

**HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE**

DATE: April 23, 2014 (Wednesday)
TIME: 5:30-7:00 p.m.
LOCATION: Room 209, Second Floor
Portland City Hall

A G E N D A

1. Review and accept Minutes of previous meeting held on April 9, 2014.
2. **Review and Recommendation to City Council of Portland Pirates Proposed Spring Street Garage Space Lease** – See enclosed Memorandum from Greg Mitchell

NOTE Pursuant to 1 M.R.S.A. 405(6)(C) and (F) and 5 M.R.S.A. 13119-A, to provide City staff direction, the Committee may go into executive session to discuss lease negotiations.
3. **Review and Recommendation to City Council on Proposed Donation of Property to City on Rowe Avenue** – See enclosed Memorandum from Greg Mitchell and Lori Paulette
4. **Discussion and Possible Recommendation to City Council on Housing First RFP Response.** – See enclosed Memorandum from Mary Davis
5. **Communication Item for Review and Discussion: HUD Annual Action Plan** – See enclosed Memorandum from Mary Davis
6. **2014 HCDC Work Plan for Review and Discussion** – See enclosed Memorandum from Mary Davis and Greg Mitchell
7. **Executive Session: Tugboat Lease Renewal at Portland Ocean Terminal** – Greg Mitchell - See enclosed confidential memorandum to the HCDC for review and direction to staff.

NOTE Pursuant to 1 M.R.S.A. 405(6)(C) and (F) and 5 M.R.S.A. 13119-A, to provide City staff direction, the Committee will go into executive session to discuss facility/space lease negotiations on City property at Ocean Gateway Terminal.

Public Comment will be accepted on action items.

Next Meeting: May 14, 2014

Councilor Kevin Donoghue, Chair



Housing & Community Development Committee

April 9, 2014

A meeting of Portland City Council's Housing and Community Development Committee (HCDC) was held on Wednesday April 9, 2014 at 5:30 p.m. in Room 209 on the second floor of Portland City Hall. Present from the HCDC was its Chair Councilor Kevin Donoghue, and member Councilors John Coyne, Jon Hinck, and Nicholas Mavodones. City staff present included Housing & Community Development Division Director Mary Davis, Planning and Urban Development Director Jeff Levine, Planning Division Director Alex Jaegerman, and Housing & Community Development Office Assistant Maeve Pistrang.

Item 1: Review and accept Minutes from previous meeting held on March 26, 2014

On motion made and seconded, the Committee voted unanimously to accept the minutes as published.

Item 2: Proposed Amendments to the R-6/R-7 Zones

Mr. Levine and Mr. Jaegerman presented the proposed amendments to the R-6/R-7 zones. Mr. Levine noted that this was an action item to refer to the Planning Board and that staff would be looking for Committee feedback as well as performing public outreach on these amendments prior to holding a Planning Board workshop. Mr. Levine explained that these amendments are aimed at the Council goal of increasing housing on the peninsula and that the current zoning is such that empty lots cannot be developed because of their size, and development that can occur would not be consistent with existing neighborhood patterns that predate the zoning. Therefore, these amendments are aimed at making the zoning reflect what is desirable and consistent to those neighborhoods, while also streamlining and simplifying it.

Councilor Donoghue asked if these amendments addressed pricing in any way and Mr. Levine responded that while rents cannot be controlled, the amendments allow for more ease of small lot development, which should increase housing supply. Mr. Jaegerman reviewed the proposed changes which included reduction of the lot size requirement and collapsing and adjusting lot sizes for institutions. Staff and the Committee also discussed densities ranging from 700-1,000 square feet per dwelling unit and noted that 725 is consistent with current patterns. They also discussed street frontage, yard setbacks, accessory structures and sideyards, noting that 10 feet between buildings would be appropriate. They also discussed maximum building heights of 45 feet and provisions for ownership of horizontally attached buildings.

Mr. Jaegerman then discussed parking requirements, including maximum garage opening sizes, and requiring one space per unit, except for the first 3 units. Staff and the Committee discussed that these parking changes would provide flexibility to provide tandem parking so that parking would not necessarily dominate first floors, which detracts from the streetscape.

Councilor Donoghue asked whether the R-7 zone should be preserved at all. Mr. Levine responded that having two density classifications on the peninsula would still be desirable and the R-7 could still have a role of allowing greater density even with the R-6 amended.

Councilor Donoghue asked about the ease with which triple or quadruple decker apartments could be constructed under these provisions. Mr. Levine said that under current zoning, such housing would require large lots, setbacks, and parking requirements while under the amendments that would not be the case and no contract zone would be needed. For quadruple deckers, the lots would be larger and more parking would be required, but a typical driveway would be sufficient.

Staff confirmed that the Planning Board would be able to address this topic in June.

Councilor Donoghue opened the meeting to Public comment on the item:

Christian Milneil – Mr. Milneil thanked staff and the Councilors for bringing forward this discussion. He commented that middle class housing currently is not legal to build in the city, and these amendments make it easier for those kinds of households to be built and for non-profit developers to create new housing. He also supported East Bayside rezoning to an R-7 zone so that it remains inclusive, and imposing maximums instead of minimums to discourage solely high end housing from being constructed.

Ron Gan, 202 Washington Ave – Mr. Gann thanked staff for taking this first step in reforming the zoning. However he disagreed with the amendment to eliminate the small lot contract zone, because that model is ideal in reducing side yards, and is simple and buildable. He also noted that it had been vetted through the department, the Planning Board, and the Council twice before and has been preserved every time. He also commented that the State law regarding subdivision does not have to apply to Portland and that a “notwithstanding” provision should just be written into the small lot section to achieve the same ends.

Jonathan Culley, Redfern Properties – Mr. Kelly spoke about his project West End Place as the first market rate development built in many years. He applauded the R-6 changes, which will no longer just support million dollar single family and high end condos, however, he thought the density changes were insufficient and without increasing them significantly, the City will continue to just see high end development. He also supported retaining the R-7 zone and commented that 700 square feet would be reasonable for 6-12 units especially, and said that 725 is reasonable for the R-6 as long as the R-7 remains to allow for more density.

Rita Yarnold, Bay Realty – Ms. Yarnold spoke on behalf of families on Munjoy Hill who have merged lots and feel as though they are being forced out of the neighborhood. She thanked Mr. Jaegerman and Mr. Levine, calling the amendments a wonderful development that she would like to see in effect soon.

Ethan Boxer-Macomber – Mr. Boxer-Macomber commented that 725 square feet is an appropriate density and that the combined lot issue should be struck from all City zones not just the peninsula.

Councilor Donoghue closed Public Comment. Mr. Jaegerman confirmed that language about combined lots has been stricken from the R-6 zone and that staff is intent to make that change city-wide. Mr. Levine said regarding the “notwithstanding” provision, that City Corporation Counsel has interpreted that if the local ordinance does not have a definition that supersedes State law, then the State definition stands so a “notwithstanding” clause should work. However, this would essentially make every lot in the R-6 like a small lot, thus making the small lot provision redundant. Mr. Levine said staff would look into it.

Councilor Mavodones commented that he appreciated the work, and that the West End Neighborhood Association sent an email before the meeting requesting that prior to going to Planning Board, that neighborhood associations have a chance to weigh in on the zoning changes. Mr. Levine said that the current work plan brings this item back to the Committee one more time before the Planning Board workshop and neighborhood associations could be noticed. Mr. Jaegerman commented that the issue could be brought to the neighborhood association meetings held in City Hall and that staff would explore the possibilities. The Councilors confirmed that they support a recommendation of 725 square feet.

On motion made and seconded, the Committee voted 3 to 0 with one member absent from the room, to refer the suggested zoning amendments to the Planning Board with the revision that recommended minimum land area per dwelling unit be reduced from 1,000 to 725 square feet.

Item 3: Review of Draft RFP for City-Owned Lot on Munjoy Street

Ms. Davis presented the draft RFP for the Munjoy Street parking lot. She explained that she used the general housing RFP and the Adams School redevelopment RFP to create this preliminary draft. Notable features included that the project could not require a contract or conditional zone, and should be reflective of the surrounding neighborhood.

Councilor Mavodones asked about the height issue for a development because of the potential for it to block sunlight on the playground, and asked whether a developer could move the playground. Councilor Donoghue commented that he would prefer the playground not be moved because of the previous process. Staff and the Committee discussed how a height limit on the development could limit development potential. They also discussed leveraging funds from the Housing Trust Fund or HOME. Councilor Donoghue asked that staff analyze the possibilities of using those funding sources in this project, as well as the dimensional aspects of the project.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Housing and Community Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: April 16, 2014

SUBJECT: **Portland Pirates 94 Free Street Space and Parking Lease**

cc: Mark Rees, City Manager

I. SUMMARY OF ISSUE

A draft Lease for the Pirates to continue to occupy 2,415 square feet of space located at 94 Free Street under revised terms and conditions is attached. It is noted that the Pirates are not interested in leasing the adjacent vacant space, which includes a total of 2,944 square feet. This space will be marketed for rent by City staff.

General terms and conditions include an initial five (5) year term, with one five (5) renewal option, at an annual rent of \$22,797.60, plus market value payment for up to fifteen (15) parking spaces in the Spring Street Parking Garage.

The Pirates are responsible for any tenant fit-up expense, payment of utilities, and costs to modify existing mechanical equipment.

This Lease has been negotiated under the direction of the HCDC.

II. REASON FOR SUBMISSION

The Pirates have been occupying 94 Free Street since 2006 under a lease which has expired. The Pirates wish to continue their occupancy with revised lease terms and conditions.

III. INTENDED RESULT

HCDC and City Council approval of the Pirates 94 Free Street Lease.

IV. COUNCIL GOAL ADDRESSED

Promote economic development in the City in a manner that provides for increased property values, diversification across industry sector, and high paying jobs.

V. FINANCIAL IMPACT

The City will realize annual rental income effective date of June 1, 2014 in the amount of \$22,797.60 or \$9.44 per square feet for 2,415 square feet. A one (1) percent annual rent increase is included, along with market value payment of up to fifteen (15) parking spaces located in the Spring Street Parking Garage.

VI. STAFF ANALYSIS

The Pirates current rental rate has been increased from \$6.50 per square foot to \$9.44 per square foot and, under the lease presented, the Pirates are responsible for market value payment for parking in the Spring Street Parking Garage. Staff researched market conditions for space rental charges in the Free Street area and feels that the lease terms and conditions are fair.

VII. RECOMMENDATION

City staff recommends the HCDC vote to forward this lease to the City Council for approval as substantially presented.

VIII. LIST ATTACHMENTS

Proposed Pirates space lease.

LEASE AGREEMENT

This Lease is made as of the 1st of June, 2014, by and between the Portland Pirates, LLC a Delaware limited liability company having a place of business in Portland, Maine (hereinafter referred to as "Tenant"), and CITY OF PORTLAND, a Maine Municipality having its principal place of business at 389 Congress St., Portland, Maine (hereinafter sometimes referred to as "Landlord" and sometimes as "City").

WHEREAS, Tenant is in need of office and retail space; and

WHEREAS, Tenant and Landlord entered into a Lease Agreement dated January 20, 2006 pursuant to which Tenant leased a portion of the Spring Street Building/Garage;

WHEREAS, Tenant and Landlord entered into a Revised and Restated Lease Agreement dated July 12, 2010 pursuant to which Tenant continued leased a portion of the Spring Street Garage;

WHEREAS, these prior Lease Agreements between Tenant and Landlord have now expired;

WHEREAS, Landlord now has agreed to again lease a portion of the Spring Street Building/Garage described below to Tenant upon certain terms and conditions (said portion hereinafter "Demised Premises") for five years, with a renewal option; and

WHEREAS, Landlord has sufficient right, title and interest in and to the real property, together with the facilities, easements, rights, licenses, and privileges hereinafter granted, and has full power and authority to enter into this Agreement in respect thereof;

NOW, THEREFORE, in consideration of the mutual covenants and considerations herein contained,

WITNESSETH:

THAT Landlord does hereby lease, demise and let unto Tenant certain portions of the City Building/Garage at 94 Free Street in Portland, Maine, namely the 2,415+/- sq. ft. of office and retail space on the first floor of said Garage (previously used by the Tenant subject to the conditions and covenants hereinafter provided. For the purposes of this Lease, said demised office and retail space shall be deemed to contain Two Thousand Four Hundred Fifteen (2,415+/-) square feet on the first floor of the garage building. Tenant agrees to accept the Premises in "as is" condition without representation or warranty by Landlord as to its condition or fitness for a particular purpose.

1. Term.

- a. The term of this Lease shall be for a period of five (5) years, commencing on June 1, 2014, ending on May 31, 2019. This lease may be renewed upon mutual agreement of the parties, for an additional, second period of five (5) years. Tenant shall provide no less than ninety (90) days' prior written notice of its desire to renew.
- b. Any holding over by Tenant at the expiration of this Lease and any renewals thereof shall not constitute a renewal of the Lease, but at Landlord's election such holding over shall result in a tenancy-at-will from month to month at the same rent in effect at the expiration of the Lease.

2. Rent.

- a. For the first year of the term, commencing on June 1, 2014 the Tenant shall pay to the Landlord as Annual Rent hereunder the sum of Twenty-Two Thousand Seven Hundred Ninety-Seven Dollars and Sixty Cents (\$22,797.60) at \$9.44 per square foot.
- b. For the second year and all subsequent years of the term, rent for the year shall equal the rent for the previous year as adjusted upward one percent (1%).

Effective June 1, 2014 \$22,797.60 per year \$1,899.80 per month

Effective June 1, 2015 \$23,025.58 per year \$1,918.80 per month

Effective June 1, 2016 \$23,255.84 per year \$1,937.97 per month

Effective June 1, 2017 \$23,571.56 per year \$1,964.30 per month

Effective June 1, 2018 \$23,807.28 per year \$1,938.94 per month

- c. This annual rent shall be paid in twelve (12) monthly installments in advance on the first day of each month, and prorated for the fraction of any month.

3. Parking.

Tenant shall have the use of up to fifteen (15) parking spaces based upon availability, at market rate, to accompany its use of the Demised Premises; solely to be used for employee parking. These parking spaces are separate from, and intentionally not included in, the "Agreement Between the City of Portland and Portland Pirates, LLC Re: Parking at Spring Street Garage", executed in 2014.

4. Obligations of Landlord.

The Landlord shall provide, at Landlord's expense the following services:

- a. Maintenance and repair of the roof, exterior walls and structure of the building of which the Demised Premises are a part, reasonable wear and

tear, damage by fire and other casualty only excepted, unless such maintenance or repair is made necessary by fault or neglect of the Tenant or the employees, contractors, agents or invitees of Tenant, in which case such maintenance or repair shall be at the expense of the Tenant and Tenant shall pay all costs therefor;

- b. Maintenance of any Building common areas and any exterior Building grounds, all walkways and parking areas available for use by Tenant, its employees and invitees, including snow and ice removal from the Municipal Parking Garage;

5. Obligations of Tenant.

The Tenant, at the Tenant's expense shall:

- a. HVAC Mechanical Equipment and Fit-up Improvements. Be responsible for the cost of any modifications to existing mechanical equipment to serve 94 Free Street space along with any fit-up improvements.
- b. Maintain the entire portion of the Demised Premises including windows in such repair as on the commencement of this Lease except only for reasonable wear and tear. Casualty damage to windows shall be responsibility of the Tenant;
- c. All maintenance and repairs of the Demised Premises shall be the responsibility of the Tenant, including but not limited to air conditioning/heating system, plumbing, electrical and communication lines, as well any portions of such utility systems located in the Building/Garage but outside the Demised Premises;
- d. Properly bag and remove all trash and garbage;
- e. Provide and be responsible for all cleaning and janitorial services including the cleaning of exterior windows for the Demised Premises.
- f. Pay and be responsible for all utilities pertaining to the Premises including but not limited to all expenses relating to its use of telephone/communication services, electricity, heat, cooling, water and sewer.
- g. Maintain in full force and effect a policy of comprehensive general liability insurance covering the Demised Premises in an amount not less than Four Hundred Thousand Dollars (\$400,000.00) per occurrence and naming Landlord as an additional insured, and such fire and extended coverage or business interruption insurance for its own property or benefit as it may deem to be appropriate. Such insurance shall be carried through

responsible companies qualified to do business in the State of Maine. Tenant agrees to provide Landlord with a Certificate of Insurance evidencing such coverage (and evidencing that the Landlord is an additional insured) upon request, which shall require no less than 30 days notice to Landlord prior to cancellation thereof.

- h. Tenant shall make no improvements to Demised Premises without prior written approval of Landlord.
- i. Tenant shall replace rugs and repaint Demised Premises when it chooses, such repainting and rug replacement to be done at Tenant's expense.

6. Use of Demised Premises.

The Demised Premises may be used by Tenant and its successors in interest for office/retail purposes during the original and any extended terms of the Lease, and for no other purposes. Tenant will at all times comply with all applicable governmental laws, ordinances, codes, regulations and other requirements in its use of the Demised Premises.

7. Assignment/Subletting.

The lease is not assignable.

8. Casualty Damage.

- a. If the Demised Premises or any part thereof shall be destroyed or damaged by fire or other unavoidable casualty, so that the same shall be thereby rendered unfit for use, then, and in such case, the Rent hereinabove stated or a just and proportional part thereof, according to the nature and extent of injuries sustained, shall be suspended or abated, until the Demised Premises shall have been put in proper condition for use by Landlord. Provided, however, in the event that restoration is not reasonably possible within ninety (90) days after the occurrence of such damage or destruction, then either Landlord or Tenant shall have the right to terminate this Lease by giving the other party written notice of such termination within thirty (30) days after such damage or destruction, and upon the giving of such notice, the term of this Lease shall cease and come to an end as of the date of such damage or destruction and any unearned rent shall be returned to Tenant.
- b. Anything in this Lease to the contrary notwithstanding, Landlord and Tenant each hereby releases the other and its officers, directors, shareholders, agents and employees from any and all liability or responsibility (to the other or anyone claiming through or under them by way of subrogation or otherwise) for any loss or damage to the releasor's

property caused by fire or other peril of the type generally covered by extended coverage endorsements, whether or not the releasor actually carries such insurance coverage and even if such fire or other peril shall have been caused by the fault or negligence of the other party, or anyone for whom such party may be responsible.

9. Return of Demised Premises; Trade Fixtures.

Tenant at the expiration of the Lease term shall peaceably yield up to Landlord the Demised Premises including any renovations or leasehold improvements installed by Tenant during the term hereof, in good repair in all respects, reasonably use and wear and damage by fire and all other unavoidable casualties excepted. Tenant shall have the right to remove all trade fixtures, equipment and other personal property installed or placed by it at its expense in, on or about the Demised Premises; provided, however, all damage caused by or as a result of such removal shall be repaired by Tenant.

10. Signage.

Tenant shall have the right to erect a sign on the Building. Final design of exterior signs shall be subject to Landlord's written approval, which approval shall not be unreasonably delayed or withheld, and shall be in accordance with all local and state governmental laws, ordinance, codes and regulations.

11. Insurance.

The Tenant will maintain at all times during its use and occupancy of the Demised Premises adequate insurance coverage of not less than Four Hundred Thousand Dollars (\$400,000) combined single limit, for general liability insurance and fire legal liability insurance in the minimum amount of One Hundred Thousand Dollars (\$100,000).

The Tenant shall furnish the Landlord with certificates of insurance indicating compliance with this Lease. The certificates shall provide that the coverage may not be cancelled without thirty (30) days advance notice of cancellation to the Landlord, and the Landlord shall be named as an additional insured in all such policies, which shall be stated on such certificates. Any insurance provided by the Tenant shall be primary to any coverage which the Landlord may provide.

12. Indemnity.

Tenant, its successors and assigns, agrees to indemnify and hold harmless Landlord, its successors and assigns, from any claim, costs, liability and expense (including reasonable attorneys' fees) arising from personal injury or property damage to the extent attributable to any negligent acts or omissions or willful

misconduct under this Lease. This agreement includes a contractual obligation by the Tenant to indemnify, defend and hold harmless Landlord and the assumption of certain obligations by the Tenant and Tenant agrees that the terms of this agreement may be enforced against it in a court of competent jurisdiction or through administrative or agency proceedings. Landlord shall give the Tenant prompt notice of any matter as to which it seeks indemnity hereunder, and shall not settle any such matter without Tenant's consent.

13. Covenants of Landlord.

Landlord covenants that it is the owner in fee of the Demised Premises and can and will provide quiet enjoyment of the Demised Premises during the original and any extended terms of the Lease, and that the Lease is signed by a duly authorized individual.

14. Default.

Either party shall be determined to be in default hereunder if it shall fail to perform any obligations stated herein within fifteen (15) days after receipt of notice of such failure from the other party or (if the default is of such nature that it cannot be cured within such period) if it shall fail to commence to cure the default within such period and thereafter diligently prosecute the cure to completion within a reasonable time. Upon such default and failure to cure, the other party shall have the right, at its option, and in addition to any other remedies, to terminate this Lease by giving the party in default written notice thereof and upon the giving of such notice, this Lease and the term hereof shall cease. Upon any termination of this Lease, Tenant shall quit and surrender to Landlord the Demised Premises in accordance with the provisions of Article 8 hereof. If this lease is terminated, Tenant shall remain liable to Landlord for all Rent accrued and unpaid up to the date of such termination, as well as all Rent for the remainder of the term as and when it shall come due.

15. Notices.

Any notice required to be given under this Lease shall be in writing and shall be hand-delivered or sent by U.S. certified mail, return receipt requested, postage prepaid, addressed to the parties as stated below or such other address as either party may designate in writing to which its future notices shall be sent.

To Tenant:

Portland Pirates
94 Free Street
Portland, ME 04101

To Landlord:

Parking Manager
City of Portland
389 Congress Street
Portland, Maine 04101
cc: City Manager, same address

16. Amendment.

Both parties hereto acknowledge and agree that they have not relied upon any statements, representations, agreements or warranties except such as are expressed herein. The terms of this Lease may be modified or amended by the mutual assent of the parties hereto; provided, however, that no such modification or amendment to this Lease shall be binding until in writing and signed by both parties.

17. Inspection and Entry.

The Landlord and/or its agents, may, with reasonable notice, enter to view, show and make any repairs or inspection of the Demised Premises. The Landlord shall have the right of immediate entry without notice in the event of any emergency or if the Tenant fails to pay rent, commits waste, or otherwise fails to comply with terms and conditions hereof.

18. Successors Bound.

The terms, covenants and agreements herein contained shall be for the benefit of and be obligatory upon the heirs, successors and assigns of the respective parties hereto.

19. Governing Law.

This Lease shall be governed by and construed in accordance with the laws of the State of Maine.

20.. Termination For Convenience.

Either party may terminate this Lease on a one hundred eighty (180) day written notice, with no further obligations hereunder.

21. Force Majeure.

Neither Tenant nor Landlord shall be deemed in violation of this Lease if it is prevented from performing any of its obligations hereunder by reason of strikes, boycotts, labor disputes, acts of God, war, acts of superior governmental authority or other reason over which it has no control; provided, however, that the suspension of performance shall be no longer than that required by the force majeure and the party prevented from performance has given written notice thereof to the other party.

22. Non-Waiver.

No waiver of any breach of any one or more of the conditions of this Lease by the Landlord or Tenant shall be deemed to imply or constitute a waiver of any succeeding or other breach hereunder.

IN WITNESS WHEREOF, the parties hereto have caused this Lease to be duly executed as of the day and year first above written.

WITNESS:

Portland Pirates, LLC

By: _____

Name: _____

Its: _____

CITY OF PORTLAND

By: _____

Mark H. Rees
Its City Manager



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

DATE: April 11, 2014

TO: Housing and Community Development Committee

FROM: Greg Mitchell, Economic Development Director
Lori Paulette, Sr. Executive Assistant/Economic Development

CC: Tax-Acquired Property Committee Members
Doug Roncarati, Stormwater Program Coordinator/Public Services

RE: Request to Donate Lot 261-B-54/109 Rowe Avenue to the City

I. Summary of Issue

Theodore Dube contacted City staff about the above lot, particularly that he had no interest in retaining ownership, and he was willing to donate it to the City. The property was left to him when he was a teenager, and he has paid taxes on it since that time – now at \$31.06/yearly; land value is \$1,600; square footage is 2,100. It is important to note that this lot is not developable because it does not meet minimum zoning district lot size requirements.

This request was reviewed by the Tax-Acquired Property Committee (TAPC). In reviewing this request, TAPC considered the lot's buildability, particularly if it were to be combined with abutting City-owned lots (see attached map). All of these lots are in an R-3 zone that requires a minimum lot size of 6,500 sq. ft. Dube's lot has 2,100 sq. ft., so is not buildable on its own. To make it buildable, it would need to add both City-owned lots (261-B-55 and 261-B-17) to make it buildable.

See below for Dube and City's property specs:

Owner/Lots Abutting Dube Lot:	CBL	Address	Square Feet
"Dube Theodore Thomas Oscar"	261-B-54	109 Rowe Avenue	2,100
City of Portland	261-B-55-56 (2 lots on Rowe Ave)	111 Rowe Avenue	4,200
City of Portland	261-B-17-18 (2 lots behind above)	0 Terrace Avenue	4,200
City Lots Across Paper Street (Terrace Ave.):			
City of Portland	262-C-25	0 Terrace Avenue	2,330
City of Portland	262-C-26-27	0 Terrace Avenue	4,660

As you will see on the attached map, Doug Roncarati, Public Services' Stormwater Program Coordinator, has noted that the brown areas are low, wet areas concentrating in a drainage channel that follows Terrace Avenue to Nason's Brook. Runoff from the back of all those properties on Webb Street and Rowe Avenue drain to this area. This drainage area provides some stormwater management benefits to Dole Brook, provides wildlife habitat, and helps to slow down, absorb, and clean runoff before it gets to this impaired Dole Brook.

II. Reason for Submission

This is being submitted to the HCDC for its review and recommendation to forward to the City Council to accept this donation.

III. Intended Result

The intended result would be land added to the City's ownership in this area to help manage and improve water quality.

IV. Council Goal Addressed

Advance an environmental program that safeguards our natural resources, promotes a healthy lifestyle, and supports a sustainable economy.

V. Financial Impact

Accepting this donation will result of the loss of annual taxes in the amount of \$31.60.

VI. Staff Analysis/Recommendation

TAPC reviewed this request and is recommending that the City Council accept this donation due to the City's need to improve water quality in this watershed area and manage any stormwater runoff generated by new and existing development along these streets and to write off taxes for FY14.

Attachments:

- Map showing Dube and City Lots



CITY LOTS = OUTLINED IN RED

LOT FOR DONATION TO CITY =
HATCHED IN BLUE



Mary Davis

Division Director, Housing & Community Development Division

TO: Councilor Donoghue, Chair
Members of the Housing and Community Development Committee
FROM: Mary Davis, Division Director
Housing and Community Development Division
DATE: April 18, 2014
SUBJECT: Housing First RFP – Review of Proposals

In February, the City Council approved the allocation of \$50,000 from the Housing Trust Fund to be allocated in a RFP for pre-development activities associated with the development of a Housing First project. The RFP was issued on February 27 and two proposals were received on March 27. A review committee consisting of Jeff Levine, Planning and Urban Development Department Director, Mary Davis, Housing and Community Development Division Director, Doug Gardner, Health and Human Services Department Director and Sean Dundon, Portland Planning Board member met on April 18 to review the proposals.

The review committee was impressed with both proposals agreeing that each application had strengths and weaknesses across the criteria noted in the RFP.

Avesta's proposal envisions the creation of a traditional Housing First development. They have the capacity and experience to deliver based on their work on the Logan Place and Florence House projects. Avesta's proposal indicates a timeline of 2.5-3 years.

Community Housing of Maine (CHOM) proposes "blending the population quickly and seamlessly into a combination of rehabilitated existing small multifamily apartment buildings and larger Low Income Housing Tax Credit and/or Historic Tax Credit funded properties aimed at serving the general public." They identified Elm Terrace and Danforth on High, two of their recently completed projects as examples of the larger model. CHOM's timeline for a larger project is estimated at 2 years and the timeline for smaller projects would be approximately 4 months after securing development financing.

The RFP Review Team is recommending funding of the Avesta proposal. However, the team also felt that the CHOM proposal was worthy of funding. While it does not propose a traditional Housing First development, the concept proposed by CHOM has the potential to yield units more quickly using a scattered site approach.

Staff is seeking direction from the committee and possible recommendation to the City Council to provide an additional \$25,000 to \$30,000 in Housing Trust Funds for the CHOM proposal.

HOUSING FIRST PRE-DEVELOPMENT GRANT

Phase I Proposal Narrative for Logan Place II

Avesta Housing proposes the development of 30-35 efficiency apartments in Portland using a “housing first” approach, and seeks \$50,000 in support from the City of Portland for pre-development activities associated with this project.

1. Identification of Developer Entity: The developer of Logan Place II will be Avesta Housing Development Corporation (“Avesta”), a nonprofit 501(c)(3) organization with administrative headquarters in Portland. Founded in 1972 with a shoestring budget and a staff of three, Avesta has grown to become one of the country’s most innovative and respected leaders in affordable housing. In 2013 we were named a top 50 Affordable Housing Developer in the country by Affordable Housing Finance Magazine.

Avesta Housing’s mission is to promote and provide housing opportunities primarily for southern Maine people in need. Avesta advocates for affordable housing, develops and manages high quality housing, and helps residents access other needed services. At Avesta, we have a vision of safe, secure and affordable housing for every woman, man and child, and we’ve spent more than four decades working to make that vision a reality for thousands of Mainers.

The primary RFP contact person is Greg Payne, Development Officer. Other key principals of the organization include:

- Dana Totman, President
- Eric Boucher, CFO
- Seth Parker, Director of Real Estate Development
- Avesta’s Board of Directors (list attached)

2. Developer’s Organizational and Management Capacity: Avesta currently has total assets of \$180 million and a \$26 million annual budget. Our 15-member Board of Directors is drawn from the financial, business, public-sector community, social-service, and housing spheres, and we have approximately 100 employees.

Avesta's organizational documents (Articles of Incorporation, By-Laws, and IRS 501(c)(3) determination letter) and financial statements (2012 audited financials and 2013 unaudited financials) are attached. 2013 audited financials are expected to be available in May.

Avesta owns and/or manages 69 affordable housing developments in Maine and New Hampshire, for a total of 1,944 units. We have a team of four highly skilled housing development staff members with extensive legal, financial, planning and construction experience who identify new opportunities, secure necessary financing and carry projects through to completion.

Avesta develops hundreds of new units each year; since 1972 we have developed nearly 3,000 affordable apartments – as well as homeownership opportunities – throughout Maine and southern New Hampshire. Over the past two years, we have completed or begun construction on 12 developments, representing over \$80 million in economic impact and providing homes for over 400 Maine families.

Avesta Housing has extensive experience working with various funding sources including the U.S. Department of Housing and Urban Development, U.S. Department of Agriculture, Maine State Housing Authority, the federal Low Income Housing Tax Credit Program, and the Federal Home Loan Bank of Boston. We consistently receive high marks from our state, federal and private-sector partners, and we are recognized nationally for groundbreaking work in bringing together nonprofit, for-profit, private and public-sector organizations for the benefit of our communities.

Avesta also has significant experience in, and a deep organizational commitment to, building highly efficient housing communities. Our Pearl Place property was Maine's first Leadership in Energy and Environment Design (LEED) certified affordable development, and the U.S. Green Building Council named Avesta Housing the 2012 Outstanding Affordable Developer for Oak Street Lofts, the first affordable multi-family building in Maine to be certified LEED Platinum. Since 2008, Avesta has built over a dozen projects following MaineHousing's Green Building Standards and also has significant experience in building pursuant to the City's energy efficiency design criteria. It is our belief that green development is key to the long-term health and sustainability of our housing communities.

Qualifications of key principals:

Gregory Payne joined Avesta Housing in 2007 as a Development Officer. In addition to his responsibilities for managing all aspects of multifamily rental projects from concept to completion, Mr. Payne serves as Director of the Maine Affordable Housing Coalition. Mr. Payne has more than 16 years of experience in

issues related to housing and homelessness, including work at the Atlanta Task Force for the Homeless and the Massachusetts Coalition for the Homeless. Following his graduation from law school, he worked in Boston for five years as a real estate attorney specializing in affordable housing. Mr. Payne earned a B.A. in Economics from the College of the Holy Cross in Worcester, Massachusetts and a J.D. from Northeastern University School of Law in Boston. He currently serves on the board of directors of the National Low Income Housing Coalition and the Genesis Community Loan Fund.

Seth Parker joined Avesta Housing in 2010 as a Development Officer and was named Director of Real Estate Development in 2013. Seth oversees Avesta's development, financing and construction of affordable housing, as well as the Avesta HomeOwnership Center. Prior to joining Avesta, Mr. Parker worked for five years in New York City as a development manager for the Procida Companies, a developer and builder of affordable and market rate housing and mixed-use projects. At Procida, Mr. Parker managed all phases of the development process for two large scale condominium projects in Brooklyn including: site acquisition, pre-construction and design development, lender negotiations, construction management, and marketing. Mr. Parker's additional past experience includes working as a construction project manager in the Boston area, as a project engineer for the environmental consultant TRC, and as an engineering associate for a civil engineering/surveying company in San Francisco, CA. Mr. Parker earned a B.S. in Civil and Environmental Engineering from the University of Vermont and a M.S. in Real Estate Development from Columbia University in New York.

