,533	1,237,576	4,245.80	153.46	
21.18	4.00%	50,800,650	1,115,459	4,256.03	163.69	
21.24	4.25%	50,922,767	993,342	4,266.26	173.92	
21.29	4.50%	51,044,884	871,225	4,276.49	184.15	
21.34	4.75%	51,167,001	749,109	4,286.72	194.39	
21.39	5.00%	51,289,118	626,992	4,296.95	204.62	
21.44	5.25%	51,411,235	504,875	4,307.18	214.85	
21.49	5.50%	51,533,352	382,758	4,317.41	225.08	
21.54	5.75%	51,655,469	260,641	4,327.64	235.31	
21.55	5.81%	51,684,777	231,333	4,330.10	237.76	
21.59	6.00%	51,777,586	138,524	4,337.87	245.54	
21.64	6.25%	51,899,703	16,407	4,348.10	255.77	
21.65	6.28%	51,914,357	-	4,349.33	257.00	
21.69	6.50%	52,021,820	(105,710)	4,358.33	266.00	
21.74	6.75%	52,143,937	(227,827)	4,368.57	276.23	
21.80	7.00%	52,266,054	(349,944)	4,378.80	286.46	

Tax rate in proposed budget

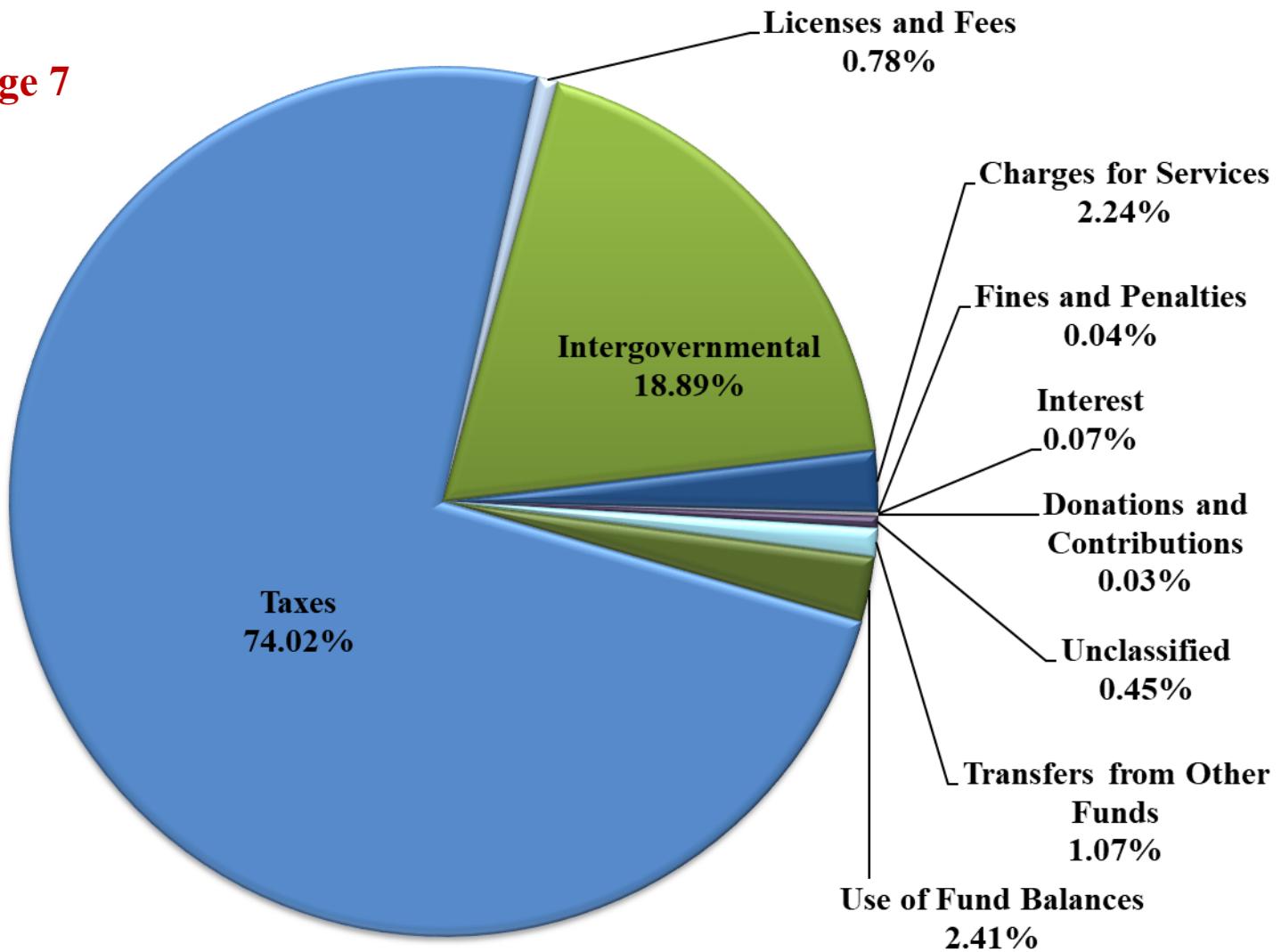
**Town of Brunswick  
2021-22 General Fund Budget  
Expenditures by Function**

