

1. July 16 Agenda Packet

Documents: [7-16-15 PDC PACKET.PDF](#)



PORTLAND DEVELOPMENT CORPORATION
Board Meeting

DATE: Thursday, July 16, 2015
TIME: 4:00 p.m.
LOCATION: Room 209, Second Floor
Portland City Hall

A G E N D A

1. President's comments.
 - a) Possible Bylaw Amendments
2. Review and accept Minutes of previous meeting held on June 18, 2015.
3. Review and vote on Loan Request from Billdotcom Properties, LLC at 220 Riverside Street.
Note: Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session to review proprietary information for this loan request.
4. Review and vote on previously tabled PEDPIP Grant request:
 - a) Cooperative Development Institute.
5. Treasurer's Report – June 2015 – Drew Swenson
 - a) Monthly Administrative Budget Report
 - b) Loan Receivables Report
 - c) Cash Management Report
 - d) Delinquency Report (Note: Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session discussion any of the loans listed on the delinquency report.)
6. Communication: Process for bringing loan and grant requests to the Board.
7. Other items to be discussed/brought up by Board Directors.
8. Next Meeting Date: August 20, 2015

Barry Sheff, Board President

Minutes

Portland Development Corporation

June 18, 2015

A meeting of the Board of Directors of the Portland Development Corporation was held on Thursday, June 18, 2015 at 4:00 p.m. in Room 209 of Portland City Hall. Present from the Board was its President Barry Sheff and Directors Tim Agnew, Shelley Carvel, Chip Martin, Michael Sauschuck, and Heather Sanborn. Director Mayor Michael Brennan joined the meeting as noted in the Minutes. Directors not able to attend were Neil Keily, Jess Knox, Jere Shaw, and Drew Swenson. Present from the City staff were Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette.

Item #1: President's Comments

President Sheff, on behalf of the Board, thanked Michael Sauschuck for his time on the Board as Acting City Manager, noting that at the next meeting of the Board on July 18, Jon Jennings, the new City Manager who starts July 13, will be on the Board. Mr. Sauschuck thanked Mr. Sheff and the Board.

Mr. Sheff then updated the Board that, on behalf of the Board, he presented to the City Council, on June 1, the item for approval of the REDLP Grant Application to FAME, which the City Council approved. In addition, on behalf of the Board, he presented to the City Council on June 15 items for approval of the PEDPIP cap item and the Business Assistance Grant Program Guideline Amendments. The City Council approved both items.

Lastly, Mr. Sheff highlighted a request by Board Director Knox for a Board discussion on the process for bringing grant and loan requests to the Board, as well as a

request by Director Martin to have a discussion regarding possible Bylaw amendments. These will be on an upcoming Agenda.

Item #2: Review and accept Minutes of previous meeting held on May 18, 2015.

On motion made and seconded, the Board voted 5-0-1 (Sanborn abstained) to accept the Minutes of the May 18, 2015 meeting as presented.

Item #3: Review and vote on PEDPIP Grant Requests:

- a. **Cooperative Development Institute**
- b. **Mayor's Initiative for a Health and Sustainable Food System**

Cooperative Development Institute: Ms. Hanig introduced the Cooperative Development Institute (CDI) Request highlighting that CDI, a nonprofit organization that is the northeast center for cooperative business education, training and technical assistance, is requesting a \$15,000 PEDPIP Grant. The Grant would assist in the development of an implementation plan ("Plan") for institutional food service management and procurement using local producers in the food industry. Ms. Hanig then introduced Jonah Fertig, Cooperative Development Specialist at CDI.

Mr. Fertig thanked the Board for taking this item up and Ms. Hanig for the introduction. He then highlighted that the goal of the Maine Farm and Sea Food Service Cooperative ("Maine Farm") is to provide food management services to institutions, particularly schools and universities in Maine. CDI's role is to facilitate the creation of this innovative multi-sector cooperative business, which would bring together food producers, distributors, workers, and eaters together as member owners.

Mr. Fertig said that this Fall, the University of Maine system will issue an RFP for procurement of food service providers for USM and five of its other campuses. Various groups have been working to ensure the RFP includes specified local food procurement targets. Maine Farm is building on this effort among local food

stakeholders so that they are capable of meeting procurement targets and provide a credible proposal to USM and other UMaine campuses.

Mr. Fertig noted that Aramark is the food service provider now, which is not a local producer of food, and its profits do not stay in the local economy. This project would provide a Plan for Maine Farm to the RFP, noting that it would be a great opportunity for USM to connect with the local area food producers.

Mr. Fertig said that CDI will create the Plan which will detail how local foods can be supplied to the kitchens, prepared, and serviced in USM, and other UMaine campuses. Building on the feasibility study that will be funded by the John Merck Fund, this Plan will examine aggregation, distribution, and supply logistics and determine collaborative ways to organize and expand existing distributions systems in Maine. The work will be guided by Ron Adams, current Director of Portland Public Schools Food Program, and Stuart Leckie, Dining Director at St. Joseph's College, along with additional input from Food Service Managers in Maine from CDI's partners, including Marada and Leah Cook of Crown O'Maine Organic Cooperative, FINE, Rosemont, and Real Food Challenge. Mr. Fertig said that although the focus of this Plan will be the UMaine system, it could be applied to other institutions in the Greater Portland area. It is expected that the Plan will begin in July and be completed by October 2015.

Mr. Fertig also noted that technology systems are being developed to improve local sourcing, ordering, and traceability. Maine Farm will examine those options through development of the Plan to see which could be implemented in Maine to improve institutional purchasing of local foods. This may result in recommendations for use of an existing technology system or identify the programming needs for new technology.

Mr. Fertig said that this project will grow the local economy and add jobs. CDI and Maine Farm have a strong team to lead the effort.

Ms. Carvel asked about management versus supply.

Mr. Fertig said that it takes work to sell to food service management companies, and it is difficult for local producers to get it. The Maine Farm Plan would provide the means to respond to RFPs from institutional entities for food service management, as well as supply, to expand the local food market and increase jobs.

Mr. Martin questioned the RFP from UMaine for its various campuses and how would Portland be split from it to keep the PEDPIP Grant funds for Portland/USM.

Mr. Fertig said once the RFP comes out that would provide more information, but he would expect a response can be made for USM separately. UMaine is a complicated system but with the experienced food service directors on the team, he anticipates that this can be worked out.

Mr. Agnew asked when the RFP would be issued, and Mr. Fertig anticipated that it would be out the end of August with responses due in November.

Mr. Agnew asked about CDI and what it would be doing between now and when the RFP is issued.

Mr. Fertig said that CDI has some funding now, so the feasibility study can start. Maine Farm will be working on its organizational structure, business plan, and Articles of Incorporation as well.

Ms. Carvel asked about the direct impact on Portland, and Mr. Fertig estimated that close to \$1 Million in profit could be brought back to Portland. There is a strong fishing base here; Growing Portland had a meeting with food processors and purchasers and would work in support with Maine Farm. Aramark also does catering now, and the local producers could take over that as well.

Ms. Sanborn asked about the local food distributors being contacted, and Mr. Fertig said that CDI is working with the local food distributors, noting Rosemont, Unity Food

Hub among others, and will continue to add to the list.

Mr. Martin asked about the budget of \$38,000, and Mr. Fertig said that it would be going to consultants on a contractual basis to develop the Plan and logistics.

President Sheff asked about the UMaine RFP if it was for both – food service management and supply, or fixed price bid. Mr. Fertig said he reviewed the 2009 RFP, which wanted a food service management plan and supply plan.

Ms. Carvel asked when feasibility study would be done, and Mr. Fertig anticipated it would be done in August.

Mayor's Initiative for a Health and Sustainable Food System: Ms. Hanig introduced this PEDPIP Grant request noting that the Enterprise and Infrastructure Committee (EIC) of the Mayor's Initiative for a Healthy and Sustainable Food System (MIHSFS) is applying for a \$15,000 Grant; Cultivating Community is the fiscal agent for MIHSFS. This grant would be used to fund the first phase of the Local Food Cluster Acceleration Project (LFCAP). The intended result of the LFCAP project is to create an understanding of Portland's food economy and use the information to identify opportunities to enhance food production, processing, distribution, retail and other outlets to increase jobs and contribute to community vitality; and, connect local food producers with food processing, distribution businesses, and other market outlets (regional and export) to grow the local food economy.

Ms. Hanig said that Phase I of the LFCAP project will collect data that reflects the current state of the Portland Metropolitan Statistical Area's (MSA) food clusters, including employment; location, size, ownership, estimated volumes and revenues of all existing food businesses; assess current local food supply based on USDA statistics of the counties in the MSA; and report on the findings. Ms. Hanig then introduced Jackie Potter of the EIC.

Ms. Potter said the EIC has been meeting for the past two and a half years. The EIC is one of six committees of the MIHSFS. It is a very large task to see what businesses need - reaching out to the business community, looking at real estate issues, to figure out how to grow the MIHSFS. The EIC feels strongly that it needs data of what currently exists, including what Ms. Hanig noted as well as how much food do we export; this information would also be helpful for Mr. Fertig's CDI project. In addition, this data would be helpful for trade associations as to how to invest, identify food clusters, where opportunities and gaps are, cold storage – needed or not, and for public policies. This data will be public – either housed in the City's Economic Development Department or at USM for those who need to use it.

Ms. Potter said that the PEDPIP grant for this project will multiply many times over.

Ms. Potter then noted that the EIC has not asked for money before but is now at the point to do that, with individual donors now at \$7,500 and an application to MTI for \$22,500. With those two and the PEDIP Grant for \$15,000, this will take care of the budget for Phase I at \$45,000.

Ms. Potter closed saying that Consultancy Karp Resources, with support from Mass Economics, will conduct the assessment to summarize the cluster's strengths and weaknesses and provide recommendations for next steps. She noted that Karp did a similar report for Lewiston.

President Sheff asked about future phases of the project, and Ms. Potter said that the next phases will look at gaps and implementation.

Ms. Carvel asked if the PEDPIP were not approved, and Ms. Potter said that the EIC would keep looking for funding, noting that the EIC would like to have the project done in 6 to 8 weeks.

President Sheff, noting no further questions/comments, said that the Board would go

into executive to discuss these grant requests. Once completed, it will come out of executive session and vote on the requests.

A motion was then made and seconded to go into executive session at approximately 5:20 p.m. pursuant to 1 M.R.S.A. 405(6)(C) to discuss these grant requests. At approximately 5:20, the Board came out of executive session. (NOTE: Mayor Brennan joined the meeting during this executive session at 5:00 p.m.)

CDI Request

President Sheff said that he cannot support the request because he does not see it match up with the Portland ED Plan. It is a great project, however, but does not see the connection to the Plan.

Mr. Martin also noted that he could not support the project because it is not Portland based.

The Board discussed this request, particularly funds for a Portland based project, versus state-wide; monitoring to track progress, including the feasibility study; and tabling pending clarification of a Portland based project and timing.

Ms. Sanborn said that this is a great project with many motivated entrepreneurs supporting and assisting with it. The Board should consider the bigger picture of what this means to the local economy. It is a little bit of seed money for these entrepreneurs and the project.

Mr. Martin made a motion to table this pending clarification of the Portland component and timing issues; Ms. Carvel seconded the motion. A vote was then taken on the motion and it passed 5-2 (Sanborn, Sheff).