Dana Totman became the President and CEO of Avesta Housing in 2000. Mr. Totman was the Deputy Director of Maine State Housing from 1994 to 2000 and was employed by Coastal Economic Development Corporation from 1984 to 1994 where he was Executive Director. Dana's career has focused on nonprofit and government management and leadership, specializing in leading organizations through significant change. His current and past community service includes Midcoast Regional Redevelopment Authority Board, Brunswick Planning Board, Federal Home Loan Bank Advisory Council, Maine Real Estate and Development Association, Maine Affordable Housing Coalition, Interagency Task Force on Homelessness, Northern New England Housing Investment Fund, Midcoast Geriatrics Corporation, Bath Chamber of Commerce, Maine Community Action Association, Maine Association of Realtors Foundation, Tedford Shelter and Midcoast Health Services. Mr. Totman has a BA in Public Management from the University of Maine and an MBA from Southern New Hampshire University. He attended Duke University's Government Leadership Program and participated in the Kennedy School of

Government at Harvard University. He was named 2013 Nonprofit Business Leader of the Year by MaineBiz.

Eric Boucher joined Avesta Housing as Chief Financial Officer in October 2010. He oversees Avesta's finance, human resources, IT and communications operations. Prior to joining Avesta, Mr. Boucher was Vice President and Audit Manager for TD Bank, which followed his employment with Liberty Lane Partners, a private equity company, as Controller of Perspecta Trust and Finance Manager for Liberty Lane Advisors. Previously, he was Vice President of Accounting and Financial Reporting at Camden National Corporation. Mr. Boucher began his career as an auditor at PriceWaterhouseCoopers. In 2006, he was awarded the Maine Bankers Association Community Banker of the Year for his participation in community activities including serving as Chairman of the Board of the Waldo County YMCA and as a volunteer in the classroom for Junior Achievement. Mr. Boucher is a CPA licensed in the State of Maine and a graduate of the McIntire School of Commerce at the University of Virginia.

An organizational chart of Avesta is attached to this proposal. Greg Payne, Development Officer, will be primarily responsible for the day-to-day development of this project and will be supervised by Seth Parker, Director of Real Estate Development. Eric Boucher, CFO, will provide support as needed, and Dana Totman, CEO, will provide guidance for the overall effort.

Avesta is the state's leader in the creation of "housing first" permanent supportive housing projects. We opened **Logan Place** on Frederic Street in Portland in 2005, providing homes to 30 individuals who had previously experienced chronic homelessness, often accompanied by extremely disabling substance abuse and mental health issues. It is a community of supportive residents, staff and even neighbors that offers formerly homeless individuals housing first, without strings attached. Beyond that, the opportunity for integration into the neighborhood and the larger community through supportive services, counseling and training is ever-present. Logan Place is an 18,390-square-foot, 3-story building with 30 efficiency apartments. The 390 square-foot units include a kitchenette, ¾-bath and closet. The building has substantial community space, including a community room, library, meeting room and four staff offices.

Supportive services at Logan Place are provided by Avesta's close partner and ally, Preble Street. These services include 24-hour staffing by life skills workers who monitor the stability of residents, provide crisis intervention and assist individuals with living skills. Two life skills staff are on site at all times to monitor the entrance

to the building during evening hours and provide assistance to residents and neighbors with concerns about safety. All Logan Place staff is trained to intervene in mental health crises and substance abuse issues, and provide information to residents about essential community resources. A Program Director supervises staff and provides case coordination with the assistance of a Program Aide. Other essential support services available to residents on site or within a few blocks include case management, psychiatry, substance abuse outreach and intervention, health care, meals and food, and employment and vocational services. The success of individuals in maintaining stable living depends on consistent outreach, support and easy access to interventions to help them address problems that interfere with functioning independently in the community.

Sited on Valley Street in Portland and opened in 2010, **Florence House** is Avesta's second housing first project. Florence House uses a three-pronged approach by providing short-term emergency shelter as well as two types of permanent, service-enriched housing for disabled, chronically homeless women: 15 "safe haven" units — semi-private clusters of personal areas with space for a bed, a dresser, an electrical outlet and lighting — and 25 efficiency apartments for residents ready to live more independently.

With a final budget of \$7.9 million, the financing structure for Florence House is comprised of an unusually complex combination of temporary and permanent city, state, federal and private grants, loans, tax credits and investments. Among those providing funding and tax credits were Northern New England Housing Investment Fund, MaineHousing, NeighborWorks, Genesis Fund, TD Bank, Federal Home Loan Bank of Boston, HUD, Maine Health and Human Services, Portland Housing Authority and the City of Portland.

To be eligible for an efficiency apartment at Florence House, residents must fit the definition of chronically homeless as well as suffer from a mental or physical disability. The accommodations provided to the residents of Florence House are supplemented by on-site outreach and engagement, mental and physical health and substance abuse services, as well as assistance accessing resources such as food stamps, MaineCare and Social Security. These services are provided and coordinated by Preble Street, which staffs the building 24 hours/day and keeps at least three staff on premises at all times. The staff team includes a Program Coordinator, a Clinical Supervisor, Team Leaders, Life Skills Workers, a Program Assistant, a Meal and Volunteer Program Manager, janitorial and kitchen staff. Florence House removes many of the barriers chronically homeless individuals often face, to establish trust and eliminate stress caused by life on the street fighting for day-to-

day survival. This enables residents to engage in their new community, build relationships and develop skills necessary to improve their lives.

Through our experience in building Logan Place and Florence House, as well as numerous other projects, Avesta has learned the importance of developing meaningful relationships with a wide range of interests in the development and management process. Community involvement is a key aspect of our development efforts. Working with local communities and neighborhoods, we strive to create a positive attitude where affordable housing is seen as an asset. We ensure that development is carried through in a responsible manner, and work with neighbors, city officials, funding providers and advocates to mitigate concerns, make suggested design or programmatic changes, and build support for successful projects. Our strong belief is that open and consistent communication with all stakeholders is the key to winning their trust and support.

In the process of building Logan Place II, we anticipate continued partnerships with many of the organizations which helped to make our first two housing first projects so successful, including Preble Street and Portland Housing Authority.

One of the key lessons we have learned in developing permanent supportive housing projects is the importance of properly timing the various pieces of the development puzzle. These pieces include the (1) acquisition of a feasible site, (2) assembly of an adequate financing package, (3) procurement of project-based rental assistance and (4) commitment of funding for resident support services. Achieving each of these elements requires careful planning and organization. Our experience in balancing these crucial elements is one of the reasons that we believe Avesta is in a unique position to successfully develop Portland's next housing first project.

3. Development Team Members: While it is too early in the development process to identify all team members, including the general contractor and primary subcontractors (each of which will eventually be selected through a comprehensive bid process), Avesta anticipates working with many of the same organizations we have partnered with so effectively in the past:

- Preble Street – to provide on-site support services to residents 24 hours per day; compensation for these services will ultimately depend on the needs of the residents of Logan Place II
- Portland Housing Authority – to provide project-based rental assistance and assistance in managing the applicant waiting list; compensation will not be provided by the project

- Curtis Thaxter – to provide legal counsel throughout the development process; estimated compensation is \$40,000-50,000
- CWS Architects – to provide professional design services throughout the development process; compensation is expected to be 4%-5% of the total project development cost

4. Experience: Avesta has built two similar housing first projects, Logan Place and Florence House.

LOGAN PLACE

Address: 52 Frederic Street, Portland, ME 04102

Architect: CWS Architects

General Contractor: Wright-Ryan Construction

Attorney: Cito Selinger, Curtis Thaxter

Financing Partners: TD Bank, Maine State Housing Authority, U.S.

Department of Housing & Urban Development, Northern New England

Housing Investment Fund, City of Portland

Square feet of developed space: 18,390

Real estate valuation (current): \$1,846,240

Sustainable/green components: While Logan Place was built prior to the adoption of MaineHousing's green standards and today's higher building standards, and also prior to the onset of a greater awareness of the importance of green building practices, Logan Place did incorporate spray foam insulation in the exterior wall cavities for a high R-value.

Project evaluation: Logan Place has been an unqualified success. The building was constructed within the budget and schedule laid out by the development team, and the project operations have exceeded budgetary expectations. Occupancy has been at 100% virtually every month since the project opened in 2005. Further, significant community benefits have been documented very clearly in studies and reports that have been published since Logan Place was fully occupied. These benefits are described in the attached press clippings. One study showed that, after one year, Logan Place had reduced total system costs and created better outcomes for formerly homeless tenants. This also helped to relieve stress on Portland's system of emergency care. For example, the study found a reduction of 35% (\$84,340) in the total cost of mental health care used by tenants, despite a dramatic 93% increase in contacts. This, along with a 70% (\$191,548) reduction in physical health care services, was cited in the study as a demonstration of a shift away from high cost emergency and inpatient services. Additionally, Logan Place residents reported increases in quality of life in their first year of

housing, and those levels of satisfaction with their quality of life continued 7 years later.

Summary of Partnerships: The development and operation of Logan Place has involved, and continues to involve, an extraordinary set of partnerships:

- Preble Street: ongoing support services for residents
- Portland Housing Authority: project-based rental assistance and ongoing management of applicant waiting list
- City of Portland: assistance with project approvals and financing
- Maine State Housing Authority: project financing and ongoing management review
- U.S. Department of Housing & Urban Development: project financing
- Northern New England Housing Investment Fund: project financing and ongoing ownership interests
- Project Design, Construction and Engineering Teams

Drawings/Photos: See attached

Funding Sources: See attached

Contact information for verification:

Mark Adelson, Portland Housing Authority
14 Baxter Blvd
Portland, ME 04101
(207) 773-4753

Bill Shanahan, Northern New England Housing Investment Fund
75 Market Street, Suite 201
Portland, ME 04101
(207) 772-8255

John Gallagher, Maine State Housing Authority
353 Water Street
Augusta, ME 04330
(207) 626-4600

Problems and Resolution: The primary issues encountered in developing Logan Place were neighborhood-based concerns regarding traffic, crime and property values. These issues were resolved through numerous neighborhood meetings, public hearings and studies, which gave stakeholders an opportunity to discuss their concerns and help find solutions. Some solutions were achieved through education and improved

understanding of the proposed development, while other solutions were achieved through program or design improvements (for example, in improvements made to building security and access).

FLORENCE HOUSE

Address: 190 Valley Street, Portland, ME 04102

Architect: Gawron Turgeon Architects

General Contractor: Ganneston Construction

Attorney: Cito Selinger, Curtis Thaxter

Financing Partners: TD Bank, Maine State Housing Authority, U.S. Department of Housing & Urban Development, Northern New England Housing Investment Fund, City of Portland, Federal Home Loan Bank of Boston, NeighborWorks

Square feet of developed space: 31,345

Real estate valuation (current): \$3,769,500 [includes all elements of the project]

Sustainable/green components: Located on an underutilized site and close to public transportation, Florence House was designed to meet or exceed the MaineHousing Green Building Standards. Components of the building envelope include spray foam insulation, air sealing and energy efficient windows, creating a tight building. At the same time, operable windows in the upper floor apartments allow the building to take advantage of natural ventilation. Six geothermal wells were drilled to a depth of 400 feet, to furnish heating and cooling to the 1st floor safe haven and emergency shelter. Six solar panels have been installed on the roof to absorb energy that will provide domestic hot water to the entire building. In addition, all residential appliances and lighting are energy-star rated and landscaping consists of 75% native species. Low-VOC paints, adhesives and sealants were used to reduce the quantity of indoor air contaminants, and space is provided for recycling containers to facilitate the reduction of waste generated. The building has been commissioned to ensure reduced energy usage and improve occupant comfort.

Project evaluation: Florence House has proven to be highly successful. The building was constructed within the budget and schedule laid out by the development team, and the project operations have exceeded budgetary expectations. Occupancy has been at 100% virtually every month since the project opened in 2010. Preble Street staff report that the project has succeeded in providing stability and security for formerly homeless people and has significantly reduced their utilization of costly emergency services.

Summary of Partnerships: The development and operation of Florence House has involved, and continues to involve, an extraordinary set of partnerships:

- Preble Street: ongoing support services for residents

- Portland Housing Authority: project-based rental assistance and ongoing management of applicant waiting list
- City of Portland: assistance with project approvals and financing
- Maine State Housing Authority: project financing and ongoing management review
- U.S. Department of Housing & Urban Development: project financing
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- Federal Home Loan Bank of Boston: project financing
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353 Water Street
Augusta, ME 04330
(207) 626-4600

Problems and Resolution: The primary issues encountered in developing Florence House involved neighbor concerns as to the building and site. In particular, one abutting landowner claimed that the City's approvals were flawed and filed suit. Avesta and city officials worked together to defend the municipal approvals granted to the project, and the lawsuit was ultimately rejected by the court. Other concerns regarding crime and the placement of the building on the site were resolved through numerous neighborhood meetings, public hearings and studies.

5. Target Population: The specific project design, marketing and services to be provided to the target population of chronically homeless individuals will be

determined over the course of many months, through numerous meetings and discussions with project partners and other experts. However, certain principles learned through the successful development of Avesta's prior housing first projects would likely be adopted with Logan Place II, as described below.

- Design: the development team will work closely with Preble Street staff in ensuring that details such as entry and exit points, lighting, parking, unit layout and community spaces are designed with the needs of this specific population in mind. For example, security cameras and building layout will be set with an eye towards minimizing on-site staffing needs. This effort will occur through meetings and consultations throughout the design and approval stages of development.
- Marketing: Preble Street and Oxford Street Shelter would be utilized for assistance in identifying potential residents for Logan Place II. These community organizations have played critical marketing roles for Logan Place and Florence House, and their continued work at the forefront of addressing chronic homelessness in Portland makes them natural partners for this role as to Logan Place II as well. Avesta, Preble Street, and Portland Housing Authority will work together to see that the application process is as low barrier as possible.
- Services: an extensive array of services would be provided by Preble Street to residents of Logan Place II, likely to include (i) 24-hour life skills and case management; (ii) helping residents identify their needs and coordinating existing resources with which to meet these needs; (iii) creating a network of contact persons within the community's social service agencies to facilitate residents' access to programs; (iv) analyzing unmet needs and identifying sources able to provide or develop new services where indicated; (v) acting as liaison and advocate in the community to ensure that residents receive necessary services, and referring to appropriate social service agencies for case management as needed; (vi) overseeing the coordination and delivery of multiple supportive services to residents; (vii) monitoring and evaluating appropriateness of services delivered; (viii) working with residents to create support systems and social programming which provide opportunities for growth, independence and interdependence; (ix) developing a sense of fellowship and community among the residents using community organization and facilitation skills; (x) assisting the residents in securing and/or creating social programming opportunities that meet their recreational, health and educational needs; (xi) working with residents to resolve individual as well as group conflicts; and (xii) developing

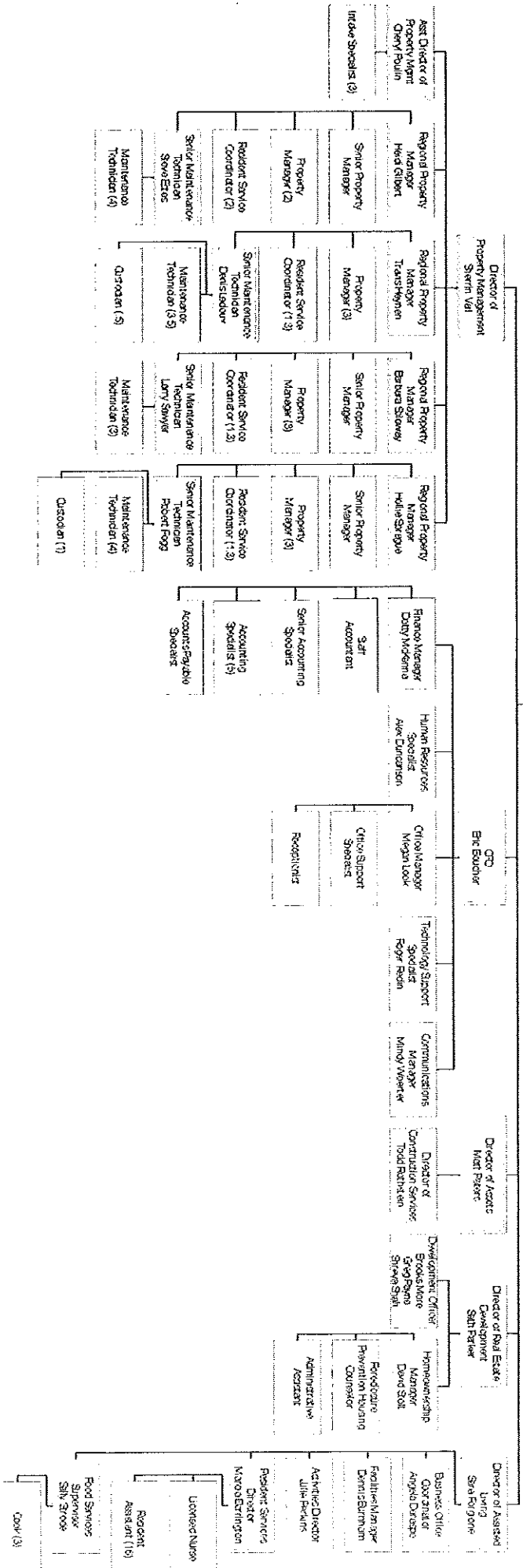
community--oriented activities which build bridges between people, promote active interest in the life of the project and generate self-sufficiency.

6. Project Timeline: Avesta's experience with prior housing first developments has taught us that it can be challenging to establish firm timelines for completion, especially given the strong community interest in such special projects. However, we believe that we can acquire a site, gain all required municipal approvals, gather needed financing, design and construct the project and begin lease-up within a 2.5-3 year time frame. A specific, step-by-step outline of our proposed schedule is attached.

Avesta Housing Organizational Chart

Avesta Housing Board of Directors

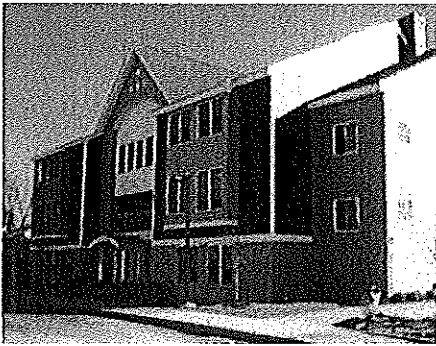
President/CEO
David Loomer



Avesta Housing Receives National Award for Logan Place Project

Logan Place, a development providing housing for chronically homeless individuals, has been awarded the 12th Annual Charles L. Edson Tax Credit Excellence Award by the Affordable Housing Tax Credit Coalition of Washington, D.C.

AVESTA HOUSING RECEIVES NATIONAL AWARD FOR LOGAN PLACE PROJECT



PORTLAND – Logan Place, a development providing housing for chronically homeless individuals, has been awarded the 12th Annual Charles L. Edson Tax Credit Excellence Award by the Affordable Housing Tax Credit Coalition of Washington, D.C. Logan Place was developed by a partnership of Avesta Housing and Preble Street, both of Portland Maine.

On March 24th 2005, Logan Place opened its doors for 30 people who were chronically homeless, often with substance abuse and mental health issues that disabled them greatly. The 30 residents at Logan Place are "home for good." All are home for good after living at the Oxford Street Shelter in Portland Maine on floor mats ten inches from their neighbor, on average for six years. And since Logan Place opened its doors, the shelter has not implemented its overflow plan for one night.

Dana Totman, Avesta's President, received the award on behalf of Logan Place, its residents and its service provider, Preble Street, in a ceremony at 1:00 on June 7th, 2006 on Capitol Hill.

Logan Place won the award for best Special Needs Housing, competing against 56 entries from 26 states. The award comes with a \$5,000 grant to bring additional services, facilities or amenities to the development

Avesta's mission is to promote and provide housing opportunities for Southern Maine people in need. Avesta advocates for affordable housing, develops and manages high quality rental housing, and helps residents access other supportive services.

The Affordable Housing Tax Credit Coalition plays a major role in assuring the continuance of the low-income housing tax credit. The Coalition was founded in 1988 with the primary goal of achieving permanent extension of the low-income housing tax credit program.



Quality Affordable Living

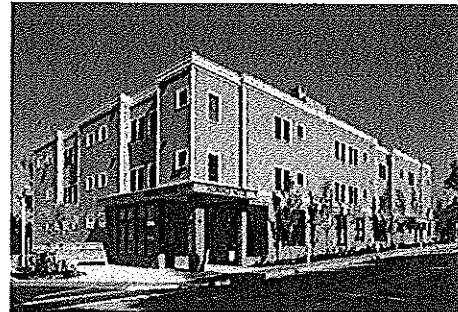
For Immediate Release

March 27, 2014

Contact: Paige Roth, 207-553-7777 x 210, proth@avestahousing.org

Florence House Receives Honorable Mention in 2011 Edson Awards

Portland, Maine – Avesta Housing's Florence House received an Honorable Mention award in the special needs housing category of the 17th Annual Charles L. Edson Tax Credit Awards. The Affordable Housing Tax Credit Coalition (AHTCC) sponsors this annual award.



Presented to the most outstanding Low Income Housing Tax Credit properties in seven categories, this national awards program celebrates the best in affordable rental housing development.

The AHTCC received forty-eight applications from twenty-one states; a panel of judges selected seven first place finishers and seven honorable mentions. Each winner will be recognized at a Capitol Hill luncheon ceremony on May 11, 2011.

Florence House opened in April 2010 and is a partnership between Avesta Housing and Preble Street. It provides three types of supportive housing without barriers to chronically homeless individuals in Portland, including independent apartments, safe haven spaces and emergency beds. The development employs cutting-edge technologies and sustainable design features including a geothermal heating and cooling system, solar water pre-heat, and heat recovery systems.

Through the intensive collaborative and solutions-oriented services offered, more than forty homeless women have maintained permanent housing at Florence house, and 150 have secured permanent affordable housing elsewhere in the community.

Avesta Housing is a nonprofit organization with headquarters in Portland which provides housing assistance to over 6,000 Maine residents each year.

Avesta Housing's mission is to promote and provide housing opportunities primarily to Southern Maine people in need. Avesta advocates for affordable housing, develops and manages high quality housing, and helps residents access other needed services.

**For more information, please contact Avesta Housing at 207-553-7777 or
www.avestahousing.org**

SPECIAL FOCUS » READERS' CHOICE FINALISTS

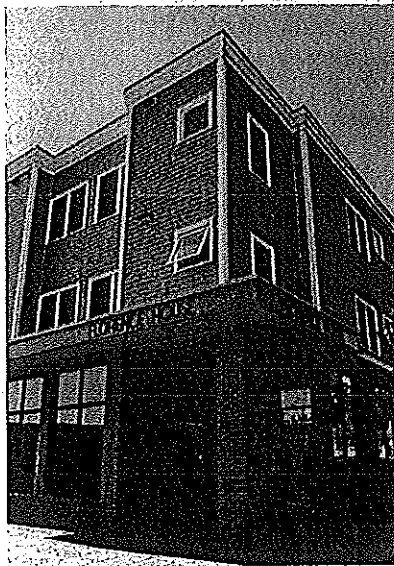
PORTLAND, MAINE

Florence House is a haven for homeless women. In simple terms, the project provides a roof over people's heads. But it is much more complex, delivering three types of housing in a single building—25 efficiency apartments, 15 "safe haven" units, and room for up to 25 emergency shelter beds.

"Florence House has dramatically changed the conversation around homelessness in Portland and in Maine," says Dana Totman, president of nonprofit Avesta Housing. "Portland understands that emergency shelters are not the answer. This is a viable small city model to end chronic homelessness."

The second and third floors contain the 25 low-income housing tax credit (LIHTC) apartments for chronically homeless and disabled individuals who are able to be more independent.

The first floor houses the safe haven units, semi-private clusters of personal areas with a bed and a wardrobe. These are intended as permanent living space for chronically homeless women who are not ready for their own apartments. Some residents have paranoia or claustrophobia, so the clusters are designed to provide privacy



without feeling constrained.

While the apartments and safe haven units go a long way to ending homelessness among women in the area, developers included the shelter to respond to episodic homelessness.

Florence House embraces the Housing First model of getting the homeless into their own

SPECIAL-NEEDS FINALIST

FLORENCE HOUSE

Developer: Avesta Housing
Architect: Gawron Turgeon Architects
Major Funders: Northern New England Housing Investment Fund; MaineHousing; NeighborWorks America; Genesis Fund; TD Bank; Federal Home Loan Bank of Boston; Department of Housing and Urban Development; Maine Health and Human Services; Portland Housing Authority; the City of Portland

homes as quickly as possible. It also is the first affordable housing development in the state to use geothermal heating and cooling systems.

Avesta has partnered with Preble Street, the state's main provider of homeless services, to offer a range of programs at Florence House.

Financing for the \$7.7 million development included about \$4 million in LIHTC equity from the Northern New England Housing Investment Fund and subsidies from MaineHousing, the city of Portland, Federal Home Loan Bank of Boston, TD Bank, and the Department of Housing and Urban Development. ■

—Donna Kimura



SPECIAL-NEEDS FINALIST

MADRONA STUDIOS

Developer: Central City Concern
Architect: William Wilson Architects
Major Funders: U.S. Bank; Wells Fargo Bank; City of Portland; Multnomah County; Oregon Housing and Community Services; Network for Oregon Affordable Housing; Federal Home Loan Bank of Seattle; Homestreet Bank; Enterprise Green Communities; Energy Trust of Oregon; Providence Mother Joseph Fund; Albina Community Bank

an upgraded solar water heating system, improved insulation with heat reflective roofing, and a bike room for 130 bicycles.

Madrona Studios, which uses 23 funding sources, required a complex financing structure.

To make the \$25 million project work, the ownership of the building was separated into two legal entities, with 132 units—96 workforce and 36 supportive housing—on the top three floors funded largely through \$7.1 million in

low-income housing tax credit equity from U.S. Bank and \$5.2 million in tax increment financing from the Portland Development Commission. In the second entity, 44 drug- and alcohol-free supportive-housing units on the second floor and the first-floor detox center are funded with the help of \$2.8 million in New Markets Tax Credit equity from Wells Fargo Bank and \$3.7 million in bond financing from the Portland Housing Bureau.

The city of Portland, Multnomah County, and Oregon Housing and Community Services are key financing partners. ■

—Donna Kimura

PORTLAND, ORE.

Atired 45-year-old Ramada Inn has been transformed into an innovative affordable housing development for the city's neediest residents.

The 176-unit Madrona Studios provides permanent supportive housing, alcohol- and drug-free units, and workforce apartments for program graduates and other low-income residents. Madrona Studios also includes a 70-bed drug and alcohol recovery center. All have rents restricted at 40 percent of the area median income.

By creatively reusing the five-story hotel, de-

velopers were able to deliver the units at about half the cost of new construction, according to the local nonprofits behind the project, developer Central City Concern (CCC), which has a history of serving the hardest to house, and consultant Housing Development Center.

"Our theme is changing lives and building communities," says Ed Blackburn, CCC executive director. "This project fits so well into that."

The reuse of the structure is just one of the ways that Madrona Studios is a green development. A transit-oriented project that's helping revitalize the neighborhood, the building features

BY MONICA WOOD PHOTOGRAPHY BY MELONIE BENNETT

A Clean, Well-Lig

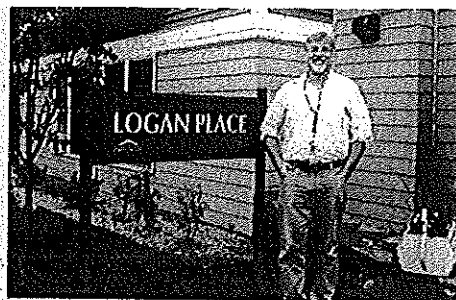


There's a revolution afoot to solve homelessness in America. Portland, Maine, is helping to lead the charge.

How's this for an idea: Find the thirty bleakest street cases in the city — the least loved of God's creatures, the ones cops know by name. The ones purpled with scars, napping under loading docks, towing barges of trash bags, hectoring mailboxes, and yelling at phone poles. Build a handsome apartment building, staff it with social workers 24/7, and ask these lost, limited souls to move in, one tenant per fresh, furnished unit.

Require nothing. No Medicaid number. No treatment plans.

hted Place



No permissions, no stamps, no forms in triplicate. They don't even have to be sober.

It's called "housing first," a revolutionary concept for ending homelessness. The idea is to offer safe, permanent housing to chronically homeless people as a first rather than last resort, and only then attempt to address their mental illnesses, multiple addictions, and physical depredations. The experiment began about fifteen years ago with a handful of programs in large cities like Washington and New York. Thanks to impressive cost-benefit analyses, other cities have recently joined the front lines — including Portland, home of Logan Place, the only housing-first project in Maine and one of the few in New England. A collaboration between Avesta Housing, the nonprofit developer that owns and operates the building, and Preble Street, the social-service agency that provides the tenants' support,

Logan Place has entered its fourth year and appears to be thriving. Twenty-five men and five women occupy the clean, well-lighted efficiency apartments supported by staff who, in the words of one tenant, "treat you like an actual person."

Housing first's crusader-in-chief is Phil Mangano, executive director of the United States Interagency Council on Homelessness. A Bush appointee, Mangano is a freight-train talker and unabashed fan of Mark Swann, director of Preble Street. "Mark met with resistance, as most of us do at first," Mangano tells me. "But he's a forward thinker who wants to change the status quo. You know, he could have lived a good, easy life just managing the programs he already had in place." Instead, he was planning a housing-first exemplar at a time when similar projects were so rare he didn't yet realize the concept had a name.

On a chilly and cheerless Monday morning, I'm waiting to meet Swann at Preble Street's day shelter, where people out of luck and options come for coffee or a pair of mittens or boots that don't fit but will have to do. Temporarily one with the huddled masses, I loiter at a front desk clogged with people in ill-fitting eyeglasses, third-hand hats, and unraveling scarves, some carrying suitcases or backpacks or paper bags, others without a single possession but the clothes on their street-bent backs.

Swann arrives a few moments later, a little harried after a morning spent on the phone. "Every time the temperature drops," he says, "the media call with the same story: look at all these freezing people." He tries to sound patient. "Well, the homeless are here all year-round, and I'd like to change the conversation."

Does he ever. Stylewise, he's Mangano's opposite. Youthful and bearish — teddybearish, actually — with graying hair and a snowy goatee, he begins his rap in the soft-spoken tones of the lifelong do-gooder. But at age forty-six this guy is no pushover, and after two decades in the misery business, he's weary of *addressing* homelessness; he intends to *solve* it. "I run these places," he says, looking around at the teeming shelter, "but shelters and soup kitchens are not the answer. The cots are ten inches from each other. Your cat gets better than this in an animal shelter. These are tragic places. Tragic and awful and wrong, wrong, wrong."

C

onceived in the eighties, the soup-and-shelter model aims to work as a way station for luckless souls rocked by personal calamity: lost job, eviction, natural disaster, family violence. For most clients the typical shelter stay lasts two weeks. After that, the "80/20 rule" kicks in: 80 percent of services gobbled up by 20 percent of clients, people for whom

shelter life becomes not a stop-gap but a state of being, night after night, year after year, in some cases decade after decade. To Mangano, housing first represents a new technology. "Twenty-five years ago, homelessness exploded after deinstitutionalization," he says, referring to the practice of transitioning mentally ill people from institutions to the community — which often meant the street. "Our 'technology' was soup and a blanket, and we're still using it. Well, I was also using pay phones back then, and a typewriter. There's no lack of compassion out there, but if charity could eliminate homelessness, it would have done so by now."

Conventional wisdom writes off the 20-percenters as a lost cause. "We called them 'service resistant,'" Mangano says, "or 'not housing ready,' as if we were labeling shirts and pants. For housing programs we always took the 'cream,' the ones considered most likely to succeed. But research gathered over many years showed us plainly that the cream would have gotten into housing regardless." Housing first is the "anti-cream" strategy, targeting the 20-percenters, the shirts and pants. "People called it foolish, they called it naïve. But we have the data now, and the number that comes up again and again, in all these studies, is the same: 85 percent. Eighty-five out of one hundred 'service

resistant' people succeed in supported housing. For that last 15 percent, we just haven't gotten creative enough."

As I leave the day shelter and follow Swann across the street to his office, we pass through a logy throng of people smoking cigarettes, hunching against the cold, blowing on their hands. "Hey, Mark! You need a haircut!" calls one of the men, a nearly toothless fellow wearing two coats. A 20-percenter for sure. Swann acknowledges him with a chuckle and a wave. "We've worked with some of these people a long, long time," he says. "They know us and they trust us. That's how something like Logan Place can work."

Swann's office carries a grassroots vibe, no doubt a holdover from his early days at Preble Street, when he was a pony-tailed Bowdoin grad on a staff of two, managing a hundred thousand dollar budget. Today he runs the whole shebang, and though the budget has swelled to \$4.5 million, its ratio remains the same: half public funding, half private. "That's not common," he notes, "and it shows a lot of community support — churches, private donors, the United Way, corporate funding. Private support is crucial to creativity, because you get fewer restrictions: you can follow the mission, not the money."

Swann had an epiphany about that mission about ten years ago, after attending twenty-four memorial services at the soup kitchen in a single year, the final one for a man whose frozen fingers had to be uncurled from a shopping cart that held his worldly goods. "I realized we were doing something very wrong if the best we had to offer was a mat and a meal and a sad-sack memorial service in our kitchen." Most revolutions begin with a moment of truth, and that was his. "There was a belief that these people weren't capable of being helped, that nothing we did would make any difference. But what if we built housing for homeless people, period? Not people with this or that diagnosis, this or that level of 'readiness.'"