**Budget page 11**



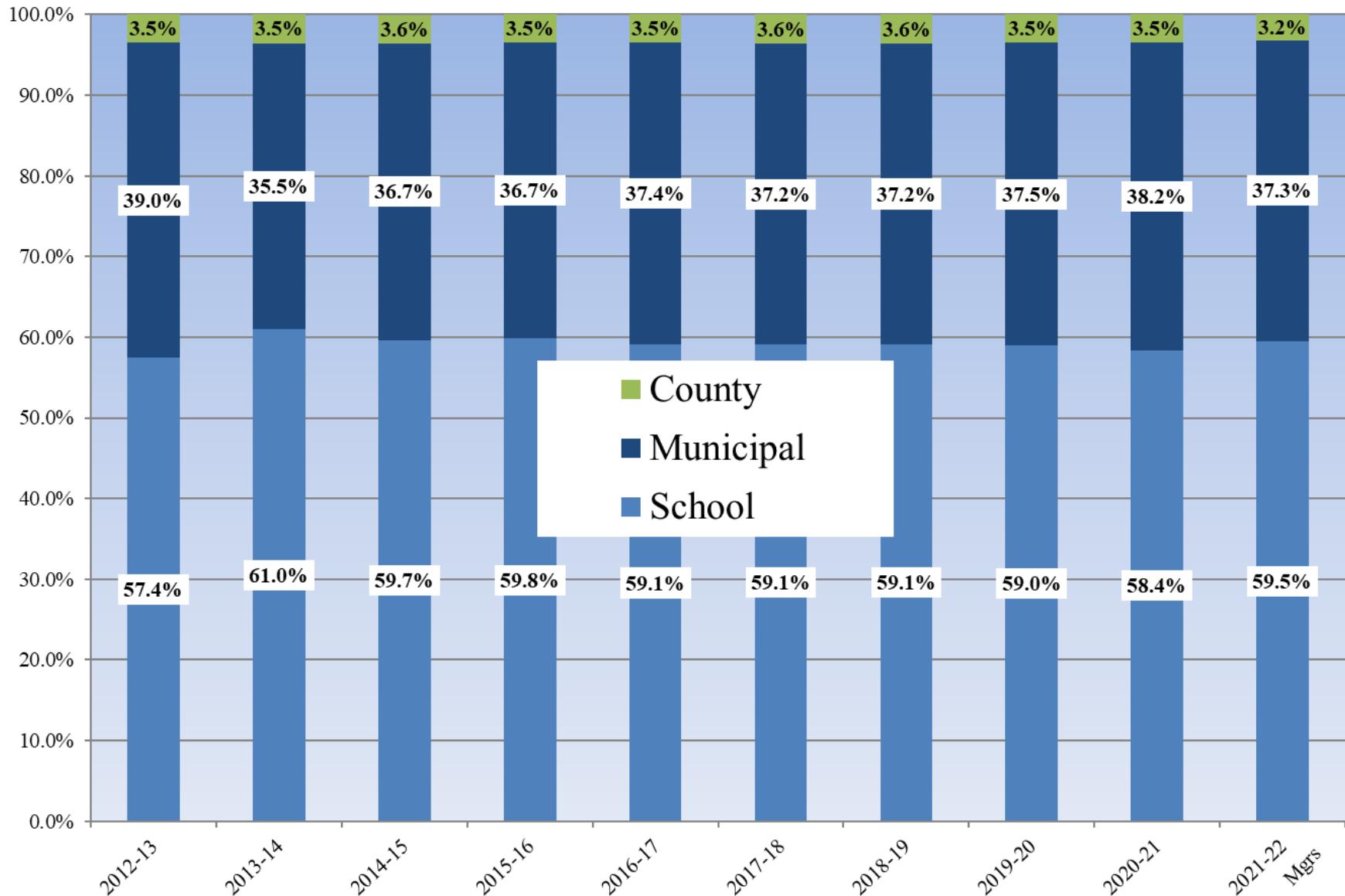
**Town of Brunswick  
2021-22 General Fund Budget  
Revenues by Source**