MIHSFS: Ms. Sanborn made a motion to approve this PEDPIP Grant request as recommended by staff. Mr. Martin seconded the motion. Mayor Brennan noted that he would abstain from voting on this item. A vote was then taken on the item and it passed

6-0-1 (Mayor Brennan abstained).

(Mr. Agnew had to leave the meeting at this point.)

Item #3: Treasurer's Report – May 2015 – Drew Swenson

Noting the time and losing a quorum shortly, President Sheff asked for an update on the Delinquency Report.

Ms. Hanig updated the Board noting that of the 13 loans listed, 7 are now paid in full through May 30th; and 1, Studio Management, is now 2 payments behind not 3.

Regarding Undefeated Enterprises, now in bankruptcy, she is going to look at the equipment with representatives from the Barron Center to see if the Center could use some of it in its operations. President Sheff asked if a City Department uses the equipment, would the PDC write off the remaining or accept payment from a City Department. Ms. Hanig said that this is a question for Corporation Counsel and would get back to the Board.

Regarding the Museum of African Culture and Portland Trading Company, Ms. Hanig indicated that she remains in contact with both to move forward with resolution/payment.

President Sheff thanked Ms. Hanig for the update.

Item #6: Other items to be discussed/brought up by Board Directors.

President Sheff noted that Scott Simons Architects is having a 20th anniversary celebration today at 75 York Street.

Ms. Sanborn noted the Craft Brew Races 2015 5K run is being held June 27th; the race will be followed by a local craft beer festival at Payson Park.

Ms. Hanig noted that Allagash Brewing is celebrating its 20th anniversary, at which time their business will be open to the public.

Mr. Mitchell said that Inn at Diamond Cove will be having its grand opening on June

24 on the Island at 10:30 and invited Board members to attend if available.

There being no further discussion, the meeting then adjourned at approximately 5:35 p.m.

Respectfully,

Lori Paulette



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: President and Members of the Portland Development Corporation Board
FROM: Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
DATE: July 9, 2015
SUBJECT: **Reconsideration of \$15,000 PEDPIP Grant Request to Assist in Development of an Institutional Food Service Management Plan**

Grant Request Tabled from June 18th Meeting

At the June 18th PDC Board meeting, this item was tabled as a several Board members had concerns about whether the project would advance initiatives in the Economic Development Vision and Plan, and whether it was more of a state-wide project that would not provide benefit to the City of Portland. The following focuses on those questions.

Economic Development Plan Consistency and Local Benefit

In the Economic Development Plan, pages 3 and 4, the food sector (including production, service and manufacturing) is among the targeted industries for future economic development opportunities, including business retention and expansion efforts. In addition, the Plan calls for forming working groups to develop specific strategies and analyses for further growth of targeted industries, of which food production services is one.

The strategy of the Cooperative Development Institute (CDI) and its partners, essentially a working group, to develop an implementation plan for local institutional food service management and procurement will enable the growth of food service, manufacturing and production in the Portland area and beyond. The Maine Farm and Seafood Service Cooperative ("Maine Farm") will utilize the plan to respond first to the University of Maine's RFP for the USM food service management and procurement contract, with others to follow. Should Maine Farm be successful and awarded the USM contract, the provision of this service by a local cooperative business to a local institution will facilitate the growth of local jobs and businesses. Certainly, the jobs in farm production will not occur in Portland.

The proposed project is consistent with three of PEDPIP's objectives:

- Facilitate the expansion of industry sectors with high value/high job growth potential;
- Support job creation and retention;
- Facilitate opportunities for start-ups and expansion of small businesses.

Staff Recommendation

Staff recommends approval of a \$15,000 PEDPIP grant to assist in funding the development of an institutional food service and procurement plan, which would then be used to respond to the RFP for provision of these services to USM. If not successful, the plan will be used to win other institutional food service contracts in the Portland area and likely beyond.

Note: Should the PDC approve this grant request, given that the request came to the PDC in June, staff recommends that the funds not come from the new FY 2015/2016 PEDPIP grant pool which is capped at \$60,904. It is 10% of the PDC's Unrestricted Funds as of July 1, 2015.

Attachment

- June 15, 2015 Cover Memo and PEDPIP Application



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: President and Members of the Portland Development Corporation Board
FROM: Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
DATE: June 15, 2015
SUBJECT: **\$15,000 PEDPIP Grant Request to Assist in The Development of an Institutional Food Service Management Plan**

Project Overview

The Cooperative Development Institute (CDI) is applying for a \$15,000 Portland Economic Development Plan Implementation Program (PEDPIP) grant. CDI is a non-profit organization that is the Northeast center for cooperative business education, training and technical assistance. The PEDPIP grant will assist CDI and a project steering committee with developing an implementation plan for institutional food service management and procurement. The implementation plan will build off the work that Ron Adams is doing in the Portland School System to reach 50% local food and will compliment other planning efforts (e.g., the Local Food Cluster Acceleration Project).

Background

CDI is currently facilitating the creation of the Maine Farm and Seafood Service Cooperative, a multi-sector cooperative business bringing together farmers, fisherman, value-added food producers, distributors, workers and consumers as member-owners. This cooperative business will build on the work of various organizations in Maine (e.g., Maine Organic Farmers and Gardners Assoc., Maine Farmland Trust, and Farm to Institution New England), that have been helping farmers to scale up to supply local foods to institutional entities. In November the University of Maine will issue a Request for Proposals (RFP) for food service management at six of its seven campuses, including the University of Southern Maine (USM). The Maine Farm and Seafood Service Cooperative will use the food service management and procurement plan developed with assistance of a PEDPIP grant to respond to the RFP. The Portland focus will be on providing food service management and procurement to USM.

Budget

This is a \$43,000 project, with the following sources:

- \$5,000 – Donors (raised)
- \$22,000 - John Merck Fund – (raised)
- \$1,000 – In Kind (projected)
- \$15,000 – PEDPIP (projected)

Consistency with PEDPIP Objectives and Work Plan

The Work Plan calls for industry sector research for the development of growth strategies for business retention and attraction. In the Economic Development Plan the food sector is among the targeted industries for future economic development opportunities, seeking working groups to develop specific strategies for food production. A plan for institutional food service management and procurement that would use local food producers, manufacturers and distributors is consistent with this focus of the Economic Development Plan.

The proposed project is consistent with at least three of PEDPIP's objectives:

- Facilitate the expansion of industry sectors with high value/high job growth potential;
- Support job creation and retention;
- Facilitate opportunities for start-ups and expansion of small businesses.

Staff Recommendation

Staff recommends approval of a \$15,000 PEDPIP grant to assist in funding the development of an institutional food service and procurement plan, that would then be used to respond to the University of Maine System RFP to provide these services to USM.

Attachment

PEDPIP Application

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 6/5/2015

1. APPLICANT INFORMATION

Organization Name: Cooperative Development Institute

Organizational Structure: ☐ Public ☒ Not-for-Profit

Address: Portland Address: 224 Anderson St. Portland, ME 04101

Mailing Address (if different from above): _____

Website: www.cdi.coop

Primary Contact Person at Organization: Jonah Fertig

Phone Numbers > Work: _____ Cell: 207-615-9970

Email Address: jfertig@cdi.coop

2. PROJECT INFORMATION

a. Project Description: Please see attached

- b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines (see attached)?

Please see attached

3. PROJECT FUNDING

Grant Amount Requested	<u>\$15,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$28,000</u>	Match Source(s) <u>John Merck Fund & Private Donation</u>
Total Cost of Project	<u>\$43,000</u>	

Application Attachments

- a) Verification of not for-profit status, if applicable;
- b) Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project;
- c) Consultant proposal with resume(s) of individuals conducting the project, if applicable;
- d) Project timeline;
- e) Project budget.

Provide completed application with attachments to: Economic Development Division, City of Portland, 389 Congress Street, Room 308, Portland, ME 04101.

Expenses

Title	Activity	Hours	\$/hr	Activity Total	Section Total	Notes
Operations	Food Service Management Planning	200	\$ 100.00	\$ 20,000.00		Ron Adams, Stuart Leckie & other FS Directors to develop the operational plan for the co-op Marada & Leah Cook (COMOC) & others to develop supply logistics
	Food and Supply Chain Planning	200	\$ 60.00	\$ 12,000.00		
	Farmer, fishermen, value-added producer organizing	100	\$ 60.00	\$ 6,000.00		
Meeting Expenses	For meeting space and food for 3 producer meetings			\$ 38,000.00		Jonah Fertig organizing meetings with partners
Administrative Overhead				\$ 1,000.00		
Total				\$ 3,900.00		10% of total budget
				\$ 42,900.00		

Income

Funding Source	Type of Funding	Amount	Status	Notes
PEDPIP Grant	Grant	\$ 15,000.00	Projected	
John Merck Fund	Grant	\$ 22,000.00	Projected	This grant will be decided on 6/11
Major Donors	Donations	\$ 5,000.00	Received	
In-Kind Donations	In-Kind	\$ 1,000.00	Projected	Volunteer labor from student, faculty and community volunteers and organizations
Total		\$ 43,000.00		

2. PROJECT INFORMATION

a. Project Description:

Maine Farm and Sea Food Service Cooperative:

Institutional Food Service and Procurement Implementation Plan

The goal of the Maine Farm and Sea Food Service Cooperative is to provide food management services to institutions, particularly schools and universities, in Maine and as a consequence build a local food system rooted in democratic ownership and economic equity. The Cooperative Development Institute is facilitating the creation of this innovative multi-sector cooperative business which will bring farmers, fishermen, value-added food producers, distributors, workers, and eaters together as member-owners.

This Fall the University of Maine System will be issuing a Request for Proposals (RFP) for food service management contracts at six of its seven campuses. Groups including Real Food Challenge, MOFGA, Farm to Institution New England, and Maine Farmland Trust have been organizing farmers to scale up to supply local foods to institutional customers and to ensure the RFP includes specified local food procurement targets. The Maine Farm and Sea Food Service Cooperative builds on this organizing effort to formalize the relationships among local food stakeholders so that they are capable of meeting procurement targets and able to present a credible proposal to provide locally-owned food service at the University of Southern Maine and other UMaine Campuses.

The Portland Economic Development Plan Implementation Program will support an implementation plan for institutional food service and procurement. The plan will build off of the work that Ron Adams has done in the Portland School system to reach 50% local food and will compliment other planning efforts by the Maine Food Strategy, Farm to Institution New England, Greater Portland Council of Government and the Local Food Cluster Acceleration Project. This project will also work closely with the Mayor's Initiative for a Healthy and Sustainable Food System and two of the key staff on the project, Ron Adams and Jonah Fertig are members of the Initiative's Farm and Sea to Institution sub-committee.

Outcomes from PEDPIP funding include:

1. Facilitating procurement and supply of local foods from farmers, fishermen, and value-added food producers to USM, other UMaine Campuses and other institutions in the Portland area.
2. Positioning the food service management cooperative as a potential contractor for the UMaine System to manage USM or additional campus food service operations and/or to supply the local food targets for USM or additional campuses.
3. Bring institutions in the Portland area together to explore cooperative purchasing of seafood and farm products from Maine.
4. Expand Portland's Leadership role in farm and sea to institution work.
5. Identify and review software and technology solutions for food traceability and supply chain and distribution logistics.