Thus began a creative, unremitting, many-tendriled, \$4.1 million campaign of planning and collaboration with Dana Totman, Avesta's president, that culminated on March 24, 2005 with a ribbon-cutting at Logan Place. To skeptics, such intense efforts on behalf of the chanciest people seemed doomed from the get-go. But one of the unspoken tenets of housing first is, in Mangano's words, "the belief that housing is therapeutic *all by itself*."

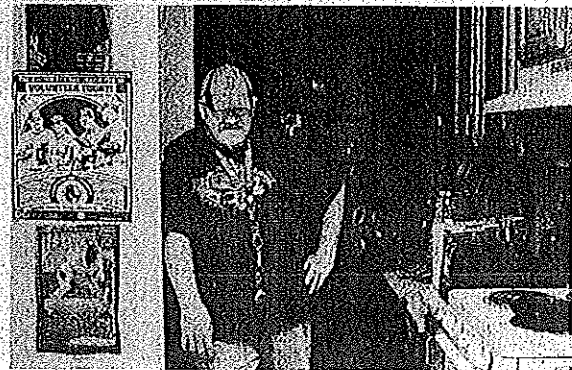
National research on housing-first projects can be tricky to interpret, because cities design variations on the model, blending heavily-supported tenants into an existing neighborhood, for example, or requiring tenants to pay varying portions of the rent, or none at all. (Logan Place tenants pay 30 percent of their income, if they have one.) Despite this grab-bag of styles, the average retention rate for the studies I looked at was consistent with Mangano's 85 percent. Cost analyses also fall into a pattern, in places as small as Portland and as large as D.C., showing significant cost savings "in every single case." Mangano asks, "Would you rather pay \$13,000 to \$25,000 per person, per year to provide homeless people with dignified housing that leads to a trajectory of recovery, or \$35,000 to \$150,000 to keep them on the street?"

Armed with a belief that housing first is the answer to clearing Portland's streets for good, Swann asked for a local cost-benefit study to prime the pump for phase two: Florence House,



HOUSING FIRST

Logan Place in Portland has taken an unconventional approach to helping homeless people repair their lives. The idea is to offer safe, permanent housing as a first rather than last resort, and only then attempt to address residents' mental illnesses and addictions.





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a fifty-unit building for homeless women. Thomas McLaughlin, co-director of the Social Work Center for Research and Evaluation at UNE's School of Social Work, co-authored the study and wound up a true believer. "We were able to get detailed cost data on individual people," he says. "Other studies have attempted this but were forced to rely on good-faith estimates. We wanted to get as close to an exact picture as we could."

So far, the picture looks good — astounding, if you consider the hair-raisingly risky participants. The first thirty souls pulled off the street and into Logan Place had occupied a total of 5,163 shelter beds in the previous year. Besides hogging shelter beds, the study's subjects had drained countless hours from the city's system of public health and safety. After one year's tenancy, nights in jail plummeted, from 176 to 21; police contacts, 97 to 19; ambulance calls, 78 to 26; emergency-room visits, 188 to 39. The community saved \$972 per tenant, a modest amount compared to some places, but a savings nonetheless. And then there are the less tangible, palliative effects of getting people off the street. "It affects everybody in a community," says Mangano, "to see people lying in doorways. It affects tourists and pedestrians and merchants." He points out that Portland is a smart, literate community that can support five independent bookstores within a few square miles. "Cities like this can look at the irrefutable evidence that housing first is better for the community, the tenants, and the taxpayer. That's a trifecta you can't get at the race track."

Ed Page would certainly agree. "I was the third person to walk through the door," he says of his four-year tenancy at Logan Place. From a comfy chair in his pleasantly cluttered unit, this forty-year-old, bespectacled, chain-smoking "practicing witch" tells me about his twenty-two years on the street. Like many tenants here, he's the product of a fractured upbringing — fourteen foster homes, in his case — and his life on the street consisted of "being drunk every day." He tried to get a GED, but gave up because "when you're living

in shelters you don't look too good, you don't smell too great, you don't want to go the way you are." He has since acquired that GED, along with a resuscitated interest in writing and art, thanks to a donated computer and art supplies provided by staff. He still drinks, he admits, but not the way he used to. "I drink in here sometimes, but I don't have to worry about getting beat up or robbed." He points to the fridge. "I've still got two bottles left of a six-pack I bought two months ago. I mean, that's a change."

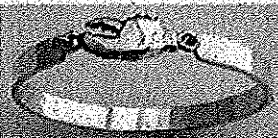
As a charter tenant, Ed confirms my hunch that Logan Place had a rocky rollout. The police were there a lot at first, he says, because "people had a lot to learn about being good tenants." As the landlord, Totman, too, learned some "hard lessons" from the experience. "Some residents, or their guests, were misbehaving.

Twenty-five formerly homeless men and five women occupy Logan Place's clean efficiency apartments.

The police took note, the neighbors took note, we had to go before the city council, [then-Police Chief] Mike Chitwood identified Logan Place as a new trouble spot." So he and Swann met with the chief, and after convincing him of their fervor for making the project work, the chief went so far as to hold his monthly officers' meeting at Logan Place. "That was a turning point, when they saw who was actually living here, the same people they used to scrape up off the sidewalks." Some they no longer recognized in their new haircuts and better-fed faces — even after being told their names. "I think it was then they realized that Logan Place was a solution and not a problem."

Over four years Logan Place has housed a total of fifty-two tenants in the thirty units, which reflects the efforts of a work in progress. Eleven were evicted, five moved voluntarily, one went to jail, three returned to the shelter, and two died (cirrhosis is a common malady). This is the story of the

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street. However, of the thirty tenants currently housed, over half have been there for three or more years, and three-quarters for more than two, a sign that the experiment has found its footing.

"It was a ghost town here at first," says Maria Tripp, the Logan Place service coordinator. "People stayed in their apartments. They didn't know what to do." A program of group activities helped coax people into a sense of community. One of the first was a "stone soup" dinner, at

"We called these people 'service resistant' as if we were labeling shirts and pants."

which a staff member read the fable aloud. Most tenants had never heard it, but it resonated. "We got so many requests to read it again that we posted it," Tripp says. "I think it's still up there." In the meantime, Logan Place launched a neighborhood outreach, planting rafts of daffodils along the street and holding neighborhood barbecues. When Florence House, slated for a nearby property on Valley Street, was first proposed, it drew virulent resistance. "Some of the Valley Street owners came down here," Ed says, "and tried to get our neighbors to talk trash. But nobody did."

Four years ago, they might have. To make a Logan Place work requires a terrific concentration of community will — something Portland has plenty of. "It's been easier to persevere through tough scrutiny and resistance," Totman says, "because the city leaders have been incredibly supportive: the city council, the planning board, the police, the fire chief, everybody. Florence House is on its way, and we're already thinking about the next one. Of all our projects, Logan Place is the one we're most proud of, because it's made the biggest difference in people's lives — between living and dying in some cases. If we can get five or six of these around the city, we'll have a tiny homeless shelter."

A relative newcomer to Logan Place, Judy Tedford remembers having to pinch herself after

waking up in her own bed that first morning. "This ain't no jail, I can tell you that. It's like a family here." In her immaculate unit just down the hall from Ed's, afternoon light floods her pale, wizened face. Her pond-blue eyes are arrestingly kind. She gives me a meticulous tour of her new home: her cupboard filled with cans from the food pantry, her collection of painted rocks, her spotless bathroom where she doesn't have to stand in line to take a shower. From there we move into the common areas as she numbers the perks of living here: the field trips to lakes and museums, the friendships, the group meals, the holiday parties and neighborhood events. Everything in the building still looks new, the walls sunnily painted and festooned with framed prints. She takes me to the third-floor library, a bright, modest room furnished with donated books and plush reading chairs, then out back, where the bird feeder's own tenants plummet and land safely. A large barbecue — which Judy, a onetime forklift driver, helped assemble — gleams on the small patio.

Just over the fence, in a tangle of woods, is "Hobo Jungle," a squatters' camp where Judy lived for almost two years. She still misses all the cats they fed, and keeps a couple of photos from the place on her wall, but it looks cold and barren out there and I hear no trace

One of the unspoken tenets of housing first is the belief that housing is therapeutic all by itself.

of nostalgia in her voice. Between the lines she tells a story of a life wrecked by alcohol, but like Ed, she no longer drinks the way she did. "It's easier not to drink here," she says, "because they give you other things to do. We had a big New Year's party with sparkling water." She spends her days taking long walks, reading, or visiting her sister. Since moving in she's had her first physical in forty years and has been fitted for reading glasses. Also, like Ed and many other tenants, she's in the

process of having all her teeth pulled in preparation for dentures.

Not surprisingly, the Logan Place study recorded improvement in tenants' physical health. With a roof over your head, a medicine chest to store your meds, a door that locks, and a social worker to whom you can offer a cup of tea from your own stove, life gets better. Once you can take off your shoes and trust that nobody will steal them, you gain the freedom to address things that sit a bit higher on the hierarchy of needs — health and well-being, for instance. The statistic that intrigued me most in the Logan Place study was a 93 percent increase in mental-health contacts that resulted in a one-third decrease in cost, because tenants opt for regular outpatient treatment in lieu of cyclical, terrifying, desperate episodes that involve the expense and humiliation of ambulances and trauma teams.

Charlotte Gould, a friendly fifty-year-old with an endearing vocabulary, has been "under the auspices of the psychiatry" for thirty years. Her clinical diagnosis, she tells me, is "broken brain." She gives a complicated account of her bloodlines, a story of planned kidnappings and secret parentage and the influence of her "messiah," who died four years ago, after which Charlotte dropped through the fragile floor of her life and landed in the shelter. "I was scared to come here at first," she says, sipping coffee at a small, sunny dining table a few feet from her bed. "But people were nice. There was this one friend, he taught me to cook, he knew his way around, he was more *acquired* than I was." She also likes the Frederick Street neighbors, especially one with "this *refreshing* little dog, very sassy and feminine, I buy biscuits for her whenever I get groceries." Like many of the tenants, she plans to start working at the front desk, which functions as an informal volunteer-training program. You have to dress appropriately and be professional, and Charlotte longs to be a "sample gesture to the program." Ed already works the desk, hoping it will serve as a resume for his goal to volunteer at Mercy Hospital, where "they do a lot with the street." He wants to be a social worker someday, helping the street people to whom he feels a deep

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connection. "You need your hopes and dreams," he declares.

A week later, on a starless subzero night, I attend a small gathering in a vacant lot to celebrate the groundbreaking of Florence House. Totman and Swann are there, along with others from Avesta and Preble Street, plus board members, volunteers, and Governor John Baldacci, who arrives hatless to join thirty bemitted celebrants huddled around an outdoor heater. The lion's share of funds will come from the state this time around, owing to the promising Logan Place study, to the fact that Logan Place required no state funds, and because, in Baldacci's words, "Mark Swann is a hard guy to say 'no' to." Candles are lighted, one from another, and placed in a mound of fresh snow, a flaming bouquet that illuminates a circle of faces. A former shelter client, wearing a knitted hat and too-small jacket, steps up to read a poem. "I had one dress, and I slept in it," she reads, shivering in the candlelight. In this plunging cold, it's easy — and hard — to imagine. As she slips back into the shadows to mitten-muffled applause, it strikes me that this ceremony might look a lot like one of Swann's "sad sack" memorial services; then Dee Clarke, another former shelter client, literally dances out of the circle to deliver a fulsome, whoop-whoop speech filled with her personal joy in knowing that women like her

In every case it costs a city more to keep a person homeless than to provide housing.

mother, who lived with her children in an abandoned building, will get their chance to live in dignity. "A year from now," she proclaims to one and all, "fifty women will lay down their heads on their own pillow in a safe, secure place they'll call home. And for the first time in a long time, they'll rest easy." She turns to the governor. "And Governor Baldacci, you will lay down your head on your pillow in the Blaine House, and you'll rest easy,

too." Visibly moved, the governor steps toward this redeemed and redeeming woman with the booming voice and wild hair. She nods, and he briefly touches his forehead to hers. "It's always better to light a candle," he says, uncharacteristically brief, "than to curse the darkness."

A few days later, I visit the women's night shelter to get a better idea of who, exactly, will be laying down her head one year hence in Portland's second housing-first project. Despite the clearly compassionate staff, one of whom runs the

"Portland's leaders have been incredibly supportive: the city council, the planning board, the police, the fire chief, everybody."

blankets through a warm dryer before handing them out, there's no refuting Swann's characterization of this shelter as a "tragic" place. One of the women here, once a Portland homeowner, is eighty-nine years old. Another is a full-time college student, who sits down in her jammies to tell me that nobody at school knows where she's lived for the last six months. Another, pretty and middle-aged, has come in with two grocery dollies packed with clothes, her routine for the last year and a half. If you didn't know, you might take her for a schoolteacher, but her tale is depressingly familiar: a husband too quick with his fists, a child given away to Grandma for safekeeping. These women move in for the night, some dragging comforts — a sunburst-yellow bedspread, a giant stuffed Mickey Mouse — evading the frosty cold but facing a slow burn of group desperation. "I lost my meds! I lost my meds!" warns a wiry little woman who pushes another woman into a wall, itching for a fight. I look around at these stunned faces — who, really, believes she will end up here? — and think, You won't need a Medicaid number. Or a treatment plan. No permissions, no stamps, no forms in triplicate. You won't even have to be sober.

You just move in. Lay your head on your pillow. Rest easy. ♣

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By SARAH C. RILEY

Mark Swann holds up a green mat with a built-in pillow. It doesn't look very comfortable, and it certainly doesn't look very welcoming. "This is one of the 154 mats that the Oxford Street Shelter uses each night," he explains. "One hundred fifty-four mats, exactly like this one, are laid down on the floor ten inches from one another and that is where 154 homeless people sleep."

Swann is upset that any human being is forced to sleep night after night on little more than an inflatable sleeping bag no more than ten inches away from his or her neighbor. He is bothered that due to the high demand for sleeping space, the shelter was forced to develop an emergency overflow plan that involved waking up ten to twenty people who had been the first to arrive and moving them two blocks away to sleep on the floor of the Preble

Street Soup Kitchen. The staff selected these particular people because they wanted to take individuals who were most likely to cooperate, who were least likely to be under the influence of either alcohol or drugs, and who almost always had jobs to go to in the morning. And Swann is particularly saddened by the fact that until March 24 of last year, this emergency plan was necessary 70% of the time.

Indeed, the very fact that homelessness is still an issue in Maine makes Swann angry. "The picture of homeless in Maine is a terrible picture. It's pitiful, it's painful, and as hard as it is to look at the picture, to talk about, it's even harder when you realize that it is entirely solvable."

Swann, Executive Director of the Portland-based Preble Street Resource Center, believes there is a solution. It's called "Housing First," and on March 24, 2005, it became a reality in Maine.

A 1984 graduate of Bowdoin College, Swann began his career in social service driving a truck in Boston in order to learn the city, the different neighborhoods, and agencies serving the poor. He soon became a case-worker at the International Institute of Boston, helping thousands of Southeast Asian families resettle in America. He studied at night for his M.S. degree in Public Affairs from the University of Massachusetts at Boston. Although he loved his work at the Institute, he wanted to work at a smaller organization, a workplace driven by its mission and not its funding sources. When some friends from college told Swann about Preble Street, he leaped at the opportunity to lead a "small but creative organization with a terrific board of directors and great vision" at only 28 years of age. He's been working towards his dream of effectively fighting homeless-

we offer them housing first."

It's working. Not only did the number of people needing a mat at the Oxford Street Shelter go down for the first time in 20 years the night Logan Place opened, but that emergency overflow plan has not been used since that same night. Nobody has been awakened in the middle of the night, nobody has had to walk two dark blocks in rain, sleet, or snow. No one has slept on those soup kitchen mats in over a year.

Despite initial concerns from homeowners who share their residential street with the housing complex, residents of Logan Place are benefiting from being in new homes. Swann believes there is a reason for this. "Once a person is safe, is housed, is out of the stress and danger of the streets, then he or she has the luxury of reflecting on his or her life and dealing with his or her illness. Asking, or demanding, that someone see a psychiatrist when his or her single biggest concern is will I be hungry today, or will I get a mat to sleep on tonight, is simply unrealistic for some folks."

Instead of living hand to mouth for days, months, or years on end, several residents are getting their feet back underneath them. Of the 13 active alcoholics living at Logan Place, three have entered and completed treatment and rehabilitation programs, one is trying to make the decision to follow in the footsteps of his friends after witnessing their success, and nine others have significantly decreased their drinking since moving in. Eight residents have established solid connections with mental health services, and three are taking medication, receiving ongoing psychiatric care, and getting in-home support. The number of police calls concerning the residents of Logan Place dropped from 175 in

the seven months prior to the opening of the apartments to only 11 in the seven months after, a dip that both Preble Street and Logan Place's neighbors are thrilled about.

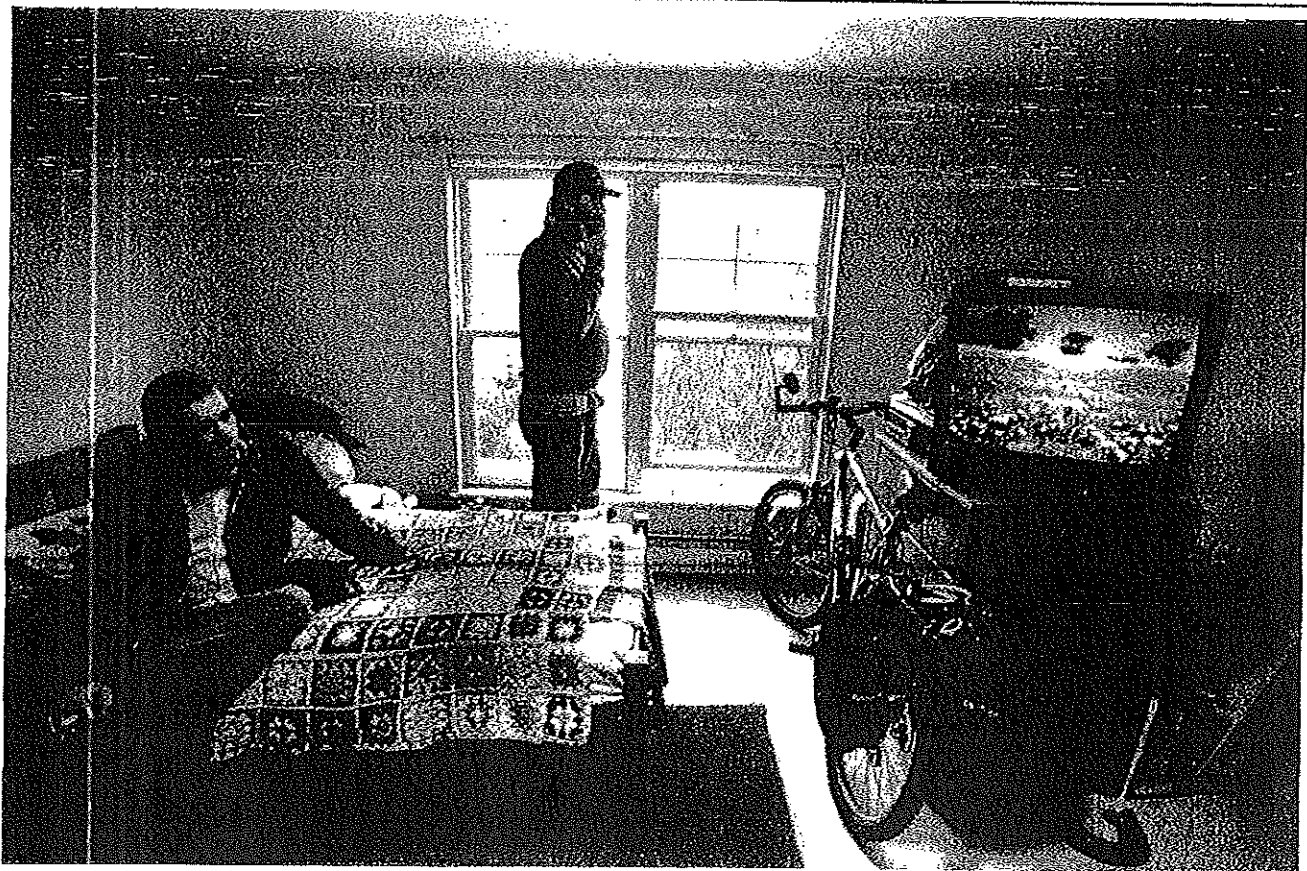
There is obvious success in these numbers, and Swann, along with Avesta, is ready to tackle a new initiative: Florence House, a similar apartment building for the 25 to 40 women who sleep most nights alongside more than 100 men at the Oxford Street Shelter. Swann worries about these women more than any of the other homeless people who cross his path.

"These women are the most ill and certainly the most vulnerable of the homeless people we see at Preble Street. There are no separate facilities, no targeted services for these women. It's wrong for anyone to have to sleep on a mat, but it's even more wrong for a woman to have to do so in an overwhelmingly male environment," he says.

Swann is confident that one day Florence House will be a reality. A recent \$1,080,000 grant from the Maine State Housing Authority, in cooperation with the Region One Homeless Council, brings the project a step closer to fruition.

"We don't just need one or two champions of this cause. We need lots of champions. All of us need to be saying that homelessness is not okay. It is not enough to feed people at soup kitchens and feel good about it. It's not okay for people to sleep on mats on the floor. It's not okay for women to live for years and years and years on the streets of Portland, Maine."

*Sarah Riley, a 2006 graduate of Bowdoin College, wrote this story as part of a semester-long internship at Port City Life. **



John Harlow and Bill Lovendale in Bill's apartment at Logan Place.

“Success is staying”

The tenants of Logan Place encounter life after homelessness

By Thomas MacMillan • Photos by Liz Lance

KELLY STANDS by the kitchen counter in the community room, trying to get everyone's attention. “Does anyone want to share their thoughts about the video?” she asks somewhat meekly, playing with the staff ID card hanging around her neck. “Or share how your life has changed since moving into Logan Place?”

It's March 22nd, the evening of Logan Place's second anniversary celebration. A small portion of the apartment building's thirty tenants—mostly men and all formerly homeless individuals—have gathered in the community room. They are all participants in a unique experiment in Maine, the state's debut Housing First project for the chronically homeless of Portland. Part of a national trend in the fight against homelessness, the Housing First model moves homeless individu-

als directly from the street into their own permanent apartments. Instead of the usual M*A*S*H re-runs, those present have just finished watching *A Home For Good*, a ten-minute promotional video about Logan Place. The staff had hoped that afterwards the tenants would engage in a reflective discussion about what Logan Place means to them.

At first, no one responds to Kelly's questions. There are a few quiet side conversations, but mostly people are focused on eating their Chinese take-out, the special anniversary dinner. They are seated at the three tables in the bright, linoleum-floored room. In one corner a couch and an easy chair face the television. In the opposite corner, two staff members in the kitchen serve plates of fried rice and egg rolls to the tenants who wander in.

A man with glasses speaks up abruptly: "I'm a lot cleaner, 'cause I have access to showers. Plus being safe within walls, without being vulnerable." Kelly nods and smiles encouragingly. The residents here have all moved into Logan Place within the last two years, after spending significant portions of their lives living on the streets or in emergency shelters.

Maria, Logan Place's program coordinator, poses another question to try to stimulate conversation. She asks how Logan Place has changed since it opened. "The drunks stand out the most," says Rose, who was homeless for 15 years before moving into the building. "It's very positive. The ones that were sloshed all the time now aren't." Logan Place's tenants were selected from among Portland's hardest cases of homelessness: men and women with disabilities, mental illnesses, and addictions, many of whom had for years been unable to remain sober or hold a job.

The conversation about Logan Place gives Ed an idea. "What about inviting some of the neighborhood in for a cookout?" he asks.

"That's a great idea. A neighborhood cookout,"

says Maria, nodding. "How do other people feel about that?" she asks the room. No one responds. Most of the tenants appear too distracted by their own lives to assess their time at Logan Place or plan a neighborhood event.

There is no distinct end to the discussion. Eventually someone turns the television back on. As people finish their food they drift out of the community room and back to their apartments. Two years into this experiment, Logan Place's tenants are still adjusting to life in their own homes. After years of homelessness, most of them had grown accustomed to life in the streets or in shelters. Moving in has presented the tenants with a whole new set of challenges, from learning to cook for themselves to dealing with untreated mental illness and alcoholism. The tenants are in uncharted territory, learning as they go.

LOGAN PLACE, on the edge of Portland, is the last building on a dead-end street. It is a small apartment building designed to look like a large house. The bulletin boards and warm, pastel color scheme give Lo-

Charlotte gives Geno a hug after he shares his bingo winnings with her.



gan Place the feeling of a retirement home. Upstairs, the brightly lit hallways are quiet, but the muffled sounds of televisions and stereos can be heard through some apartment doors.

Geno sits at the small table in his smoky second-floor apartment, surrounded by Boston Red Sox and New England Patriots paraphernalia: posters, photographs, souvenir footballs and figurines. In the corner, The Munsters flickers quietly across a large television. Having just woken up from an afternoon nap, Geno's thick sandy hair is pushed forward and his small eyes blink blearily behind his big black-framed glasses. Geno is large and round, with thick freckled arms. His face is unshaven and his unkempt reddish moustache partially conceals the fact that he is missing most of his front teeth.

Life in his own apartment is better than living on the streets, according to Geno, who is 51 and spent a decade being homeless. "You don't gotta worry about the weather," he says matter-of-factly. "It's a lot warmer in here, I'll tell you that." Geno breathes heavily through his nose. He has a slightly mushy way of speaking; his words don't have distinct edges. There's no one else in his apartment today, but Geno says he sometimes has his neighbors over. "We usually sit around and drink," he says. "Watch TV."

In accordance with Logan Place's "low barrier" philosophy, there are no restrictions placed on alcohol use, as long as tenants are not a danger to themselves or others. Alcoholic beverages are not allowed in common areas, but in their own apartments tenants are free to imbibe whatever and whenever they like. The staff sometimes encourages tenants to drink less but does not directly intervene unless there is an obvious problem. According to the staff, drinking has decreased for most residents since they moved in. Still, there are a number of tenants who show little desire to change their ways.

Geno hasn't been drinking today. He says he's trying to stay away from beer for a little while so that he can get some temporary work as a day laborer. He wants to put together some money so that he can take a trip to Ohio with a friend. Other times when he's needed some extra money he's gone out "signing," standing at busy intersections with a cardboard sign reading, "Please Help." Geno says he can only do it when he's drinking, "You can't do that straight. Come on... It's better when you're buzzed, then you don't give a shit... about the cops or anybody, you know."

Logan Place represents an inversion of the stan-

dard method of dealing with homelessness. Traditionally, homeless persons are placed on a conveyor belt towards permanent housing, passing through a variety of emergency shelters, transitional housing and group homes. Along the way, they are required to meet certain benchmarks: staying sober, becoming mentally stable, finding employment. Few people make it all the way up the conveyor belt without falling off and having to start again at the bottom. Under Housing First, homeless persons bypass all of this and move right into their own home. The theory is based on the belief that housing has to be a precondition for other achievements, that alcohol problems and mental illnesses cannot be treated if a person does not have the stability of permanent housing.

Logan Place is not, strictly speaking, a rehabilitation program. It is not designed to move the chronically homeless out on their own, into their own houses and full-time jobs. Maria says this is a common misunderstanding about the program. "It is not a stepping stone," she says. "Success is staying."

Housing First is gaining popularity across the country not only because it seems to be helping people, but also because it has proven to be cost efficient. It is actually cheaper to supply chronically homeless individuals with permanent housing than to continue to shuttle them between shelters, emergency rooms, and police stations.

During his ten years living in emergency shelters, Geno says he had his share of run-ins with the police. Now he spends most of his time in his apartment, where he can watch television and have friends over to drink. The staff encourages him to spend time socializing in the common areas of the building, but he's not interested. "They want me to go downstairs and watch their TV, or play cards, but jeez, I got my own cable here."

DOWNSTAIRS IN the community room, the television is constantly on. There are usually a handful of residents present, sitting quietly, rolling cigarettes, playing solitaire, or just watching daytime programming. At six o'clock the television is tuned to the evening news, and there is a nightly game of Spades at one of the round tables. After the news, many tenants enjoy watching shirtless men getting arrested on COPS. "'Trash TV,' I call it," says Ron as he unlocks the door to his third-floor apartment. "They gotta watch things that make 'em feel like they got a better life than the actors on TV." Television is just one of

many complaints that Ron has about Logan Place.

As he enters his apartment, he returns his ring of keys to the clip on his tight jeans. Ron, 46, is tall and lanky and he wears black Velcro sneakers. Completely bald on top of his head, he has a long brown ponytail that extends down his back.

Ron doesn't think it's right that tenants do so little. "We aren't producing, we aren't being constructive," he says bitterly. "Those people down there, they sit around all day because they can get away with it." Ron thinks that he has, or had, a better plan for a housing program for the homeless. He thinks that tenants should be doing something productive, "anything but sittin' there watching TV all day." Taking a seat on his bed, he pulls out two battered briefcases, and begins searching for the business plan that he drafted while in rehab for his third brain injury. Ron says he had written up a proposal for a project like Logan Place, but with a woodworking program for tenants. Explaining his project as he sorts through dog-eared paperwork,

Ron starts getting worked up. "I don't believe in being a bum or supporting bums!" he says loudly.

Ron considers himself a professional woodcarver, which he feels distinguishes him from the tenants downstairs watching television. He wants to move out of Logan Place "Ay-sap," and when asked if he has a job to support himself, he says, "Yeah! Take a look around." In the dim overhead lighting, his cluttered apartment looks more like a woodshop than a living space. Around the bed, on the floor and on homemade shelves, lie scraps of wood, saws, power sanders, and all manner of chisels and hand tools. Ron's woodcarvings are everywhere: bookends and duck decoys, wall pieces and doorstops carved into animal shapes. Among the tools and papers on a small table nearby are hand-written business cards that Ron painstakingly produces one by one to help sell his woodcarvings.

The business plan seems to have been lost for good. But Ron continues to complain in spurts, scowling and raising his voice occasionally. The Lo-

Logan Place resident Charlotte Gould grocery shops weekly at Save-a-Lot.





Tenant Rose Strout at work as a housekeeper at the Sheraton Hotel in South Portland.

gan Place staff is not spared from Ron's criticisms. He says the staff is responsive if approached by a tenant, but otherwise he thinks that they avoid work. "They put in their time," he says dismissively. But despite his complaints, Ron concedes that since moving into Logan Place he has become more "patient, understanding and ambitious."

BILL PACES slowly back and forth in his apartment, pausing occasionally to sip from a glass of warm beer on his kitchen counter. Standing at well over six feet tall, Bill's long arms hang loose, his big hands half closed. He is recounting his life story, speaking slowly through his thick dark beard.

"I lasted long enough to get my kids settled," he says. His low voice seems to come from deep in his mouth. Bill had been living in Boston, putting in long hours as a roofer and working nights for UPS. He held this hectic schedule together until his three sons were all through high school, then something gave way and Bill ended up in a psychiatric hospital. Bill describes it as "roofer burnout." He says the doctors

described it as acute depression.

After he got home from the hospital, Bill took off. He left his wife and family and drove across the country until his money ran out. He ended up in Detroit, lost his car and began walking the streets, sleeping anywhere he could find. "Winter set in. I found a spot in a Detroit parking garage where a steam pipe went through," he says. "Me and some other bums slept there." Eventually his sons found out where he was and brought him home to Massachusetts. But after a few months, Bill hit the road again. "I wasn't ready to go back and live with my family yet." This time he ended up in California. Again, he eventually found his way home, stayed for a few months, saved some money, and took off to Maine. He spent most of the summer living out of his truck, parking at night at the Wal-Mart in Windham, just north of Portland. Eventually he ran out of money and found himself homeless again. He stayed that way for three years, living in shelters and walking the streets of Portland, before moving into Logan Place two years ago.

A number of tenants suffer from mental illness,



Geno Caron in his apartment at Logan Place.

which is widespread among the chronically homeless. Psychiatric conditions are handled much the same way as alcohol use at Logan Place. The staff can suggest that a tenant think about seeing a psychiatrist or taking medication, but do not require it. It is up to individual tenants to decide what they need or want.

Bill stops his pacing to light a cigarette and then resumes his slow circuit from his front door to the window overlooking the backyard. Bill's daily routine includes a walk, an afternoon nap and a game of cards in the evening. Now that spring is arriving, he'll start riding his bike and playing horseshoes. "It's quite boring," he says. It's also the best Bill has been doing for years. "I'm not afraid to take on some responsibility again," he says. "First time I've felt up to it." Bill, now 53, feels ready to take some small but significant steps toward rebuilding his life. He plans to get his driver's license back, find a part-time job, and buy a car.

Bill blinks slowly as he looks around the room. He hasn't spoken to his family in a long time. He plans to get in touch, but not yet. "Once I get myself straightened out, I'll feel more worthy of being a fa-

ther," he says. "At least now I'm not on the streets."

THE SOUND OF his television let's Peggy, a Logan Place staff person, know that Geno is home. But despite her persistent knocking he doesn't answer his door. It's the first Logan Place barbecue of the year and Geno had said that he would man the grill. "There was a Red Sox game on earlier, he's probably passed out," says Peggy, giving up. "He'll be down to eat." She moves down the hall to see if Bill wants to be in charge of the grill.

Winter has taken a long time to leave this year, with a series of late snowstorms and a ferocious windy northeaster in the middle of April. Today is one of the first truly warm and sunny days of spring and some tenants are excited about this evening's barbecue. In the community room kitchen, two tenants are preparing food. Ed mixes potato salad while Charlotte prepares peppers, onions, and mushrooms to go with barbecued sausages. "Like at the carnival," she says happily, stirring a simmering pot on the stove.