**Budget page 7**



# Town of Brunswick

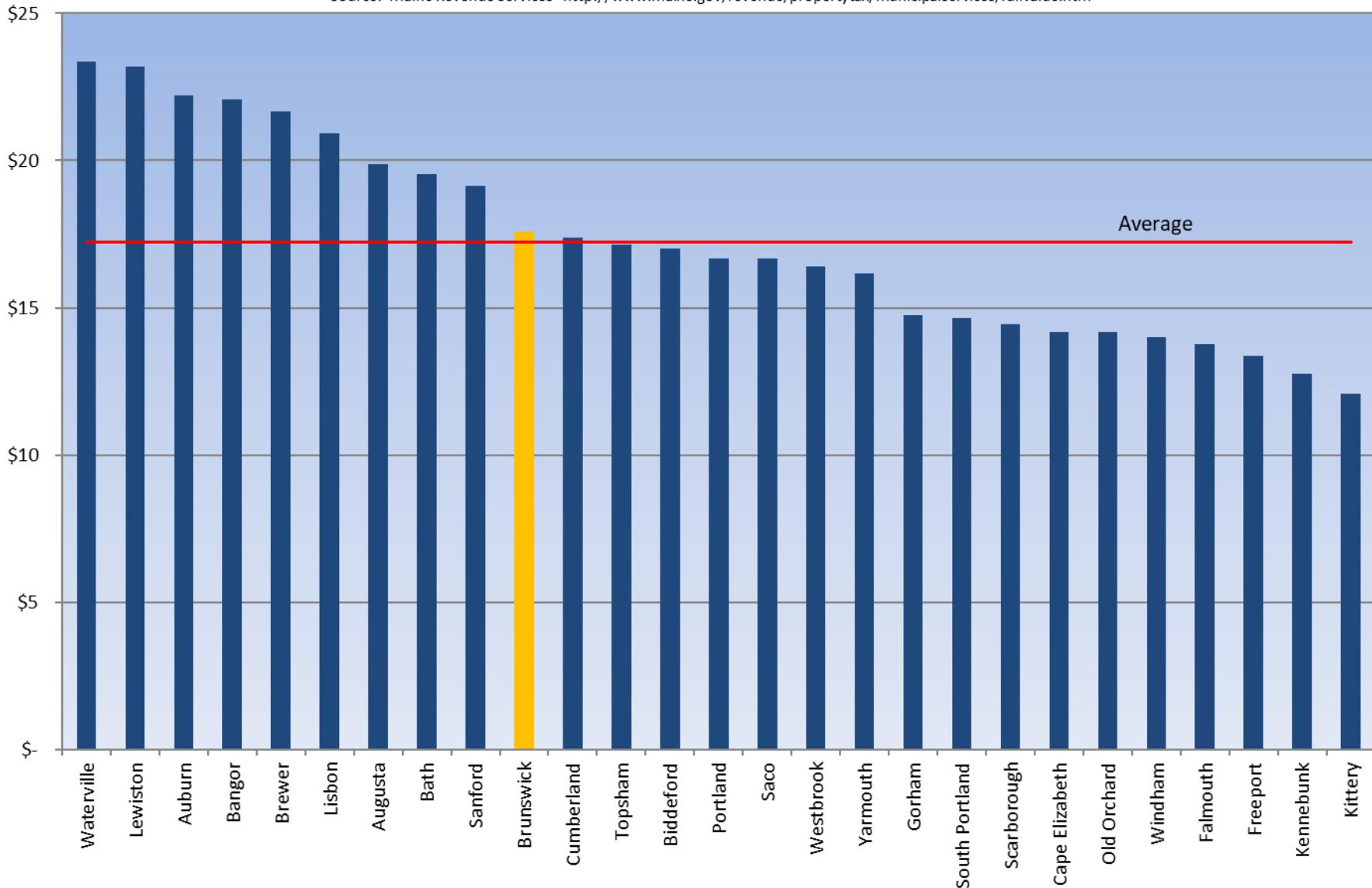
## Tax Rates - Percentage by category

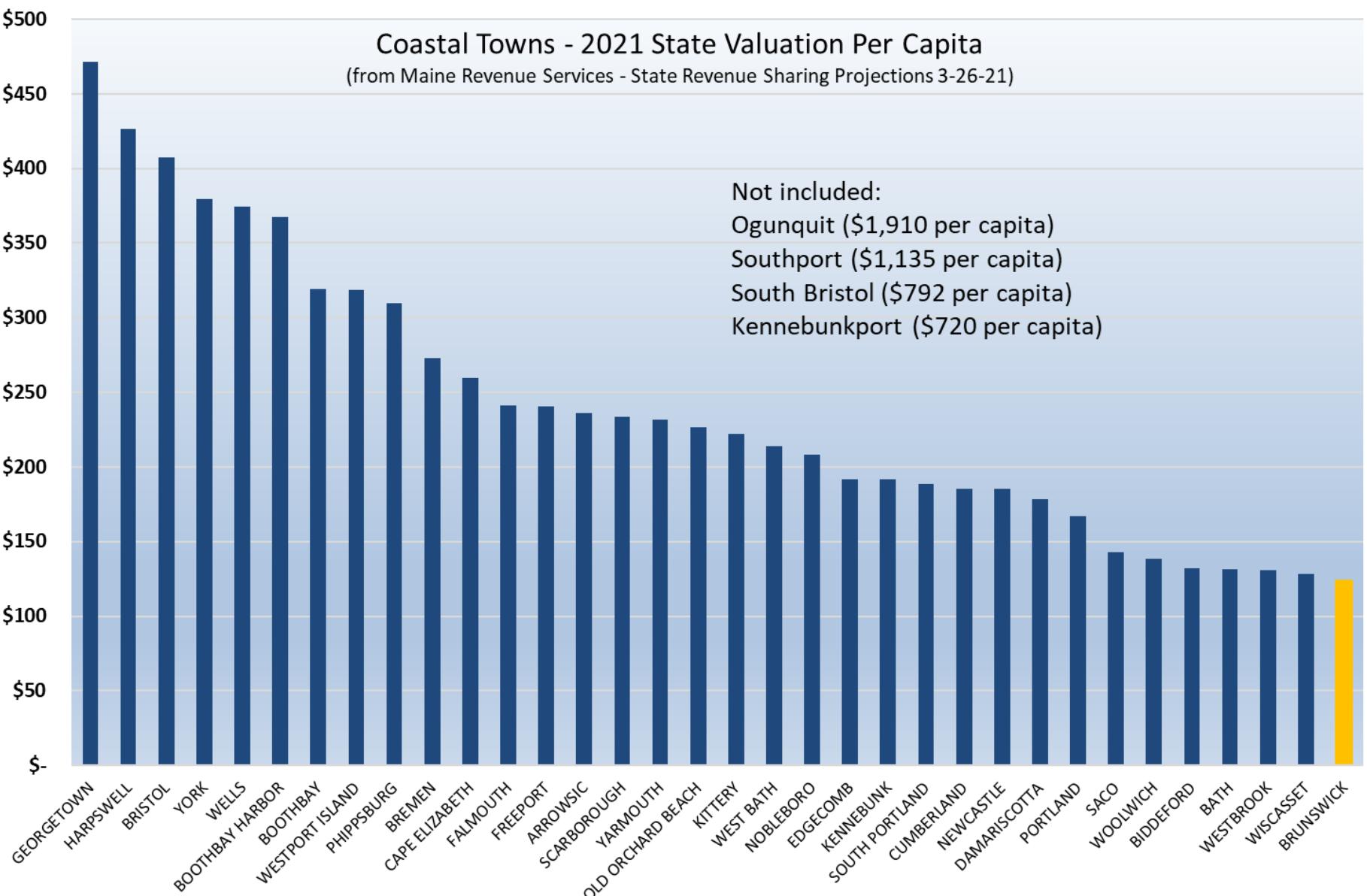


# Maine Revenue Services

## 2019 Full-Value Tax Rates

Source: Maine Revenue Services <http://www.maine.gov/revenue/propertytax/municipalservices/fullvalue.htm>

