



PORTLAND DEVELOPMENT CORPORATION

Board Meeting

DATE: Thursday, January 21, 2016

TIME: 4:00 p.m.

LOCATION: Room 209, Second Floor - Portland City Hall

A G E N D A

1. President's comments
2. Review and accept Minutes of previous meeting held on December 17, 2015.
3. Review and vote on loan application from Auto Care, LLC at 1041 Ocean Avenue.
 - a) 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.
4. Review and vote on loan settlement offer from Eastman Industries.
 - a) 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 discuss this loan.
5. Treasurer's Report – December 2015 – Drew Swenson
 - a) Monthly Administrative Budget Report
 - i. FY2017 Budget – Remains Level
 - 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 to discuss/monitor any of the loans listed on the delinquency report.)
6. Other items to be discussed/brought up by Board Directors.
7. Next Meeting Date: February 18, 2016.

Barry Sheff, Board President

Minutes

Portland Development Corporation

December 17, 2015

A meeting of the Board of Directors of the Portland Development Corporation was held on Thursday, December 17, 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, Neil Kiely, Jess Knox, Chip Martin, Heather Sanborn, Jere Shaw, Mayor Ethan Strimling, and Drew Swenson. Director Jon Jennings arrived as noted herein. Present from the City staff were Associate Corporation Counsel Michael Goldman (for Item 7(d) only), Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette. Loan underwriter consultant Vin DiCara was also in attendance.

Item #1: President's Comments

a) Application for new Brownfield Program Funds

President Sheff said that the City Council recently authorized applying for, and accepting, additional Brownfield funding from the EPA. The final application will be submitted December 18th.

b) Update on 65 Munjoy Street Project

Due to the Agenda and timing, President Sheff said that he will provide this update towards the end of the meeting.

c) Development Action Grant Guidelines – Committee needed to review possible amendments

President Sheff noted that staff would be sending an email requesting volunteers for a Committee to review and recommend possible amendments to the

Development Action Grant Guidelines. He anticipated that this may take just one meeting of the Committee.

d) Awards Event on 12/2/2015

President Sheff noted that the Awards Event was another success and thanked the Board and staff for participating, as well as Lori Paulette for coordinating the event.

e) Welcome New Board Member Mayor Strimling

President Sheff welcomed Mayor Strimling to his first Board meeting and looked forward to his participation. Introductions were then made.

Item #2: Review and accept Minutes of previous meeting held on October 15, 2015.

On motion made and seconded, the Board voted 6-0-4 (Sanborn, Shaw, Strimling, and Swenson abstained) to accept the Minutes as published.

Item #3: Review and vote on Business Assistance Grant for Job Creation application from Forq Food Lab in Bayside.

Ms. Hanig introduced the item saying that Forq LLC is requesting a \$10,000 BAP to help launch its for-profit kitchen incubator in Bayside. It is anticipated to open May 2016 and expected to hire its first employee at or before that time, which will meet the job creation grant requirement. She then introduced Neil Spillane, co-owner of Forq LLC.

Mr. Spillane thanked the Committee for taking this up. He noted that Union Kitchen in DC was one of the first models for this type of business, and it now has produced 300 jobs and millions in sales. It is a market that is growing. He then explained that it is a membership based operation offering space for value added food production for processors, food trucks, and caterers. The Lab will provide affordable access to a large fully equipped shared kitchen, loading dock and warehouse equipment,

as well as a tasting room/retail store, a catering service, and eventually a truck offering its members local wholesale distribution. Mr. Spillane noted that 28 companies are ready to move in.

Mr. Martin asked the hours of operation, and Mr. Spillane noted that it was 24/7, saying that monthly membership fees will be tiered based on members use of the facility, from 24/7 downwards.

(Jon Jennings joined the meeting at this time.)

Mr. Swenson asked if they had gone through the building for their intended use, and Mr. Spillane noted that they had, including having a Phase 1 Environmental Site Assessment done by Woodard and Curran.