Deliverables from PEDPIP funding include:

1. **Food Service Management & Food Procurement Plan:** The Cooperative will create a Food Service Management Plan and a Food Procurement Plan which will detail how local foods including vegetables, meats and seafood can be supplied to the kitchens, prepared and served in the dining halls of USM and other UMaine Campuses. Building on the feasibility study that will be funded by the John Merck Fund, this plan will examine aggregation, distribution and supply logistics and determine collaborative ways to organize and expand existing distributions systems in Maine. This work will be guided by Ron Adams, current Director of Portland Public Schools Food Program, and Stuart Leckie, Dining Director at St. Joseph's College, along with additional input from Food Service Managers in Maine and from our partners including Marada and Leah Cook of Crown O'Maine Organic Cooperative, FINE, Rosemont and Real Food Challenge. While the focus of this plan will be USM and the UMaine system, the same networks and plans could be applied to other institutions in the greater Portland area. The Food Service Management Plan and Food Procurement Plan will begin in July and be completed by October 2015.
2. **Meetings of institutional food purchasers in the Portland area:** CDI will work with the Mayor's Initiative for a Healthy and Sustainable Food System, GPCOG, the Local Food Cluster Acceleration Project and Grow Portland to convene three meetings over the next 9 months with other institutional purchasers in the greater Portland area. Already one meeting was convened on April 14th by Mayor Brennan and Growing Portland focused on seafood that brought together seafood processors, institutional purchasers, organizers and others to explore how to get more seafood into local institutions. These meetings will work to identify opportunities for cooperative purchasing of local foods, improved supply logistics and develop a shared goal for local food procurement. This effort will be coordinated with work that Farm to Institution New England is doing to organize farmers to supply institutions in Maine. Jonah Fertig, Ron Adams, Marada Cook and Leah Cook will organize these meetings with collaborative organizations.
3. **Explore Technology Options for Traceability and Supply Chain Logistics:** Technology systems are being developed to improve local sourcing, ordering and traceability. The Maine Farm and Sea Food Service Cooperative will examine these different options through the development of the food procurement and food service management plan to see which options could be implemented in Maine to improve institutional purchasing of local foods. This research will result in a recommendations for an existing technology system or will identify the programming needs for new technology.

b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines

The Maine Farm and Sea Food Service Cooperative's Institutional Food Service Management and Food Procurement plan will bring together multiple stakeholders including the University of Southern Maine, the University of Maine System and the City of Portland to grow the City's economy. With the full implementation of the plan, the Cooperative will add jobs, increase local ownership, expand equitable economic development, provide healthy food and put Portland and Maine in a leadership position on local food procurement for its area institutions.

This proposal connects with the Portland Economic Development Plan's goal to Grow the Economy. CDI will bring together a working group of different partners in the food sector to implement a plan to expand the market for local foods from farms and fishermen to institutions in Maine. This in turn will increase community wealth building and economic stability for people in Portland and rural areas of Maine. By bringing together strong food sector partners in the planning phases we are creating a dynamic strategy to overcome existing barriers and develop innovative solutions.

The PEDPIP will fund an implementation plan for how the food sector can increase its access to institutional markets in the Portland area and throughout Maine. To implement the plan, the Cooperative will work with existing infrastructure in farming and fisheries and develop ways to increase the efficiency and benefit for local producers. The Cooperative will work with the Gulf of Maine Research Institute, Northwest Atlantic Marine Alliance and the Portland Fish Exchange to purchase under-utilized fish species. The Cooperative will support existing farmers and locally-owned distributors and help these businesses to scale up to be able to supply more food for institutions in Maine.

With its unique multi-sector ownership structure, the Maine Farm and Sea Food Service will support an environment and culture of ownership and entrepreneurship by providing ownership opportunities to farmers, fishermen, distributors, food service workers, students, faculty and staff. Members will have the opportunity to be engaged in the governance of the cooperative and to have their voice heard in the process of developing a resilient institutional food system. Low-income individuals will be provided opportunities to become owners of the cooperative and expand their access to stable work and profit sharing.

Through this process, Portland will become a leader in the farm to institution movement. The work of Ron Adams to reach 50% local food in Portland Schools is making waves around the country. This project will expand the impact on more institutions in the city and make Portland a model for the country. This model will demonstrate how economic development can have a triple bottom line effect of contributing to the people and the planet while developing local profits.

Organization description and history

The Cooperative Development Institute (CDI) is the Northeast's Center for cooperative business education, training, and technical assistance. We are an independent 501(c)3 Cooperative Development Center founded in 1994 by cooperative leaders across industry sectors. Our mission is to "build a vibrant cooperative economy through the creation and development of successful cooperative enterprises and networks in diverse communities in New England and New York." Our vision of a cooperative economy is of an interdependent network of enterprises and institutions that allow people to meet their needs through principled democratic ownership, and that care for community, combat injustice and inequity, and promote self-governance.

CDI provides education, training and technical assistance to existing and start-up cooperatively structured enterprises in all business sectors: food, housing, energy, agriculture, arts, health, forestry, fisheries, retail, service and more.

Business Ownership Solutions: Business Ownership Solutions (BOS), a program of CDI, works with business owners to think through whether conversion to a cooperative could meet their needs, and with employees or community members to execute the co-op conversion. BOS worked with employees to form the Island Employee Cooperative (IEC), which then purchased three businesses on Deer Isle from retiring owners. Combined, the three businesses are one of the island's largest employers and provide the community with a full array of groceries, hardware, prescription drugs, pharmacy items, craft supplies, and other goods and services. The Island Employee Cooperative has become a national example of the power of cooperative conversions to secure jobs and businesses in local communities and this example has been featured in several national reports and conferences.

Rural Cooperative Development Services: CDI provides technical assistance to a wide range of rural based cooperatives particularly in the food sector including retail food co-ops, farmers' cooperatives, fishing cooperatives, food hubs and distributors. In Maine seven new cooperatives are currently under development including four cooperative farms, a vegan cafe and yoga studio and a natural landscape business conversion.

New England Resident Owned Communities: CDI is committed to assisting owners of manufactured homes in New England (MA, RI, VT, CT, and ME) gain long-term control over their communities. Since the program started in late 2009, CDI has assisted in the conversion of 17 communities and continues to provide ongoing technical assistance to these and three additional cooperatives, amounting to a total of over 1900 homes.

For the Maine Farm and Sea Food Service Cooperative project, CDI has gathered a development team with significant experience in the field that will organize the cooperative and facilitate the proposal development. We will lead the project through all its phases, assure deliverables are met and train the Co-op Board of Directors.

Cooperative Development Institute Board of Directors

Greg Brodsky of Order With Me, Chair,
Erica Buswell of Maine Farmland Trust, Vice Chair
Michael Oleksak of United Bank, Treasurer
Jessica Pooley of CDI (staff rep.), Clerk

Gloria LaBrecque of CFNE
Tanya Fields of the Blk Projek
Gowri Krishna of Roger Williams University School of Law
Betsy Sommers of Seasons Federal Credit Union

Project Staff

Cooperative Development Institute has assembled a development team including CDI Staff and Consultants. The following individuals will be contributing to the project with their expertise and experience.

Cooperative Development Institute Staff:

Jonah Fertig is a cooperative development specialist with CDI focusing on cooperatives in the food system. He is the project coordinator for the Maine Farm and Sea Food Service Cooperative. He co-founded Local Sprouts Cooperative in Portland, Maine and developed it from an idea into a successful worker-owned cafe, catering business and learning programs. He most recently co-founded the Greater Portland Community Land Trust and the Urban Agriculture Sub-Committee that is part of the Mayor's Initiative for a Healthy and Sustainable Food System, as well as Cooperative Fermentation, a project of the Resilience Hub in Portland Maine.

Rob Brown is the Director of CDI's Business Ownership Solutions (BOS) program. He has a background in community organizing, communications, non-profit and for-profit business development, and public policy development and advocacy. He has founded several non-profit and for-profit business organizations in Maine. Most recently, Rob was the founding Executive Director of Opportunity Maine, a statewide organizing, research, and advocacy nonprofit focused on education and workforce development, energy policy, and economic development. Rob studied economics and public policy at the University of Maine and College of the Atlantic, specializing in rural and community economic development, and has completed the Maine Association of Nonprofits' Executive Leadership Institute.

Lynda Brushett is a Senior Partner with the Cooperative Development Institute where she leads agricultural, fisheries and food systems initiatives. Lynda consults with start-up and established production, purchasing, equipment, distribution, marketing, processing and retail cooperatives, buying groups and farmers' markets in the areas of market and business planning, conflict resolution, organizational development and feasibility analysis. Over her 35-year career she has conducted numerous feasibility studies, marketing and business plans helping to launch new enterprises and strengthen existing ones.

Andrew Danforth is Director of CDI's NEROC Program and manages its cooperative housing programs. He has over of a quarter century of diverse experience in housing finance, non-profit governance, and social outreach. He is a co-founder and Managing Director of Circinus Group, which is a portfolio social lender and commercial conduit and provides financial and systemic consulting services to the international residential finance community. During his career, he has worked with 9 of the 20 largest US banks and Wall Street brokerages, has served as a liquidating Officer of the FDIC, and has assisted local lenders, government agencies, Indian tribes and regional non-profits. Internationally, he has worked on projects in Canada, Australia, the UK,

and in several South Asian countries. He continues to serve as an adviser to the Mexican National Workers Housing Fund. Andy has a long history of non-profit involvement. He is former President and Secretary, and a continuing Trustee of The Cooperative Fund of New England a unique revolving fund that lends to cooperative enterprises and community non-profits throughout New England. He is a founder of its sister fund, the Cooperative Capital Fund of New England, the first known venture capital fund targeted toward cooperative enterprises.

Noémi Giszpenc, CDI's Executive Director, manages the day-to-day activities of the organization. She began her career as an economics researcher at the World Bank, worked as an editor at the *Nonprofit Quarterly*, a magazine for nonprofit managers, and became a principal at Ownership Associates, Inc., a consulting firm in Massachusetts specializing in developing an ownership culture at employee-owned firms. As part of earning a Master's in Community Economic Development from Southern New Hampshire University, she did a thesis on the creation of a cooperative economy in the Northeast, including the practical development of an interactive co-op directory, which has now evolved into the Data Commons Cooperative (datacommons.coop). She has a Bachelor's degree in Economics from MIT.

Project Steering Committee

Ron Adams is in his seventh year as Director of the Portland Public School Food Services Program overseeing sixteen kitchens serving 5,500 meals daily. Ron has worked in child nutrition since 1993 and is a member of the School Nutrition Association and is a credentialed School Nutrition Specialist. Ron is an advocate for the farm to school movement and food security. He worked with a team of school and community resources in Gorham to reinvent the Maine Harvest Lunch and helped expand it into a statewide event. In 2010, Portland was included in a CDC Communities Putting Prevention to Work grant to increase fruit and vegetable consumption which added refrigerated salad bars to ten schools, a local foods manager and assistant as well as menu nutrition labeling projects. It also helped transform the way food was cooked and served in the largest district in Maine with 7,000 students in 15 schools. In 2013, Food Services opened a new Central Kitchen to complete the switch from hot shipping food to cold shipping meals and heating them on site in order to improve food quality and reduce waste. Currently Portland spends 37% of its food budget on local foods with a goal of 50% by 2016.