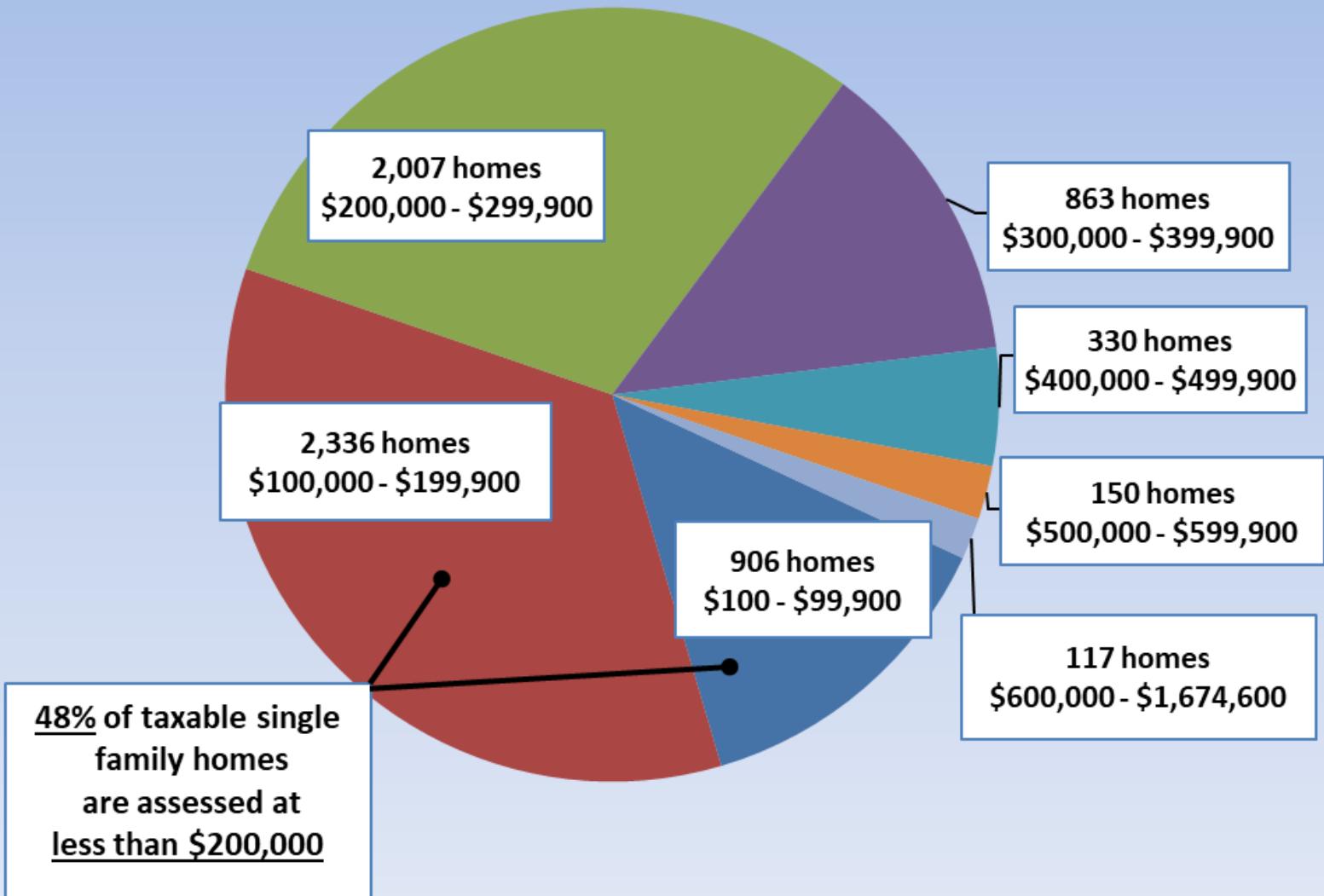




# 2020 Property Taxes

## 6,709 Taxable Single Family Residential Properties

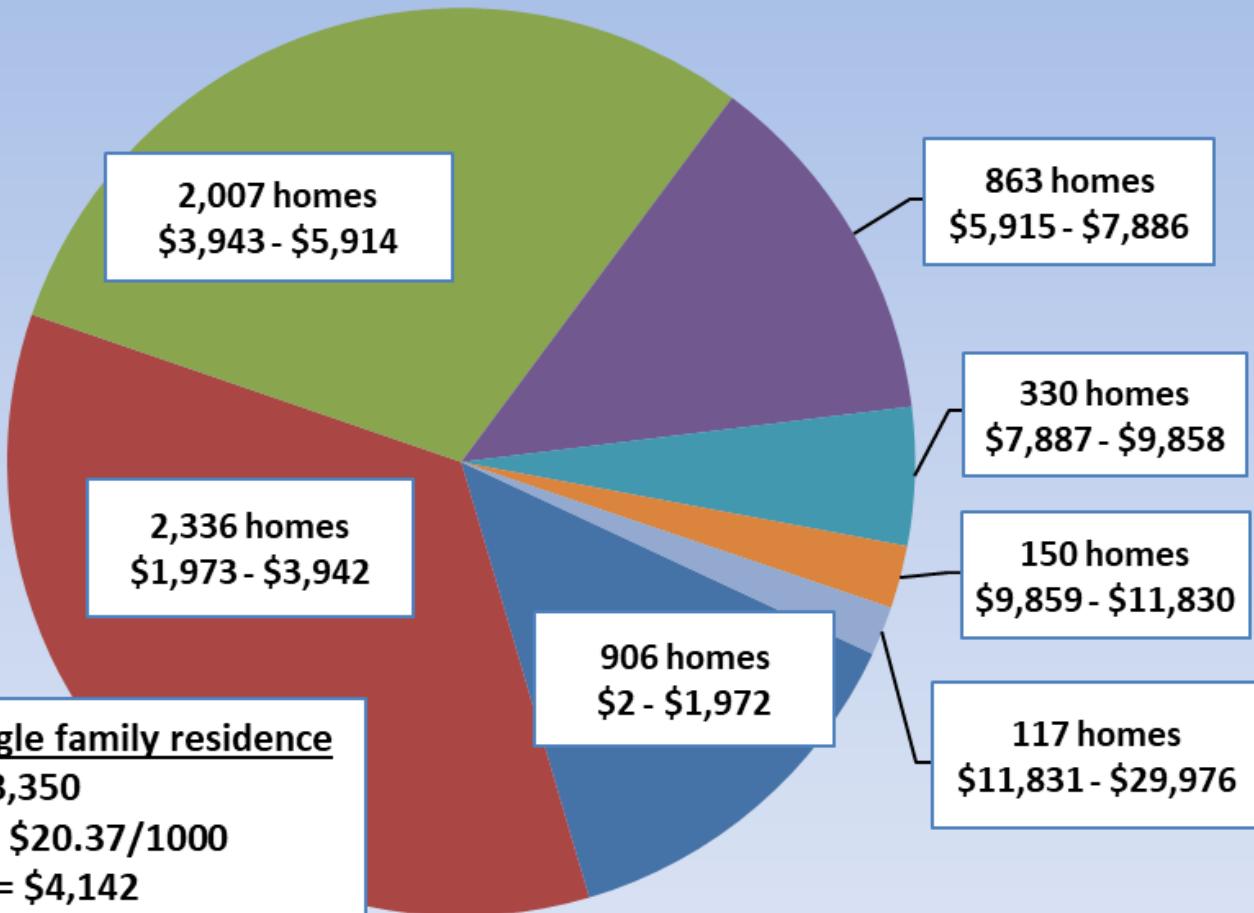
### Taxable Assessed Values



## 2020 Property Taxes

### 6,709 Taxable Single Family Residential Properties

#### Tax bill ranges



Median taxable single family residence

\$203,350

2020 tax rate \$20.37/1000

Tax bill = \$4,142

1% tax rate increase = \$41.42

6.28% tax rate increase = \$260.12

# Fund Balance Considerations

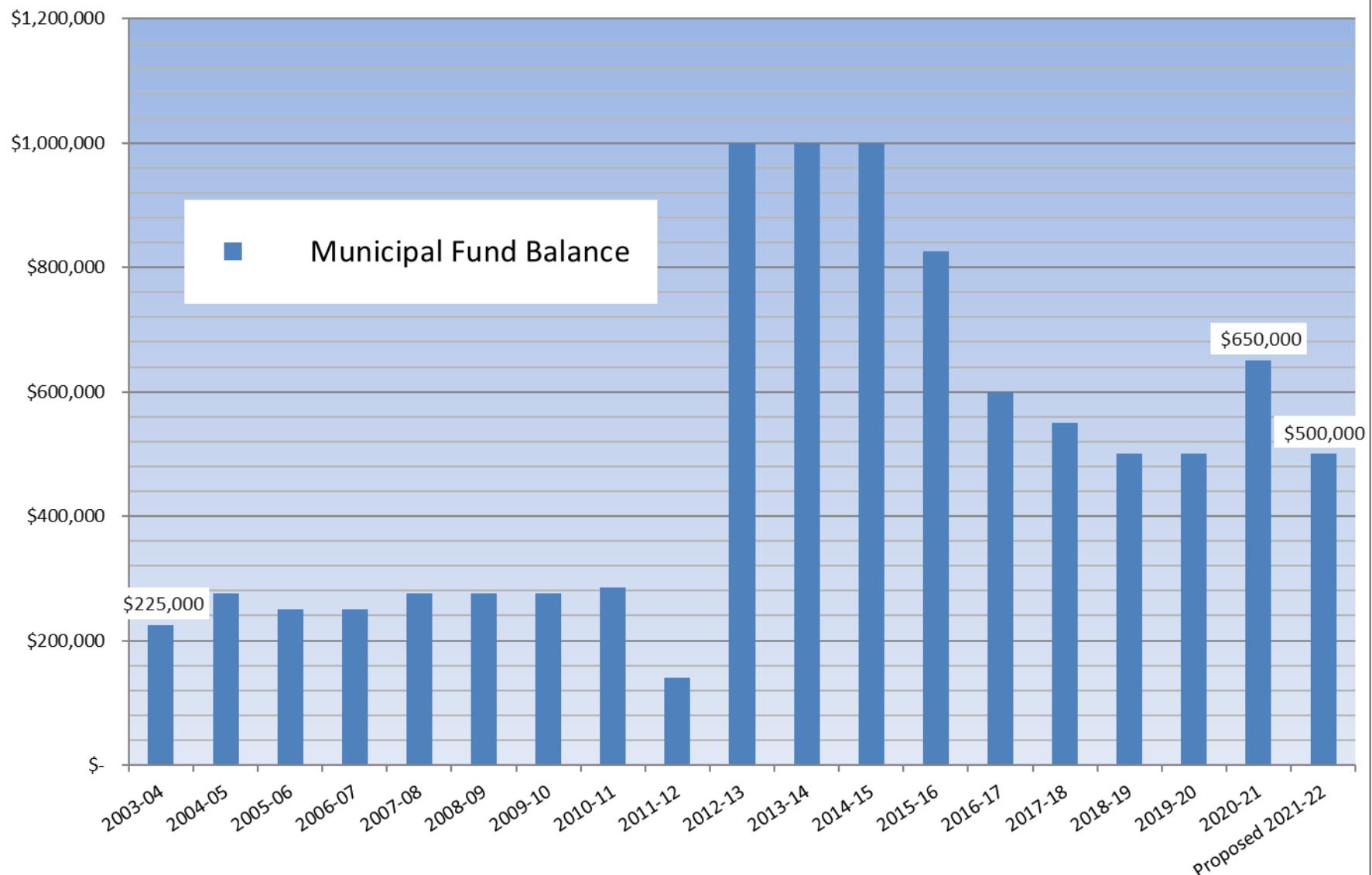