Mr. Sheff said that he would recuse himself from voting on this item as he is employed by Woodard and Curran.

Mr. Knox said that he would be recusing himself from voting as he is an advisor to Forq Food Lab.

Noting no further questions or comments, President Sheff said that the Board would next take up Item #4, after which the Board would go into executive session to discuss both items.

Item #4: Review and vote on PEDPIP Grant Application from Maine Center for Enterprise Development.

Ms. Hanig introduced the item noting that MCED is a non-profit which started in 1997 to help promising entrepreneurs and companies to grow through innovation, with a specific focus on training, coaching, mentoring, and connections. In 2009, it launched its Top Gun Program in Portland which helps to accelerate the growth of startup companies through training, mentoring, and workshops. This has helped with the growth of over 100 startups, which startups have generated more than \$25 Million in revenue, obtained

\$7.5 million in capital formation, and provided over 100 Maine-based jobs. The Grant Application is to overhaul the Top Gun Program and implement a new phase, “PreFlight”. She then introduced Don Gooding, MECD Executive Director, and Susan Ruhlin, MCED Program Manager of Top Gun.

Mr. Gooding thanked the Board for their consideration of the request. Of the over 100 Top Gun entrepreneurs that MCED has assisted since 2009, 25% are from Portland. It is now time to refresh the program and add a new phase “Preflight” – which clients will learn and practice the important aspects of pitching their business ideas to investors and others.

Mr. Gooding continued saying that the \$15,000 PEDPIP Grant request is already matched with \$5,000 from the Maine Technology Institute, and \$10,000 from the Maine Small Business Development Center.

Mr. Gooding said that MCED’s funding cycle from the Blackstone Charitable Foundation, which began in 2012, is now ending which originally was used to develop the Top Gun Program. With that funding coming to an end, MCED feels it is now time to refresh the program.

Ms. Carvel asked about future funding, and Mr. Gooding said that they have applied to the USEDPA for grant funding, also noting that corporate sponsorships have doubled, so he is optimistic for the future.

Mr. Martin asked about the program being state wide, and Ms. Ruhlin said that the Top Gun program originated in 2009 in Portland and then it grew state wide, with 28 of the 100 companies in the program from Portland, or roughly 25%+. The program is physically located on the USM Campus.

Mr. Shaw noted that he previously served on the MCED Board, which service ended in 2011, and he, therefore, did not feel he had a conflict of interest. The Board concurred.

Mr. Knox recused himself from voting on this item as he is an advisor to MCED.

Mr. Agnew said that he has donated funds to MCED in the past but did not feel he had a conflict of interest. The Board concurred.

Noting no further comments/questions, on motion made and seconded, the Board voted unanimously to go into executive session at 4:30 pursuant to 406(6)(F) and 5 M.R.S.A. 13119-A to discuss the BAP Grant request from Forq LLC and the PEDPIP Grant request from MCED. At approximately 4:55, the Board came out of executive session.

On motion made and seconded, the Board voted 9-0-2 (Knox and Sheff abstained) to approve the BAP Grant request of Forq LLC, with the condition that financing be secured by Bangor Savings Bank and USSBA.

On motion made and seconded, the Board voted 10-0-1 (Knox abstained) to approve the PEDPIP Grant request from MCED.

Item #6: Review and vote to recommend to City Council amendments to Portland Economic Development Plan Implementation Program guidelines.

Mr. Knox requested that the Board take this item out of order as he needed to leave the meeting at 5:15; the Board concurred.

President Sheff said that the Issues Committee met to discuss the process to submit grant applications once annually. Its recommendation to the Board is to have application period be open from July 1 through September 30 each fiscal year, at which time the period would be closed and applications reviewed and brought to the Board for

approval. If there were additional grant funds remaining, applications would then be accepted until March 31 of that fiscal year.

Mr. Knox added that the proposed amendments allow for flexibility for projects “related to” bulleted actions in the overall Plan, as well as in the then current 2-year Work Plan. He also noted that previous guidelines did not allow for funding recurring events, with the amended guidelines allowing for that opportunity.