Charlotte went to the store earlier and spent thirty dollars on groceries for the barbecue. Another tenant

bought hamburgers and pork chops. Geno paid for a package of hot dogs. This willingness to contribute to a building event represents a significant shift. Two years in, a sense of community and ownership has begun to coalesce at Logan Place. Since the beginning, the staff has been organizing weekly and monthly events to encourage community participation and to lure tenants out of the isolation of their individual apartments. There is a pasta dinner every Wednesday, and a monthly celebration of a different foreign culture. Gradually, the staff has begun to take a back seat at these events as Logan Place tenants take on more responsibility and start to run things themselves.

Out back, Bill is starting up the big green gas barbecue on the concrete patio. The middle section won't light, but Bill finally gets it going. "Ta-daa!" he says happily, putting the grill top back in place. "Where's all the food?" Ken and John, two tenants, bring out platters of meat – hamburgers, sausage, hot dogs, pork chops, chicken skewers – and the grilling commences.

"You guys want a radio out here?" asks Peggy, sitting at one of the two picnic tables. There are a half

dozen tenants gathered outside to watch the barbecuing, mostly bearded men in winter hats. They decline the radio. Peggy chats with them about camping and fishing. Charlotte comes outside and sits nearby in a plastic chair, talking contentedly to no one in particular. Plate in hand, Ron sits in the shade by the back door, grumbling that the food is late.

As the meat becomes ready, Ken brings it in to the community room, where Ed is cleaning the kitchen. The barbecue culminates in a quiet meal for a dozen tenants in front of the television. Tenants have executed the entire event, from buying the groceries and preparing the grill to cooking the food and cleaning up.

TWO DAYS LATER, Maria sits at the front desk in the lobby and reviews the success of the barbecue. "It was nice," she says, hands folded in front of her. "People are feeling more ownership. They're realizing that this is what we make of it." Logan Place is still young, still evolving, and building a culture of its own. Maria thinks the barbecue is representative

Logan Place staffer Peggy Lynch chats with residents Ron Crabbe, Tim Clark and Bill Lovendale at the first barbecue of the season.





Ken, John and Bill near the Fore River after a game of horseshoes.

of the direction that Logan Place is heading: less staff involvement and more tenant responsibility.

The elevator dings and Bill emerges, wearing sunglasses and wheeling his bicycle. John, a stooped man with a potbelly and a long moustache, follows behind. John and Bill are joined at the back door by Ken, a short bearded man in a grey t-shirt and winter hat. They cross the parking lot, following a winding path under the highway and across the railroad tracks to a sandy spot by the Fore River, where they've set up a horseshoe pitch. Bill removes four horseshoes from his saddlebags and he and Ken begin a game. Bill keeps up a mumbled commentary after every toss: "too far... off to the left... that one flopped in for a point." John stands nearby, repeatedly telling the story of Bill's "double ringer" from yesterday's horseshoe session. It is a close game but Ken wins in the end.

Between games they take a break and Bill pulls a can of Natural Ice beer out of a saddlebag. The three men light cigarettes. Bill recalls the horseshoe game yesterday when, he says, a couple of "shelter people" showed up, sat too close to the pitch and talked too much. Bill didn't know them personally, but he identi-

fied them as shelter people. "It takes one to know one," he says. Even after two years living in his own apartment, Bill still thinks of himself as homeless. "Once a shelter person, always a shelter person," he says emphatically.

The three men are quiet. Bill takes a few slow steps, looks at the river and then turns back toward the tracks. The roof of Logan Place is just visible through the trees. "It's not a good life. But it's not a bad life," he says quietly.

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415.308.2287

Posted: April 29

Updated: Today at 9:06 PM

Maine Voices: Florence House gives the homeless hope along with shelter

Moving from life on the street to a real apartment is a dream come true for many women.

Special to The Press Herald

PORTLAND - Will I ever find a home? Is there any way to end homelessness? This month marked the first anniversary of an event that answered those questions with a resounding "Yes!"

Opinion

ABOUT THE AUTHOR

The Very Rev. Benjamin Shambaugh, D.Min., is dean of The Cathedral Church of St. Luke and a member of Preble Street's Board of Directors.

It was the anniversary of the day Preble Street welcomed homeless women home for good to Florence House, the comprehensive woman's center on Valley Street.

On that day, women who had all but given up the dream of a home signed leases, set up housekeeping, and began a new life.

We celebrated with Gail Veilleux, who said, "It was cold out there in the woods. Florence House got me off the streets. Now I can get ahead. Learn something."

We celebrated as another woman balanced her grocery bags and fished for the keys to the first apartment she's had in 11 years.

Struggling throughout her life with diabetes and mental health problems and homeless after leaving a violent husband, she was assaulted in the streets. To escape her pain she became a victim of her own drug abuse.

At her lowest point, she took back her life, sought treatment at Mercy Recovery Center, and came to Florence House. Today she is home -- sober and healthy and part of a supportive community.

More than 50 percent of the women at Florence House have experienced domestic abuse, suffer from chronic health problems, and are at great risk of beatings, rape and trauma while homeless.

Those 18 to 44 years old are 10 times more likely to die than housed women, because of poor living conditions, substance abuse, mental illness and social isolation.

On one of the handmade wall tiles that commemorate their troubled lives, a woman wrote that it's like being stuck in a black bottomless pit; like being dead inside.

Each woman arrives at Florence House with a heartrending story of misfortune, abuse, illness, mistakes, helplessness. Each with a broken heart. Each with a dream of home.

We have heard their stories. We have seen the terrible, painful and sometimes overwhelming reality.

We have said homelessness is not OK. And Florence House is a solution: permanent and emergency housing for chronically homeless women.

None of the 25 women who moved into apartments at Florence House when it opened have returned to shelters.

The 150 women who needed the emergency shelter at Florence House have since found permanent affordable housing.

Hundreds have been connected with community resources for mental health, substance abuse treatment, employment and health care.

They are working to develop life skills, take courses, find jobs and reconnect with their families.

Many are involved in the community, volunteer for neighborhood clean-ups or participate in peer advocacy with Homeless Voices for Justice at Preble Street.

As we celebrated how coming together at Florence House helped women feel safe and empowered them to grow and improve their lives, we also celebrated how it has strengthened the community.

Avesta Housing and Preble Street turned an unkempt, untended urban lot into urgently needed housing to support the city's Comprehensive Plan.

The neighborhood gained an aesthetically pleasing, award-winning residential property with a responsible landlord, 24-hour professional staff, a management plan and a solid partnership with the police department.

New residents with a sense of ownership in the community have taken a keen interest in being good neighbors. And a program that opens doors of hope for homeless women has reduced the strain on municipal and emergency services.

Medcu calls and emergency room visits have plunged because many who used emergency

services every month while homeless stop when they have supportive housing.

At Florence House hundreds of women have taken hold of opportunities that will continue to allow them to make lasting positive change in their lives and their neighborhood.

As U.S. Secretary of Housing and Urban Development Shaun Donovan said when Florence House opened, "Our challenge is to house everyone -- and Florence House is showing us how we can."

Gloria Woody, an attractive middle-aged woman staying at the shelter who is a breast cancer survivor and is extra careful about eating healthfully, smiled as she sat in the bright dining room for a few minutes to join the anniversary party.

As she wrapped her remaining lunch in a napkin and rushed off to keep an appointment to look at an apartment, she said, "I don't know what I would've done without Florence House. It's amazing!"

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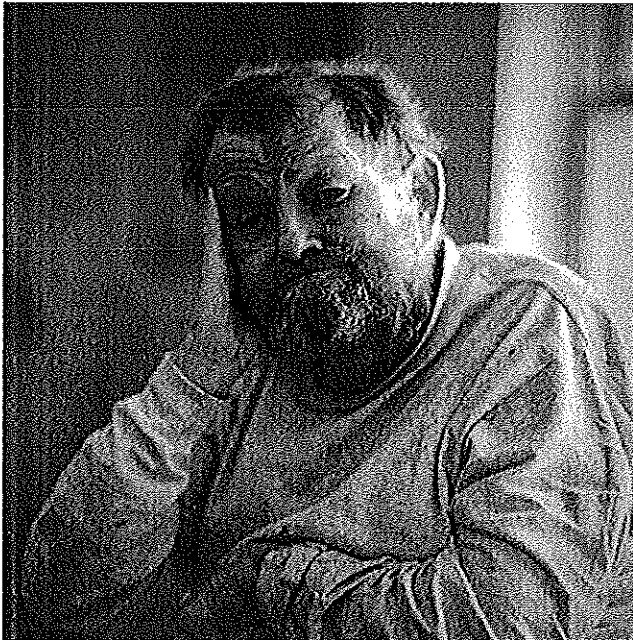
Sweet Home

From the streets to a place of one's own

March 3, 2014

By Doug Bruns

Editor's Note: Last May, we published "Cornered: Portraits of Portland's Traffic Panhandlers," by local writer and photographer Doug Bruns. This winter, Bruns completed a similar assignment, this one focused on formerly homeless people who have made the transition to housing with the help of local social-service agencies. (One of the subjects of "Cornered," Judy, also appears here.) "Thank you to Amy Gallant and the other good folks at Preble Street for their assistance in pulling this story together," said Bruns. "Their tireless work on behalf of our less-fortunate neighbors enriches our community and serves us all to the positive."



Mike, 56
eight years homeless; two years in housing

Having a roof over my head means I don't have to be in the street anymore. That gives me peace of mind. God knows what I'd do if I was homeless again. I became homeless when my mother was put in a nursing home. I believe she's still alive. She's 101 years old. I was working for a car dealership when I had my stroke in 2007 and couldn't work, and she was in the home. That's how it happened, homelessness.... Homelessness sucks. Nobody should be living on the street. I fell and broke my shoulder and was taken to the hospital. There, somebody filled out paperwork, and then I came here [Logan

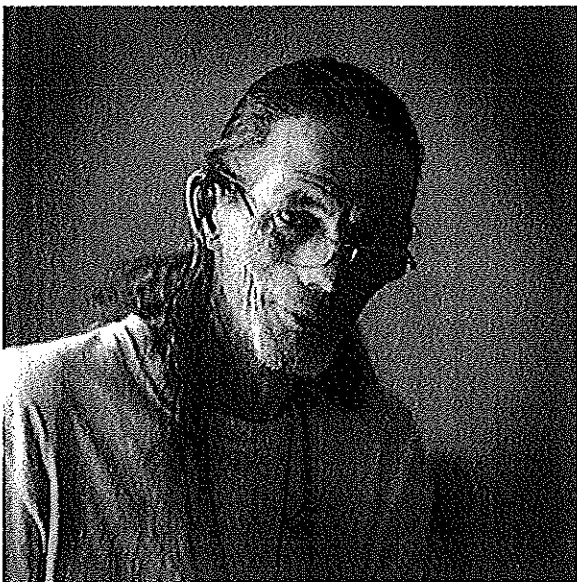
Place, an affordable housing complex, supported by Avesta Housing and Preble Street, located in Libbytown near one of the interstate off-ramps]. The best thing about living here is having a bed and a shower.



Judy, 49
two years and two months homeless;
four-and-a-half months in housing

It's really, really difficult to be homeless. It's like a full-time job.... All I needed was a chance. I'm disabled. Because I was homeless over two years and I could prove it, and the fact that I am disabled, I got one of the 20 vouchers for housing. The sequestration of Section 8 vouchers kind of hurt us. They had 40, but pulled back 20. I got lucky and got one of those 20 and found a place.... The lack of affordable housing is really a problem. The lack of livable wages is really a problem. Back in the '80s, with deinstitution, the mentally ill — and that's my disability — were left on the street and living in the bushes.... Keep

trying — that's my advice to the people on the streets. I'm not going to say it's doable, 'cause it's really tough. Even with my disability, I made a deal with myself. I said, "Everyday, you've got to do something towards the future." Who can I talk to? What can I be doing?... If I could put in a plug for the people who helped me when I was on the street: Thank you. I couldn't have made it without your help.

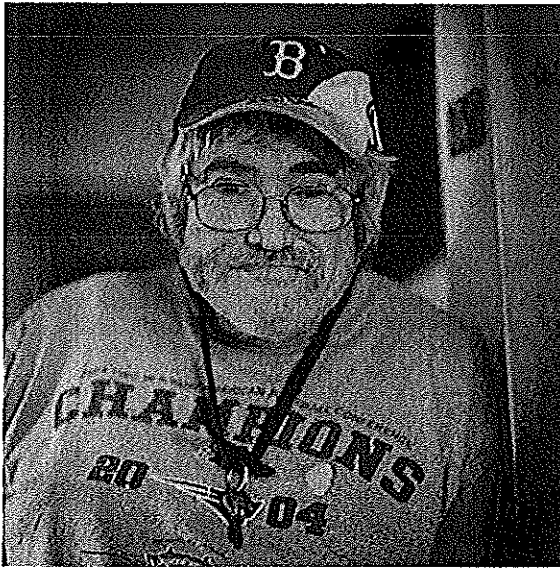


Mark, 56
four years homeless; six-and-a-half months in housing

I was a terrible alcoholic before I became sober. For 35 years, I drank. I almost died from drinking alcohol. One day I woke up at four in the morning — four in the morning is an interesting time — and knew that I had to leave where I was. I was with two lady friends. They were alcoholics. Out of my mouth, I said to myself, *You need to leave here now*. I left where I was, but collapsed on the lawn and went to the hospital. I believed I was going to die.... I was on a different path after that. I knew it was different — it was a spiritual path. I don't know why I felt that way, it just was. I lost my depression and I lost my anxiety. I believe God

saved my life for a reason. When you believe you're going to die, everything changes.... I consider my case worker my muse. Her name is Jamie. She was my case worker for 10 years. She was my guide. She pushed me forward.... You have to gravitate to people who are positive, stay away from the negative. You have to have faith. I'm a man of faith.... There is hope. There is always a light at

the end of the tunnel.... I pray for my mind to be expanded. I pray to help people. If you can't help, at least don't hurt them.



Geno, 58
eighteen years homeless; nine years in housing

Peggy at Preble Street got me off the street. I don't know what I'd do if that hadn't happened.... I'm not going to die on the street. I'm going to die right there, right on that bed. I've got too many years left, I can feel it.... The best thing is that I've got a place to go when there's no shelter available. The shelters are too crowded. You get there at five at night and hope they have a bed. If not, I'd find a hallway someplace to sleep.... I got my cat four years ago, maybe three. He's my buddy. His name is Casper, but we call him Porker.... The best part of having a roof over my head is my bed. I have a place to sleep. Tell the

homeless people that if they can get a place, to do everything they can to keep it. Don't let your buddies screw it up. Make it last till the last picture show.



Suzanne, 59
one year homeless; housing "a life-long effort"

I'm trying to reinvent my life. I'm in a situation where I'm trying to figure out what my life is about.... No one ever told me how to become an adult, how to deal with myself. You know, becoming an adult, and people are asking if you're going to go to college and all that. I was really scared of all that. I went into adulthood from a place that was not a place of strength. I made bad decisions as a result.... I was an abused woman. I was sleeping in my car.... We all have stories. We all think we're OK. But there are things we push to the back of our minds.... For people on the street, things become acute. I was in some strange mental

place. How can you live in a dangerous place and think you're going to be OK? It became very acute for me very quickly. My decision-making process was not very sound at the time.... God is love and He wants us to have food and shelter and enjoyment. But you still have to desire it and ask for it and want it. You have to work on having a frame of mind that will support that. You have to work on being positive.

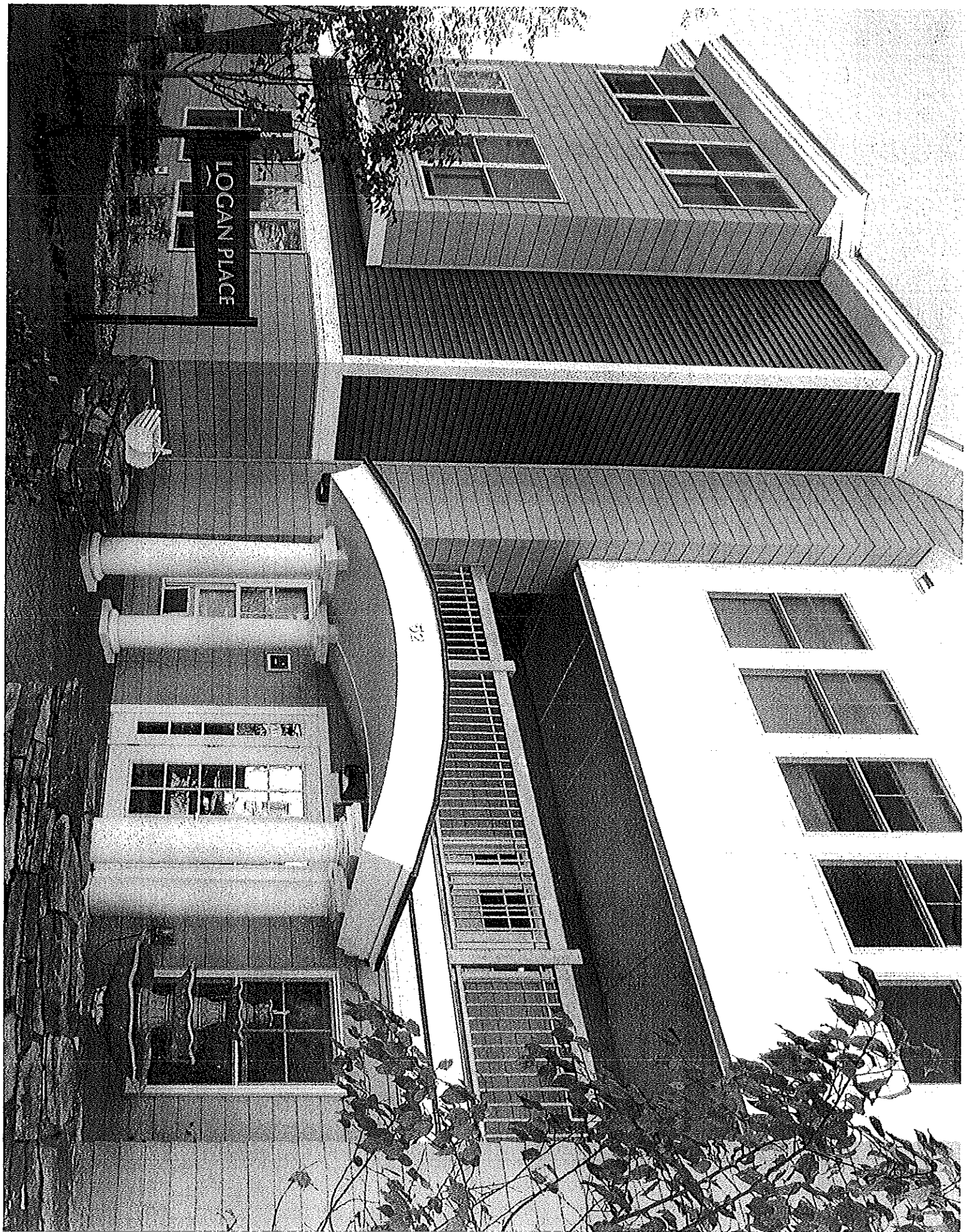


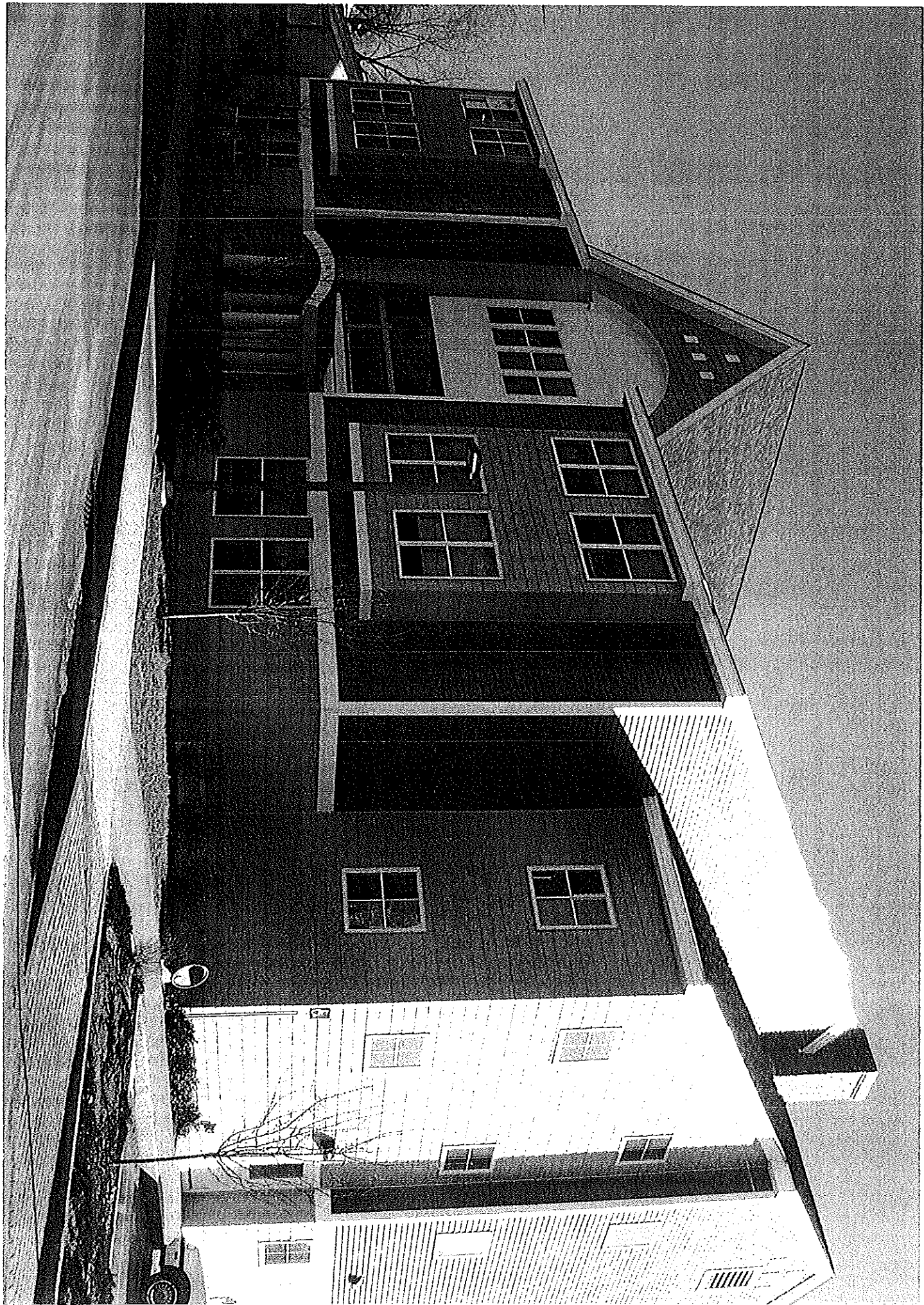
Donna, 47

four years homeless; two years in housing

I lost my MaineCare. I'm a diabetic. My foot's infected. I'm scared I'll lose my foot. I'm scared in general. I've never lived on my own.... I was in the shelter and the staff knew about my health problems. They saw my need and pressed for me to get an apartment. The workers here [Florence House, another Avesta/Preble Street project, located in the St. John/Valley Street neighborhood] are tremendous. They're caring. They're great people. I love them.... My father died in 2007. He told me two weeks before he died to keep the family together. My brothers live in a nice house with four bedrooms. My middle brother knew I was in a shelter at the time. But there is no communication. My advice to everyone is, if you have family and one of them is in

trouble, try to contact them. Let them know you will help them.... Sometimes in the middle of the night I go outside and just sit on the bench and listen to the night, to Mother Nature. You have to hold on to whatever you can.



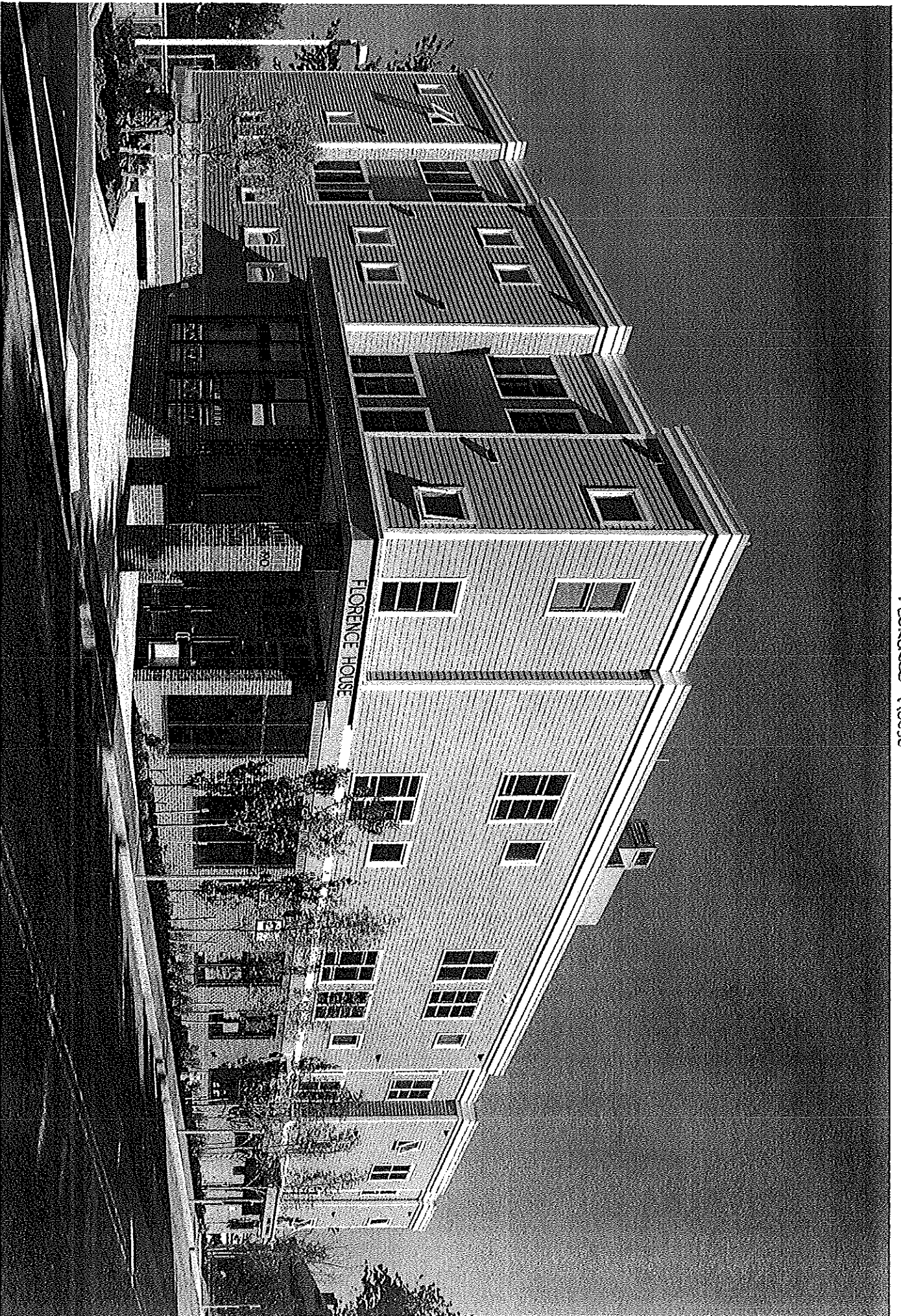


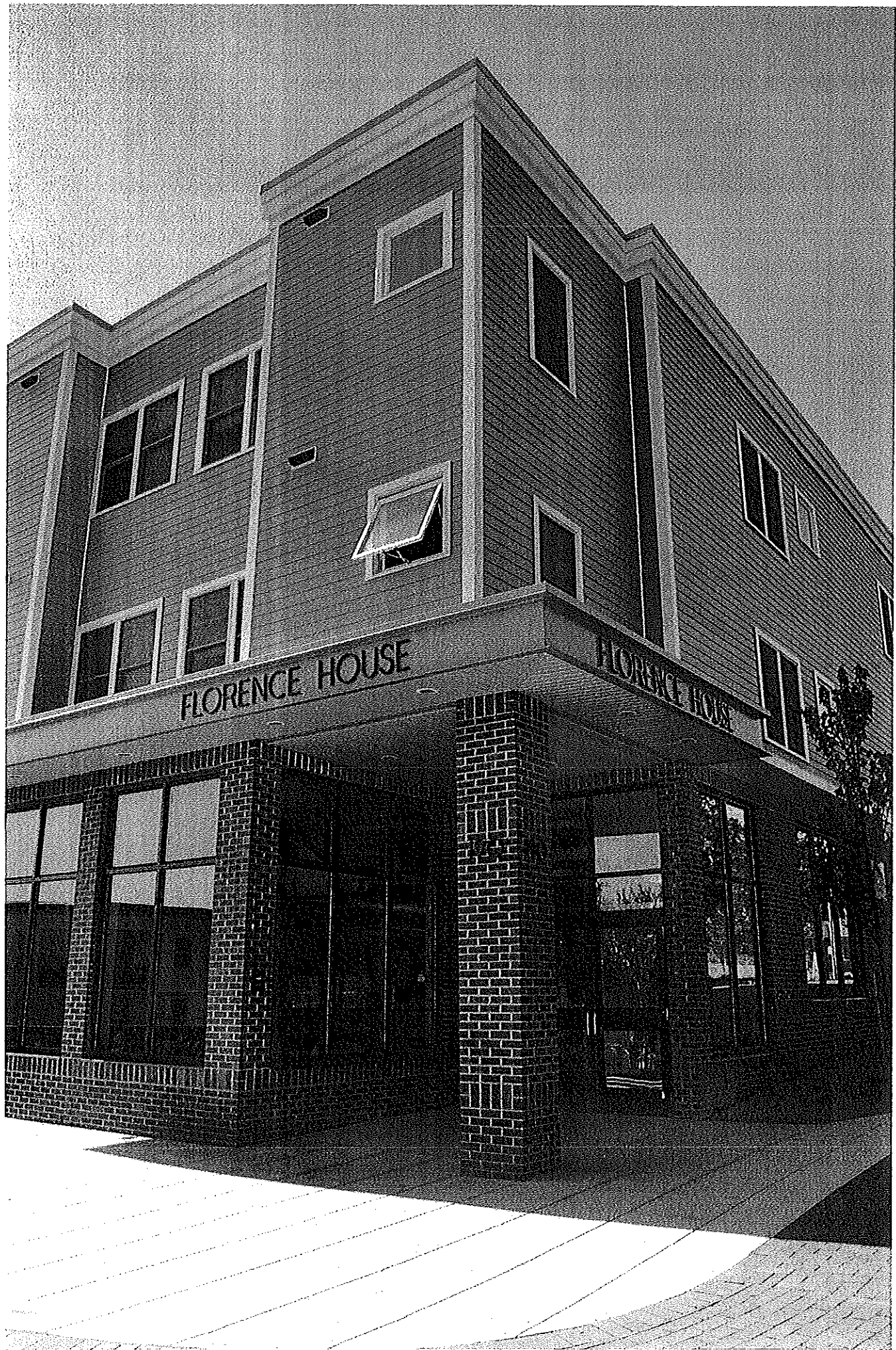
LOGAN PLACE



LOREN TUNE

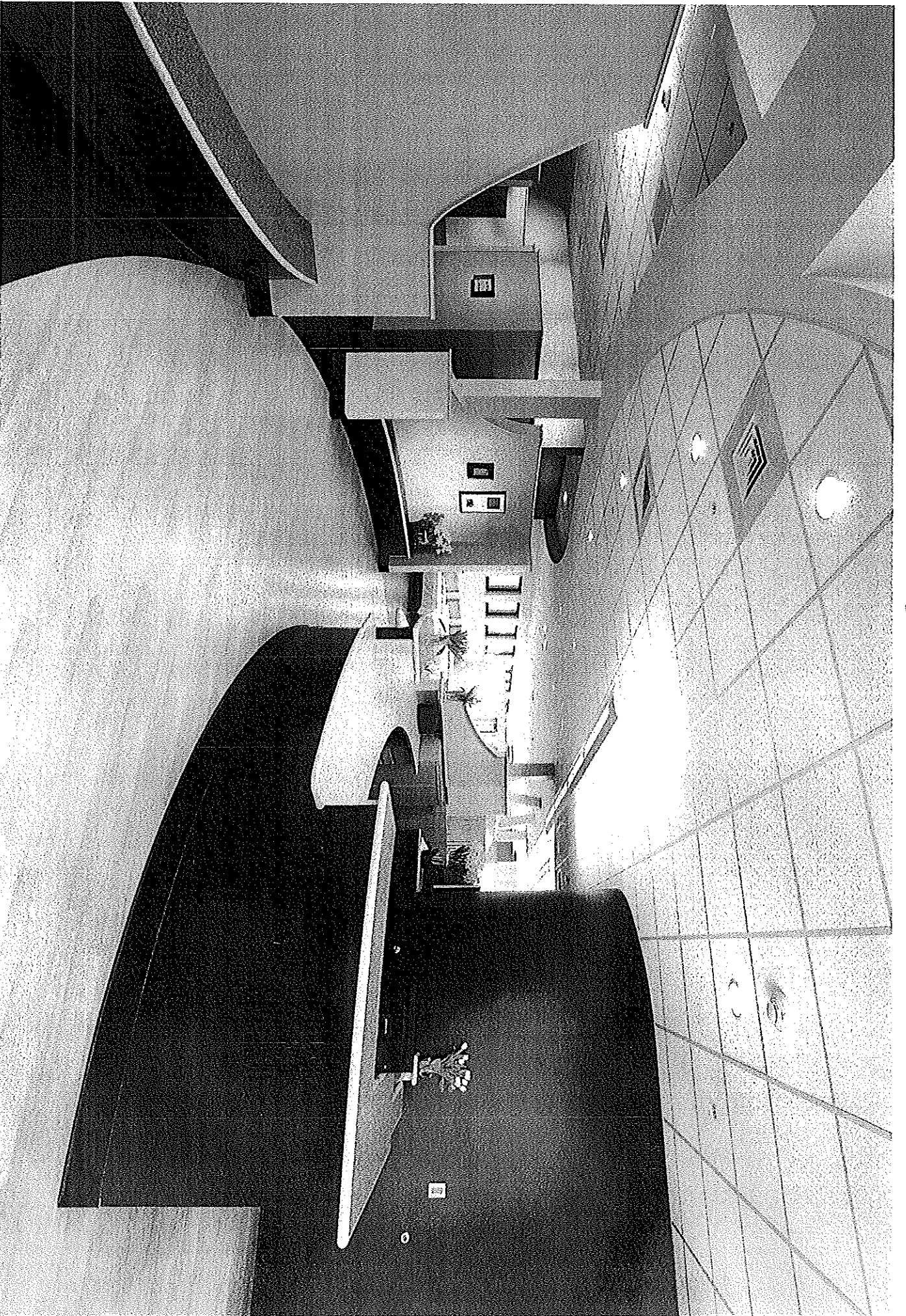
FLORENCE HOUSE





FLORENCE HOUSE

FLORENCE HOUSE



Logan Place II Completion Schedule

Activity	Actual/Scheduled Date Month/Year
A. SITE	
Option/Contract	02/20/14
Site Acquisition	07/05/14
Zoning Approval	07/31/14
Development Approval	12/31/14
B. FINANCING	
Construction Loan Commitment	08/01/15
Permanent Loan Commitment	08/01/15
Other Sources Committed	08/01/15
C. PLANS AND SPECIFICATIONS	
50%	02/01/15
90%	05/01/15
100%	07/01/15
D. CONSTRUCTION LOAN CLOSING	09/01/15
E. CONSTRUCTION START	09/01/15
F. SUBSTANTIAL COMPLETION	08/01/16
G. COMPLETION OF CONSTRUCTION	09/01/16
H. LEASE-UP	
Lease-up Begins	09/01/16
Sustained (95%) Occupancy	01/01/17



Community Housing of Maine
is pleased to present
this application
in response to the



CITY OF PORTLAND, MAINE
REQUEST FOR PROPOSALS
FOR
DESIGN AND PLANNING SERVICES
HOUSING FIRST PRE-DEVELOPMENT GRANT
RFP #4614

1. Identification of Developer Entity:

Community Housing of Maine (CHOM) is a 501 (c) 3 non-profit organization founded in 1993 and is proudly celebrating its *20th year* as a successful developer of affordable, supportive housing. CHOM develops, owns, and maintains high quality, affordable, service-enriched housing for people with low incomes and special needs. CHOM provides advocacy, supportive housing, community inclusion, and stability for homeless and special needs populations across the state.