Leah Cook, Steering Committee Chair, has served as Operations Director at Crown O'Maine Organic Cooperative for the last 6 years, after serving as their primary driver for more than two years. She's coordinated the logistics and operational needs of over 250 producers across all product categories, and deliveries spanning the state of Maine into New Hampshire and Eastern Massachusetts. Leah and Marada, together with their General Manager Chris Hallweaver, have started and operate Northern Girl, LLC, a local food processing company. Northern Girl's goal is to minimally processed fresh-cut and frozen locally grown vegetables for a rapidly growing market.

Marada Cook is the current President of Crown O'Maine Organic Cooperative, a diverse and growing local foods distributor. With a deep knowledge of farming, production practices, and farm business models, she has worked extensively with a wide variety of food producers to develop a more economically and environmentally sustainable supply chain.

John Entwistle is a recently retired Certified Business Advisor and Center Director for the Maine Small Business Development Center at the University of Southern Maine. The Maine SBDC is part of a national network of SBA funded, university-based, providers of small business advising to start-up and growing small businesses. In 26 years with Maine SBDC, he counseled over 4,000 small business clients on issues of feasibility assessment, business start-up, business plan development, financial management, accounting, marketing and on many other functional

business issues. Prior to his employment with SBDC, he was owner of several mid-Coast Maine businesses. John received his MBA from the University of Southern Maine in 1989. He presently serves on the loan review committee of the Southern Maine Economic Development District

Clifford Ginn is a Maine and Massachusetts attorney who specializes in cooperative development. His areas of expertise include corporate, commercial, securities, cooperative, contract, finance, taxation, property, energy, education, health care, disability, economic development and employment law and public policy. He combines his legal experience with his experience as a small business owner to craft practical solutions to clients' problems. His representation of the Island Employee Cooperative in converting three rural Maine stores to cooperative ownership has received national attention. In addition to representing cooperative businesses, he has helped numerous affordable housing cooperatives form and acquire their residents' mobile home parks. Before entering private practice, he served as co-director of Opportunity Maine, an economic development policy think tank. He drafted and helped pass legislation that: wiped out student debt for Maine college graduates via a tax credit; expanded minimum wage and overtime protections to hotel, restaurant, domestic service, and other previously uncovered workers; cracked down on refund anticipation loans; and expanded public investment in energy efficiency. Ginn earned his J.D. at Harvard Law School, where he served as an editor on the *Harvard Law Review*, and clerked for Chief Judge William Young of the MA federal District Court.

Gloria LaBrecque works with the Cooperative Fund of New England visiting cooperatives who may be current and potential borrowers, providing technical assistance, administration of the loan portfolio, and marketing the Fund in the northeastern part of New England. Gloria's experience has been working with credit unions since 1992 as a performance consultant for the Northeast region of CUNA Mutual Group and CUNA's Center for Professional Development. She is a member of the Board of Directors at the Cooperative Development Institute as well as the Portland Food Co-op.

Steven Levy has over thirty years' experience in the financing, organization and reorganization of rural utilities throughout the Northeast, including districts, nonprofits, and cooperatives. He has vast experience securing grants and low interest loans from federal and state agencies, working with Boards of Directors on challenging financial and employment issues, and developing by-laws. He has an MS in Agricultural and Applied Economics from the University of Minnesota, and has worked with large Midwestern cooperatives.

Stuart Leckie is the Dining Services Director at St. Joseph's College in Standish, Maine where he is responsible for a 1.8 million dollar food and beverage operation. His Operation consists of 30 full time employees and approx 20 part time working in 3 different locations. In addition to the 400 seat board plan operation there are three other retail locations on campus. He oversees about \$500,000 in on-site catering sales per year. In 2013 he converted St. Joseph's College dining services from a contract food service account with Bon Appetit to self-operated. Since that time he has increased local food purchasing to 40% and helped expand the campus farm.

Collaborators

CDI is collaborating with organizations and businesses, leveraging their support to guide the development, growth and success of the Maine Farm and Sea Food Service Cooperative:

Farm to Institution New England (FINE) has been organizing farmers in Maine to be able to supply food to the University of Maine System and conducting research nationally and locally about how to access food service contracts. FINE will provide information, contacts, and help

develop support for the Co-op's food service proposals. **Real Food Challenge** is investing resources and staffing into the campaign to get the University of Maine system to purchase local foods. They have one staff person who has been organizing at each of the UMaine Campuses engaging student groups to get active around and submit input into the RFP process. We will work with this organizer to connect to these student groups so that they will support the proposal from the cooperative. Real Food Challenge is interested in the proposal for our cooperative as a model that they could promote nationally to other college campuses.

Portland Mayor's Initiative for a Healthy and Sustainable Food System & the Farm and Sea to Institution Sub-Committee has set a goal of 50% local foods in the Portland Public Schools that has been led by Ron Adams and now CDI staff member, Jonah Fertig, has been appointed as co-chair of the newly formed Farm and Sea to Institution Sub-Committee which will be calling on other Portland institutions, including University of Southern Maine to commit to this goal. The Mayor's Initiative is also working with fishermen and seafood processors to connect them to institutional markets. Mayor Brennan is supportive of the Cooperative and has offered to assist with advice and connections to people and resources within the city.

Local food distributors **Crown O'Maine Organic Cooperative & Northern Girl** are extremely knowledgeable about local food supply chains in Maine and have relationships with many key farm suppliers. We will work with Crown O'Maine to develop a distribution plan to identify what products can be supplied to the University. **Maine Farmland Trust** has been working with farmers to support their growth in scaling up to supply to institutions and will help identify potential suppliers. We will work with **Maine Organic Farmers and Growers Association** to identify farm suppliers and strengthen their ability to provide their food to the UMaine food service. We will work with **Gulf of Maine Research Institute** to develop a plan to supply local sustainably harvested seafood at the UMaine campuses and also consult with **Northwest Atlantic Marine Alliance** to make connections to Maine fishermen and fishing cooperatives.

Gloria LaBrecque from the **Cooperative Fund of New England** has offered support to assist in the development of the cooperative; CFNE is potentially interested in financing this cooperative after it develops a business plan. **Coastal Enterprises Inc.** will explore financing options for the cooperative that they could provide and will work to reach out to other possible funders to support this project. Their small business developers will also assist with reviewing business plans and feasibility studies. **Slow Money Maine** will connect this cooperative to potential investors and supporters. CDI has secured a spot to present either at the October meeting or the annual Conference in November, a key opportunity to solicit investor support. **RSF Social Finance** is interested in exploring ways they can support this project through grants or loans. **North American Students of Cooperation (NASCO)** and **Cooperative Food Empowerment Directive (CoFED)** will use their experience at colleges to support campus organizing efforts. **Democracy at Work Institute** is providing national resources to support worker cooperatives including training guides, models and technical assistance for rural co-ops. Economics Professor **Michael Hillard** who is developing a food studies program at USM has offered to meet with the new USM president to build support for this co-op at USM. The Cooperative will connect with student groups at many of the campuses in the fall to organize support locally at each campus.

Project Timeline

June:

- Development Team meets to develop work plan
- Funding from PEDPIP and John Merck Fund is received

July

- Start meetings for Food Service Management Plan
- Meet with other partner organizations
- Meet with Institutions in Portland

August

- Start development of Food Procurement Plan with distributors
- Meet with fishermen and seafood processors
- Meet with other partner organizations
- Meet with Institutions in Portland

September

- Meet with farmers for food procurement plan
- Public Launch of Maine Farm and Sea Food Service Cooperative ?

October

- Completion of Food Procurement Plan and Food Service Management Plan
- Recommendations of Technology for food supply logistics and traceability
- Meet with Institutions in Portland

November

- Public release of Food Procurement Plan and Food Service Management Plan
- Meet with Institutions in Portland

References

Bonnie Rukin, Slow Money Maine, bonnierukin@slowmoneymaine.org, 207-236-4703

David Schwartz, Real Food Challenge, david@realfoodchallenge.org, 401-601-5545

Mayor Michael Brennan, City of Portland, mfpb@portlandmaine.gov, 207-874-8941

Ken Morse, FINE, Network of Community Food Councils, kenmorse@mac.com

Riley Neugebauer, FINE riley@farmtoinstitution.org, 814-282-3039

Craig Lapine, Cultivating Community, craig@cultivatingcommunity.org, 207-671-1189

Andrea Perry, Broad Reach Fund, andrea@broadreachfund.org, 207-667-2755

Ronald D. Adams
16 Scotts Drive
Buxton, ME 04093
chefradams@gmail.com
207-749-2929

Goal

To utilize my food and nutrition background, management experience and advocacy skills in an organization that recognizes the importance of school nutrition programs, food security and local agriculture.

Education

The Pennsylvania State University, College of Agriculture, BS in Food Science, August, 1983.

New England Culinary Institute, Advanced Placement student, 1986

School Nutrition Association, credentialed as School Nutrition Specialist, 2007

Employment History

Director, Portland Public Schools Food Services, 2008 to Present

I am responsible for the largest school food service program in Maine serving 7,000 students with a 53% free and reduced population speaking over 50 languages. I oversee 50 union staff working in 15 buildings and one central kitchen. As only the third Director in the past 62 years, I was hired to update the program. In the past several years, I have developed a vision and transformed this urban district from a single item menu, shipped from an outdated central kitchen to a cutting edge nutrition program with updated facilities, serving methods and menus.

Accomplishments: Developed menu items to maximize participation from 45% to 54% in three years; Implemented a computerized Point of Sale System for all grades to provide accountability; Expanded breakfast to all buildings with nine schools serving universal free breakfast in the class room; snack programs in six schools, summer food service programs that have doubled in size each year; Introduced the Maine Harvest Lunch celebration and Farm to School programming; achieved local purchasing of 128,000 pounds of foods in 2014 and documented 35% of the food budget allocated to local foods; awarded a 2012 USDA Farm to School Implementation grant for \$100,000 to further our local foods program including gaining a food processing license for the central kitchen. Designed the 15,000 square foot central kitchen, Ocean Avenue Elementary School and Bayside Day Treatment facilities.

Nurtured community relationships: Waste Reduction Committee worked to eliminate polystyrene foam lunch trays with a district-wide cafeteria waste separation program including municipal composting; Cumberland County Food Security Council works to eliminate food insecurity and led to the first food pantry in the state at a public school - Portland High School; Portland Connect-Ed works to address the summer learning slide with meals and academic enrichment: recruited summer sites, volunteers to

operate sites; organized activities, developed outreach materials to increase participation; culminating with a National League of Cities CHAMPS grant for increased food access with supper and summer food service; Mayor's Subcommittee for a Healthy, Sustainable Food System leads efforts for increasing local foods; PPS increased local purchases to 35% of the total food budget; the goal is 50% by 2016 based upon increases in student participation; Maine Dairy Council Fuel Up to Play 60 grants to implement breakfast in the class room; increased participation from 30% to 80% in six schools; Lead partner with Let's Go 5210 to improve student wellness goals in the classroom and in the cafeterias.

Director, Gorham School Nutrition Program, 1998 to 2009

I was responsible for a program serving 2,700 students and staff in six locations with eighteen full-time union staff and six part-time staff. Converted the district to the nutrient based menu planning using Nutrikids software; developed menu items to maximize participation at all levels; implemented a Point of Sale System for all grades using PIN number and prepay accounts; implemented a on-line payment system to reduce staff time spent on money handling; developed a department web site with all policies and catering menus; expanded services to include the Recreation snacks, Senior meals and the Sebago Alliance facility; developed the Maine Harvest Lunch model with community resources and expanded it statewide; facilitated the Let's Go school nutrition directors group; bid secretary for the York-Cumberland School Nutrition Purchasing Cooperative; designed a new central kitchen to produce meals for all sites in the new Middle School, participating in design of the new White Rock Elementary School.