- ▶ Proposed use of Fund Balance in operating budget \$500,000:
  - Decreased from \$650,000 in 2020-21 budget
  - Has been a sustainable amount to use
- ▶ Proposed use of Fund Balance for one-time expenditures in accordance with the policy

Fund balance is intended to serve as a measure of financial resources in a governmental fund. The Town's management, credit rating services, and others monitor the levels of fund balance in the general fund as an important indicator of the Town's economic condition.

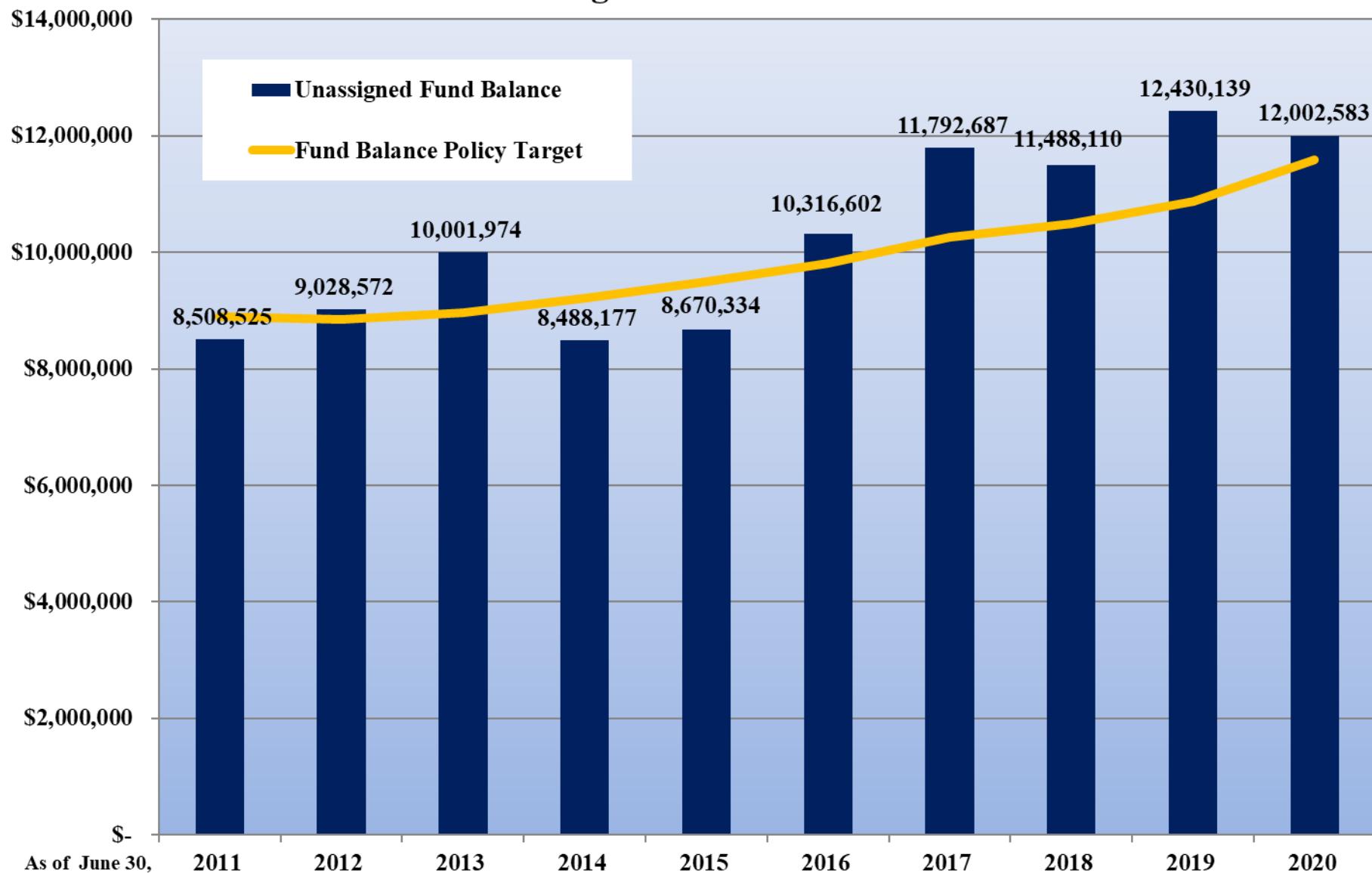
It is the policy of the Town of Brunswick to maintain unassigned fund balance in the general fund at 16.67% of general fund revenues measured on a GAAP basis. In the event that the unassigned fund balance drops below this level, the Town will develop a plan, implemented through the annual budgetary process, to bring the balance to the target level over a period of no more than three (3) years. Amounts in excess of the target shall first be used for capital improvements, or other one-time expenditures, as recommended by the Town Manager and approved by the Town Council.