CHOM's mission is to acquire, sell, lease, finance, construct, develop, rehabilitate, own, manage, and maintain housing which is decent, safe, and affordable for low-to moderate-income persons, including homeless persons and persons with special needs; and to foster and support additional housing opportunities for low- to moderate-income persons, homeless persons and persons with special needs through public education.

The primary point of contact for this RFP is:

Erin Cooperrider
Development Director
Community Housing of Maine
309 Cumberland Ave., Suite 203
Portland, ME 04101
(207) 720-0181
erin@chomhousing.org

Other key principals:

Cullen Ryan, Executive Director
Jim Gwilym, Chief Financial Officer
Kyra Walker, Asset Management Director

2. Developer's Organizational and Management Capacity:

Since 1993, CHOM has developed more than 75 supportive housing projects. Eight of these were developed for others, and CHOM continues to own and manage the remaining 67 projects. CHOM is a Community Housing Development Organization (CHDO), certified by the City of Portland and by MaineHousing (the Maine state housing finance agency). CHOM has developed housing in 39 communities spanning 12 counties, creating more than 687 units of low-income and special needs housing. CHOM collaborates with more than 35 agencies for service provision and works with more than 19 different subsidy agents.

CHOM is the largest supportive housing provider in Maine, and is the largest housing provider for homeless populations in the state. Within that last group, CHOM is also the largest housing provider for victims of domestic violence, homeless Veterans, and homeless Native Americans.

CHOM advocates for people with special needs, and collaborates on their behalf to produce and maintain community-based housing that fosters a sense of pride, dignity, and respect.

CHOM partners with service providers to ensure that tenants receive consistent, supportive services for successful independent living. CHOM teams with property management companies to ensure that all homes are maintained to rigorous quality standards.

CHOM is entirely premised on collaboration. Referrals into CHOM's supportive housing, which are fundamental to its mission and budget, are entirely dependent on CHOM's partners. CHOM's success is interwoven with 35 other organizations, including service providers, DHHS, and the Department of Veteran's Affairs. CHOM works diligently to set the stage for collaborations through its advocacy and reputation as an effective collaborator in its housing. CHOM also works tirelessly to keep its partners active in the collaboration, and engaged in their role. CHOM's advocacy and broad collaborations with service providers across the state allow for strong relationships across a wide array of organizations.

CHOM has extensive experience developing Housing First, permanent supportive housing projects for chronically homeless populations. CHOM works closely with homeless shelters and outreach providers throughout the state to move individuals directly from homelessness into its housing. Moreover, CHOM uses unique strategies to incorporate supportive housing into larger, tax credit projects for a seamless blend of populations, and uses smaller, four- to ten-unit scattered site projects for targeted populations that blend naturally into their communities, creating truly inclusive communities.

In August 2013, leasing began at a new CHOM tax credit project in Portland called Danforth on High. CHOM encouraged service provider partners to make referrals of chronically homeless individuals at local shelters. Ultimately, 10 chronically homeless individuals, with a collective 16 years of overnights in the shelter, were housed in this building, comprising one-third of all its residents. Support services and case management are available as needed and provided by area social service agencies including the City of Portland, Preble Street's Clinical Intervention Program, and the Opportunity Alliance. The residents and their neighbors are doing very well. No one can tell who was homeless – as it should be. This is a unique approach to housing first, and a model that is easily replicable. It also means that we don't need to waste years fighting NIMBY battles to create specially dedicated large buildings to serve the chronically homeless population; we can blend this population into any large multifamily property. This is a key part of CHOM's strategy, one which will expedite our success.

Through small, dedicated supportive housing properties that are indistinguishable on their streets – hidden in plain sight within neighborhoods, and through blending of special needs populations into larger multifamily properties, CHOM has now done exactly what this RFP is requesting some 67 times. CHOM has expertise, dedication, commitment, and a proven record of success in keeping challenging populations stably housed in its 67 properties. And because of efforts to blend populations in communities, there are no stigmas permanently attached to residents. No one knows that any CHOM tenants were homeless for any period of time. From the neighbors' perspective, they are just people living in a very nice, well-kept building.

It is inherent to CHOM's mission to ensure that its tenants will be successful in their housing. CHOM's housing makes everyone proud; it is of high quality, and is constantly updated to meet the evolving needs of tenants and service providers. In addition, CHOM's experience bears out the results reported in The Bamberger Study, which found that, "the more beautiful the housing, the stronger the healthcare impact" for homeless populations. CHOM encourages tenants to have a strong sense of ownership of their housing -- this is their home. This sense of ownership directly correlates with tenants' willingness to connect with service providers and achieve or maintain sobriety; residents have the desire to better their lives while in CHOM housing.

CHOM partners with social service agencies that work diligently to address the needs of individual tenants once housed. CHOM's model of collaborative partnerships is a proven success. The Housing First model described in this RFP, and as laid out by the Task Force to Develop a Strategic Plan to Prevent and End Homelessness, is consistent with CHOM's model in serving chronically homeless populations. But the true Housing First Model is a harm reduction model at its core. Services are passive; they are there should the tenant opt for them. CHOM's "Community Housing First" model differs here slightly, though not from what is requested in the RFP). Going beyond just a "harm reduction" model (CHOM plays an active role in encouraging tenants to connect with support services and achieve goals they may want to pursue. These goals can include achieving and maintaining sobriety. Should sobriety be the goal, any relapses, which are part of recovery, do not mean a person will lose their housing, it means they may be offered additional support for success with their goal. CHOM and its service provider partners work together creatively to support the success of each tenant, and ensure stability in their housing. Residents have responded very well to this; they have not minded a nudge or our engaged assertive approach.

CHOM is committed to green building design and construction not only for reasons of energy efficiency -- which is critical to long-term sustainability -- but also for reasons of indoor air quality and natural lighting, which residents appreciate. Overall, green building makes economic sense, contributes to better buildings and happier tenants, and improves market appeal. In all its development work, CHOM strives to conserve natural resources, use land efficiently, and design housing to use new technologies and materials that reduce costs and increase energy efficiency. CHOM has partnered with Thornton Tomasetti, a green design consultant, to maximize energy efficiency, indoor air quality, and durability for previous development projects in Portland and Bangor. With careful "green" design and development, CHOM's 38 unit Elm Terrace project in Portland met the Secretary of the Interior's Standards for Rehabilitation, and was the first affordable, multi-family, Maine historic rehabilitation project to achieve LEED Platinum certification.

Elm Terrace has approximately 18 formerly chronically homeless individuals currently residing within it. Sixteen are sober and benefit from AA meetings held regularly in the community room. There are other residents that were formerly homeless as well, and once again, neighbors see them as upstanding neighbors living in a well-kept building. There is no reason for it to occur to them that their neighbors had any history of homelessness.

CHOM and its development team work closely to complete projects on time and on budget. This results in the housing being made available to those in need in the most efficient timeframe

possible. CHOM consistently delivers excellence in new and carefully renovated housing that communicates dignity and respect to the individuals served. Last year alone, CHOM brought on line 8 projects with a total of 127 units, with about 35 serving people who were chronically homeless. Within that group was one individual who had been homeless living outside for 12 years prior to the housing. An article describing that individual's success is attached as Exhibit 7.

- *Please refer to Exhibit 1, "Resumes," for the qualifications of each principal involved in development as requested in the RFP.*
- *Please refer to Exhibit 2, "Organizational Chart," for the CHOM staff list.*
- *Please refer to Exhibit 3, "CHOM Organization Information," for organizational documents requested in the RFP.*
- *Please refer to Exhibit 4, "CHOM 2013 Financial Statement," as requested in the RFP.*
- *Please refer to Exhibit 7, "Homeless Veteran finds Waterville housing after 12 years in the woods."*

3. Development Team Members:

A complete list of the development team, with contact information and a description of roles and responsibilities is attached at Exhibit 5.

4. Experience:

A resume detailing the experience of CHOM Development Corporation is attached as Exhibit 6, and includes the information requested in the RFP to which this proposal is responding. Listed below are names and contact information for the lenders and investors listed on the attached resume.

Maine State Housing Authority
William Glover, Manager of Lending, Development Division
626.4634

Federal Home Loan Bank of Boston
Tobi Goldberg, Senior Community Investment Manager
617.292.9653

US Department of Agriculture, Rural Development
Robert Nadeau, Multi-family Housing Specialist
990.9114

Genesis Community Loan Fund

William Floyd, Executive Director
563.6073

Coastal Enterprises, Inc. (CEI)
John Egan, Director of Housing Development
882.7552

Boston Capital Corporation
Jeannine Ranaghan, Vice President
617.624.8876

Northern New England Housing Investment Fund
William Shanahan, President
772.8255

TD Bank
Kimberly Twitchell, Senior Vice President Commercial Lending
761.8648

Camden National Bank
Vera Roberts, Senior Vice President Commercial Lending
230.2170

Gorham Savings Bank
Matt Early, Senior Vice President
222.1493

City of Portland
Mary Davis, Division Director, Housing & Neighborhood Services
874.8711

City of Bangor
Jeremy Martin, Development Coordinator, Code Enforcement Division
992.4228

5. Target Population:

CHOM staff, including development and asset management, will work in concert with property management staff, area social service providers, and area shelters to target chronically homeless individuals for stable housing. CHOM's current collaboration for the chronically homeless population at Danforth on High, as previously described, will act as one of two models for this endeavor. The other model will be CHOM's smaller multifamily (4-10 unit buildings, most typically 4 units) collaborations which have proven highly successful in serving chronically homeless populations, and have been developed with project based Section 8, offered through MaineHousing in its supportive housing development. CHOM will work with the Portland Housing Authority as well as other subsidy providers to secure a mixture of project based and tenant based Rental Assistance, which will include Section 8, Shelter Plus Care, and Bridging

Rental Assistance (BRAP). CHOM typically has 3-6 of these properties under development around the state at any one time. Last year alone, CHOM brought on line 8 projects with a total of 127 units, with about 35 serving people who were chronically homeless. While working on a larger multi-family development, CHOM will focus its efforts on Portland and surrounding locations offering access to the bus line and walkability to goods and services. Many neighborhoods in and around Portland meet that criteria, and there are hundreds of suitable existing multifamily buildings offering rapid turnaround opportunities for repurposing to serve the target population. This flexible, two-model approach should expedite our success in developing the target 105 units of housing first apartments, and accomplish community inclusion at the same time.

CHOM has established excellent working relationships with design professionals throughout the State. This is critical to CHOM's success as a developer of supportive housing. The architects and contractors who are members of CHOM's development team respect and understand the needs of the tenants for whom the housing is being developed, and work to develop designs that provide universal accessibility, maximize resources, blend seamlessly into the neighborhood, and ensure long-term success. The team builds on learned knowledge from CHOM's 20 years of experience in creating excellent quality housing for homeless and special needs populations.

CHOM is the largest housing provider for homeless populations in the state. CHOM has 67 properties with 687 units of housing and over 35 collaborative partnerships with local service agencies, including the City of Portland Social Service Division. CHOM has been specifically targeting and stably housing chronically homeless populations since 2004, currently housing over 100 individuals in that category.

The target population for this series of projects will come from the Oxford Street Shelter, as well as Milestone Shelter, and the Florence House shelter for women. All three shelters are active in working to find housing in the community for their populations, and all have a history of working collaboratively with CHOM. All three have staff that work in conjunction with other community support providers that follow and deliver support services ensuring the success of the individuals housed. An example of this model is Danforth on High which drew populations that spent time in each shelter, though all ultimately were last staying at the Oxford Street Shelter. Service providers that follow the people in that project are based at the Oxford Street Shelter, Preble Street, and the Opportunity Alliance. This has worked very well, and everyone (11 people referred in total, with one passing away, and the 11th referral taking his place) has remained successful in the housing after more than 6 months.

Working with an array of community support providers and shelter staff, CHOM will identify those members of the chronically homeless population that have stayed at shelters or outside for the longest period of time. This will be determined through Homeless Management Information System data, which is summarized and provided at regular intervals through the Maine State Housing Authority. Known as Long Term Stayers, as of July, 2013, the entire group in the state included 262 people. The group called Long Term Stayers includes and very closely overlaps people who meet the HUD chronically homeless definition. It is very nearly the identical population, but is far easier to identify. It is important to note that one can meet the chronically homeless definition of HUD through 4 shelter stays, not necessarily adding up to a length of stay

reaching the 180 days; the Long Term Stayers by definition have stayed over 180 days in any 365 day period. By targeting Long Term Stayers in this fashion, and working from longest stays to shortest stays, this housing will have the biggest measurable effect on emptying homeless shelters, and the highest impact on ending chronic homelessness in Portland. Within this strategy, there will be room for service providers to be flexible with their referral choices. Some will be based on the Service Prioritization Decision Assistance Tool (SPDAT) assessment for selecting the best and most needy candidate for housing. CHOM will use the longest stay as a primary, though not rigid guideline.

Services will be delivered on an as needed basis, with regular and consistent outreach, and perseverance in service delivery irrespective of the mood of the person housed on any given day. This will meet the criteria outlined in the RFP for the Housing First model, with housing provided with no expectations of sobriety or lack of symptoms of mental illness or other "readiness" prior to housing. Each individual selected will move right in "as is". The services will be assertive, though not mandatory. Outreach to housed individuals will be in an effort to continue a relationship based on engagement and support. The outreach will not be passive, however. It will not be the case that staff will simply be on premises in case clients happen to want to meet with them. The outreach will involve direct, purposeful visits to clients within their housing. Services will be delivered in an effort to engineer success in the housing for each person housed. This is a model proven to work with the 100 plus people currently served within the CHOM portfolio who were chronically homeless. CHOM has remained at or about a 95% occupancy in its chronically homeless population supportive housing for the last 5 years. With the exception of people passing away, that is essentially full.

In July 2013, 116 of the 262 Long Term Stayers in the state were residing at the Oxford Street Shelter. At that time, the shelter's functional capacity (with space taken up by reasonable accommodations for people needing cots vs. mats, etc.) was 130 people. This meant that 116 of the 2166 people who passed through the Oxford Street Shelter stayed night after night, using 116 of the beds, and leaving only 14 beds for the remaining 2050 people to pass through. This explains the need for three emergency shelter overflows. In the summer and fall of 2013, in response to advocacy by Community Housing of Maine, the City of Portland changed its strategy to target outreach, rental subsidy, and community support resources to the specific group called Long Term Stayers, working essentially from longest to shortest within that group.

In most cases, 180 days in a 365 day period has meant a shelter stay that is considerably longer, and in some cases, shelter stays for Long Term Homeless have spanned many years. Three weeks ago an individual was housed who was at the Oxford Street Shelter for 17 years. The strategy is working. Services and an effective strategy currently exists in Portland; what is lacking is landlords willing to accept the population. CHOM is that landlord. CHOM will target the longest stayers within the chronically homeless population because the longer the stay, the greater the impact of successful community housing. This greater impact carries beyond just a significant reduction in numbers at the shelter; it also means a direct reduction in a wide array of community services including police, rescue, emergency room, and detoxification.

Low self-esteem is as abundant as poverty and stigma in the chronically homeless population. The model proposed in this response to the RFP works to cure all three through multiple

approaches. The primary approach is through active and assertive relationship work. Individuals won't be successful in pushing people away and self-isolating. Services will persist despite mood or presentation of the individual. That alone communicates value and worth. Individuals will feel that they matter, that they are important, and that they are not alone.

But beyond that will be the housing itself, which will constantly communicate dignity and respect – externally and internally. Individuals living there will have a sense of ownership in their housing, as well as a sense of belonging and pride. This will be nice, universally desirable housing. Anyone will want to live there. CHOM will target one bedroom units, not just efficiencies or single room occupancy units. Anyone will feel proud to call this their home. That makes a meaningful and lasting difference in self-esteem.

Layered on top of that that will be location. Rather than clustering volumes of individuals in three large outstanding locations to achieve 105 units, CHOM proposes blending the population quickly and seamlessly into a combination of rehabilitated existing small multifamily apartment buildings, and larger Low Income Housing Tax Credit and/or Historic Tax Credit funded properties aimed at serving the general public. This housing will be an active part of nice neighborhoods. CHOM will work to quietly blend in people who have experienced chronic homelessness as a significant fraction, such as 1/3 of the larger developments. Elm Terrace and Danforth on High are two good examples of how this part will be done. By these two approaches, no one will come to see any of this housing as “where the homeless people live”. The fact that individuals will have experienced a period of long term homelessness will be no more a part of who they were than if they experienced athlete's foot, or a broken leg at one point in their lives, or whether they wore braces, didn't own a car, or had long or short hair for a period of time. Those facets won't serve to be their identity. When housed, these individuals will be included as part of our community in a true and level fashion, as we at CHOM think it should be.

6. Project Timeline – Larger project:

Site Selection complete	5/01/14
Option Agreement fully executed	5/15/14
Construction Manager at-Risk selection process begins	5/15/14
Construction Manager Selected	7/01/14
Design development begins	7/01/14
MaineHousing LIHTC pre-application due	8/10/14
Planning Board – discuss sketch plan	8/15/14
RLP and LIHTC application	9/26/14
Subdivision and Site Plan applications submitted	10/15/14
Neighborhood meeting – discuss plans	11/01/14
Tax credit investor selected /terms of investment est.	12/15/14
Construction lender selected / terms established	1/01/15
City of Portland permitting completed	2/01/15
Construction documents finalized	3/01/15
Bidding begins	3/10/15

Bidding complete	4/01/15
GMP established and construction contract finalized	4/15/15
Acquisition and construction loan closing	5/01/15
Construction starts	5/01/15
Leasing begins	1/01/16
Construction complete	2/01/16
Initial occupancy	2/01/16
Permanent loan closing	3/31/16

7. Project Timeline – Smaller projects:

CHOM is constantly identifying a variety of good prospects of currently listed and to be listed small multifamily apartment buildings in the Portland market. CHOM will seek funds through the MaineHousing Supportive Housing RFP, when it comes out in 2014, 2015, 2016, and beyond, and will seek to develop multiple 4-10 unit projects in each of the upcoming years. CHOM will also seek acquisition and rehabilitation funding through Federal Home Loan Bank (FHLB) of Boston, among other sources. Typically, using MaineHousing or FHLB funds, CHOM can complete construction within about 4 months of construction loan closing on these smaller projects.

Townhouses at Davis Island



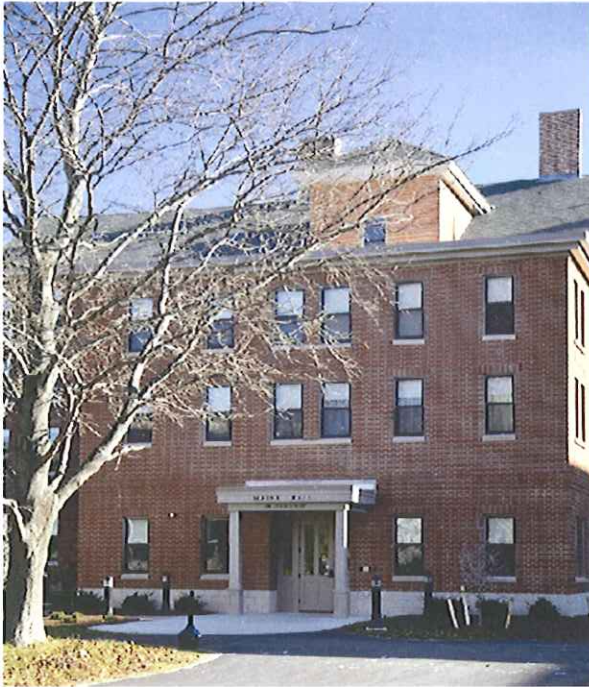
2006 / Davis Island Housing Partners, L.P.
9% tax credits / 26 family units, 27,376 Sq. Ft., 45 US Route 1, Edgecomb, Maine
New construction, \$5.5 million total development cost
Delivered early and on budget / Portland Builders as General Contractor by Select Bid
Initial occupancy October 2007
Architect: Ben Walter, CWS Architects
Construction Lender: Camden National Bank
Syndicator: Boston Capital Corporation
Property Manager: Preservation Management, Inc.
Project Manager: Erin Cooperrider for CHOM Development Corporation
Meets MaineHousing's green design requirements

Clearwater Bend



2007 / Reed Street Neighborhood Housing, L.P.
9% tax credits / 23 family units, 26,190 Sq. Ft., 27 Reed Street, Westbrook, Maine
New construction, \$5.5 million total development cost
Delivered early and under budget / Benchmark as Construction Manager-at-Risk
Initial occupancy July 2008
Architect: Ben Walter, CWS Architects
Construction Lender: Camden National Bank
Syndicator: Boston Capital Corporation
Property Manager: Preservation Management, Inc.
Project Manager: Erin Cooperrider for CHOM Development Corporation
Meets MaineHousing's green design requirements

Maine Hall





2009 / Seminary Housing Partners, L.P.

9% tax credits / state and federal historic tax credits / 28 senior units, 25,350 Sq. Ft., 288 Union Street, Bangor, Maine

Acquisition and rehabilitation of historic brick building with new construction addition

\$6 million total development cost

Delivered on time and on budget / Nickerson O'Day as Construction Manager-at-Risk

Initial occupancy August 2011

Architect: Ben Walter, CWS Architects

Construction Lender: People's United Bank

Syndicator: Boston Capital Corporation

Property Manager: Preservation Management, Inc.

Project Manager: Erin Cooperrider for CHOM Development Corporation

Certified by the U.S. Green Building Council (USGBC) and achieved Leadership in Energy and Environmental Design (LEED) Silver Certification

Elm Terrace



2010 / Children's Hospital Housing Partners, L.P.

9% tax credits / state and federal historic tax credits / 38 family units, 42,864 Sq. Ft., 68 High Street, Portland, Maine

Acquisition and rehabilitation of historic brick building with new construction addition

\$10.5 million total development cost

Delivered on time and on budget / Wright-Ryan as Construction Manager-at-Risk

Initial occupancy February 2013

Architect: Ben Walter, CWS Architects

Construction Lender: TD Bank

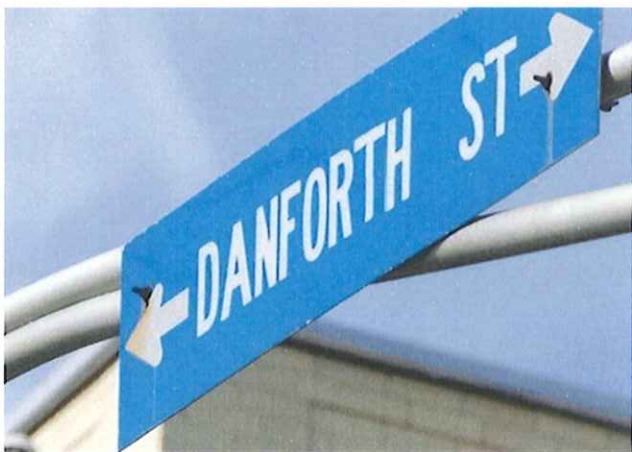
Syndicator: Boston Capital Corporation

Property Manager: Preservation Management, Inc.

Project Manager: Erin Cooperrider for CHOM Development Corporation

Certified by the U.S. Green Building Council (USGBC) and achieved Leadership in Energy and Environmental Design (LEED) Platinum Certification

Danforth on High





2011 / Danforth on High, L.P.

4% bond deal / 30 senior units, 23,450 Sq. Ft., 81 Danforth Street, Portland, Maine

New construction, \$5.6 million total development cost

Delivered on time and under budget / Hebert Construction as General Contractor by Select Bid

Initial occupancy July 2013

Architect: David Lloyd, Archetype

Construction Lender: Gorham Savings Bank

Syndicator: Boston Capital Corporation

Property Manager: Preservation Management, Inc.

Project Manager: Erin Cooperrider for CHOM Development Corporation

Meets MaineHousing's green design requirements

Campbell Creek Village (formerly Harbor Pines and West Harbor Pines)





2012 / Campbell Creek Housing Partners, L.P.

4% bond financing and tax credits / USDA Rural Development Multifamily Revitalization Program

16 family units and 20 senior units, 31,165 Sq. Ft., Andrea Lane, Boothbay Harbor, Maine

Acquisition and occupied rehabilitation; \$ 4.8 million total development cost

Delivered early and on budget / Great Falls Construction as General Contractor by Open Bid

Initial Occupancy September 2012 (occupied renovation)

Architect: Ben Walter, CWS Architects

Construction Lender: Maine State Housing Authority

Syndicator: Northern New England Housing Investment Fund

Property Manager: Preservation Management, Inc.

Project Manager: Erin Cooperrider for CHOM Development Corporation

Meets MaineHousing's green design requirements

Village Center Family Apartments

2014 / Village Center Housing Partners, L.P.

9% tax credits / 48 family units, 55,683 Sq. Ft., 131 State Street, Brewer, Maine

New construction, \$9.5 million total development budget

General Contractor by select bid in October 2014

Initial occupancy targeted for January 2016

Architect: Ben Walter, CWS Architects

Construction Lender: TBD

Syndicator: TBD

Property Manager: Preservation Management, Inc.

Project Manager: Erin Cooperrider for CHOM Development Corporation

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Morning Sentinel

MONDAY, FEBRUARY 10, 2014

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High: 25° | Low: 2°
High Tide: 8:26PM
Low Tide: 2:10PM



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February 8

Homeless veteran finds Waterville housing after 12 years in the woods

Steve McFarland spent time at the YMCA developing friendships with state senators who had no idea he was homeless before a medical emergency during a snowstorm nearly killed him.

By Matt Hongoltz-Hetling mhhhetling@centralmaine.com
Staff Writer

On April 1, 2011, a snowstorm took much of the Northeast by surprise. But for Steve McFarland, a homeless veteran who had been living in the woods for more than a decade, it was nearly a death sentence.

More than a foot of wet, heavy snow fell in Bangor, sending cars off the road and shutting down power of more than 10,000 area customers. McFarland woke up that morning in his tent, pitched in a patch of woods a few miles outside of town, near the railroad tracks.

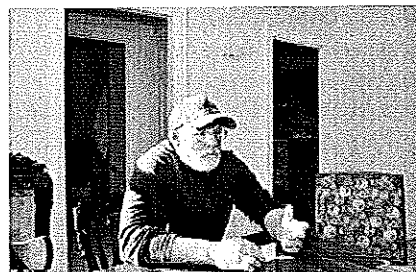
He was in great pain — a shooting, sharp pain that went from the base of his spine all the way down to his ankle.

Frightened, McFarland headed for the hospital, about a five-mile walk. In nice weather, when he was healthy, he enjoyed walking into Bangor. There, he would pass time in the library or at the local YMCA, where he took advantage of his membership to shower or do physical therapy for some old injuries.

In the heavy snow, though, with a leg so painful he could barely walk, McFarland thought he might wind up entombed in a snowbank.

"I said to myself, 'I'm going to die today,'" he said.

But the storm ultimately became McFarland's salvation, touching off a chain of events that landed him in a Waterville apartment operated by Community Housing of Maine, a



SHELTER: Veteran and former homeless person Steve McFarland speaks about the factors in his life that led him to take part in living in one of three housing units that provide shelter to veterans and adults with disabilities in Waterville.

Staff photo by David Leaming



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nonprofit organization that provides housing for veterans and disabled adults who have been homeless for extended periods.

The group, the largest provider of housing to the homeless in the state, wants to eliminate long-term homelessness in Maine within four years.

"We could get it done," Cullen Ryan said. "We could end chronic homelessness in Maine."

Ryan is the executive director of Community Housing of Maine, a group that, with a staff of just nine people, provides housing to 1,000 people in the state.

While there are about 7,000 homeless people in the state each year, the large majority of them are going through a transition and only homeless for a short period.

The number of people who are homeless for longer periods is much smaller. There were 262 last year, Ryan said.

The organization, which is bolstered through partnerships with the Maine State Housing Authority, the Department of Veterans Affairs programs and other social service agencies, is growing. It owns 10 properties, including three in Waterville, that are dedicated to homeless veterans, housing a total population of 42 veterans at any given time.

The homes are designed not just to shelter veterans, but to be a place where they can be reached with other services, including mental health counseling that they might need to reintegrate into society. The strategy has significant upfront costs, but Ryan said the approach saves the government money. The group undertook a study of some of its own clients and found a net savings of about \$4,400 per resident, based on reduced need for emergency services, shelters and detoxification programs.

McFarland's apartment is spacious and clean, one of four units in an unassuming white house on Gilman Street in Waterville funded by the Maine State Housing Authority. Unlike some public housing projects, the house and its residents are indistinguishable from the houses surrounding it, part of what allows its residents to integrate into the community more successfully, Ryan said.

"They're some of the best neighbors you could imagine," he said. "Our people are finding their place within the community. They're mowing each others lawns, bringing pies over, the whole thing."

NOWHERE TO GO

McFarland, a Bangor native, now 56, always had struggled to put together a professional career. When he was 18, he joined the Marines for four years, most of which he spent stationed in Okinawa. He didn't like what he called the barracks life, living among a group of other young men without family or much to do. He and his friends often wound up at the E-Club, a nightclub for enlisted Marines, drinking to pass the time.

(Continued on page 2)

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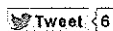
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February 8

Homeless veteran finds Waterville housing after 12 years in the woods

Steve McFarland spent time at the YMCA developing friendships with state senators who had no idea he was homeless before a medical emergency during a snowstorm nearly killed him.

By Matt Hongoltz-Helling mhhelling@centralmaine.com
Staff Writer

(Continued from page 1)

When he left the military, he returned to Maine and spent five or six years working in shoe shops in the Bangor area.

By the end of the 1980s, the shoe shops closed down. McFarland wandered, sometimes to Southwestern states, including Arizona, working as a builder on construction sites. He always returned to the Bangor area. He never stopped drinking, a habit that eventually cost him jobs and his driver's license.

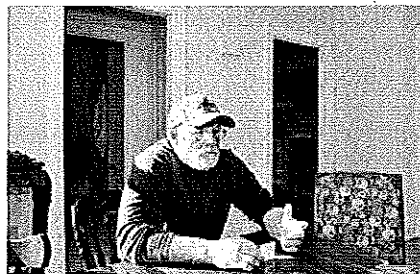
He thinks drinking is what drove him into homelessness.

In 2000, McFarland was working a gig cleaning chain stores such as Rite Aid, all throughout the Northeast. One day, his co-worker was driving him and another man in a van through Ossipee, N.H., on the way to a job, when he got into a car accident. The driver was killed.