Director, Yarmouth School Nutrition Program, 1996 to 1998

Total department responsibilities for a staff of fifteen union employees preparing and serving meals for 1,800 students and staff in five locations. Negotiated food service contracts with the Pownal School; improved reimbursable menus to maximize state and federal matching dollars; received a DOE equipment grant to update one kitchen.

Executive Director/Chef, East End Kids Katering, Portland, ME, 1991 to 1996

Total food service responsibility that developed into the director of this non-profit food service company. Provided healthy, affordable meals to children in five sites, nutrition education and job training; produced 400 meals a day; researched and implemented a USDA Summer Food Service Program for all of Portland to feed an additional 1,000 meals a day each summer; initiated programming: catering, ethnic meals, nutrition education, hunger advocacy, job training with the disabled; assisted with the formal development of a non-profit company; recruitment of a board of directors, financial management, publicity, grant writing compliance with USDA program regulations.

Honors and Awards

Maine School Nutrition Association Director of the Year, 2014

HUSSC Bronze award for eight elementary schools, 2010

Thelma Flannigan Gold Award from School Nutrition Association, 2008

Lynda Brushett, Ph. D.
106 Harlan Drive
Barrington, NH 03825
603-664-5838
Brushett@metrocast.net

Dr. Brushett has more than thirty-five years of experience helping consumers, producers, entrepreneurs and cooperatives achieve their business and organizational goals. Dr. Brushett specializes in fisheries, agriculture and food systems initiatives. She is an accomplished educator and facilitator with special expertise in the dynamics of helping individuals work effectively in groups. Clients are challenged to look creatively at their assets and opportunities, work collaboratively and reach consensus as they engage in a process of problem-solving and change.

Technical services include marketing, strategic planning, conflict resolution, organizational development, facilitation, venture feasibility analysis and business planning. Assignments generally result in new or revitalized businesses, organizations, programs or infrastructure improvements.

Senior Partner, Cooperative Development Institute, INC P. O. Box 422, Shelburne Falls, MA organized in 1994 to build cooperative leadership and enterprise in the Northeast. **Principal, Niche Marketing**, 106 Harlan Drive, Barrington, NH 03825 a rural and agricultural development consulting practice founded in 1983. **Facilitator** for the **NH Coalition for Sustaining Agriculture** a network of public and private organizations working to ensure agriculture is a valued and vital part of the state's economy, environment and communities.

Prior experience:

Dr. Brushett was an **Adjunct Faculty, Associate Professor** teaching Community Development to undergraduates at the Department of Resource Economics and Development, University of New Hampshire, Durham, NH. (1/90 to 2002). **Economic Development Administrator, Wakefield Economic Resource Committee**, Wakefield, NH. (9/93 to 2/98). **Regional Marketing Specialist** for the New England Sheep Industry Development Project (1/81 to 12/82). **Community Resource Development Agent** with the University of New Hampshire Cooperative Extension (8/75 to 12/80). **Rural Development Specialist** for A. L. Nelligan & Associates (8/72 to 7/75). **Vista Volunteer** serving in Rockingham County NH (10/70 to 7/72). Dr. Brushett has travelled extensively in Africa (Zimbabwe, Morocco, Senegal), Southeast Asia (Thailand, Laos, Vietnam), Europe (Great Britain, France, Spain, Italy, Germany, Slovenia, Croatia) and Australia (Victoria)

Education

- Bachelor of Arts, *Magna Cum-Laude*, Lycoming College, Williamsport, PA. Phi Kappa Phi, Phi Alpha Theta, Sachem Society. 1969
- Master of Arts, American University, Washington, DC. University Fellow. 1971
- Doctor of Philosophy, Natural Resources and Environmental Studies, University of New Hampshire, Durham, NH. 2004

Selected Agriculture and Food Projects & Reports

- Farmer Cooperative Mentorships for New American farmers in Vermont, New Hampshire and Maine, On-going.
- KEOH Cooperative Development and Marketing Consultation with agricultural NGO's and women farming collectives in Kedougou, Senegal. National Cooperative Business Association/CLUSA International Farmer to Farmer program. November 2012.
- North Country Grown Cooperative: Business, market and organizational Development. 2010-2015.
- North Country Farmers Cooperative. Business planning, governance and organizational development. 2010-2014.
- New Hampshire Growers Cooperative: Business planning and Organizational Development. 2013.
- Project Leader, *Converting Dairy Manure Fiber into Plant Growing Media as a Nutrient Removal Strategy*. 2011.
- Project Coordinator, *Strengthening Farmstead Cheese Businesses Through Risk Assessment, Reduction, Monitoring, Testing and Technical Support*, September 2010.
- Project Director, *Strengthening the Business Fundamentals of New England Farmers Markets*, Training program. On-going.
- Project Coordinator, *Installment Purchase Agreements for Agricultural Easements*, NH coalition for Sustaining Agriculture, 2011.
- Project Director, *FarmShare: equipment, labor and facilities sharing cooperatives for New England Small Farms*. On-going.
- Program Consultant, *NH Farm To School*, 2003 to present.
- Project Director, *Show me the {Grant} Money, a grant sourcing, writing guide and webinar for Northeast farmers*, First Pioneer Farm Credit. August 2009.
- Project Director, *The Woodstock Project: marketing research and business planning to conceptualize an anaerobic digestion enterprise for a CT dairy farm*, April 2009.
- Project Director, *Managing Plant Growers Input Price Risk Through Cooperation*, July 2008.
- Project Director, *Cooperative Poultry Processors: processing facilities for small Maine poultry farmers*. 2007.
- Project Director, *Helping New England Women Address Farm Succession, Transfer and Tenure*, Farm Service Agency. September 2006.
- Project Director, *Agricultural Commissions for NH*, NH Coalition for Sustaining Agriculture, March 2007.
- Instructor, *Skills and Tools for Effective Cooperative Business Development*. CooperationWorks, Training Program, May 2003.
- Project Coordinator, *Agricultural Easements for New Hampshire Farms*. NH Coalition for Sustaining Agriculture, March 2002.
- Facilitator, *Citizen Panels on Genetically Engineered Food and the Future of Food in New England* UNH Office of Sustainability Programs. February 2002 and June 2003.

- *Market Planning for Value-Added Agricultural Products*, co-authored with Greg Franklin. NH Coalition for Sustaining Agriculture, March 2001.
- Instructor, *Cooperative Business Planning and Feasibility Analysis*. Technical Course on Cooperative Development, December 2000, Epes, AL.
- Editor, *Preserving Rural Character Through Agriculture*. NH Coalition for Sustaining Agriculture, July 1999.
- *Marketing Bedding Plants to New Hampshire Supermarkets and Mass Merchandisers*. Co-authored with Michael Sciabarrasi. UNH Cooperative Extension Service. July 1994.
- *Pennsylvania Lamb Market Development Study and Green Valley Cooperative Business Prospectus*. Pennsylvania Sheep and Lamb Marketing Board. June 1993.
- *New England Wholesale Produce Buyers Guide*. Four State Wholesale Produce Market Improvement Program. September 1992.
- *Waldo County Sheep Market Study*. Waldo County Opportunity Zone, Eastern Maine Development Corporation. December 1991.
- *Apple Crisps Enterprise Feasibility*. Grand Isle Agricultural Diversification Study. June 1989.
- *Foreign Import Competition for Fresh Fruits and Vegetables in Northeast Markets: Analysis of foreign competition on the market position of fresh fruits and vegetables produced and marketed in ten northeast states*, Northeast Association of State Departments of Agriculture. June 1988.
- *From Production Agriculture to Market Agriculture*, University of New Hampshire Cooperative Extension Service. January 1987.
- *Commercial Production and Marketing of Fresh Herbs in New England*. NOFA, August 1984.
- *Overview of Fruit and Vegetable Production, Consumption and Product Trends in the Boston, New York and United States Marketplace*. NOFA, April 1984.

Food Industry

- *Specialty Food Business Fundamentals: The NH COOKS Entrepreneurial Training Program*, NH COOKS and the Connecticut River Joint Commission, November 1997.
- *The Adirondack Kitchen, A Specialty Food Producers Needs Assessment and Kitchen Feasibility Study*. SUNY Small Business Development Center. Fall 1995.
- *NH COOKS! New Hampshire Commercial Kitchen Services Feasibility Study*. University of New Hampshire Office of Economic Initiatives. April 1995.
- *Bottled Water: An Assessment of Market Opportunity for a Locally Produced Product*. STA-North. October 1994.
- *Specialty Food Distribution Warehouse Study*. Town of Hartford, VT. June 1994.
- *Niche Marketing for Agriculture*. Connecticut River Joint Commissions. December 1993.
- *Crafting Commerce from Art—The Vermont Food Venture Center*. Economic Development Council of Northern Vermont. July 1992.
- *Marketing Specialty Foods: An examination of consumer trends, distribution alternatives and product implications*. September 1990.
- *Yankee Shepherd Cooperative Business Plan*. Rural Ventures. December 1984.

Stuart H. Leckie
190 Broadway
South Portland ME 04106

Cell (207) 329-6660
Work (207) 893-6683

CAREER SUMMARY

Strong record of success in all aspects of the hospitality business, with a focus on sustainable practices, including strong customer service skills, meeting budget requirements, increasing sales, increasing profitability and a great staff morale builder.

- **Management** – Solid background in planning, budgeting, executing sales and marketing. Hands on manager with highly developed people skills, complete food and beverage knowledge and strong creative problem solving ability. Equally strong in budgeting and financial management.
- **Marketing** – Broad knowledge of marketing disciplines, including research, promotional planning, menu planning, pricing, merchandising, event planning and advertising. Have supported soliciting new business on many occasions.
- **Team Building** – Decisive team leader with extensive experience in recruiting hourly employees to front line managers, developing talent and creating effective training programs. Provide a work environment that leads to very low staff turnover and creates the most opportunity for employees.
- **Communication** – Persuasive communicator with well-developed presentation and negotiation skills. Able to develop productive relationship with colleagues, customers and staff at all levels.
- **Sustainability** – Created relationships with surrounding farmers and artisans allowing 35% of our purchasing dollars to remain within 200 mile radius. Helped change Saint Joe's over to single stream recycling and added full composting program. Work with various schools to promote school gardens, local procurement and the use of healthy cooking techniques.

COMPLETED GRADUATE STUDIES

Canterbury College of Technology, Canterbury, England

PROFESSIONAL EXPERIENCE

In addition to below – I took the foodservice through a transition to becoming self-operated July 2013

General Manager – 10/1/00 - Present

Bon Appétit at Saint Joseph's College, Standish, Maine

Responsible for a 1.8 million dollar food and beverage operation. Operation consists of 30 full time employees and approx 20 part time working in 3 different locations. In addition to the 400 seat board plan operation there are three other retail locations on campus. We conduct about \$500,000 in on-site catering sales per year. Developed a strong partnership with Saint Joseph's College and have become an important integrated part of the College culture at Saint Joseph's College.