The Board discussed several issues, including:

- (a) whether the guidelines would be effective immediately upon City Council approval or beginning with FY2017, or July 1, 2016;
- (b) “bulleted actions” in the overall Plan, versus in the Work Plan; potential applicants may be confused as to what is an allowable use; and,
- (c) leftover funds in a fiscal year – i.e., would those be placed back in the PDC’s Unrestricted Funds and a new cap then set for the next fiscal year.

On motion made and seconded, the Board voted unanimously to have this go back to the Issues Committee to work through these points and come back to the Board with recommendations.

(Directors Kiely and Knox had to leave the meeting at this time.)

Item #5: Review report from Cooperative Development Institute and Maine Farm and Sea Cooperative on its Institutional Food Service and Procurement Plan, funded in part by a PEDPIP grant.

Ms. Hanig said that as part of the PEDPIP Grant approval, Cooperative Development Institute (CDI) was to provide a report back to the PDC on its results. She then introduced Ron Adams and Jonah Fertig from CDI.

Mr. Adams handed out an executive summary (attached) for the “A Guide for Institutions in Greater Portland to Purchase and Use More Local Foods”. If more

institutions purchase more local foods, it will provide sustainability for food producers locally. The guide includes meal planning and highlighting foods in season at all times during the year, food safety, purchasing practices, et al. (see attached).

Regarding institution access points, noting that institutions spend \$28 Million, Mr. Fertig said that they met with institutional buyers. In January they are going to bring together institutional buyers and food producers to talk about obstacles, solutions, and best practices, and then determine which institutions need assistance to buy local.

Ms. Hanig said that the Farm to Sea Cooperative has requested City/PDC sponsorship at no cost and seeking meeting space at the City.

The consensus among the Board was to agree to the sponsorship at no cost. President Sheff requested staff to work with Farm to Sea for this and then thanked both for the presentations.

Item #7: Treasurer's Report – November 2015 – Drew Swenson

Mr. Swenson reported that the administrative budget is under budget as is the norm; the Schedule of Loans Receivable shows a total of \$2.4+ Million lent, and an outstanding principal balance of \$2+ Million; the Cash Management Report shows a total of \$1.5+ Million available in additional loan and grant funds. Regarding the Delinquency Report, he suggested that this be discussed in executive session.

On motion made and seconded, the Board voted unanimously at approximately 5:30 to go into executive session pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119-A for loan monitoring purposes.

(Mayor Strimling had to leave at 6:05; Mr. Jennings had to leave at 6:15; and, Mr. Martin had to leave at 6:20.) At approximately 6:35, the Board came out of executive session and the meeting adjourned.

Respectfully, Lori Paulette

Portland Economic Development Plan Improvement Project
MAINE FOODS TO PORTLAND TABLES:
Building a Healthy and Sustainable Food System for Portland
EXECUTIVE SUMMARY

Funding for this report was provided by the Portland Development Corporation through the Portland Economic Development Plan Implementation Program and the John Merck Fund. This report was produced by Maine Farm & Sea Cooperative and the Cooperative Development Institute.

Introduction

The Economic Development Plan Implementation Program provides grant monies to invest in projects and programs that carry-out Portland's Economic Development Vision and Plan. This study was conducted to provide resources to institutions and businesses in Portland to incorporate local foods into daily use in order to reduce the City's reliance on food imported from around the country and around the world. With over 80% of Maine's food imported (Maine Department of Ag/2006) we are vulnerable to disruptions in the supply chain, disruptions due to severe weather impacts in far off market basket areas and fewer citizens with access to healthy food on a daily basis.