"The other guy in the van, he got stoved up pretty bad," McFarland said. "I got stoved up pretty good."

He suffered compression fractures in his back, dislocated his leg and his knee, broke his jaw and lost some teeth. In addition, some of the cleaning chemicals in the van splashed into his left eye, blinding it.

When McFarland got out of the hospital, he entered a physical rehabilitation center. When



SHELTER: Veteran and former homeless person Steve McFarland speaks about the factors in his life that led him to take part in living in one of three housing units that provide shelter to veterans and adults with disabilities in Waterville.

Staff photo by David Leaming



service: A U.S. Marine flag waves beside formerly homeless veteran Steve McFarland at a shelter in Waterville that provides

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he left the rehabilitation center, he had nowhere to go, so he landed in a homeless shelter in Bangor.

housing for veterans with disabilities.

Staff photo by David Leaming

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It was the barracks life all over again.

"I couldn't live in a shelter environment," he said. "Cause, I don't know, I was going through a lot mentally. I couldn't deal with all the people, the crowds, the fastness of it, you know."

INTO THE WOODS

McFarland canvassed the area, looking for a place in the woods where he could live without being noticed. He found a spot he felt was secure, where he could hear but not see the traffic.

He borrowed a sleeping bag from a social worker and spent his first night in the woods.

"At first, I struggled because of the pain I was going through; but I said to myself, 'I can take it.'"

He saw hunters once in a while. He walked into town every day to the library or to shower at the YMCA, where he was a member. He got a tent and a bunch of sleeping bags, which he said were adequate protection from the cold, even when it was 20 below zero.

"I had a pretty good supply of wood, you know, broken branches," he said. "I didn't usually light a fire, but if I needed one, I could light one."

Looking back now, he said, his time in the woods was a period of healing. When he first went in, he was a mess.

"I couldn't walk well. I couldn't see well. I couldn't talk well. I couldn't eat well," he said. "I fought for two years pretty hard to survive."

He lived on food stamps and on whatever odd jobs he could get. He said it was difficult to find work because his age and his eye, which was a milky white from the cleaning chemicals, made supervisors reluctant to hire him.

"I was on and off of food stamps," he said. "I'd work a little, I'd lose food stamps. Work a little, I'd lose food stamps."

He spent his money on laundry, food and the YMCA membership, where he struck up casual friendships with other members from all walks of life.

"Lawyers, a couple of judges, a couple of senators," he said. "They didn't know I was homeless. I never let on."

When they asked, he told them he was a builder and contractor. Sometimes they would offer him jobs, but he was too embarrassed to let on that he lived in the woods and had no transportation.

(Continued on page 3)

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By Matt Hongoltz-Hetling mhhhetling@centralmaine.com
Staff Writer

(Continued from page 2)

"I'll come look at it when I have time, but I can't come look at it right away," he would tell them. "Little white lies, you know."

McFarland said he continued to keep his physical appearance up so that he could blend in and protect himself from the stigma of homelessness.

"I told a buddy of mine — he was homeless too and he camped out with me for a while — I said, 'Nope, you have to present yourself decently in the public. Take care of your clothes. Go to the Y. Clean yourself. You're going to be in public all the time. If you stink like piss and you look like crap, people are going to be scornful of you. Kids are probably going to throw rocks at you.' You need some homeless etiquette, I call it."

While in the woods, he saw lots of wildlife. Wild turkeys, moose and deer were regular sights.

Once, a bear he estimates weighed 200 pounds entered his camp.

"I actually barked like a dog," he said. "He turned tail and ran like crazy."

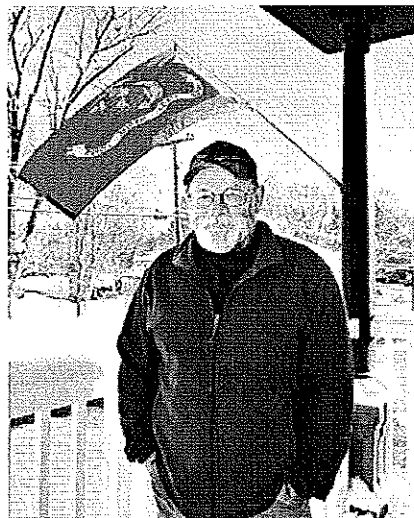
He also worked on anger issues. "I think I went through a screaming stage," he said. "I'd be out in the woods screaming, 'Goddammit! This sucks!'"

He said the natural setting helped calm him.



SHELTER: Veteran and former homeless person Steve McFarland speaks about the factors in his life that led him to take part in living in one of three housing units that provide shelter to veterans and adults with disabilities in Waterville.

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"Being in the woods helped me," he said. "It's peaceful. The birds are singing. It would be tranquil."

housing for veterans with disabilities.

Staff photo by David Learning

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At first the physical demands of his life strengthened him and helped him rehabilitate himself.

Over time, though, as the years passed, they began to take their toll.

"I was getting tired in the woods. I was having physical problems," he said.

Then came the day of the snowstorm. He woke up to such a pain in his leg that he couldn't walk, isolated, six miles from the hospital.

As incredible as McFarland's story of life in the woods sounds, Ryan said it isn't unique among Maine's population of long-term homeless veterans.

In fact, he said, McFarland is a textbook example of the veterans the group serves. The typical client, Ryan said, is in his 50s, "has been homeless for a long period of time, was in the armed service a long time ago, came out of armed service, came back to society, made a go of it on his own, tried to be productive, may have had some success; but then things fell apart."

OUT OF THE WOODS

In 2011, when McFarland left his camp with his leg pain and limped through the snow toward the hospital, it was the beginning of the end of his life in a tent.

"Cars weren't moving," McFarland said. "You couldn't walk down the street. Nothing was plowed."

He was trying to get to Eastern Maine Medical Center, but the Bangor Community Based Outpatient Clinic, part of the VA Maine Healthcare Systems, was on his way, so he went there instead.

The doctor in the clinic diagnosed McFarland with inflammation of the sciatic nerve and gave him some pills to ease the pain. She told him the root cause was sleeping on the ground, and helped put McFarland in touch with other veterans services.

"I didn't really want to get food stamps or housing paid for," he said. "I didn't really know a lot about the programs until I came down to the VA."

Months later, he traveled to Augusta to an event for homeless veterans put on by the Togus VA and Bread of Life Ministries.

Before long, he boarded a Greyhound bus from Bangor to Augusta, returning to barracks life for the last time — a homeless shelter operated by Bread of Life.

(Continued on page 4)

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By Matt Hongoltz-Helling mhhelling@centralmaine.com
Staff Writer

(Continued from page 3)

After some months there, a spot opened up in the Community Housing of Maine program, and in late 2012, he moved into his own apartment for the first time in 12 years.

"The homeless program was a lifesaver for me," he said. "It got me here."

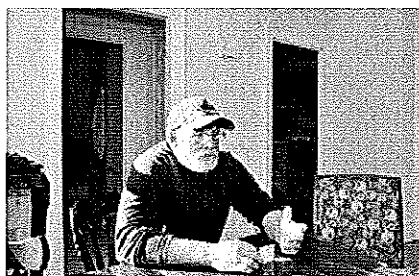
Today McFarland is looking toward the next chapter in his life. He walks without a limp and has gotten treatment for his eye, which had regained much of its sight and is no longer discolored. He arrived at the apartment with little more than a backpack, but he has accumulated a few possessions, including a bicycle and a shelf of books he purchased for a quarter apiece.

He still isn't working regularly. He says he wants to, but it's a difficult time for a person without a college degree to find a job in Waterville.

A beginning position with a fast-food retailer isn't a realistic option, he said.

"You have to pay for a car, pay for insurance, pay for clothes, pay for laundry, pay for utilities, little things like toilet paper, stuff like that," he said. "I've tried it. It's impossible."

Being in permanent housing also has helped him to give up drinking, he said. When a doctor told him his liver was beginning to show the negative effects of a lifetime of abuse, he stopped several months ago.



SHELTER: Veteran and former homeless person Steve McFarland speaks about the factors in his life that led him to take part in living in one of three housing units that provide shelter to veterans and adults with disabilities in Waterville.

Staff photo by David Leaming



service: A U.S. Marine flag waves beside formerly homeless veteran Steve McFarland at a shelter in Waterville that provides

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Without Community Housing of Maine and the other services that have helped get him out of the woods, McFarland said he didn't know where he would have turned for help.

housing for veterans with disabilities.

Staff photo by David Leaming

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"I'd be out in the woods, or maybe head for the warmer weather," he said. "Hop a freight train or something."

Ryan said he hears stories like McFarland's every day.

"We serve 1,000 people," he said. "I could tell you 1,000 stories of how someone became homeless and came back."

Matt Hongoltz-Hetling — 661-9287 mhetling@centralmaine.com Twitter: @hh_matt

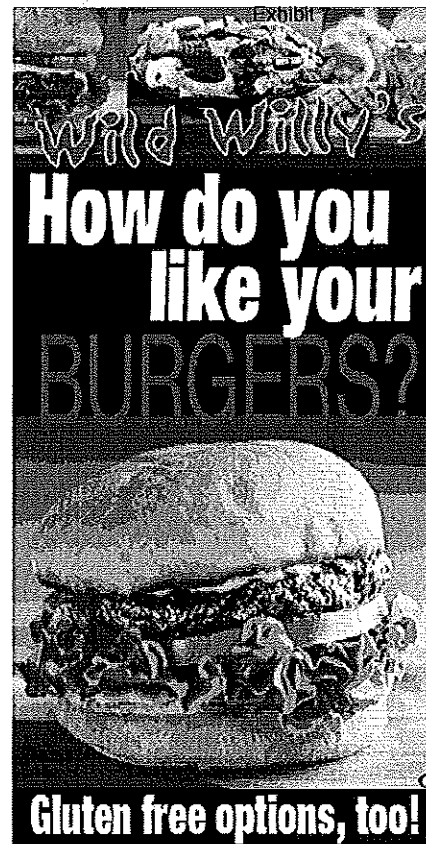
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Portland, Maine



Yes. Life's good here.

Mary Davis

Division Director, Housing & Community Development Division

TO: Councilor Donoghue, Chair
Members of the Housing and Community Development Committee

FROM: Mary Davis, Division Director
Housing and Community Development Division

DATE: April 18, 2014

SUBJECT: COMMUNICATION ITEM – 2014-2015 HUD Annual Action Plan

Annual Action Plan

Attached is the written Annual Action Plan based on the CDBG, HOME and ESG appropriations approved by the City Council on April 7, 2014. The Action Plan will be submitted to HUD by May 15.

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Portland's Housing and Community Development Program will enter into the PY 2014-2015 budget cycle with the following funding allocations: \$2,209,577 in CDBG which consists of \$1,815,577 in direct HUD allocation, \$119,000 in CDBG program income and \$275,000 in reprogrammed funds; \$150,336 in Emergency Solutions Grant funding; and \$1,123,178 in HOME allocation as part of the Cumberland County HOME Consortium, which consists of \$913,178 in direct HUD allocation; \$210,000 in program income. \$743,341 is designated for City of Portland use and \$379,837 is designated for the County. An additional \$213,335 in Housing Development Funds/CDBG housing program income is available.

The allocation of these resources was vetted through a public process which began in October 2013. The process is consistent with the City's Citizen Participation Plan, utilizing informational brochures, neighborhood meetings, citizen review committees and public hearings. The results of this process are consistent with the goals and objectives of the City's 2010-2015 Consolidated Housing and Community Development Plan and are represented in the PY 2014-2015 Consolidated Annual Action Plan.

The objective of this year's Action Plan is to focus Community Development resources on the City's priorities and guiding principles, as described in the Community Development section of this Action Plan. Additional bonus points were available to applicants who provided child care or filled a basic need such as food or shelter. A set-aside of \$400,000 was made available for a new Employment Development initiative the goal of which is to fund projects that create employment opportunities that move Portland residents out of poverty into sustained employment and financial stability through job creation and microenterprise assistance.

Each funding application was scored by a citizen committee based upon how well they addressed the guiding principles, priority impact areas, their capacity to deliver the program or project, and their effort to collaborate with other organizations or City departments. The allocation of funds was determined based upon how well each applicant scored. Recommendations for funding were submitted to the City Manager and reviewed by the City Council and the public at two public hearings. The City Manager decided to recommend an adjustment to social service programs in order to fund safety net programs, specifically food programs. The City Council elected to make an additional change in order to fund a women's shelter program.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The primary goals of the action plan are to 1) Build strong, self-sustaining neighborhoods and 2) Transition individuals and families out of poverty into self-sufficiency, to stability, productivity and beyond, so each member of our community can reach their full potential and contribute to community life. Through this effort, projects and programs should be consistent with City and HUD goals, have measurable community impact, be diverse and available to low income residents, leverage other funding sources, and be sustainable. Each program or project should address one of the City of Portland's Priority Impact Initiatives: Housing, Work and Shop, Mobility and Accessibility, Safe Neighborhoods and Basic Needs. These goals in conjunction with the 2014 Common Goals and Objectives adopted by the City Council, enhance a city wide effort to promote housing availability, improve the transportation system, increase economic development, implement environmental safeguards, improve City services, prevent and end homelessness and promote inter-governmental collaboration across regional, state and federal levels.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The Community Development Program has undergone considerable change since 2008. The City Council appointed a HCDC Task Force whose goal was to improve the HCD process and make the program more objective in setting priorities and allocating of resources. Two additional committees were created as a result of the Task Force: a standing CDBG Annual Allocation Committee and a CDBG Priority Task Force, which will re-establish priorities every 3-5 years.

The first Priority Task Force set out the current program goals and priorities: building strong, safe neighborhoods through five priority initiatives: Housing, Work and Shop, Mobility and Accessibility, Safe Neighborhood and Basic Needs. All projects and programs meet one of the five priority initiatives or the additional HUD goal of transitioning individuals and families out of poverty to self-sufficiency. A second Priority Task Force in 2012 recommended a focus toward job creation and microenterprise development which has been implemented in this action plan.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

On April 7, 2014 the City Council adopted a revised Citizen Participation (CP) Plan. The Citizen Participation Plan describes the processes and procedures that the City follows to ensure that there is an effective public process for the allocation of Community Development Block Grant and other HUD

program funds are programmed to projects that benefit the community, particularly low to moderate income residents. The CP Plan encourages input and participation from all citizens, non-profit organizations, other interested parties, especially low-income persons and public housing residents and organizations representing these groups. The CP Plan details how residents can access meetings, information and public hearings on the Consolidated Housing and Community Development Plan, the Annual Action Plan, the Consolidated Annual Performance and Evaluation Reports (CAPER) and the Analysis of Impediments to Fair Housing. HCD staff provide technical assistance and facilitate other accommodation requests such as translation for limited English speakers or access or accommodation for disabled persons.

In order to encourage participation, involvement and input from a broad range of residents, the City will implement the following elements of its CP Plan. (1) Public Reports and Plans will be made available to residents, public agencies and other interested parties and a summary of the plan or report will be published in a local newspaper and on the City website. Free hard copies will be made available for review at City Hall, the Public Library and the County Community Development Office; (2) Public Hearings and Meetings will be held several times throughout the year to obtain resident input and comments. These meetings include City Council meetings, Neighborhood Meetings and Housing & Community Development Council Committee Meetings; (3) CDBG Priority Task Force is a council appointed task force which convenes every few years to develop priorities and provide advice to the City Manager and Council on the Housing and Community Development needs of the City; (4) CDBG Annual Allocation Committee is a council appointment volunteer committee responsible for reviewing and scoring Community Development applications and making funding recommendations to the City Manager and City Council; (5) Technical Assistance and Outreach is provided by Community Development staff to any organization, agency or individual serving or interested in serving low income persons and neighborhoods for the purposes of developing proposals to request funding under and (6) Access to Records and Information - Translation and interpretations services will be available to all residents, public agencies and other interested parties will have access to records relating to the City's Consolidated Plan, proposed activities and use of funding. (8) Website and Social Networking will enable the City to provide up-to-date information on all Housing and Community Development Programs. Electronic materials are accessible via screen reader technology and translation of website content is available.

2013 CDBG Eligible Neighborhood Meetings

6:30pm, October 2: District 1 Neighborhoods, Room 24 City Hall

6:30pm, October 8: District 2 Neighborhoods, Reiche Community Center

7:00pm, November 7: District 3 Meeting, Italian Heritage Center

In addition to the three eligible neighborhood meetings, which are held to gather community input on both the Consolidated Plan and that Annual Action Plans, the City holds a minimum of two public

hearings each year to obtain citizen input and comments on the proposed annual budget. The public hearings were held prior to the City Council's adoption of the budget for the Annual Action Plan. The public hearings were held in the City Council Chambers in Portland City Hall on March 17 and April 7 at 5:30 pm.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Several applicants provided public comment during the City Council meetings scheduled on March 17 and April 7. They advocated for their own projects, yet supported the process as a whole. In addition to the applicants, several community members also spoke in support of the Community Development process or in support of various projects. A full summary of the public comments is attached.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments and views were accepted.

7. Summary

Since 2010 CDBG funds have been cut by nearly 22% and HOME has been cut by 34%. These federal cuts have resulted in approximately \$510,398 less in CDBG and \$466,571 in HOME to the City of Portland considerably impacting the number of programs and projects that are able to be funded locally. All projects that requested funding would be beneficial to our City, however due to limited dollars not all of them can be funded through this program. The City would be better able to address our community needs with additional resources.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	PORTLAND	
CDBG Administrator	PORTLAND	Planning and Urban Development Dept, HCD Division
HOPWA Administrator	PORTLAND	Frannie Peabody Center, ME
HOME Administrator	PORTLAND	Planning and Urban Development Dept, HCD Division
ESG Administrator	PORTLAND	Health and Human Services Department
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (optional)

The City of Portland's Department of Planning and Urban Development, Housing and Community Development Division, is the lead entity for managing and distributing the CDBG and HOME funding. The ESG Grant is distributed through the Health and Human Services Department. HOPWA is managed and administered by the Frannie Peabody Center.

The 2014-2015 Action Plan was written by staff in the Department of Planning and Urban Development. However, numerous individuals and entities were involved in the process, recommendations, and decision making that defined the details of this Plan. There were fifteen (15) requests for social service funding from twelve (12) different entities, twenty-one (21) requests for development activity funding from ten (10) different entities, plus there were two requests from one organization for the new Employment Development set aside of \$400,000 (\$300,000 in development and \$100,000 in social service funds).

All applications for 2014-2015 funding were submitted to the Housing and Community Development Division. Staff reviewed each application for threshold eligibility, and prepared and presented the information to the CDBG Allocation Committee. This year the Allocation Committee was comprised of eight (8) community members who were vetted through an application process and appointed by the Portland City Council. The Allocation Committee read, reviewed, and scored all applications. The Committee recommended funding allocations to the City Manager based on priorities, and provided information, performance, and capacities of the applicants. Allocation Committee meetings were open to the public. All dates, agendas, and minutes were posted to the City of Portland's website.

The Employment Development Applications were reviewed by a committee of six volunteers with backgrounds in grant management or economic development. They reviewed both applications for the Employment Development Program and unanimously recommended funding for both projects.

The City Manager reviewed the applications and recommendations from both Committees. Based on this information, the City Manager made his own recommendations. Both the Committee's and the City Manager's recommendations are presented to the City Council.

Additionally, the HOME budget was presented to the Housing and Community Development Committee (HCDC) on February 26 and March 26, 2014 and the CDBG budget was presented to the HCDC on March 26. The HCDC Committee consists of four of the nine Councilors. It is a public meeting and is advertised on the City website as well as e-mailed to housing partners, neighborhood organizations and other interested parties. Public Comment is taken.

All funding recommendations for CDBG, HOME and ESG were presented and discussed at two public hearings (March 17 and April 7, 2014), consistent with the Citizen Participation Plan. Public comment was taken at both Council meetings. Council voted to approve the final allocations supporting the City Manager's recommendations with one minor change.

Consolidated Plan Public Contact Information

Amy Grommes Pulaski/ Mary Davis
Housing & Community Development Division
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AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Portland Housing & Community Development Division works with other City departments, regional coalitions, state programs, and county partners to achieve its goals. Also, the City's Citizen Participation Plan ensures that the City undertakes an effective public process that encourages input and participation from all citizens, non-profit organizations and other interested parties. The plan also guarantees access to meetings, information and public hearings on the Consolidated Housing and Community Development Plan. Technical assistance must also be provided, upon request, to organizations that would like to develop proposals for funding under the City's Housing and Community Development Program.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

The City and the Portland Housing Authority have a history of cooperation in several areas including community policing, development of affordable housing, recreational activities for at-risk youth, the Family Self-Sufficiency Program, Family Investment Center and applications to HUD for Section 8 certificates and vouchers for families, homeless, and disabled persons. City staff and PHA staff communicate regularly and provide each other with data for Annual Plans and reports. City staff from the Health and Human Services Department and Housing and Community Development Division coordinates with other members of the Emergency Shelter Assessment Committee (ESAC) and the United Way of Greater Portland to develop the Homeless Continuum of Care, respond to the McKinney NOFA and monitor shelter bed usage for single adults, adolescents, and families. ESAC members include shelter providers for singles, adolescents, mentally ill, women, families with children, victims of domestic violence, supported housing providers, mental health service providers, substance abuse service providers, health service providers and general services, including day shelter providers for the homeless population.

HCD staff also participate in the Maine Affordable Housing Coalition (MAHC), which is a coalition of developers, Community Action agencies, public housing authorities, investors, housing and service providers, advocates and others working to increase the supply of quality, affordable housing throughout Maine.

The City of Portland has allocated \$135,314 in HOME Program Funds to continue a Tenant Based Rental Assistance (TBRA) Program. HCD and Social Service staff has modeled the program on the MaineHousing Stability through Engagement Program (STEP). The short term rental assistance program will provide up to 12 months of assistance and requires the tenant to pay 30% of their monthly income.

In June 2013 the City of Portland's Oxford Street Shelter & Family Shelter were awarded funds from MaineHousing for the Home To Stay Program. The Family Shelter received \$75,000 and the Oxford Street Shelter \$100,000 to provide case management and rapid re-housing services to homeless individuals and families. The Home To Stay Program uses resources such as the Stability Through Engagement Program (STEP) short term housing subsidies and the Housing Choice Voucher Program to help individuals and families achieve permanent and stable housing. Working with a trained Navigator or case manager, participants learn valuable skills to meet their health, housing, employment and other basis needs. The Navigator helps individuals and families create a Housing Stability Plan designed to connect the program participants with appropriate services and supports and to assist them to find and maintain permanent housing. Participants meet with their navigators on a regular basis and develop goals to achieve and retain stable housing. In addition to the \$175,000 Home To Stay Program operating costs the Family Shelter received 8 Housing Choice Vouchers and \$75,000 in STEP short term 6 - 12 months housing subsidies. The Oxford Street Shelter received 12 Housing Choice Vouchers and \$100,000 in STEP subsidies. The original grant period was June 1, 2013 through May 31, 2014. MaineHousing extended the grant in February to end on December 31, 2014. The Family Shelter received an additional \$43,750 in operating costs, \$75,000 in STEP subsidies and 2 Housing Choice Vouchers. The Oxford Street Shelter was awarded \$58,333 in operating costs, \$100,000 in STEP subsidies and 4 housing Choice Vouchers.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Portland is proposing to dedicate a portion of ESG funds towards the community Emergency Adult Homeless Shelter Continuum. These funds will be used for the Rapid Re-Housing/Prevention Client Navigation Program. The City's Social Services Division, Oxford Street Shelter Adult Emergency Shelter currently provides housing placement services to homeless adults residing in the Oxford Street Emergency Shelter, Community Overflow Shelter, and other area shelters. The City will utilize \$54,759 to fund a client wrap-around program which will be used to pay for security deposits, rental application

fees, utility deposits and arrears. An additional \$6,836 will be for administration and using the HMIS operating system.

HCD staff participated in the Continuum of Care application process and the Point in Time survey this year. Staff attended numerous meetings and contributed to the CoC application as appropriate. Staff also volunteered to be part of the Point In Time survey. Participating in both of these processes helped HCD staff to have a better understanding of the homeless needs and persons at risk of homelessness in Portland.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

ESG funding was distributed in a similar manner as in the past and has been approved by the Continuum of Care through the Emergency Shelter Assessment Committee: \$35,391 for Healthcare for the Homeless essential services, \$26,675 for the Family Shelter essential services, \$26,675 for the Family Shelter Homeless Prevention, \$54,759 for the Oxford Street Shelter for Homeless Prevention and \$6,836 for Administration of HMIS. Representatives from both the Portland Continuum of Care and the Balance of State participate in ESAC. The ESG Budget was also presented at the two Public Meetings to review the Annual Action Plan on March 17 and April 7, 2014.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	CITY OF PORTLAND
	Agency/Group/Organization Type	Services - Housing Services-homeless Other government - Local Grantee Department

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Portland includes the Planning and Urban Development Department, which is responsible for housing and community development needs and strategy in addition to anti-poverty and barriers to affordable housing. The Economic Development Department is responsible for the Economic strategies for the City. The Health and Human Services Department is responsible for homeless needs, specifically families with children, single males, and chronic homelessness.
2	Agency/Group/Organization	FRANNIE PEABODY CENTER
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS Non profit organization
	What section of the Plan was addressed by Consultation?	HOPWA Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Frannie Peabody is the direct recipient for all HOPWA funding that comes to the State of Maine. They are responsible for the HOPWA strategy.
3	Agency/Group/Organization	CUMBERLAND COUNTY
	Agency/Group/Organization Type	Housing Other government - County Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Portland and Cumberland County are partners in the HOME Consortium. The two entities work collaboratively to distribute resources and address affordable housing needs, residential rehabilitation needs for residents of Portland and Cumberland County.
4	Agency/Group/Organization	Portland Housing Authority
	Agency/Group/Organization Type	PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Portland Housing Authority was consulted to provide information regarding housing and public housing needs.

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Portland Health and Human Services Department	

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The 2013 Analysis of Impediments to Fair Housing Choice (AI) identified several areas where the City can work with local landlords to provide information and resources that will encourage them to provide increased access to housing for people who are homeless. One of the recommendations in the AI is the creation of a housing liaison system, which will work towards creating and expanding resources that enable landlords and tenants to work together to overcome rental issues and correlates with recommendations from The Report of the Task Force to Develop a Strategic Plan to Prevent & End

Homelessness in Portland, dated November 16, 2012. This housing liaison system will help to build communication and understanding between landlords and tenants, specifically new Mainer tenants in the Greater Portland area. This is a regional effort by many different organizations such as Portland's Refugee Services Office, Portland Police, Southern Maine Landlord Association, Portland Housing Authority, Pine Tree Legal Assistance, Maine Equal Justice Partners, Maine People's Alliance, other social service providers, community associations representing the many diverse ethnic communities in Portland and housing providers.

DRAFT

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

1. CDBG Allocation Committee meetings, 8 public meetings held between December 2013 and March 2014. All meetings and meeting summaries are posted on the City's website.
2. Postcards were sent to residents of 6 CDBG eligible neighborhoods to advertise two public neighborhood meetings to educate on the CDBG and HOME program and gather input on possible projects.
3. CDBG Neighborhood meetings were held on October 2 and October 8 in two CDBG eligible neighborhoods. Approximately 20 residents attended. Notes were taken and shared with relevant City Departments and City Councilors. These recommendations helped to inform project applications for the 2014-2015 funding year.
4. Both the Housing program including allocation of HOME resources, and the CDBG budget was presented to the Council Housing and Community Development Committee meetings on March 12 and 26. Public comment was taken at both meetings.
5. Newspaper ad to advertise two Public Hearings to review the allocation of CDBG, HOME and ESG and the 30 day comment period for the Annual Action Plan.
6. Two public hearings were held to gather public input on the allocation of CDBG, HOME and ESG resources. Meetings were held on March 17 and April 7 at 5:30 at Portland City Hall. Comments were taken and responded to as relevant.
7. Information regarding all CDBG, HOME and ESG were updated on the City's website.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	CDBG Allocation Committee meetings and website	Minorities Persons with disabilities Non-targeted/broad community	All CDBG Allocation Committee meetings are public, posted on the website and the City calendar. All 8 committee members attended the majority of meetings. No public attended.	Comments were received and documented as Committee Meeting Summaries on the City website.	N/A	http://www.portlandmaine.gov/cdbgannualallocation.htm

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Postcards were sent to residents in the eligible neighborhoods	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing residents of eligible neighborhoods	Response was the attendance at the CDBG Eligible Neighborhood Meetings held on October 2 at Portland City Hall, room 24 and October 8 at Reiche Community Center room at Reiche School.	Comments were received at the public neighborhood meetings.	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Meeting	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing Residents of eligible neighborhoods	More than 20 community members attended the two neighborhood meetings on October 2 and October 8, 2013.	Comments were received, documented, shared with relevant city departments and City Councilors.	N/A	http://www.portlandmaine.gov/planning/commdevapps.asp

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Public Meeting	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	The Housing Budget including HOME and the CDBG budget were presented to the Housing and Community Development Committee. This was discussed at the March 12 and 26 meetings. This was advertised on the City's website.	Public comment was taken at both meetings and is available on the City's website.	N/A	http://www.portlandmaine.gov/housingandcommunitydev.htm

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
5	Newspaper Ad	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Response was manifested in attendance of the two Public Hearings scheduled for March 17 and April 7 at 5:30 in Council Chambers in Portland City Hall.	Comments were taken at the Public Hearings for the Annual Action Plan at City Hall.	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
6	Public Meeting	Non-targeted/ broad community Discuss Allocation of Resources	The Public Hearings for the Annual Action Plan were held on March 17 and April 7 both at 5:30 in City Council Chambers at Portland City Hall. The majority of CDBG applicants including twelve applying for social service funding, ten for development, and one for the Employment Dev Program, all attended the Public Meetings. Additionally CDBG Allocation	Comments from the public hearings were received, documented and responded to as relevant.	N/A	http://www.portlandmaine.gov/planning/commdevapps.asp

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
7	Website updates and emails	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Updates regarding CDBG Neighborhood Meetings, Public Hearings for the Annual Action Plan	None received	N/A	http://www.portlandmaine.gov/planning/commdevapps.asp

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

The City of Portland's Housing and Community Development Program will enter into the PY2013-2014 budget cycle with the following funding allocations: \$2,422,912 in CDBG which consists of \$1,815,577 in direct HUD allocation, \$119,00 in CDBG program income, \$275,000 in reprogrammed funds and \$213,335 from the Housing Development Fund which consists of CDBG housing program income; \$150,336 in Emergency Solutions Grant funding; \$1,123,178 in HOME which consists of \$913,178 in direct HUD allocation and \$210,000 in HOME program income (\$743,341 is designated for the City of Portland and \$379,837 for the County).

Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan	Narrative Description
			Annual Allocation:	Program Income:	Prior Year Resources:	Total:		
			\$	\$	\$	\$	\$	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,815,577	332,335	275,000	2,422,912	0	\$119,000 is program income from a parking garage on Cotton Street which goes toward the CDBG allocation. An additional \$213,335 is program income from the housing rehab program and is recirculated into that program for project costs. The \$275,000 in prior year resources was unspent savings from past years' projects and was allocated to eligible projects.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	913,178	210,000	0	1,123,178	0	Program income is generated by repayment of HOME program loans.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	0	0	0	0	0	The City of Portland no longer manages the HOPWA grant; it is managed by the Frannie Peabody Center

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	150,336	0	0	150,336	0	The Emergency Solutions Grant goes to fund both serving those in need of emergency shelter and assistance, and also to prevent homelessness and rapidly rehouse those who are homeless.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

CDBG funds are leveraged considerably for their investment. The \$2,209,577 in CDBG investment leverages \$8,709,109. That's almost four times the CDBG investment for infrastructure projects, job creation, facade improvements, microenterprise development, non-profit rehabilitation, job creation and social services.

The HOME Program also leverages considerable funds. For the \$1,123,178 budgeted for the upcoming year, the expected leveraged funds is \$5,686,718. This includes \$4,962,418 in Low Income Housing Tax Credits for affordable housing development and \$724,300 from Portland's Housing Trust Fund. For the HOME MATCH REPORT, in FY12/13 \$818,179 in HOME funds were drawn down from HUD generating a 25% match requirement of \$204,545. The City of Portland meets its match requirement through the expenditure of local General Assistance funds providing tenant based rental assistance to low and very low income households. The City expended \$5,609,716 in General Assistance funds for this purpose, well in excess of the required HOME program match and will continue this assistance for PY 14/15.

The ESG Program is expected to provide match funds in the amount of \$702,919.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

In 2012, the City Council adopted a Housing Investment Policy that requires the Housing & Community Development Committee (HCDC) to complete an annual review of program priorities that includes the type and location of housing, and an analysis of tax acquired or City-owned property that may be included as a development resource. In its 2014 Common Goals and Objectives the City Council identified the promotion of housing availability as a goal with one objective being the assessment of city owned property to construct affordable housing. The HCDC has identified three parcels as potential development sites and will be working towards a development project for each parcel.

Discussion

In 2007 the City of Portland applied for 108/BEDI funds in an amount of \$1.2 million in Brownfields Economic Development Initiative (BEDI) and \$10.8 million in Section 108 loan. The funds were awarded in February 2008. The combined \$12 million will revitalize the distressed area of Bayside by stimulating residential and commercial economic development activities and creating jobs.

In 2012 the City underwent negotiations with Federated Companies for the purchase and sale of seven parcels of land in the Bayside neighborhood. The project is slated to build a million square foot mixed use development, 471,000 square feet of which is slated for Phase I which will begin in FY14/15 and include up to 235 market rate housing units, 700 parking space garage plus 43,000 square feet of retail/commercial space.