- Support the North East Region of Bon Appétit on Safety audits and training
- Actively engaged in Campus Environmental Awareness Committee
- Have given support to Bon Appétit for new account openings, including opening GM
- Worked with Bon Appétit and Compass on soliciting new business, sales presentations and RFP proposals.
- Participate in new sustainability committee for the North East Region
- Sit on the Board of Trustees for a local Food Pantry that became a partnership between Bon Appétit, The town of Standish and the College.
- Sit on the board of Advisors for a local produce company, encouraging more sustainable practices throughout their business.
- Created a 3 acre working farm that has become fully integrated with the Campus. This includes community partnerships, workshops, class curriculum, educational programs and hands on pre-vet work.
- I have been awarded two leadership awards at the College, and been recognized at the College Awards Banquet.

Food and Beverage Manager / Director of Sales - 5/15/97 to 8/27/00

Point Sebago Resort - Casco, Maine

Conducted entire food and beverage operation for an 800 acre Family Resort. Consisted of three restaurants and one nightclub. Direct a food and beverage team of over 8 front line managers and 100 hourly employees. Also responsible for all corporate business, overnight groups, day outings, weddings and golf tournaments.

- Increased food and beverage profitability from \$30,000 to \$240,000
- Designed and executed full business plan for 1.2 million dollar operation
- Participated in safety and workman's comp committee
- Participated in Resort marketing
- Designed all in house promotional literature
- Responsible for execution and planning of groups as large as 3000 people
- Member of Executive Management Team

Director of Sales /Assistant General Manager - 9/1/95 to 5/15/97

Bay Harbor restaurant, Diamond's Edge Restaurant, Grill 36

Coordinated all sales and promotions for three establishments. Created a central sales office linking all three restaurants together. Designed and implemented computerized booking system for all sales. Took care of the day operations at Bay Harbor restaurant in the General Managers absence. Yearly revenue exceeds over three million dollars of which at least one third came through the sales office.

I also designed all the menus for each restaurant and published them in house. Designed a central database for our mailing list. Directed all marketing and promotions.

Banquet Manager/Sales Director/Restaurant Manager - 9/1/93 to 7/1/95

Mariners Church Banquet Center/Old Port Tavern - Portland, Maine

Administered all banquet sales, menu proposals, hosting and coordination of banquet functions. Managed and participated in dining room operation. Controlled all scheduling and employment of staff in both areas. Increased banquet sales by over 300%. Went from organizing one function a day to multiple functions, including the booking of double weddings on Saturdays throughout 1995.

Assistant Casino Manager - 4/10/90 to 9/16/93

Scotia Prince - Portland, Maine

Jointly supervised entire casino operation. Responsible for V.I.P. customers and recreation.

ACTIVITIES / INTERESTS

Swimming, walking, exercising and spending time with my family. I have 4 children all involved in sports. I coach 3rd and 4th grade soccer and have coached many other sports over the years as my children have moved up the school system. I used to run a Boy Scout group and a Girl Scout troop for many years. I enjoy educating people on food and Bon Appétit's sustainability practices.

I have full knowledge of Windows XP, Microsoft Word, Microsoft Publisher, Microsoft Works, Excel and the Internet.

OTHER QUALIFICATIONS

Serve Safe Certification and Instructor

F.M.P - Food Management Professional – Highest certificate available in the industry, recognized by the National Restaurant Association

CPR and First Aid Certified - Red Cross

PROFESSIONAL REFERNECES

Phil Yauch – Vice President of Finance	(207) 893-7711
Joseph Lee – Director of Lake Region Chamber of Commerce	(207) 595-3182
Don Toms - General Manager, Point Sebago	(207) 655-7949

PERSONAL REFERNECES

Lynn Brown – Admissions	(207) 893-6674
Maureen Lasalle – Director off Alford Center	(207) 893-6617
Judy Hodgdon - Owner of child development center	(207) 693-3616.
Alexis D'Ascanio – Program Director	(207) 632-0117

JONAH FERTIG

259 Log Cabin Rd., Arundel, ME 04046 (207) 615-9970 jonah.fertig@gmail.com

EDUCATION

New York University, Gallatin School New York City
Bachelor of Arts, Individualized Studies, focus on Art and Cultural Studies

Graduated 1999

Yarmouth High School

Yarmouth, Maine

Graduated 1996

TRAININGS

Democracy at Work Network National

March 2014-Present

Apprentice in Worker Cooperative Development Network. Year-long training with certification in March 2015.

Sustainable Food System Leadership Institute Maine

March 2010-November 2012

Three year program bringing together young leaders in Maine's food system to develop leadership skills & collaboration.

COOPERATIVE, FOOD & COMMUNITY EXPERIENCE

Cooperative Development Institute New England

February 2014-Present

Cooperative Development Specialist

Consult with Cooperative Development Institute on food system cooperatives including cafes, farmers, and distribution.

Cooperative Fermentation

Arundel & Portland, Maine

January 2014-2015

Coordinator, Cooperative Developer, Chef, Founder

Working to create cooperatives in the food system by offering workshops, consulting and food production.

Greater Portland Community Land Trust Portland, Maine

January 2013-Present

Co-Founder, Co-Chair

New organization working to create democratic affordable ownership housing in Portland.

Eat Local Foods Coalition

Statewide Maine

March 2014-Present

Board Member

Mayor's Initiative for a Healthy and Sustainable Food System Portland

July 2012-Present

Initiative member, Co-Chair of the Urban Agriculture Subcommittee

Crown o' Maine Organic Cooperative Vassalboro, Maine

December 2013-Present

Board member for local organic distribution company as they expand the ownership to their workers.

Local Sprouts Cooperative

Portland, Maine

June 2007-February 2014

Founder, Board President, Worker-Owner, Learning, Outreach and Catering Coordinator

Founder of worker-owned cooperative focused on providing people with creative local and organic food and holistic learning through cooking food for our community. Responsibilities and experience included:

business planning, coordinated community financing campaign, grant writing and loan applications for start-up costs; project coordinator for development of Local Sprouts Cafe; meeting facilitation with consensus based decision making process; cooking, creating menus, and coordinating food ordering and purchases; organizing catering and logistics for large events; teaching youth and adults about cooking with local foods and cooperatives; marketing our cooperative through print, web, radio, social media, web and tv media; organizing community events and more.

The New School

Kennebunk, Maine

Sept 2007-June 2008 & Sept 2013-2014

Community Teacher

Teach classes on Local Foods Cooking, Gardening, Dreams & Creative Expression

Meg Perry Center*Portland, Maine**July 2007-June 2013*

Co-Founder, Coordinator of Community Center for Peace, Justice and Community.

At the Meg Perry Center, I help to create a cooperative organization bringing together Peace Action Maine, Centro Latino, Local Sprouts Cooperative, the Portland Food Co-op, the Fur Cultural Revival and more.

Community Building Collaborative*Portland, Maine**February 2007-June 2013*

Founder, President of Board and Spokesperson.

The CBC coordinates the Meg Perry Center. Responsibilities included; developing organizational structure, writing grants, applying for 501c3 status, recruiting board members, developing plans for collaborative community center, speaking with the media, and networking with organizations.

Burdock Gathering*Starks, Maine**May 2002-April 2014*

Co-Founder and coordinator of annual free weeklong gathering of over 200 people in Central, Maine

Coordinated kitchen and food donations, organized workshops, music, and children's activities. Promoted the gathering through print and web media.

First Parish Portland*Portland, Maine**July 2009-August 2010*

Office Facilitator at Unitarian Universalist Church. Responsibilities and experience included: maintaining and updating the Church's website, producing and editing a monthly newsletter, and booking church facilities for events.

Rippleeffect on Cow Island*Cow Island, Maine**June 2008-Sept 2008*

Natural Foods Cook for youth outdoor adventure program. Taught about earth oven building and composting.

People's Free Space*Portland, Maine**May 2002-June 2007*

Co-Founder, Core Group Member, Grant Writer, Outreach & Educational Coordinator.

Responsibilities included: organizing workshops and events, maintaining contacts database & listserv, maintaining website, writing grants, speaking to the media, coordinating our community center, making presentations in schools, creating our newsletter and newspaper and more.

Preble Street*Portland, Maine**December 2004-August 2007*

Food Programs Facilitator 6/06-8/07 Food Pantry Manager 3/06-6/06 Breakfast coordinator on weekends 12/04-3/06

Coordinated breakfast program, food pantry and food inventory. Worked with hundreds of volunteers including: youth, adults, seniors and immigrants. Taught groups & individuals cooking skills and issues around homelessness.

Portland Victory Gardens Project*Portland, Maine**June 2004-June 2007*

Core Group member and organizer for community gardening project.

Boys and Girls Club*Portland, Maine**February 2003-June 2005*

Learning Center Coordinator. Taught Cooking, Puppetry, Gardening, and Writing.