**Fund Balance Policy**  
Adopted October 18, 2010

## Town of Brunswick Annual Budget Use of Municipal Fund Balance



## Town of Brunswick Unassigned Fund Balance



# Ongoing Considerations

- ▶ Use of fund balance
  - Forgive BHS track loan – \$638,905
- ▶ Property valuation estimate
- ▶ Excise tax estimate
- ▶ Revenue sharing estimate
- ▶ State supplemental budget
- ▶ Federal funds

# Important Dates

Date	Meeting	Item
Monday, 4/5/21	Town Council Meeting	Set Public Hearing
Thursday, 4/8/21	Budget Workshop	Town Manager presentation
Thursday, 4/15/21	Budget Workshop	School Dept presentation
Tuesday, 4/20/21	Town Council Meeting	Public Hearing
Thursday, 4/22/21	Budget Workshop	
Thursday, 4/29/21	Budget Workshop	<b>Guidance to School Dept. and Municipal Depts.</b>
Wednesday, 5/5/21	School Board Meeting	
Thursday, 5/6/21	Budget Workshop	
Thursday, 5/13/21	Town Council Spec Mtg	Adopt Budget & CIP
Tuesday, 6/8/21	Budget Referendum	

# Town of Brunswick Capital Improvement Program Fiscal years ending 2022-2026



## Manager's Proposed CIP

Delivered to Town Council March 1, 2021

April 8, 2021 (presentation)

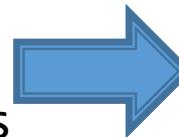
Available on Town of Brunswick website:

[www.brunswickme.org](http://www.brunswickme.org)

# Reminders about the CIP:

CIP – A multi-year financial plan for capital projects and acquisitions, along with proposed funding sources and estimated operational costs.

- Sets priorities
- Promotes coordination of efforts
- Guides debt financing decisions
- Links other plans with the budget process
- **Does NOT authorize funding**



Capital Project or Acquisition

- Minimum \$100,000 cost; 5 year life

Annual Programs/Reserves

- Vehicle/Equipment Replacement
- Work Programs

Operating Costs

- \$25,000 or greater

Final project funding is a separate action:

- Bond ordinances
- Capital budget resolutions
- Supplemental appropriations

# Recommended Projects (Pg 2)

2021-22 projects for funding through capital budget resolutions:

→ = funded with General Fund Balance

	2020-21	2021-22	FUNDING
<b>I. PROJECTS RECOMMENDED FOR FUNDING</b>			
<i>Capital Improvements</i>			
<b>Facilities</b>			
29 Landfill Closure	\$ -	\$ 6,608,770	Reserves
29 Landfill Closure	-----	591,230	Gen. Fund Adv.
<b>Total Facilities</b>	<b>-</b>	<b>7,200,000</b>	
<b>Infrastructure</b>			
31 MaineDOT Municipal Partnership	-	330,000	TIF Revenues
31 MaineDOT Municipal Partnership	250,000	330,000	M.D.O.T
33 Pleasant St Corridor	46,922	140,000	TIF Revenues
33 Pleasant St Corridor (PPI for plan)	46,922	70,000	M.D.O.T
35 Cedar St Parking	15,000	109,000	TIF Revenues
35 Cedar St Parking	60,000	436,000	M.D.O.T
37 Downtown Improvements	500,000	3,000,000	G.O. Bonds - TIF
39 Riverwalk	-	42,000	Donations/Grants
39 Riverwalk	-	168,000	M.D.O.T
41 250th Anniv Park/Bridge amenities	-	-	TIF Revenues
43 MerePoint Wastewater Forcemain	-	180,000	Other
45 Simpsons Point Road Parking	-	105,000	Reserves
47 Bath Road Signal Upgrades	50,000	100,500	TIF Revenues
47 Bath Road Signal Upgrades	-	49,500	M.D.O.T
47 Bath Road Signal Upgrades	-	-	G.O. Bonds - TIF
49 Bath Rd Culvert (Thompson Pond)	-	75,000	Gen. Fund Bal.
49 Bath Rd Culvert (Thompson Pond)	-	-	G.O. Bonds
51 LED Streetlights	381,000	285,000	Gen. Fund Bal.
53 Cumberland Street Drainage	-	20,000	Gen. Fund Bal.
55 Perryman Drive Extension	-	93,800	G.O. Bonds - TIF
55 Perryman Drive Extension	-	46,200	M.D.O.T
57 Cooks Corner Pedestrian Improv.	-	20,000	TIFs/Impact Fees
<b>Total Infrastructure</b>	<b>1,349,844</b>	<b>5,600,000</b>	
<i>Capital Acquisitions / Other</i>			
Tank 2 Replacement	425,000	-	G.O. Bonds
SCBA Replacement	260,000	-	Gen. Fund Bal.
59 Cardiac Monitors	-	135,000	Gen. Fund Bal.
61 FD Tower 1 Replacement	-	-	G.O. Bonds
<b>Total Capital Acquisitions/Other</b>	<b>685,000</b>	<b>135,000</b>	
<b>Total Capital Improvements</b>	<b>\$ 2,034,844</b>	<b>\$ 12,935,000</b>	

# Recommended 2021-22 Reserves (page 3)

## funded through annual budget

	2020-21	2021-22	FUNDING
<b>Municipal Vehicle/Equipment/Facilities/IT Reserves</b>			
18 Fire Vehicle/Equip Replacement	\$ 113,000	\$ 117,520	Munic. Rev.
19 Police Vehicle/Equip Replacement	160,000	166,400	Munic. Rev.
20 PW Vehicle/Equip Replacement	365,000	379,600	Munic. Rev.
21 P&R Vehicle/Equip Replacement	60,000	62,400	Munic. Rev.
22 Facilities Repair Program	-	225,000	Munic. Rev.
23 IT/Cable TV Equipment	-	125,000	Munic. Rev.
	<hr/> 698,000	<hr/> 1,075,920	
<b>Annual Public Works Programs</b>			
26 PW - Sidewalks	40,000	85,000	Munic. Rev.
24 PW - Street Resurfacing/Rehab	<hr/> 1,100,000	<hr/> 1,500,000	Munic. Rev.
<b>Total annual work programs</b>	<b>1,140,000</b>	<b>1,585,000</b>	

In the 2020-21 budget, vehicle/equip reserves and PW annual programs were flat-funded – ie. no increase from 2019-20. The Facilities Repair and IT/Cable TV reserves were not funded. This CIP includes restored funding to the reserve funds.

# Capital Budget (pgs 88-89 of proposed budget)

	2019-20 Actual	2020-21 Council Approved	2020-21 Adj/Suppl.	2020-21 Final	2021-22 Dept Request	2021-22 Manager Proposed
<b>From General Fund Balance:</b>						
<i>General Government</i>						
Facilities Reserve Fund	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
IT Server System Upgrade	252,500	-	-	-	-	-
<i>Public Safety</i>						
LED Streetlights	-	381,000	-	381,000	285,000	285,000
SCBA Replacement	-	260,000	-	260,000	-	-
Cardiac Monitors	-	-	-	-	135,000	135,000
<i>Public Works</i>						
Street Resurfacing/Rehabilitation Program	200,000	-	-	-	-	-
People Plus Parking Lot	100,000	-	-	-	-	-
Bath Road Signal Upgrades	50,000	-	-	-	-	-
Cumberland St Drainage (design)	-	-	-	-	20,000	20,000
Bath Road Culvert (design)	-	-	-	-	75,000	75,000
<b>Use of Fund Balance</b>	<b>902,500</b>	<b>641,000</b>	<b>-</b>	<b>641,000</b>	<b>515,000</b>	<b>515,000</b>
<b>From Municipal Revenues:</b>						
<i>Streets and Sidewalks</i>						
Street Resurfacing/Rehabilitation Program	1,100,000	1,100,000	-	1,100,000	1,550,000	1,550,000
Sidewalk Program	50,000	40,000	-	40,000	85,000	85,000
<i>Vehicle/Equipment Replacement</i>						
Fire Vehicle Replacement	113,000	113,000	-	113,000	117,520	117,520
Police Vehicle Replacement	160,000	160,000	-	160,000	166,400	166,400
PW Equipment Replacement	365,000	365,000	-	365,000	379,600	379,600
P&R Vehicle Replacement	60,000	60,000	-	60,000	62,400	62,400
<i>Other Reserves</i>						
Facilities Repair Program	300,000	-	-	-	225,000	225,000
IT/Cable TV Equipment	50,000	-	-	-	125,000	125,000
<b>Municipal Revenues</b>	<b>2,198,000</b>	<b>1,838,000</b>	<b>-</b>	<b>1,838,000</b>	<b>2,710,920</b>	<b>2,710,920</b>

**END**