The specific community development objectives flow from activities required to relieve the blighted conditions and introduce economic activity: Remove blighted land uses; upgrade infrastructure; facilitate re-use by firms that complement downtown Portland and the city overall; and create a vital area of mixed business, residential and recreational uses by building a parking garage to spur growth.

The project received Portland Planning Board approval in January 2014. A legal appeal has been filed by opponents of the project. However, despite delays, the City anticipates Phase I to move forward and BEDI/108 funds of \$3,000,000 are expected to be expended in this program year.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Transition Out of Poverty	2014	2015	Affordable Housing Non-Housing Community Development		Basic Needs Child Care Employment Development & Economic Development		Public service activities other than Low/Moderate Income Housing Benefit: 17008 Persons Assisted Homeless Person Overnight Shelter: 200 Persons Assisted Jobs created/retained: 31 Jobs Businesses assisted: 33 Businesses Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Strong Neighborhoods	2014	2016	Non-Housing Community Development	Census Tracts 5, 6, and 10 Eligible Census Tracts			Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 34530 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted

Table 6 – Goals Summary<TYPE=[text] REPORT_GUID=[9B4786E64DDAC839A8E119B13CB7DB46]>

Goal Descriptions

1	Goal Name	Transition Out of Poverty
	Goal Description	
2	Goal Name	Strong Neighborhoods
	Goal Description	

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

Approximately 110 individuals or households will be extremely low income, who will participate in the tenant based rental assistance program. An additional 52 families will be low or moderate income families who will be housed in new units (approximately 15 in the City of Portland and 5 for Cumberland County) or participate in the residential rehabilitation program (approximately 17 in the City of Portland and 15 in Cumberland County).

AP-35 Projects – 91.220(d)

Introduction

The projects listed below summarize all of the projects and activities that will be funded in the 2014-2015 Annual Action Plan with CDBG, HOME and ESG funding.

#	Project Name
1	CDBG COP Administration and Planning
2	CDBG Econ Dev- Micro Asst and Job Creation
3	CDBG Non-Profit Rehabilitation
4	CDBG Infrastructure Projects
5	CDBG Social Service Projects
6	HESG Projects
7	CDBG Employment Development Program
8	City HOME Housing Rehabilitation
9	City HOME TBRA
10	City Affordable Housing Development
11	County HOME Rehabilitation
12	County Affordable Housing Development
13	HDF Rehab Project Staff Costs
14	HDF Housing Rehab
15	HOME Admin

Table 7 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The City Council sets funding priorities, which this year were childcare, basic needs and job creation/microenterprise assistance. However, in the City of Portland the majority of allocations do address underserved needs of the City such as food (soup kitchen, food distribution programs) shelter (women's shelter and adult day shelter), safety (community policing) and child care. While all projects that requested funding would be beneficial to our City, due to limited dollars not all of the can be funded.

Projects

AP-38 Projects Summary

Project Summary Information

1	Project Name	CDBG COP Administration and Planning
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	This covers the administration of the CDBG and CDBG eligible planning activities.
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	This is for administration and planning. No families will benefit directly from this project.
	Location Description	While the focus will be on the eligible areas, eligible planning can happen throughout the City of Portland.
2	Planned Activities	Manage the CDBG Grant. Long range planning efforts. 1
	Project Name	CDBG Econ Dev- Micro Asst and Job Creation
	Target Area	PORTLAND, MAINE
	Goals Supported	Transition Out of Poverty
	Needs Addressed	Employment Development & Economic Development
	Funding	CDBG: \$75,000
	Description	This project is for two economic development projects. 1. Portland Micros-Microenterprise Creation2. Portland Food Co-Op Grocery Store- Job creation
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	This is for two economic development projects. 1. Portland Micros for the creation of Microenterprises. This is to help 12 new Americans/ families primarily of immigrant descent. 2. Portland Food Co-Op for the creation of 4 full time equivalent jobs, to assist three to six persons/ families where at least 51% are low to moderate income persons living in the City of Portland.

	Location Description	1. The Portland Micros are from various neighborhoods in the City, including Munjoy Hill, East Bayside, Bayside, Parkside, West End, North Deering and Riverton. They will be working out of their homes or from local shops. The Portland Food Co-Op is located at 290 Congress Street in Census Tract 5, adjacent to the Portland Housing Authority's property Kennedy Park.
	Planned Activities	1. The Portland Micros will provide a complete course of instruction, training exercises, practices, networking events, advice and counseling for 12 micro-enterprise owners. 12 businesses assisted. 2. Portland Food- Co-Op will open a grocery store cooperatively owned by members and open to the public that will offer a wide selection of high quality and fairly priced local, organic and natural foods and products. They will use CDBG funds to hire 4 FTEs which may hire 4-6 individuals. 1 business assisted, 4 jobs created.
3	Project Name	CDBG Non-Profit Rehabilitation
	Target Area	Eligible Census Tracts
	Goals Supported	Strong Neighborhoods
	Needs Addressed	
	Funding	CDBG: \$166,627
	Description	This project is to provide assistance to renovate the building of three non-profit organizations. 1. Learning Works2. Preble Street3. Milestone
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	This project will assist three non-profit organizations upgrade their building which in turn will help them serve their target populations. 1. Learning Works Renovation of Historic Property- 181 Bracket Street will benefit 1500 Portland residents, specifically at risk youth, immigrant community and low income families. 1500 persons, 1 building. 2. Preble Street Resource Center Rehab at 5 Portland Street will benefit 700 adults and families who are homeless or living in poverty. 700 persons, 1 building. 3. There are two projects for the Milestone Foundation Shelter at 65 India Street which will benefit 553 homeless men in Portland area with substance abuses and mental health issues. 553 persons, 1 building.
	Location Description	1. Learning Works Renovation of Historic Property is located at 181 Bracket Street. Census Tract 11, located in the West End. 2. Preble Street Resource Center Rehab is located at 5 Portland Street. Census Tract 6, located in Bayside. 3. There are two projects for the Milestone Foundation Shelter is located at 65 India Street, Census Tract 1, located in the India Street Neighborhood.

	Planned Activities	1. The Learning Works Project consists of repairing leaking roof, repair and repointing brick facade, rebuilding handicap access ramp, paint non-masonry exterior, complete siding, replace non-conforming windows, and install high energy heat pump. 2. The Preble Street Project consists of renovating the shelter overflow space, replace or rehab to improve safety and functionality including repairing walls, ceilings and floors, refurbishing bathroom and showers, painting etc. 3. The Milestone project consists of two projects 1) Renovate the shelter bathroom and 2) improve air quality.
4	Project Name	CDBG Infrastructure Projects
	Target Area	Eligible Census Tracts
	Goals Supported	Strong Neighborhoods
	Needs Addressed	
	Funding	CDBG: \$625,076
	Description	There are four Public Services projects awarded for public infrastructure.1. Oxford Street Crossing & Elm Street Sidewalk2. North Boyd Street Multiuse Trail Phase II3. St John/ Valley Streetscape Improvement Phase III4. Big Belly Solar Compactors
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	The persons who will benefit from these infrastructure improvements will be all the residents of the CDBG eligible neighborhoods, a total of 22,655 people. As characteristics of CDBG eligible neighborhoods, at least 51% of these individuals are low to moderate income and all are Portland residents. The residents of specific neighborhoods will see more benefit when specific projects are built nearby, as specified here: 1. Oxford Street Crossing & Elm Street Sidewalk, CT-6 Bayside neighborhood, 2,697 people 2. North Boyd Street Multiuse Trail Phase 2, CT-5 East Bayside neighborhood, 2,537 people 3. St John/ Valley Streetscape Improvement Phase 3, CT- 13 St John/ Valley neighborhood, 3,335 people 4. Big Belly Solar Compactors, all eligible neighborhoods, CT 1, 2, 5, 6, 10, 11, 12, 13, 20.02, 22,655 people

	Location Description	1. Oxford Street Crossing & Elm Street Sidewalk, CT-6 Bayside neighborhood, 2,697 people 2. North Boyd Street Multiuse Trail Phase 2, CT-5 East Bayside neighborhood, 2,537 people 3. St John/ Valley Streetscape Improvement Phase 3, CT- 13 St John/ Valley neighborhood, 3,335 people 4. Big Belly Solar Compactors, all eligible neighborhoods, CT 1, 2, 5, 6, 10, 11, 12, 13, 20.02, 22,655 people
	Planned Activities	1. Oxford Street Crossing & Elm Street Sidewalk, create a safer a more accessible pedestrian network measured by improved sidewalks and intersection crossings, and more convenient streetscape including trees and lighting. 2. North Boyd Street Multiuse Trail Phase II, extend the North Boyd Streert trail to connect Phase I (which ends at Fox Street) with the Bayside Trail 3. St John/ Valley Streetscape Improvement Phase III, creating safe and continuous walking facilities and traffic calming street treatments which will help to improve biking and walkability. 4. Big Belly Solar Compactors, all eligible neighborhoods, Increase quality of life through reduction of wind-blown litter and trash, decrease illegal dumping of household wastes by deploying more secure public waste Big Belly solar compactors.
5	Project Name	CDBG Social Service Projects
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods Transition Out of Poverty
	Needs Addressed	Basic Needs Child Care
	Funding	CDBG: \$533,359
	Description	This project is to fund all of the social service projects including: 1. Community Policing 2. Preble Street Resource Center 3. Preble Street Food Programs 4. Opportunity Alliance Basic Needs 5. Preble Street Teen Shelter 6. Catherine Morrill/ YFO Child Care Assistance 7. COP Healthcare for the Homeless 8. Wayside Food Programs 9. Amistad 10. Preble Street Florence House
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	These programs will serve a total of 21,919 persons/ families of which at least 51% are low to moderate income Portland residents. However the majority of these programs (all but 1) serve either presumed benefit clientele or 100% low to moderate income Portland residents, therefore at least 19, 469 or 89% will be low to moderate income Portland residents.

	Location Description	All of these programs are located within the CDBG eligible neighborhoods, however most of the services are located in Bayside or Census Tract 6. Programs in this neighborhood include: Preble Street, YFO, COP Healthcare for the Homeless. Another neighborhood where programs are being offered is the West End, CT 11 and 12- Catherine Morrill and Amistad. Other programs serve in various locations throughout the City, including Community Policing- located in CT 1, 2, 6, 10 and 12, plus at the Housing Authority; Opportunity Alliance has their Parkside Neighborhood Center in CT-10 but serve summer food and winter heat in various locations throughout the city, and Wayside Food Programs also serves dinners in various locations throughout the City.
	Planned Activities	1. Community Policing- provide a liaison between the neighborhood and the police department in six locations 2. Preble Street Resource Center- provide basic services and day shelter to 1100 adults and families who are homeless or living in poverty 3. Preble Street Food Programs- provide meals to 4200 adults and families who are homeless or living in poverty 4. Opportunity Alliance Basic Needs- provide 80 units of emergency heat and 320 units of food to Portland youth during the summer. 5. Preble Street Teen Shelter- provide 200 youth shelter, 550 bed nights 6. Catherine Morrill/ YFO Child Care Assistance- provide subsidized childcare to 15-30 Portland families, all LMI 7. COP Healthcare for the Homeless- provide services to persons suffering from multi-co-occurring disorders and provide crisis intervention for adults experiencing homelessness 8. Wayside Food Programs- provide mobile food pantry and community meals to help improve nutrition to the most needy 9. Amistad- low barrier community center for persons with mental illness, addiction, homelessness or other challenges. 10. Preble Street Florence House- emergency shelter providing safety, basic services and support for women
6	Project Name	HESG Projects
	Target Area	
	Goals Supported	Transition Out of Poverty
	Needs Addressed	Basic Needs
	Funding	ESG: \$150,336
	Description	This is for all Emergency Solution Grant programs. The programs include: 1. Healthcare for the Homeless2. Family Shelter, essential services3. Family Shelter, homeless prevention4. Oxford Street Shelter, homeless prevention5. Administration
	Target Date	6/30/2015

	Estimate the number and type of families that will benefit from the proposed activities	1. Number of persons served for Healthcare for the Homeless program 2. Number of Persons served for the Family Shelter, Essential Services Program - 75 3. Number of persons served for Family Shelter, Homeless Prevention Program - 50 4. Number of persons served Oxford Street Shelter, Homeless Prevention Program - 50
	Location Description	1. Healthcare for the Homeless is located on 20 Portland Street 2. Family Shelter is located at 54 and 55 Chestnut Street 3. Family Shelter is located at 54 and 55 Chestnut Street 4. Oxford Street Shelter is located at 203 Oxford Street 5. Administration is located at 196 Lancaster Street
	Planned Activities	
7	Project Name	CDBG Employment Development Program
	Target Area	PORTLAND, MAINE
	Goals Supported	Transition Out of Poverty
	Needs Addressed	Employment Development & Economic Development
	Funding	CDBG: \$400,000
	Description	The Employment Development Program is a competitive CDBG Program developed by the City of Portland to fund projects that create employment opportunities that move Portland residents out of poverty into sustained employment and financial stability. There are TWO proposal tracks: Microenterprise Assistance and Job Creation. The objective is to create employment opportunities through 1) job creation by investing in businesses with Portland locations to create 4 net new jobs, and 2) microenterprise assistance by providing targeted assistance to facilitate the creation of microenterprise businesses. The second objective is to provide support services specific to the new employee or person developing a microenterprise to improve professional capacity, financial stability and/ or their ability to maintain employment/ the new business.
	Target Date	6/30/2016

	Estimate the number and type of families that will benefit from the proposed activities	1. Microenterprise Assistance (DA)- 21 new Americans or women and their families will be assisted by this project of which at least 51% will be low to moderate income Portland residents. Of this group 7 new Americans or women and their families all of which will be low to moderate income Portland residents will be assisted to create micronenterprises. 2. Job Creation Support Services (SS)- 100 new Americans and other minority and low income individuals and their families will be assisted by this project of which at least 67% will be low to moderate income Portland residents. 2. Job Creation (DA)- 25 of the 100 new Americans and other minorities and low income persons assisted through the Support Services will be placed in jobs, of the 25 at least 67% will be low to moderate income Portland residents.
	Location Description	The majority of all the activities regarding the Employment Development Program will be located in Portland including the businesses, the assistance and the residence.
	Planned Activities	1. Microenterprise Assistance (DA)- The lead agency and their partners will provide targeted microenterprise assistance to help aspiring entrepreneurs build their capacity to achieve economic self sufficiency. 2. Job Creation (DA & SS)- The lead agency and their partners will create an integrated system, the Portland Jobs Alliance, that prepares job seekers with low incomes, especially new Americans, to successfully enter the workforce while meeting the growing needs of Portland area businesses for qualified workers.
8	Project Name	City HOME Housing Rehabilitation
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	HOME: \$105,000
	Description	Housing rehabilitation program
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 17 housing units will be assisted in the City of Portland HOME Rehabilitation Program. Assistance will be provided to households earning at or below 80% of the area median income
	Location Description	Throughout the City of Portland

	Planned Activities	Housing rehab projects typically include energy efficiency repairs and other basic home repairs such as heating system replacements, roof repairs and utility upgrades. A housing inspection and energy audit are completed on each property assisted.
9	Project Name	City HOME TBRA
	Target Area	PORTLAND, MAINE
	Goals Supported	Transition Out of Poverty
	Needs Addressed	Basic Needs
	Funding	HOME: \$135,314
	Description	Tenant Based Rental Assistance Program
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 110 extremely low income individuals or households will be assisted through this program
	Location Description	Throughout the City of Portland
	Planned Activities	Tenant Based Rental Assistance typically consisting of security deposit, utility deposits and/or first months rent.
10	Project Name	City Affordable Housing Development
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods Transition Out of Poverty
	Needs Addressed	Basic Needs
	Funding	HOME: \$391,709
	Description	Affordable Housing Development
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 15 low or moderate income families will be assisted.
	Location Description	City of Portland

	Planned Activities	The goal for the distribution of HOME funds is to promote and finance the development of affordable housing in the City of Portland. This housing may be rental or ownership housing designed for senior, multi-family, single-family, SRO units, or small apartment or cottage units as deemed appropriate for the City of Portland and with location consistent with the City of Portland's Comprehensive Plan. The City of Portland seeks development projects with a high standard of quality, design, and livability and would not require a contract or conditional zone (although other rezoning consistent with the City's Comprehensive Plan may be considered). Developments should promote efficient use of land, locations proximate to shopping, work places and community facilities. They should also incorporate high standards of energy efficiency and "green" design criteria.
11	Project Name	County HOME Rehabilitation
	Target Area	Cumberland County
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	HOME: \$228,000
	Description	Housing rehabilitation program
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 15 housing units will be assisted; 100% of individuals and families assisted will be low income.
	Location Description	Throughout Cumberland County
	Planned Activities	Housing rehab projects typically include energy efficiency repairs and other basic home repairs such as heating system replacements, roof repairs and utility upgrades. A housing inspection and energy audit are completed on each property assisted.
12	Project Name	County Affordable Housing Development
	Target Area	Cumberland County
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	HOME: \$151,837
	Description	Affordable housing development
	Target Date	6/30/2015

	Estimate the number and type of families that will benefit from the proposed activities	Approximately 5 new units available to low to moderate income households will be created
	Location Description	Throughout Cumberland County, excluding the City of Portland.
	Planned Activities	The goal is to promote and finance the development of affordable housing in Consortium communities <u>outside the City of Portland</u> . This housing may be rental or ownership housing or the conversion of non-residential property to housing units. Developments must be deemed appropriate for the community and location consistent with the community's Comprehensive Plan. The Consortium seeks developments with a high standard for quality, design and livability. Developments should promote efficient use of land, a location proximate to shopping, work places and community facilities and incorporate high standards of energy efficiency and "green" design criteria.
13	Project Name	HDF Rehab Project Staff Costs
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	CDBG: \$63,156
	Description	Rehab Staff Project related costs
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 10 low to moderate income families will be assisted.
	Location Description	Throughout City of Portland
14	Planned Activities	Rehab of residential property
	Project Name	HDF Housing Rehab
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	CDBG: \$150,179
	Description	Housing Rehab Program
	Target Date	6/30/2015

	Estimate the number and type of families that will benefit from the proposed activities	approximately 10 housing units occupied by low to moderate income households will be assisted
	Location Description	Throughout the City of Portland
	Planned Activities	Housing Rehab
15	Project Name	HOME Admin
	Target Area	PORTLAND, MAINE
	Goals Supported	Strong Neighborhoods
	Needs Addressed	Basic Needs
	Funding	HOME: \$111,318
	Description	10% HOME set-aside for administrative costs of the program
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The Community Development Block Grant and HOME Grant funds are distributed throughout the City of Portland, Maine. Neighborhood improvements including sidewalks, streets and parks, plus the majority of public services, are found in the City's eligible areas. The eligible areas are sections of the City that have been identified through the 2000 Census as primarily residential areas where 51% of the residents are low to moderate income individuals or households. These areas are found primarily on the peninsula in Districts 1 and 2 and parts of District 3. The areas of the highest minority populations include Census Tracts 5, 6 and 10, which represents East Bayside, Bayside and Parkside neighborhoods respectively. The goal is to direct the majority of resources into these neighborhoods.

Geographic Distribution

Target Area	Percentage of Funds
Census Tracts 5, 6, and 10	23
PORTLAND, MAINE	45
Eligible Census Tracts	21
Cumberland County	11

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The percentage distribution listed above is based on the total amount of the HUD allocation for CDBG, HOME and ESG, plus program income and reprogrammed funds saved from previous years. As a result there is \$2,209,577 of CDBG funds, \$1,123,188 of HOME funds, and \$150,336 of Emergency Solution Grant Funds.

For CDBG 63% of all of the funds distributed will go to the eligible areas, and 30% of that will be directed to Census Tracts 5, 6 and 10. The projects located in CT 5, 6 and 10 include the Portland Food- Co-Op job Creation, Preble Street Resource Center Rehab, Oxford Street Crossing and Elm Street Sidewalk, North Boyd Street Trail Phase 2, and several social service projects located in those areas including Preble Street, and Healthcare for the Homeless.

For the 33% of CDBG projects that fall into the eligible areas but not into CT 5, 6, and 10 projects include: Learning Works building rehab, Milestone shelter rehab, St John Valley Streetscape Improvement Phase 3, Big Belly Solar Waste Compactors, and several social service programs including Community Policing, Opportunity Alliance basic needs, Catherine Morrill/ YFO subsidized Child care,

Wayside and Amistad food distribution programs.

The 37% of CDBG funds City wide are primarily Planning and Administration, and economic development projects: Living with Peace and CEI Employment Development Program projects for job creation, micronenterprise assistance and job support.

66% of HOME funds are directed City wide in Portland and 34% are directed County wide as part of the Cumberland County HOME Consortium.

All ESG funds are distributed at Portland area shelters and are located within Census Tract 6.

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The City of Portland/Cumberland County HUD HOME Consortium (CCHC) began in May 2008. Through the Consortium the region captures additional funding for housing rehabilitation, rental housing development and tenant based rental assistance for low and moderate income persons throughout Cumberland County.

Portland retains independent operation of its HUD HOME program and will receive an annual direct allocation from the Consortium by formula defined in the Mutual Cooperation Agreement which was signed by all members of the Consortium. The second three-year Mutual Cooperation Agreement, which was signed on May 27, 2011, included an automatic renewal clause. Portland serves as the "Lead Entity" of the Consortium. The Consortium is in the last year of its current three-year agreement, which runs through June 30, 2015. The member communities are in the process of automatically renewing the Consortium for an additional three-year period.

As agreed upon in the Mutual Cooperation Agreement, the Cumberland County Community Development Municipal Oversight Committee (MOC) provides policy oversight for planning, operations, project selection and evaluation for the CCHC excepting activities conducted by the City of Portland. The MOC includes members of the Cumberland County Entitlement Jurisdiction (County) expanded to include the Town of Brunswick for HOME Program activities. The MOC will review the proposed HOME program design each year and the CCHC program application to HUD. The proposed HOME program design will define a strategy in sufficient detail to accommodate the collective and individual needs and priorities of the County and the Town of Brunswick.

One Year Goals for the Number of Households to be Supported	
Homeless	110
Non-Homeless	52
Special-Needs	0
Total	162

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	110
The Production of New Units	20
Rehab of Existing Units	32
Acquisition of Existing Units	0
Total	162

Annual Action Plan
2014

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

Affirmative Marketing. The City of Portland has not funded any single projects containing five or more HOME assisted units. Portland does require that developers receiving HOME funds for new construction provide to the City a copy of their affirmative marketing policy.

Minority Outreach. The City of Portland intends to meet the requirements of 24 CFR 92.350 for establishing and overseeing a minority and women's business outreach program through the following policies and procedures. The City of Portland prohibits discrimination against any person in pursuit of business opportunities on the basis of race, color, national origin, religion, sex, age, disability or veteran status. Additionally, City policy prevents discrimination in employment, housing, access to public accommodations or in the extension of credit on account of sexual orientation. City policy provides equal opportunity for participating in all aspects of the City's contracting and procurement programs.

All CDBG sub-recipients are required to: (1) Comply with the Maine State Human Rights Act and with Title VI of the Civil Rights Act of 1964 as amended, Title VIII of the Civil Rights Act of 1968 as amended, Section 104(b) and Section 109 of Title I of the Housing and Community Development Act of 1974 as amended, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, Executive Order 11063, and Executive Order 11246 as amended by Executive Orders 11375, 11478, 12107 and 12086; (2) Comply with non-discrimination in employment and contracting opportunities laws, regulations and executive orders referenced in 24 CFR 570.607, as revised by Executive Order 13279. The applicable non-discrimination provisions in Section 109 of the HCDA are still applicable; (3) Comply with Section 3 of the Housing and Urban Development Act of 1968, as amended; and in accordance, in all work made possible by or resulting from this Contract, affirmative action will be taken to ensure that residents (preferably lower income) of the City are given maximum opportunities for training and employment and that business concerns located in or owned in substantial part by residents of the City are to the greatest extent feasible, awarded contracts; (3) Use its best efforts to afford small businesses, minority business enterprises and women business enterprises the maximum practical opportunity to participate in the performance of this contract. In all solicitations or advertisements for employees placed by or on behalf of the sub-receiptant, state that it is an Equal Opportunity or Affirmative Action employer.

All housing contractors are required to: (1) Comply with Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (Section 3), and 24 CFR Part 135, which implement Section 3; (2) Comply with Section 503 - Affirmative Action for Handicapped Workers. The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap in regard to any position for which the employee or applicant for employment is qualified; (3) Not discriminate against any employee or applicant for employment because of race, color, religion, sex or national origin. The contractor will take affirmative action to ensure that applicants are

employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin (4) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration without regard to race, color, religion, sex or national origin; (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965 and of the rules, regulations and relevant orders of the Secretary of Labor.

DRAFT

AP-60 Public Housing – 91.220(h)

Introduction

The Portland Housing Authority currently owns and manages 994 active public housing units within 12 developments and four Asset Management Projects, representing 420 elderly/disabled units and 574 family units. The occupancy rate is 97% in all developments. All PHA units are in good condition and continue to provide decent, safe affordable housing for extremely low, very low and low to moderate income families and individuals. PHA is rated as a "high performer" under HUD's Public Housing Assessment System.

The PHA administers 1809 Section 8 Housing Choice Vouchers for very and extremely low income families and individuals in Greater Portland. Within the total number of vouchers administered, there are special programs for homeownership, chronically homeless individuals and homeless veterans. Utilization of vouchers and funding is always between 98% and 100%. PHA consistently scores 100% under HUD Section 8 Management Assessment Program.

Actions planned during the next year to address the needs to public housing

Sustainability: Following the implementation of a \$4.3 million Energy Performance Contract in 2013 & 2014, the PHA will continue to monitor energy consumption and costs, look for additional ways to save energy and resources, improve sustainability and implement the agency's Green Policy approved in February 2014.

Another important component of the agency's Green Policy is the establishment of the recycling program in all developments over the next 18 months. Equipment will be purchased, a waste hauling contract will be signed and resident education will be undertaken.

Public Housing Conversion: 98% of Portland's public housing inventory is over forty years old and 20% is closer to 70 years old. Although they are safe and well maintained, they have not had a major investment in rehabilitation and modernization. HUD doesn't have the funding to help make large investments to ensure the long term viability of the housing. The PHA will explore available financing programs to make these major investments. PHA will convert public housing to another ownership model for affordable housing. The HUD RAD Program is one option for this type of conversion and capital investment.

Demolition and Disposition: Two important goals include the development of additional affordable housing and investment in PHA owned properties. The agency will utilize existing public housing property that may be vacant land, underutilized surface parking or land and or buildings that are identified as obsolete and beyond their useful life. When opportunities are identified, PHA will sell or convey these properties using HUD's disposition and demolition procedures. The PHA identified several projects that may be opportunities for investment and redevelopment and appropriate for this process.

In 2014 PHA will analyze the feasibility and consider making application to HUD to dispose of land with the possible demolition of housing units at these locations: Bayside East; parcel adjacent to 155 Anderson St.; PHA Administrative Offices at 14 Baxter Boulevard; Harbor Terrace; Front Street, Sagamore Village, Riverton Park and Kennedy Park (parcels to be determined at each site).

Resident Services: Resident services are an important part of PHA's mission to help achieve stability and success in the lives of their residents. Examples of major resident service programs and partnerships include: HUD Family Self-Sufficiency Program, Portland Police Depart., Portland Public Schools, PHA Study Centers, Boys & Girls Clubs of So. Maine, Portland Adult Education, Head Start Centers, Univ. of New England (UNE) School of Nursing, Univ. of So. Maine (USM) School of Nursing.

Family case management services will continue under the implementation of the HUD ROSS Grant for Resident Service Coordination. The Family Case Manager assists residents with coordination of educational, vocational and life skills support services.

Case management for persons with disabilities continues to be a priority. PHA has contracted with Preble Street to provide case management services to the disabled who are having a difficult time obtaining or maintaining their support services and are in jeopardy of losing their assistance or of eviction.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

PHA will continue to utilize Tenant Council meetings as an effective way to distribute information regarding policies and services residents may not be aware of. The Tenant Councils are an important vehicle for obtaining input regarding proposed policy changes and management actions.

During the upcoming year PHA staff will work to development tenant councils in neighborhoods where they don't currently exist. The work will include building interest, leadership skills and techniques to maintain an active council, so residents can be informed and actively participate in their developments.

Along with the individual Tenant Councils that PHA supports, PHA will continue to support and meet with its Resident Advisory Board, PHANG (Portland Housing Association of Neighborhood Groups). PHANG has members from each Tenant Council. Its meets monthly with PHA staff and the Portland Police Department to share information and ideas.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Not applicable. The Portland Housing Authority is not designated as "troubled" by HUD.

Discussion

Public Housing Applicants: As of May 1, 2013, the waiting list for public housing was approximately 1300 families and individuals. The majority of need is for apartments with one and two bedrooms. PHA continues to receive between 90 and 100 new applications per month. During FY 2013, 127 public housing units turned over and re-leased.

Section 8 Housing Choice Voucher Programs: PHA's Housing Choice Voucher (HCV) Program provides rental subsidies to a maximum of 1,809 households in the greater Portland area. The breakdown in Vouchers consisted of, 1,501 tenant-based voucher holders, 164 project-based vouchers, 49 homeownership vouchers, 55 Veterans Affairs Supportive Housing (VASH) vouchers, 40 vouchers set aside for chronically homeless disabled individuals.

VASH Rental Assistance Program: PHA has received two allocations of Veterans Affairs Supported Housing (VASH) vouchers since October 2009, and served 55 homeless veterans. Eligible veterans (as determined by the VA Mental Health Services office at Togus Hospital) are referred to PHA for housing assistance.

Homeownership: The PHA feels homeownership is an appropriate goal for many of its residents and voucher holders, and an important step in their ability to achieve self-sufficiency. Since its inception in 2001, 49 voucher holders have been assisted in purchasing their own homes under the Section 8 Homeownership Program, which allows voucher holders to use their monthly subsidies for mortgage payments. Often new homebuyers are linked to other local, state and federal resources to assist in the purchase.

Voucher Set Aside for Chronically Homeless Disabled Individuals: In April 2013, the PHA in partnership with the City's Department of Health and Human Services and Preble Street launched a new program to help chronically homeless disabled individuals obtain permanent housing and support services. PHA has set aside 40 vouchers for eligible participants living in the City's emergency shelters who will receive intensive case management from Preble Street. The first eligible participants received their vouchers in May 2013. As of April 1, 2014, 22 individual have received vouchers and services under this program.

Regional Section 8 Wait List: In April 2013, a partnership between the Portland Housing Authority, the Westbrook Housing Authority and the South Portland Housing Authority launched its new centralized waiting list and database for Section 8 applicants. The three housing authorities now share a waiting list of applicants. The waiting list is now open for the first time in three years and accepting applications. As of April 1, 2014, there were over 4,000 applicants on the central waiting list. In June 2014, the on-line

application component of this program will be opened.

DRAFT

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

In November of 2011, the Portland City Council created the Task Force to Develop a Strategic Plan to Prevent and End Homelessness (TF). The TF was chaired by Suzanne McCormick, President & CEO of the United Way of Greater Portland, business community leader Jon Jennings and former City Councilor Dory Waxman, and was comprised of business leaders, homeless providers, content experts, public safety and representatives from our two area hospitals. The TF completed its work in October of 2012 and following a City Council Work Shop on October 15th, submitted its final report to the full City Council on November 9th. The Task Force has created an Implementation Plan comprised of four overarching Recommended Actions: 1) Retooling the Emergency Shelter System, 2) Rapid Rehousing, 3) Increased Case Management and 4) Report Monitoring. The Council charged the Public Safety, Health & Human Services Committee with the Retooling the Emergency Shelter System and Increased Case Management, and the Housing & Community Development Committee with the Rapid Rehousing components of the plan.

There are six general themes of focus: Case Management, Rapid Rehousing, Outreach, Zoning Constraints, Special Population Housing and the Housing First Model.

Significant gains have been made to address the complex issues of homelessness since the plan was endorsed 10 months ago. The City, along with its many partners, has made great progress in some areas of the plan, but there remains a great deal to be done. We have faced several obstacles that were out of our control which have hindered progress, like Federal Sequestration and delays in program development and implementation.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The HOME Team, Preble Street, and the City will continue to provide outreach services. Last year, the Home Team had over 8,000 street encounters with 476 individuals. Of these contacts, nearly 2,200 resulted in the HOME Team transporting the individual to a more appropriate location, diverting them away from Public Safety calls/transport. Preble Street's summer outreach program recorded 3,019 contacts with 439 individuals. The program reaches both teens and adults and those whose substance abuse and mental health needs create concerns for the community and public safety. In 2013 the City of Portland also created an Outreach Advisory Committee chaired by the Health and Human Services Director. The committee works on coordinating outreach efforts to the homeless and works in

tandem with the Portland Police Department, Fire Department, hospitals and EMT staff. During the summer months outreach services are provided seven days per week. Preble Street staff provides outreach services from 8 to 4 PM Mon to Fri and on weekends from 8 am to noon. Oxford Street Shelter staff provides outreach to homeless encampments, parks, woods, etc. on an as needed basis.