Sunrise Acres Farms*Cumberland, Maine**June 2002-October 2002*

Tended an organic community supported agriculture garden

~~~~~  
*References Available Upon Request*



Department of the Treasury  
Internal Revenue Service

P.O. Box 35045  
Jacksonville FL 32202-0000

In reply refer to: 0752161057  
Aug. 27, 2013 LTR 4168C 0  
04-3241596 000000 00

00027456  
BODC: TE

COOPERATIVE DEVELOPMENT INSTITUTE  
% NOEMI GISZPENC  
PO BOX 422  
SHELBURNE FLS MA 01370-0422



020163

Employer Identification Number: 04-3241596  
Person to Contact: TEGE  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Aug. 16, 2013, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in July 1995.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0752161057  
Aug. 27, 2013 LTR 4168C 0  
04-3241596 000000 00  
00027457

COOPERATIVE DEVELOPMENT INSTITUTE  
% NOEMI GISZPENC  
PO BOX 422  
SHELBURNE FLS MA 01370-0422

If you have any questions, please call us at the telephone number  
shown in the heading of this letter.

Sincerely yours,

*Laura Myers*

Laura Myers  
Operations Manager, AM Ops. 3

Portland Development Corporation  
Operating Report FY15  
Preliminary Report For Month Ending  
6/30/2015

|                              |               |
|------------------------------|---------------|
| Operating transfer from EDF  | 28,522        |
|                              | -----         |
| <b>Total Funds Available</b> | <b>28,522</b> |

|                                |               | Current   | Year to       | Percent      |              |
|--------------------------------|---------------|-----------|---------------|--------------|--------------|
| FY15 Expenditures              | Budget        | Month     | Date          | of Budget    | Balance      |
| Administrative Services        | 575           | 37        | 301           | 52.4%        | 274          |
| Postage                        | 300           | 10        | 52            | 17.4%        | 248          |
| Travel, Training, Meetings     | 3,900         | 0         | 3,494         | 89.6%        | 406          |
| Contractual services           | 10,500        | 0         | 4,890         | 46.6%        | 5,610        |
| Operating Transfer to Fin.     | 9,647         | 0         | 9,647         | 100.0%       | 0            |
| Advertising                    | 2,000         | 0         | 1,479         | 74.0%        | 521          |
| Auto Expense Reimb.            | 100           | 0         | 0             | 0.0%         | 100          |
| Printing & Binding             | 650           | 12        | 644           | 99.1%        | 6            |
| Office Supplies                | 850           | 0         | 816           | 96.0%        | 34           |
|                                |               |           |               |              |              |
| <b>Total FY15 Expenditures</b> | <b>28,522</b> | <b>60</b> | <b>21,324</b> | <b>74.8%</b> | <b>7,198</b> |

**Expenditures:**

|                         |                           |
|-------------------------|---------------------------|
| Administrative Services | Credit reports.           |
| Postage                 | General Courier delivery. |
| Printing & Binding      | Replacement Nameplate.    |

**Downtown Portland Corporation  
Schedule of Loans Receivable  
For the Month Ending June 30, 2015**

|                                                      |      |                              |                 | ---Committed/Disbursed Funds---- |                  |                  |                 |                            |
|------------------------------------------------------|------|------------------------------|-----------------|----------------------------------|------------------|------------------|-----------------|----------------------------|
|                                                      |      | Account No. & Name           | Date<br>of Loan | Maturity<br>Date                 | Original<br>Loan | Not Yet<br>Disb. | Total<br>Disb . | Outstanding<br>Princ. Bal. |
| Cust #                                               | Ln # |                              |                 |                                  |                  |                  |                 |                            |
| Portland Business Fund 271 (UDAG/Unrestricted):      |      |                              |                 |                                  |                  |                  |                 |                            |
| 6762                                                 | 1482 | Nova Star Cruises Limited    | 3/20/2014       | 5/1/2020                         | 165,411          | 0                | 165,411         | 163,196                    |
| Sub-Total PBF (UDAG)                                 |      |                              |                 |                                  |                  |                  |                 | 163,196                    |
| Portland Business Fund 272 (Restricted - CIP):       |      |                              |                 |                                  |                  |                  |                 |                            |
| 4500                                                 | 1127 | Tomaks, LLC                  | 3/27/2008       | 3/27/2016                        | 75,000           | 0                | 75,000          | 60,851                     |
| 5496                                                 | 1288 | Museum of African Culture    | 10/3/2011       | 10/1/2016                        | 15,500           | 0                | 15,500          | 13,693                     |
| 3763                                                 | 955  | Eastman Industries           | 4/19/2012       | 4/6/2017                         | 34,800           | 0                | 34,800          | 29,208                     |
| 3826                                                 | 1007 | Kennebec St. Properties      | 04/25/06        | 10/1/2018                        | 67,500           | 0                | 67,500          | 38,048                     |
| 6502                                                 | 1436 | Portland Food Cooperative    | 6/4/2014        | 10/1/2021                        | 130,000          | 0                | 130,000         | 121,921                    |
| Sub-Total PBF (Bonds/CIP Restricted)                 |      |                              |                 |                                  |                  |                  |                 | 263,722                    |
| Portland Micro Capital Fund 271 (UDAG/Unrestricted): |      |                              |                 |                                  |                  |                  |                 |                            |
| 5708                                                 | 1438 | Veranda Asian Market LLC     | 4/19/2012       | 4/1/2017                         | 50,000           | 0                | 50,000          | 24,267                     |
| 5837                                                 | 1341 | Back Bay Skate               | 9/10/2012       | 9/1/2017                         | 12,500           | 0                | 12,500          | 6,275                      |
| 6113                                                 | 1379 | EcoHome Studio, LLC          | 4/11/2013       | 4/1/2018                         | 15,000           | 0                | 15,000          | 8,901                      |
| 6120                                                 | 1380 | Portland Trading Co. LLC     | 4/26/2013       | 8/1/2018                         | 15,000           | 0                | 15,000          | 13,836                     |
| 6133                                                 | 1381 | Maine Bio-Fuels, Inc.        | 5/24/2013       | 6/1/2018                         | 25,000           | 0                | 25,000          | 15,699                     |
| 6180                                                 | 1382 | Undeclared Enterprises, Inc. | 6/27/2013       | 7/1/2018                         | 25,000           | 0                | 25,000          | 22,130                     |
| 6302                                                 | 1411 | Pachanga, LLC                | 11/6/2013       | 1/1/2016                         | 14,000           | 0                | 14,000          | 8,462                      |
| 6501                                                 | 1435 | Sur Lie Wine Bar, LLC        | 5/2/2014        | 9/1/2021                         | 37,335           | 0                | 37,335          | 34,008                     |
| 6635                                                 | 1464 | Damiak's Bakery, LLC         | 10/16/2014      | 11/1/2019                        | 25,000           | 0                | 25,000          | 22,039                     |
| Sub-Total Micro Capital Fund                         |      |                              |                 |                                  |                  |                  |                 | 155,617                    |
| Portland Business Fund Fund 274 (CIP/Unrestricted):  |      |                              |                 |                                  |                  |                  |                 |                            |
| 6597                                                 | 1458 | Back Cove School             | 8/29/2014       | 9/1/2019                         | 55,000           | 0                | 55,000          | 50,659                     |
| 6784                                                 | 1485 | SB & LC Properties, LLC      | 4/6/2015        | 5/1/2020                         | 101,200          | 0                | 101,200         | 100,991                    |
| 6786                                                 | 1487 | RAIN Management, LLC         | 4/16/2015       | 7/1/2020                         | 60,000           | 0                | 60,000          | 60,000                     |
| 6828                                                 | 1500 | Poplar & Co., LLC            | 6/5/2015        | 10/1/2022                        | 37,500           | 0                | 37,500          | 37,500                     |
| Sub-Total PBF (Bonds/CIP Unrestricted)               |      |                              |                 |                                  |                  |                  |                 | 211,649                    |
| Creative Economy Fund 271 (UDAG/Unrestricted):       |      |                              |                 |                                  |                  |                  |                 |                            |
| 5615                                                 | 1308 | Studio Management Corp.      | 1/20/2012       | 2/1/2017                         | 26,000           | 0                | 26,000          | 10,728                     |
| Sub-Total Creative Economy Fund                      |      |                              |                 |                                  |                  |                  |                 | 10,728                     |
| FAME Fund 277:                                       |      |                              |                 |                                  |                  |                  |                 |                            |
| 5862                                                 | 1351 | Peaks Island Fuel            | 10/1/2012       | 10/1/2017                        | 61,000           | 0                | 61,000          | 54,820                     |
| 3763                                                 | 956  | Eastman Industries           | 4/19/2012       | 4/6/2017                         | 34,800           | 0                | 34,800          | 29,208                     |
| 6531                                                 | 1450 | North Atlantic, Inc.         | 6/23/2014       | 1/1/2020                         | 75,000           | 0                | 75,000          | 52,100                     |
| 6598                                                 | 1459 | Browne Trading CO.           | 9/3/2014        | 10/1/2019                        | 83,333           | 0                | 83,333          | 73,881                     |
| 6692                                                 | 1475 | Maine & Loire LLC            | 12/30/2014      | 1/1/2020                         | 45,000           | 0                | 45,000          | 41,057                     |
| 6485                                                 | 1429 | Evo Rock & Fitness Portland  | 4/14/2014       | 11/1/2024                        | 132,954          | 0                | 132,954         | 126,994                    |
| Sub-Total FAME Fund                                  |      |                              |                 |                                  |                  |                  |                 | 378,060                    |
| FAME SSBCI 279:                                      |      |                              |                 |                                  |                  |                  |                 |                            |
| 5836                                                 | 1340 | 251 Woodford Street LLC      | 8/31/2012       | 9/1/2017                         | 165,000          | 0                | 165,000         | 151,219                    |
| 5939                                                 | 1356 | Apothecary By Design LLC     | 11/8/2012       | 11/1/2017                        | 200,000          | 0                | 200,000         | 148,038                    |
| 5748                                                 | 1327 | Fermentation & Distillation  | 4/25/2012       | 10/1/2017                        | 165,000          | 0                | 165,000         | 87,359                     |
| 6199                                                 | 1390 | Inn at Diamond Cove LLC      | 7/10/2013       | 7/1/2018                         | 200,000          | 0                | 200,000         | 180,272                    |
| Sub-Total FAME SSBCI                                 |      |                              |                 |                                  |                  |                  |                 | 566,887                    |
| Real Estate Investment Fund 271(UDAG/Unrestricted):  |      |                              |                 |                                  |                  |                  |                 |                            |
| 6104                                                 | 1378 | McCuda, LLC                  | 4/19/2013       | 4/1/2018                         | 200,000          | 0                | 200,000         | 185,054                    |
| Sub-Total RE Invest                                  |      |                              |                 |                                  |                  |                  |                 | 185,054                    |
| Brownfields Loan Fund 278                            |      |                              |                 |                                  |                  |                  |                 |                            |
| 6555                                                 | 1457 | Forefront Partners, LP       | 7/30/2014       | 2/1/2020                         | 200,000          | 0                | 200,000         | 194,406                    |
| Sub-Total Brownfields                                |      |                              |                 |                                  |                  |                  |                 | 194,406                    |
| Grand Total Loans                                    |      |                              |                 |                                  |                  | 0                | 2,548,833       | 2,129,319                  |
| Allowance for uncollectable loans at 15%             |      |                              |                 |                                  |                  |                  |                 | 319,398                    |
| Total with Allowance for uncollectable loans:        |      |                              |                 |                                  |                  |                  |                 | 1,809,921                  |

**CITY OF PORTLAND, MAINE  
PORTLAND DEVELOPMENT CORPORATION  
DELINQUENCY REPORT  
MONTH ENDING JUNE 30, 2015**

ao 7/6/2015

| Loan                                    | Payment<br>Past Due | # of<br>Payments | # of Days<br>Past Due <sup>1</sup> | Outstanding<br>Principal<br>Balance | # of Times Past Due<br>In Last 12 Reports<br>(excluding present mo.) |
|-----------------------------------------|---------------------|------------------|------------------------------------|-------------------------------------|----------------------------------------------------------------------|
| Back Bay Skate                          | \$239               | 1                | 30                                 | \$6,275                             | 9                                                                    |
| Eastman Industries                      | \$890               | 2                | 61                                 | \$29,208                            | 4                                                                    |
| Eastman Industries                      | \$890               | 2                | 61                                 | \$29,208                            | 4                                                                    |
| Kennebec Street Properties <sup>2</sup> | \$1,039             | 1                | 30                                 | \$37,212                            | 7                                                                    |
| Museum of African Culture               | \$1,960             | 18               | 515                                | \$13,693                            | 12                                                                   |
| Nova Star Cruises <sup>3</sup>          | \$3,122             | 1                | 30                                 | \$161,215                           | 0                                                                    |