The vision is to build a healthy and sustainable food system featuring local foods grown and harvested across Greater Portland and the surrounding areas of Maine. This builds on the success of the local foods and restaurants that have provided national recognition for Portland, such as the renowned Portland Farmers Market and the working waterfront. As the food processing industry has fallen on hard times, as illustrated by Portland Community Chamber of Commerce's Economic Scorecard (September 2015) with a 10% decline in the past 5 years, along with the fish harvesting and processing businesses decline, the opportunity that rises is food processing to add value to Maine agricultural products and under-utilized fish species. The recent Harvard study, "Growing Maine's Food Industry, Growing Maine" (October 2015), the team identified 13 positions in food processing for every \$1M of crops to be processed. The Greater Portland Council of Governments study, Local Foods to Institutions, identified over \$28M in food budgets for institutions - many of which buy very little local foods due to barriers to be discussed further.

Maine Farm and Sea Cooperative works to maximize the amount of local foods being used in Maine institutions in order to provide fresh, healthy foods and provide an economic benefit to agricultural businesses while helping to create a sustainable food system. While the local food economy is grabbing headlines in Portland, the use of local foods in institutions is lagging behind due to accessibility and utilization barriers. Increasing institutional local food budgets will support more jobs in food aggregation, supply and ultimately restore food processing jobs that have been lost recently over the past 10 years.

This guidebook will help institutions and producers address barriers with innovative solutions and cooperative action. Future discussion groups will refine the guide and make recommendations for further actions.

Why buy local?

Customer food preferences are rapidly changing for all of us- restaurants, business cafeterias, universities, hospitals, government centers and more. Customers are more concerned with health, wellness and the foods they eat whether at home, work or the hospital. Local foods are a marker of food quality and customer engagement. A parent is concerned about the source of the carrots her child is eating at the child care center. The senior is concerned about the number of preservatives in their meals. Local foods are the opportunity to engage customers in the story of the foods served - what's for dinner tonight? Where did it come from? How does this meal impact my world? How did my meal choice help or hurt the environment? Powerful touch points for meatloaf and mashed potatoes.

What does the farmer get out of this? Farmers get a new source of revenue by selling foods to Portland institutions. It may take more work than bringing the products to their own farm stand at the end of their farm lane but it helps to manage the risk of the farm with a consistent demand.

In an article published in the Portland Press Herald on 9/22/15, University Chancellor Page was quoted saying "It's very clear that one of the cornerstones of Maine's economy is going to be agriculture." In statistics recently released by the USDA, the amount of land in farms during the period 2002 to 2007 grew by 8% and the value of agricultural products increased by 24% to \$764 million. During that period the number of Maine farms has increased by 13.1 percent from 7,196 to 8,136, many of them falling into the small farm category, which counters a national trend of a 4% loss in the number of farms. The growth in farms echoes the growth trend in the food sector where employment is now growing at about twice the rate of the overall economy.

How much to buy?

Creating opportunities to include local food can be cost effective and will prove to increase your customer satisfaction if done correctly. However, as with any strategic plan to implement change, good project management skills, communication paths, and definable, trackable metrics/milestones need to be included. While many organizations feel that project management can be handled within their organizations, finding skill sets outside of the organization has proven to be an effective alternative to reach the goals within a shorter time period in many instances.

Since much of the work and cost considerations will be dependent upon the definition of "local", clearly defining "local" is a huge step in the process of local food menu procurement and financial analysis, as seen in Section 1 and in the initial phase of the MFSC 9 Step Plan. By recognizing the flexibility of the budget, once the definition is created, organizations can begin to consider the costs associated with not only the product changes but the method in which that product is found, received, stored, and prepared.

How to offer Local Foods?

Local foods can cost more, take more work to purchase, take more time and skill to prepare yet can offer an opportunity to increase customer satisfaction, pride in your staff and ripples across the food economy of Maine.

Don't lose the opportunity to market your extra work so it makes a difference to your customers. Maine public schools feature a Maine Harvest Lunch promotion each fall that has been very successful to engage students, teachers, administration, parents and the community to celebrate the bounty of our agricultural heritage.