The Emergency Shelter Client Support & Services Plan Policy guides needs assessments. The policy requires clients to work with their case manager on a plan to secure permanent housing and clients who chose not to participate are asked to leave the shelter. Also, the Oxford Street Shelter housing placement team now focuses on housing long-term stayers, which has resulted in 81 housing placements for the period of January through March, 2014, 18 of whom were long term stayers who had stayed for over 5,000 bed nights of shelter. The City has also added a full-time case manager to work with families experiencing homelessness, resulting in locating permanent housing for 47 families and providing them with follow up case management and tenant education services. The City has also designated a full time housing counselor to work with the Preble Street Support Services for Veteran Families Program to prevent and end homelessness among veterans at the Oxford Street Shelter. The goal was to reduce veteran bed nights by 25% between July and December 2013. As of January 1, 2014 this goal has been met. In 2013, a total of 37 chronically homeless and 87 episodically homeless veterans were placed into permanent housing.

The Family Shelter partnered with the Maine State Housing Authority this year on the Fannie Mae Home Counseling grant which provide intensive follow up services to ensure clients who have experienced homelessness have a successful transition back to stable housing. \$12,000 was awarded for a part time counselor to focus on tenant/landlord and tenant/neighbor relationships. Clients are educated about effective communication, budgeting, and resources to maintain successful housing. The program served 44 individuals since August 2013 and maintains a recidivism rate of less than 5%.

Addressing the emergency shelter and transitional housing needs of homeless persons

Zoning Constraints: The Planning & Urban Development Department has begun an examination of the business zones along commercial corridors in Portland to explore what changes might be warranted to encourage housing development. They have also launched an overall assessment of the residential zones on the Peninsula (R-6 and R-7) to determine ways that the zoning might encourage appropriate infill housing development in a comprehensive fashion.

Special Population Housing: The United Way of Greater Portland is taking the lead on convening a group of stakeholder to investigate the feasibility of a Homeless Medical Respite Program. The group will research models that have been effective in other communities, potential funding sources and evaluate the need for such a program. The pilot program at York County Shelter, Inc. (YCSI) which provides sober shelter for Oxford Street Shelter consumers was finalized in the fall of 2013 and a total of 9 individuals have successfully made the transition from Oxford Street to YCSI.

Housing First: The Planning and Urban Development department has drafted a Pre-Development RFP for a new Housing First project.

Regional Approach: The Public Housing Authorities in Westbrook and South Portland have both made commitments to set aside Section 8 housing vouchers specifically for people experiencing long-term homelessness.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Rapid Rehousing: The Community Support Team Pilot was able to provide permanent housing with supportive services to 14 formerly chronically homeless single adults. This pilot project is a collaboration between the Portland Housing Authority (PHA), Preble Street and the City. The City's Tenant Based Rental Assistance program (TBRA) was implemented on April 1, 2014. This program uses a portion of the City's HOME funds (\$135,600). It is estimated that this program will assist 110 individuals with security deposits and/or first month's rent with an average of \$1,200 per client for the period of 4/1/14 to 3/31/15. In June 1, 2013 the City of Portland's Oxford Street Shelter and Family Shelter were awarded funds from the Maine State Housing Authority for the Home To Stay Program. The Family Shelter received \$75,000 and the Oxford Street Shelter \$100,000 to provide case management and rapid re-housing services to homeless individuals and families. The Home To Stay Program uses resources such as the Stability Through Engagement Program (STEP) short term housing subsidies and the Housing Choice Voucher Program to help individuals and families achieve permanent and stable housing. Working with a trained Navigator or case manager, participants learn and gain valuable skills to meet their health, housing, employment and other basic needs. In addition to the \$175,000 Home To Stay Program operating costs the Family Shelter received 8 Housing Choice Vouchers and \$75,000 in STEP short term 6-12 months housing subsidies. The Oxford Street Shelter received 12 Housing Choice Vouchers and \$100,000 in STEP subsidies. The original grant period was June 1, 2013 through May 31, 2014. The Maine State Housing Authority recently extended the grant to end on December 31, 2014 and awarded the Family Shelter an additional \$43,750 in operating costs, \$75,000 in STEP subsidies and 2 Housing Choice Vouchers. The Oxford Street Shelter was awarded \$58,333 in operating costs, \$100,000 in STEP subsidies and 4 housing Choice Vouchers. Portland signed on as a 100,000 Homes Campaign community last fall and since has embraced the philosophy of prioritizing housing resource for the community's most vulnerable citizens. Powered by community Solutions and supported by a broad base of national and local partners, the Campaign helps communities turn their services systems into solution systems capable of ending homelessness for good. This has resulted in Portland being recognized as a 2.5% Club community. This designation means that Portland is placing 2.5% of our chronically homeless into housing each month.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Mental Health: Riverview and Dorothea Dix are Maine's two publicly-funded mental health hospitals that have adopted a discharge plan process that begins at admission, to connect clients back to community supports and housing. Maine DHHS' top priority is to use BRAP to house those being discharged from psychiatric hospitals. The Opportunity Alliance works with Spring Harbor (private psychiatric hospital) to prevent patients from being discharged to homelessness. Portland homeless providers have regular discharge meetings with hospitals for "difficult to discharge" patients. Placements are in residential treatment facilities, market rate apartments, boarding homes and other federal, state, or locally-funded housing options, HOPWA, and VASH. Another resource is the Amistad Peer Center, which invites membership from adults in Portland who live with the symptoms of severe and persistent mental illness, as well as addiction, homelessness, etc.

Corrections: The Department of Corrections (DOC) and the Cumberland County jail include The Opportunity Alliance, Preble Street, and/or the City of Portland Oxford Street Shelter in pre-release planning for offenders and Maine DHHS funds Intensive Case Managers in corrections facilities to help with release planning. Placements are to families and friends, market rate apartments, boarding homes and other federal, state, or locally-funded housing options. Also, the DOC operates two pre-release programs for men and one for women that help prepare for successful reintegration. These programs require that inmates who have jobs pay room and board, restitution, and save money for security deposits.

Youth: Preble Street provides 24-hour care to all unaccompanied youth through its Teen Center and night shelter, which includes three meals per day. Services include street outreach, support in transitioning back to their families or to other situations, health care, employment, education, mental health and substance abuse counseling, and legal assistance. Primary partners include Day One (substance abuse and mental health), the City of Portland Public Health (health care), and Portland Adult Education Street Academy (education). Portland's Plan to End/Prevent Homelessness includes goals to prevent homelessness among at-risk youth and to strengthen the continuum of care for youth who cannot return home, including a focus on rapid rehousing and transition to permanent or permanent supportive housing. Also, Preble Street received a substantial grant from the Department of Justice to establish the Greater Portland Coalition Against Sex Trafficking. This is a new collaboration between law enforcement, shelters, and other providers that primarily focuses on homeless youth, looking at both prevention and care for those who have been trafficked.

Veterans: VA Maine Healthcare partners with Portland Housing Authority to administer VASH vouchers,

and participates in ESAC. In 2013, the City of Portland Oxford Street Adult Shelter appointed a Veteran Liaison to conduct outreach to Vets, including those ineligible for VA assistance due to less than honorable discharge. Preble Street is a SSVF grantee, providing outreach, case management, housing search assistance, budget counseling and financial assistance to eligible homeless and at risk Vets and their families. In addition, there are two per-diem projects in York County to which Vets are referred. All referred Veterans are helped to access entitlements, community resources, and VA benefits. Portland C of C will continue to use these strategies to reduce bed nights by another 25% in the first six months of 2014 to continue making progress toward the goal of ending all Vet homelessness in 2015.

Discussion

The City of Portland focuses a portion of its Community Development Block Grant Program funding to address non homeless special needs. Specific needs addressed by CDBG in this year's action plan includes: services for persons with mental illness, handicap accessibility and services for individuals who are deaf or hard of hearing and blind or visually impaired.

AP-70 HOPWA Goals – 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	61
Tenant-based rental assistance	129
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	190

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

The City of Portland has been addressing barriers to affordable housing through regulatory reform on an ongoing basis, particularly through zoning, density requirements, and neighborhood strategies.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Zoning Initiatives

The City has been reviewing a zone change for the East Bayside neighborhood which would change the residential zoning from R-6 to R-7. The R-7 offers the most housing density of any residential district in the zoning ordinance. The genesis of this proposal was an initiative by the Portland Housing Authority to construct a 45 unit affordable housing project on their East Bayside campus but required a R-7 designation. As part of a comprehensive review of residential housing in East Bayside, the City is considering a R-7 designation for all or a portion of the neighborhood. Past R-7 individual zone changes have been less than one acre, the East Bayside initiative has the potential to be the largest R-7 zone undertaken to date.

Housing incentives were incorporated into the B-7 zone which is the primary zone for the commercial area of the Bayside neighborhood. For developers seeking additional height under the Bayside Height Overlay Zone provisions, a minimum number of housing units must be incorporated into the development. In the case of the proposed midtown project, this provided an incentive to propose over 600 housing units as part of their development program.

The Planning Board rezoned an area on the edge of the downtown near Danforth Street to a central business district designation (B-3) which will allow a mixed use development including commercial and residential uses. This change leverages flexibility in zoning with an accommodation for additional housing.

Residential Density

The City is reviewing existing residential densities in several zones to determine if there are opportunities to increase residential density limits, and thus expand housing options. To that end, the City is looking at further adjustments to residential density of the B-2 and B-2b including more flexible

setback provisions to remove potential housing barriers.

The R-6 zone which is the primary residential density on the peninsula has a base density of 1,000 square of land area per dwelling for the first three dwellings with a requirement of 1,200 square feet of land area per dwelling for subsequent units such as new construction or building additions. A proposal to standardize the density for all dwelling units such as setbacks and lot coverage would provide further flexibility to encourage housing.

The City has considered a zoning change that would allow a project such as Thompson's Point the ability to incorporate housing at a density of 100 dwelling units per acre.

Discussion

AP-85 Other Actions – 91.220(k)

Introduction

Actions planned to address obstacles to meeting underserved needs

In the City of Portland the majority of allocations do address underserved needs of the City. The proposed projects will be meeting underserved needs such as food (soup kitchen, free summer lunches for low income children, and community meals), shelter (teen shelter, women shelter, and adult day shelter), safety (five community policing offices), winter heat assistance, support for those with mental illness and substance abuse issues, healthcare for the homeless and child care.

Actions planned to foster and maintain affordable housing

Primary Goals: To ensure that an adequate supply of housing is available to meet the needs of all Portland Households now and in the future; to maintain, rehabilitate and restore the existing housing stock as a safe and important physical, economic and architectural resource for the community.

One Year Housing Goals: Rehabilitation City- 17, County- 15, Affordable Housing Development City -15 HOME assisted, County -5 HOME assisted..

City of Portland: In 2002 a comprehensive approach to housing in the City of Portland was defined in the report Housing: Sustaining Portland's Future. This document describes the housing needs and priorities that the City is continuing to work towards accomplishing. Specific policy goals were identified and include: ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of all Portland households, now and in the future; maintain, rehabilitate, and restore the existing housing stock as a safe and important physical, economic and architectural resource for the community; seek opportunities for economic and social integration throughout the Greater Portland region by encouraging the development of a range of housing options that are available and affordable to all income levels in the region.

Portland's Comprehensive Plan encourages a manageable level of growth that will sustain the city as a healthy urban center in which to live and work and to achieve our shared vision for Portland. Portland encourages sustainable development patterns and opportunities within the city by promoting efficient land use, conservation of natural resources, and easy access to public transportation, services, and public amenities, and strives to ensure freedom of choice in housing type, tenure, and neighborhood for all, regardless of race, color, age, gender, familial status, sexual orientation, religion, national origin, source of income or disability.

Specific goals for PY 2014-2015 include the following:

- Assisting 17 owners to rehabilitate their homes.
- Expand our energy and heat-loss program, to more owner occupied rehab projects for low and moderate income individuals and other projects.
- Encourage the development of affordable rental and homeownership housing.
- Tenant Based Rental Assistance: assist 110 residents currently experiencing or at imminent risk of homelessness, and other very low income households, to obtain and maintain rental housing. Include security deposit assistance as needed to assist program participants or other at-risk or currently homeless people to move into permanent housing. Promote housing availability by completing an assessment of and as appropriate, begin to offer city owned property to construct affordable housing.

Cumberland County Consortium - The Priorities and the specific objectives for the non-Portland members of the Consortium for PY2013-2014 are: Housing Rehabilitation and Housing Development as a CHDO Activity, i.e. the provision of development subsidy funds to a certified Community Housing Development Organization (CHDO) for the development of either homeownership or rental housing.

Actions planned to reduce lead-based paint hazards

The City of Portland has been committed to eliminating lead poisoning in children since 1995 when it received its first HUD Lead Hazard Control Grant. The control and elimination of lead-based paint remains a critical focus of the City of Portland in the housing rehabilitation program and over the years, 408 units have been made lead-safe in Portland. In past years Portland received Lead Hazard Control funds and has effectively and successfully addressed the lead hazards prevalent in the City's older housing stock. Lead-safe efforts will continue through the housing rehabilitation program, first-time home buyer program and lead program income funded projects.

Portland will also pursue lead-safe practices by leveraging funds as the lead entity for the Cumberland County HOME Consortium (CCHC). The Consortium will allow both parties to reach a much wider audience with their lead outreach and education efforts as well as produce a number of lead-safe units in other communities across Cumberland County. This joint effort results from a desire to provide cost-effective, efficient programs to benefit all communities of the region.

In addition, the City leads the County in its rehabilitation program. The program is geared to benefit low and moderate income families and households. An owner-occupied applicant in the City of Portland must prove that their income is less than 80% of the median area income with a child under six years of age. In order to remediate a rental unit the building must contain at least 50% of individuals who earn 50% of the area median income. Preference is given to rental units where children reside. Projects

outside of the City of Portland will meet HUD income eligibility limits established for Cumberland County. Wherever possible, the City will utilize housing rehab program funds in combination with lead program income funds to complete additional units.

Actions planned to reduce the number of poverty-level families

The City of Portland will continue over the next year to allocate a significant percentage of its Community Development Block Grant to social service programs and housing activities designed not only to improve the lives of families and individuals in poverty, but also to facilitate their transition out of poverty. Helping families move out of poverty as opposed to simply serving those in poverty is an important part of the City's Housing and Community Development Program. Emergency Solutions Grant funds will continue to be dedicated to assisting homeless families with children to become self-sufficient and avoid future episodes of homelessness. Total funds available to the City are insufficient to meet the needs of its citizens in poverty; however targeting funds to activities which support self-sufficiency can make a significant difference in the lives of many people. Below are just some of the most critical programs and services which the City plans to support:

- Quality child care from infancy to 12 years of age for low and moderate-income families. Subsidized childcare enables families to move from welfare to work.
- Microenterprise assistance and business creation.
- Job creation for local businesses.
- Day and night shelter with case management and counseling programs, night shelters specifically for teens and women.
- Access to summer food programs for low income youth and winter heating assistance.
- Healthcare for the homeless.
- Community meals.
- Peer support services for individuals with mental illness.
- New Affordable Rental Housing for low and moderate-income families and individuals.
- Stable affordable housing is the critical base people need to work on their other issues.
- Tenant based rental assistance to help families to be rapidly rehoused or maintain their current housing, to help build stability.

The City plans to continue to look at requests for funding and existing programs to see how CDBG, ESG and HOME funds can assist individuals and families in moving beyond poverty.

Actions planned to develop institutional structure

The City will continue to carry out its Housing and Community Development Plan in partnership with the other management and delivery entities for housing and community development activities. These

organizations include the Housing and Community Development Division and the Planning Division, the City's Social Services Division, the Portland Housing Authority, and a network of individual non-profit housing and social service providers.

The City of Portland Housing and Community Development Division is responsible for overseeing the budget and distribution of the City's CDBG, HOME and ESG entitlement funds and development of the Five-Year Consolidated Plan and Annual Action Plan and Consolidated Annual Performance Evaluation Report, as well as ensuring that all programs comply with HUD's federal regulations. Additionally the HCD Division administers the City's housing rehabilitation, new construction and homebuyer programs.

City of Portland Social Services Division administers the General Assistance Program, the City's emergency shelters (for single adults and families), transitional housing facilities, housing location services, Family Services Program, job readiness training and employment services and several other support activities in coordination with non-profit housing and social service agencies. Additionally, the Social Services Division administers the HOME funded Tenant Based Rental Assistance Program.

Portland Housing Authority owns and manages twelve public housing developments with 994 dwelling units and administers 1,809 HUD Section 8 Housing Choice Vouchers. PHA is a partner in the Family Investment Center and funds other resident initiatives to improve residents' skills and education. PHA also oversees the modernization of its developments to improve their livability.

Non-Profit Housing and Social Service Agencies play a large role in directly providing housing and services to low income, homeless, and special needs populations throughout Portland.

Working collaboratively, these entities implement the City's Housing and Community Development Plan. The system's strengths include the collaborative manner in which these diverse groups work together to maximize available resources. Portland is a large enough City to have many institutional resources, yet small enough to be able to effectively communicate and collaborate. Currently there are no gaps in types of housing and services, but there is a lack of adequate amounts of both due to insufficient resources. The City and its partners will continue to seek additional resources to improve the system's ability to meet community needs.

Actions planned to enhance coordination between public and private housing and social service agencies

The City and the Portland Housing Authority have a long history of cooperation in several areas including community policing, development of affordable housing, recreational activities for at-risk youth, the Family Self-Sufficiency Program, Family Investment Center and applications to HUD for Section 8 certificates and vouchers for families, homeless and disabled persons. City staff and PHA staff communicate regularly and provide each other data for Annual Plans and reports.

City staff from the Health and Human Services Department and Housing and Community Development Division coordinates with other members of the Emergency Shelter Assessment Committee (ESAC) and the United Way of Greater Portland to develop the Homeless Continuum of Care, respond to the McKinney NOFA and monitor shelter bed usage for single adults, adolescents and families. ESAC members include shelter providers for singles, adolescents, mentally ill, women, families with children, victims of domestic violence, supported housing providers, mental health service providers, substance abuse service providers, health service providers and general services including day shelter providers for the homeless population. ESAC also produces monthly and quarterly statistics on shelter usage and provides a forum to discuss new programs, resource availability, emerging trends and to resolve problems within the continuum that may arise from time to time. City staff coordinates with all applicants and ESAC members to produce the community's McKinney application. The City's Community Development Program Manager attends ESAC meetings. Additionally HCD staff participates in the Maine Affordable Housing Coalition (MAHC). MAHC is a coalition of developers, Community Action agencies, public housing authorities, investors, housing and service providers, advocates and others working to increase the supply of quality, affordable rental housing throughout Maine. HCD staff is also a partner in a housing liaison system which is designed to work collaboratively with landlords, tenants, social service agencies and other community groups to address issues that impact the relationship between landlords and tenants.

In the City of Portland 33% of CDBG funds support social service agency programs. The funds support housing programs, homeless services, shelter, child care, support services for those with mental illness, meals for low income children, community meals, and health care for the homeless. City staff meets with the agencies throughout the year to provide technical assistance and ensure they are meeting HUD guidelines and regulations. Staff also assists in monitoring their progress and makes recommendations for more efficient services.

Discussion

In 2007 the City of Portland applied for 108/BEDI funds in an amount of \$1.2 million in Brownfields Economic Development Initiative (BEDI) and \$10.8 million in Section 108 loan. The funds were awarded in February 2008. The combined \$12 million will revitalize the distressed area of Bayside by stimulating residential and commercial economic development activities and creating jobs. In 2012 the City underwent negotiations with Federated Companies for the purchase and sale of seven parcels of land in the Bayside neighborhood. The project is slated to build a million square foot mixed use development, 471,000 square feet of which is slated for Phase I which will begin in FY14/15 and include up to 235 market rate housing units, 700 parking space garage, plus 43,000 square feet of retail/commercial space.

The specific community development objectives flow from activities required to relieve the blighted conditions and introduce economic activity: (1) remove blighted land uses (2) upgrade infrastructure (3)

facilitate re-use by firms that complement downtown Portland and the city overall; and (4) create a vital area of mixed business, residential, and recreational uses by building a parking garage to spur growth.

The project has been designed and received approval from the Portland Planning Board in January 2014. A legal appeal has been filed by opponents of the project. Despite delays the City anticipates Phase I to move forward and BEDI/108 funds in the amount of \$3,000,000 are expected to be expended in this program year.

DRAFT

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	332,335
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	332,335

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	0.00%

HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

Not applicable.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Homebuyer Activities are not part of the PY 2014/2015 planned activities.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Acquisition of units with HOME funds is not part of the PY 2014/2015 planned activities.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Refinancing of existing debt is not part of the PY 2014/2015 planned activities.

Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)

1. Include written standards for providing ESG assistance (may include as attachment)

All applicants for service must initially be evaluated for eligibility by use of a standard centralized or coordinated assessment system. Assessment must include determination of income status and availability or lack of resources to sustain existing housing or obtain new housing. To be eligible, an applicant must meet the standards for homelessness or at risk of homelessness. Applicants are eligible for future services only if they have no other housing subsidies from local, state, or federal sources and have no other viable resources to keep or obtain housing. Further, applicants must have an annual income of less than 30% of area median income. The standard that must be used for calculating annual income is established in 24 CFR 5.609. The highest priority applicants for rapid re-housing are those currently

identified and will be available in less than one (1) month.

Every eligible program participant or program household will be assigned a case manager who has experience working with people who are homeless as well as people at risk of homelessness. The case manager will be supervised by the Adult Shelter Coordinator of Support Services for the City's Oxford Street Shelter and Adult Overflow Community Shelter. The case manager will meet every week as a team with the entire Support Service case management unit to conduct case review to ensure policies and procedures are being followed. The case manager will work directly with each program participant or household to accomplish the following:

a) determination of the appropriate type of service needed and the amount of financial assistance that is required using guidelines approved by the City of Portland, b) Development of both a short-term and long-term service plan, c) Counseling concerning household needs, d) Monitoring and evaluating program participant progress on a schedule of no less than one-month intervals and more frequently according to need, e) Credit repaid (including credit counseling, budget management, debt management, and making realistic financial choices), f) Communication with landlords and utility companies, g) Assurance that program participants are receiving all needed services from essential service providers, homelessness prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service providers, including schools, child care services, legal services, financial resources, health and mental health services, dispute resolution, etc., h) Obtaining all needed local, state, and federal services to benefit the program participant, including public housing, employment assistance and job training, SNAP, SSI or SSDI, TAFDC, General Assistance, Medicaid, WIC, etc. All program participants must have full access to mainstream resources.

The following risk factors will be used to determine which individuals and families are provided assistance: length of homelessness, income status, health and/or mental health issues, domestic violence history, and crisis situations.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The Portland CoC now uses a common intake form. Intake is coordinated but not yet centralized. Weekly joint staff meetings are held with Preble Street to assign youth clients to providers, and at Oxford Street to do the same for adults. All Portland CoC shelters are required to enter data into HMIS (except the DV shelter which uses a comparable database). Portland CoC is working on data sharing with other PHD providers. Info in HMIS will be shared between service providers; they will be able to see each other's entries. All shelters have adopted and are using a common support and services policy. In 2013 we will implement a process to rapidly assign clients to ensure they're working with most appropriate staff. This will help prevent duplicate service delivery and data entry. The City of Portland ESG program has written standards for providing ESG assistance and consistently applies those to all program participants.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

Portland CoC and ESAC are actively involved in the ESG program, including the development of performance standards, operating procedures, and funding expenditures.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

Portland does meet the requirements of homeless participation through the Emergency Shelter Assessment Committee or ESAC, a group of homeless providers who have collaborated to develop the Homeless Continuum of Care, respond to the McKinney NOFA and monitor shelter bed usage for single adults, adolescents and families. ESAC members include shelter providers for singles, adolescents, mentally ill, women, and families with children, and victims of domestic violence, supported housing providers, mental health service providers, substance abuse service providers, health service providers and general services including day shelter providers for the homeless population. The United Way and City of Portland initiated this group in 1987 to act primarily in an advisory capacity. ESAC is also the central entity for planning, monitoring, and decision making for the Department of Housing & Urban Development (HUD) Continuum of Care homeless Assistance Grant Application. ESAC also produces monthly and quarterly statistics on shelter usage and provides a forum to discuss new programs, resource availability, emerging trends and resolving problems within the continuum that may arise from time to time.

ESAC has two co-

Chair, Robert D. Jones, Director, Social

Services Division and an individual from a community nonprofit organization. Currently, Preble Street, Homeless Voices for Justice is working to fill this position. Homeless Voices for Justice is a state-wide social change movement, organized and led by people who have struggled with homelessness. It is a grassroots effort based on the belief that true change occurs only when those affected by an unjust system are directly involved in addressing the injustices and in which disenfranchised people become empowered and gain leadership skills to organize and advocate for institutional change. Working with chapters in Alfred, Augusta, Brunswick, and Portland, Homeless Voices for Justice holds membership meetings at shelters and soup kitchens to strengthen communications between people experiencing homelessness. Our social change activities range from representation in planning bodies, to policy advocacy, to voter registration and community education, to direct action. A member from Homeless Voices for Justice always sits as one of the tri-chairs for the ESAC Committee.

5. Describe performance standards for evaluating ESG.

The performance of the Prevention goal of the Rapid Re-Housing/Prevention Client Navigation Program will be evaluated based on the number of individuals assisted that would have entered the shelter system “but for” the assistance provided by the City of Portland staff. The performance standards, as developed by the Continuum of Care, for the Prevention goal of the program are ensuring that: 1) services are provided to 20 people per year; 2) 100% of clients are assessed for barriers that threaten housing stability and provided with an overview of mainstream resources; 3) 50% of clients assessed are referred to appropriate mainstream resources; 4) 20% of clients are referred to employment services housing and or training program; 5) 100% of clients receiving financial assistance receive assistance with housing location and receive follow up services for 3 months.

The City of Portland Continuum of Care and Maine Continuum of Care were awarded HUD planning grants in January 2014. This grant ensures that the Portland and Maine Continuums of Care (MCOC & PCOC) comply with HEARTH Act regulations, improve performance on HUD strategic planning objectives, and strengthen the ability of both COCs to end and prevent homelessness.

The consultant will work with two separate committees, Coordinated Assessment Subcommittee and Program Monitoring & Evaluation Subcommittee that have members drawn from Maine and Portland COCs to: Explore and develop a single, coordinated intake and assessment process,

including a draft workflow, and create a tool for coordinated intake and assessments. Review and draft recommendations for COCs to amend existing policies and procedures, or develop new ones, to ensure that Continuum and/or ESG-funded projects are in compliance with the HEARTH Act, including, without limitation: a) Draft recommendations that establish a year-round monitoring process and instruments to review and/or reallocate COC-funded projects, if necessary. b) Develop and draft written policies and procedures for consulting with ESG recipients on the plan for allocating ESG funds; ensuring that shelter policies are consistent with HEARTH Act regulations and performance measures. C) Draft recommendations that strengthen policies, procedures and instruments for year round monitoring and reporting of performance measures. d) Incorporate the decisions, policies and procedures resulting from this Planning Grant in future COC competitions.

Work will include: working with MaineHousing and City of Portland staff to plan meeting agendas and timetables; attendance at subcommittee meetings, minimum of four (4) in-person meetings; researching HEARTH Act regulations, national trends and best practice models; developing drafts for subcommittee review and COC presentation; incorporating edits; reporting milestone progress at full COC meetings in April, June, September, and December.

Discussion

The City of Portland is committed to monitoring the performance of grant recipients to ensure that Federal funds are used appropriately and in a manner to maximize low and moderate income public benefit. Grant recipients include City of Portland Departments and Divisions, outside social service agencies, and non-profit organizations. Monitoring each grant recipient ensures that the goals and objectives identified within the Action and Consolidated Plan are met. Performance reports are submitted on a quarterly basis by each public service agency receiving CDBG funds, unless they request monthly reporting. The reports are reviewed for accuracy, goals, performance measures, and compliance. If an agency is not meeting their target goals, or not reporting on time, this information is shared with the citizen review committee, who utilizes this information when allocating resources for the following year. On site monitoring of social service agencies is done on a rotating schedule.

City staff monitors each agency checking for compliance and eligibility. Copies of the monitoring reports are kept in the Housing and Community Development office. CDBG and HOME Housing Projects are monitored regularly to ensure that rent levels, income guidelines and occupancy are being met. All housing projects are entered into the Housing Database. Large rental projects are monitored through annual contact with the property management staff at each project.

Owner occupied rehab projects are monitored through an annual mailing to ensure owner occupancy and tenant occupancy requirements are being met. HomePort projects are monitored through an annual mailing to ensure owner occupancy. Owner Occupied 2 to 4 Units and Multi Family Rehab Program are monitored on an annual basis for occupancy and rental affordability compliance.

Occupancy monitoring notices and tenant income verification forms are sent out on a quarterly basis. (HOME funds have not been a successful financing mechanism for multi-family rehab and therefore we have very few of these types of projects that require monitoring). Additionally any necessary housing inspections are completed. New Construction/CHDO Funded Rental Housing projects are monitored for tenant income certifications and site inspections. Site inspections are completed by the City's Housing Rehabilitation Specialist and include an inspection of all HOME assisted units as well as common areas and the exterior of each property.

Developers and/or their property managers provide the City with tenant income certifications on an annual basis coinciding with their reporting requirements from Maine Housing and/or tax credit monitoring/syndication organization.

To report timeliness the City's Finance Officer reports expenditures at month end and compares totals to total allocated funds. The resulting percentage is utilized to track timeliness. Monthly drawdowns are completed through IDIS.

Divisions in the Department funded under the 20% administrative cap submit plans identifying CDBG projects and the percentage of their time spent working on such projects, as well as identifying specific areas in eligible census tracts where the projects are taking place. This information, plus quarterly reports, is reviewed to ensure compliance with comprehensive planning goals and requirements.

All contracts for CDBG and HOME funds include provisions that include outreach to women and minority business owners.

Portland, Maine



Yes. Life's good here.

Mary Davis

Division Director, Housing & Community Development Division

TO: Councilor Donoghue, Chair
Members of the Housing and Community Development Committee

FROM: Mary Davis, Housing & Community Development Division Director
Jeff Levine, Planning & Urban Development Director
Greg Mitchell, Economic Development Director

DATE: April 18, 2014

SUBJECT: 2014 HCDC Calendar

Attached is a standing communication on your agenda, the updated Committee Calendar.

DRAFT 2014 Housing & Community Development Committee meeting Calendar

Meetings: 2nd & 4th Wednesday of each month

As of April 17, 2014

January

Jan. 8 Meeting:

2014 Draft HCDC Work Plan for preliminary discussion subject to change after January 13 City Council goal setting workshop.

For Review and Recommendation to Council - Pearl Place TIF district amendments

Wilmot Street – Possible Reacquiring – Executive Session

Tenant Based Rental Assistance Program update

Housing First Pre-Development RFP – Review Draft

Communication: Update on CDBG Workforce Development Program

Jan. 22 Meeting:

Presentation on proposed amendments to parking requirements and the Sustainable Transportation Fund for possible action

Economic Development Vision and Plan – Work Plan Update for 2014-2015

February

February 12, 2014 Meeting:

Possible City lease/acquisition of property for City Department Consolidation/Forward to Council – Public and Executive Session

Start Downtown TOD/TIF Discussion

Update on Housing Plan and Consultant Services RFP/Communication Item

February 26 Meeting:

Housing Program Budget Recommendation to Council

Review City sites for residential development or sale including former Adams School property

Nova Scotia Ferry Service Operator Lease – Executive Session

March

March 12 Meeting:

Continue Downtown TOD/TIF District Discussion

Nova Scotia Ferry Service Operator Lease/Possible Recommendation to City Council

Review & Recommendation: Updated Citizen Participation Plan

Review & Recommendation: 3 year renewal of Cumberland County HOME Consortium, 2015-18

March 26 Meeting:

Presentation on proposed amendments to the B2 zones for possible action

Review and possible approval of Affordable Housing RFP

Creative Portland PACE Project in Bayside for Review/Direction and executive session for possible City-owned Bayside property disposition discussion.

Spring Street Garage Space Leases (Pirates and Adjacent Vacant Space)

Communication: Update on the discussion of city sites for residential development

Communication: CDBG funding recommendations from Committee & City Manager; Annual Action Plan

April

April 9 Meeting:

Presentation on proposed amendments to R-6/R-7 zones for feedback
Review of draft of possible RFP for city-owned lot on Munjoy Street

April 23 Meeting:

~~Downtown TOD/TIF District – Continue Discussion~~

Spring Street Garage Space Leases (Pirates and Adjacent Vacant Space)
Executive Session Tugboat Lease Renewal at Portland Ocean Terminal
Donation of Property to City on Rowe Avenue
Communication: Annual Action Plan, due to HUD May 15

May

Tugboat Lease Renewal at Portland Ocean Terminal
Update on City-owned lot on Munjoy Street
Tentative: executive session/public session for guidance and approval to move forward with disposition process for a tax-acquired property.
Downtown TOD/TIF District – Continue Discussion
[AHTIF Request – 134 Washington Avenue](#)
[AHTIF Revision – 409 Cumberland Avenue](#)
[Tentative: Federated Midtown project document amendments/Somerserset Street grade adjustment project.](#)

June

For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Housing Liaison Program Update
Presentation on proposed amendments to R-6/R-7 zones for possible action
Downtown TOD/TIF District – Continue Discussion

July

Update on city-owned lot at 98 High Street
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.
~~Somerserset Street Grade Adjustment Project – Tentative Executive Session~~

August

Housing Development RFP – review of proposals received
For Review and Comment: Consolidated Annual Performance Evaluation Report (CAPER) due to HUD September 30.

September

October

Communication: CDBG Application is available/Process Update.

November

Annual City wide TIF District Activity Report/review and recommendation to City Council
HCDC Annual Accomplishment Report/review and recommendation to City Council

December