| Pachanga                                | \$421               | 1                | 16                                 | \$8,850                             | 9                                                                    |
| Portland Trading Co.                    | \$4,058             | 14               | 426                                | \$13,836                            | 12                                                                   |
| Studio Management Corp.                 | \$494               | 1                | 30                                 | \$10,248                            | 12                                                                   |
| The Back Cove School                    | \$790               | 1                | 30                                 | \$50,659                            | 2                                                                    |
| TOMAKS, LLC                             | \$559               | 1                | 16                                 | \$60,851                            | 8                                                                    |
| Undefeated Enterprises                  | \$5,253             | 11               | 333                                | \$22,130                            | 12                                                                   |
| Veranda Asian Market <sup>4</sup>       | \$955               | 1                | 30                                 | \$24,378                            | 12                                                                   |
| 251 Woodfords Street LLC <sup>5</sup>   | \$1,089             | 1                | 30                                 | \$151,219                           | 0                                                                    |
| <b>TOTALS:</b>                          | <b>\$19,715</b>     |                  |                                    | <b>\$618,981</b>                    |                                                                      |

|                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <sup>1</sup> Reflects number of days after 1st of month due date. Also, this report lists only loans that have not paid by the 15th of each month. |
| <sup>2</sup> Paid June 1 on July 1                                                                                                                 |
| <sup>3</sup> Paid June 1 on July 1                                                                                                                 |
| <sup>4</sup> Paid June 1 on July 5                                                                                                                 |
| <sup>5</sup> Paid June 1 on July 2                                                                                                                 |

**Portland Development Corporation  
Preliminary Cash Management Report  
For Month Ending June 30, 2015**

As of July 7, 2015.

|                                       | CIP               |                     | UDAG       |                | FAME    |         | SSBCI   |       | Brown-Field |                    | Year-to-Date |              |        |         |         | Business Assistance Grant Prgm for Job Creation-FY14 |
|---------------------------------------|-------------------|---------------------|------------|----------------|---------|---------|---------|-------|-------------|--------------------|--------------|--------------|--------|---------|---------|------------------------------------------------------|
|                                       | 272<br>Restricted | 274<br>Unrestricted | Loans/PDAP | (Unrestricted) | 277     | 279     | 278     | (PET) | TOTAL       | Principal/Interest |              |              | Bmtld  |         |         |                                                      |
|                                       |                   |                     |            |                |         |         |         |       |             | CIP                |              | Unrestricted |        | FAME    | SSBCI   |                                                      |
|                                       |                   |                     |            |                |         |         |         |       |             | Restricted         | Unrestricted |              |        |         |         |                                                      |
|                                       |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Beginning Cash Bal. June 1, 2015      | 123,797           | 120,617             | 781,688    | 250,000        | 137,913 | 240,060 | 307,617 |       | 1,967,892   |                    |              |              |        | 100,000 | 100,000 |                                                      |
| Plus:                                 |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Principal payments received           | 2,907             | 4,760               | 1,904      |                | 2,008   | 6,333   | 1,396   |       |             | 24,495             | 9,102        | 49,701       | 42,726 | 66,876  | 5,594   |                                                      |
| Interest payments received            | 1,313             | 791                 | 1,324      |                | 1,852   | 1,965   | 582     |       |             | 12,065             | 3,389        | 20,805       | 17,010 | 29,789  | 9,836   |                                                      |
| Interest Income                       |                   |                     |            |                |         |         |         |       |             |                    |              |              |        | 550     |         |                                                      |
| Other Income/Adjustments              | 12                |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Pass Through From FAME SSBCI          |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Sub-Total Cash Available              | 128,029           | 126,368             | 784,916    | 250,000        | 141,773 | 248,358 | 309,595 |       | 1,989,037   | 36,580             | 12,491       | 70,505       | 59,736 | 97,215  | 11,430  |                                                      |
| Loss:                                 |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| FAME Annual Admin. Fee Invoices       |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Disbursements - Loans/PDAP Grants     |                   | (37,500)            | (33,838)   |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| PEDIP Grant Committed                 |                   |                     |            | (250,000)      |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Sub-Total Cash Available 6/30/2015:   | 128,029           | 88,868              | 751,078    | -              | 141,773 | 248,358 | 309,595 |       | 1,667,639   |                    |              |              |        |         |         |                                                      |
| Less Reserves for:                    |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Beautification Program (EC0301)       |                   |                     | (72,000)   |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Pd ED Plan Imple. Fund (EC1201)       |                   |                     | (44,811)   |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Portland Dev. Action Grant (EC0302)   |                   |                     | (93,287)   |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Transfers not yet recorded (UDAG Int) |                   |                     | (20,805)   |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Grants/Loans Approved                 |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         |         |                                                      |
| Annual Admin Payment to FAME          |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         | -82,281 |                                                      |
| Used for Administration               |                   |                     |            |                |         |         |         |       |             |                    |              |              |        |         | -2,243  |                                                      |
| Total Ending Loan/Grant Cash Bal.     | 128,029           | 88,868              | 520,175    | -              | 141,773 | 248,358 | 309,595 |       | 1,436,797   |                    |              |              |        | 0       | 5,476   |                                                      |

|                          |               |
|--------------------------|---------------|
| <b>Loan Commitments:</b> |               |
| Nova Star Cruises        | 33,128        |
| <b>Total:</b>            | <b>33,128</b> |

|                                |               |                   |
|--------------------------------|---------------|-------------------|
| <b>DAG Commitments:</b>        | <b>33,287</b> | <b>(DAG Bal.)</b> |
| Frost Hotel                    | 25,000        |                   |
| Cow Plaza (Hyatt) Hotel        | 25,000        |                   |
| <b>Total:</b>                  | <b>50,000</b> |                   |
| <b>Bal. After Commitments:</b> | <b>43,287</b> |                   |

|                                                  |                |
|--------------------------------------------------|----------------|
| <b>PEDIP Commitment over original \$250,000:</b> |                |
|                                                  | 65,000         |
| <b>Balance of Unrestricted Funds:</b>            | <b>609,043</b> |
| <b>Commitments for Unrestricted Funds:</b>       | <b>-98,128</b> |
| <b>Available Unrestricted Funds:</b>             | <b>510,915</b> |



Economic Development Department  
Gregory A. Mitchell, Director

## MEMORANDUM

TO: President Barry Sheff and PDC Board Members  
FROM: Nelle Hanig, Business Programs Manager  
CC: Greg Mitchell, Economic Development Director  
DATE: July 6, 2015  
RE: **For Board Consideration: Staff Process from Intake to Presentation  
of Loan and Grant Requests**

---

### OVERVIEW

This memo is in response to a PDC board member's request to better understand the staff process from intake of grant and loan requests to determination of eligibility and ultimately presentation to the PDC Board. Most often the process begins with staff receiving an email, phone call or walk-in from someone inquiring about a particular program.

From that starting point, Nelle, who handles intake for the programs, usually meets with the potential applicant to learn more about the project. The determination of eligibility is based on the specific program guidelines, PDC policies, and often discussions with Greg Mitchell and Vin DiCara (the City's consulting underwriter). For those that staff determines to be eligible, Nelle provides guidance to the applicant on the materials that are needed for the City's review and compiles them as they are submitted. In the case of BAP grant requests and loan requests, the materials are provided to the consulting underwriter for review. Subsequently, a staff summary memo and underwriter's report is presented to the PDC Board for its consideration. For several of the grant programs that do not require underwriting, the Board receives a staff memo with appropriate attachments.

### LOANS

Staff filters all loan requests, often receiving input from the consulting underwriter and oversight from the Finance Authority of Maine for projects that may be eligible for State Small Business Credit Initiative (SSBCI) and Regional Economic Development Revolving Loan Program (REDRLP) funds. The applicant's ability to support the debt and repay the loan are crucial. However, problematic credit history, insufficient collateral and, to some extent, insufficient equity are not issues for which staff would turn away a loan request out of hand. As the City is a community lender, staff's perspective is that the City's Revolving Loan Programs exist to provide more flexibility for those that don't have a stellar history or situation, but have a gap in bank financing or are not presently bankable at all. Applicants that are discouraged are often not ready for business loans having no business plan or financial projections to support the request.

## GRANTS

The PDC grant programs for which inquiries are received include the Business Assistance Program for Job Creation (BAP), the Portland Economic Development Plan Implementation Program (PEDPIP) and the Development Action Program (DAG) providing grants for public infrastructure. For most PDC loan and grant requests, determining eligibility is fairly straightforward, with the exception of PEDPIP, which is the most challenging.

**BAP:** In the case of **BAP**, for which the guidelines have specificity, eligibility becomes clear once staff has gained an understanding of the project. For example, if only seasonal rather than full-time jobs will be created, or a job will only be created for the owner of the business, or the business is not located in Portland, then staff explains to the business owner the pertinent guideline(s) and why the project is not eligible. Often a link to the program on the City's website and/or a hard copy of the guidelines are provided, should business conditions change, making it eligible at some point in the future. It is noted that a policy recommended by staff, that received consensus from the board, is applied when applications are received from restaurants and bars. That policy is to not provide \$10,000 grants to businesses for tipped positions (i.e., waiters and bartenders). The reason being that a business owner pays well below minimum wage for such positions, and therefore a \$10,000 grant is difficult to justify.

If staff is presented with an unusual situation in which eligibility isn't clear and has a need to understand the pertinent federal guidelines, since the Community Development Block Grant (CDBG) is the source for BAP funding, the City's CDBG staff are consulted. If the project is then determined to be eligible, staff requests an application with required back up materials from the applicant. These materials are provided to Vin DiCara for underwriting to determine the project's financial feasibility and potential sustainability, and the likelihood of its creating the jobs proposed. He then prepares a report for the PDC Board, staff prepares a summary cover memo and these materials are presented to the Board for its consideration. It is noted that in instances where Nelle has viewed project materials for a start-up and feels that the project is more than a year away from job creation, she will discuss it with Greg Mitchell and/or Vin Dicara. If there is agreement on this point, then the staff concern is explained to the applicant, who is encouraged to return at a later date when the project is farther along.

**DAG:** A similar process is used for potential applicants for **DAG**, with a few exceptions. If there is a question about eligibility, Nelle will research the issue based on previous DAGs that were approved and then discuss it with Greg for a final determination on whether the project meets the straight face test for eligibility. Sometimes the question rests on whether the infrastructure is deemed to be under public ownership. For the PDC Board's consideration, in the near future, staff will provide information and recommendations on clarifying the definition of public infrastructure and possibly expanding it to support new technologies on the peninsula, such as fiber optics.

**PEDPIP:** For **PEDPIP** requests, the program guidelines, the Portland Economic Development Vision and Plan as well as the current Work Plan, and PDC policies are used to determine eligibility. PEDPIP grant requests are the most challenging with respect to determining eligibility. The PEDPIP guidelines, which are fairly general, include

The purpose:

... to fund planning studies and other “soft” costs associated with economic development projects and programs that advance the initiatives spelled out in the plan [Portland Economic Development Vision and Plan].

Eligible applicants:

Not-for-profit and public entities that are working to implement the City of Portland’s Economic Development Plan with direct benefit to the City.

Eligible activities:

- Planning that evaluates economic development opportunities;
- Business recruitment activities that focus on targeted industries;
- Marketing plans/strategies for the city;
- Programs that enhance the climate in downtown business districts and access to them.

With respect to PDC policy, when the PEDPIP guidelines were written, a view that brought consensus among PDC board members was that a program grant could be used to seed an eligible project but not be used for sustained/repeat funding.

Requests to fund events are particularly challenging. Each year, there are hundreds of events in Portland presented by non-profits that promote the City and may enhance the downtown climate. The questions that staff considers include, is the request for seed money for a new event, does the event provide direct benefit to the City, and does it advance the initiatives spelled out in the Plan. If the event has previously received a PEDPIP grant, and/or been held in Portland before then is it really seed money being requested or sustaining support? On this point, staff has viewed it to be sustaining support and considered it not eligible for funding. For each PEDPIP grant request, Nelle and Greg have an eligibility discussion, and on some of the most difficult to determine, input is requested from the PDC Board President.

## SUMMARY

Eligibility is relatively clear for PDC loan and grant programs with the exception of PEDPIP, which presents challenges. Staff recommends that a PDC Committee take up the issue of clarifying eligibility for PEDPIP whether through guideline modifications or policies. It is noted that there is **\$60,900** in available funds for PEDPIP grant requests in FY2015-2016 (July 1, 2015 – June 30, 2016). This represents the cap that the PDC approved and reported on to the City Council. The PEDPIP cap equals 10% of the PDC’s Unrestricted Funds determined at the beginning of each fiscal year (July 1<sup>st</sup>).