Product of the Month Planning Calendars

A product of the month cooperative effort among Portland institutions would expand the local food purchased and served in the City. While harvest season makes it easy to source local foods, the deep winter and late spring crops focus our supply on storage crops that may take more research and promotion to win over Portland taste buds.

Included are some suggestions for each month of the year that could be considered.

Seafood and Proteins can be featured on a monthly basis as well. By purchasing locally caught seafood through brokers and distributors that participate in the Portland Fish Exchange or other traceable source, Portland institutions can help revitalize an important industry in our City.

Purchasing Practices for Success

Purchasing Strategy may have to change to include local foods. One strategy is to begin an ultra-local purchasing effort. This would be sending the chef to the farmers market on Wednesdays at Monument Square or Saturday in Deering Oaks. Learn who is already coming to town and purchase small amounts on the spot. It is great community relations to have your chef buying the freshest each week. The chef can develop the relationships that can lead to direct sales or farms that can scale up to larger volumes for better pricing than paying retail at the market.

The next step is to determine what local products are stocked at your current vendors - the broad line distributors. Then explore produce and seafood specialists and other aggregators that work with multiple farmers or fishers such as Crown O'Maine Organic Cooperative, Farm Fresh Connections, Rosemont Produce, Port Clyde Catch, etc. The Institution can dig in further to find farms and producers that have the capacity for direct sales and delivery to your facility.

Working with Local Farms

We have 8,136 farms in Maine with \$764 million in sales. Agriculture is a force in our economy and is positioned for growth if we will demonstrate our demand!

Small-Scale Local Farms: Small scale farms generally provide product direct to market and sell at farmers markets, community supported agriculture, at a farm stand or small wholesale to a local restaurant or store.

Mid Size Farms: Maine has lost many of our mid-size farms (from 50-500 acres). Fortunately we are seeing more smaller farms scaling up to provide for wholesale institutional markets in Maine. Mid-size farms generally have the supply and capacity to supply Maine institutions and can be reliable producers to a range of different products.

Commodity Farms: Maine has larger farms (over 500 acres) primarily in Central and Northern Maine that can provide large quantities of select crops including potatoes, squash, broccoli, blueberries, carrots, tomatoes and apples. These producers can provide large quantities of products to distributors and institutions.

Working with Local Fishermen

Maine has a rich fishing history yet in recent years our fishing industry has suffered with depleted fisheries, competition in the global market, and loss of processing and storage capacity. Fortunately we have great resources in Portland that can assist in your institution using Gulf of Maine fish that have not been overharvested and support new innovative aquaculture companies that are responsibly farming fish, shellfish and seaweed.

Special Purchasing Rules for schools from USDA

Because public schools use funds from USDA to purchase foods certain regulations apply. Even in farm to school work the school food authority must maintain an open, equal access for all food vendors. Handshake agreements are nice, pay what you can is nice but the rules now being applied require open competition that are clearly documented..

Food Safety and Local Foods

Serving safe, affordable, high-quality, tasty meals is the goal of foodservice. Food safety cannot be left behind just because you know the farmer. All operations have food safety plans in place using standard operating procedures. Whether the food is grown in Maine or California, procedures must be followed and documented. The discussion includes specific examples of procedures and links to resources such as the Farm Safety Inspection and Interview form.

Food Tracking Software

This summer we attended a seminar that featured several Food Related Tracking and Traceability software packages – some of which were customized and tailored to the specific needs of seafood companies and one focused on the wine industry.

At this event, we also found an incredibly powerful food tracing technology that provides, a simple to implement system yet a comprehensive platform to support supply chain and distribution logistics. Two young entrepreneurs- Riana Lynn and Andrew Hill launched Food Trace in 2014. Other options are just now coming to the marketplace such as Red's Best Seafood program and more.

Barriers and Solutions

In September of 2015, the Greater Portland Council of Governments released its Local Foods to Institutions Study funded by the USDA Local Food Promotion Program. This report is the baseline research through surveys of the institutional demand for local foods. The report identifies several of the barriers that are commonly identified by food service directors as well as a profile of the market in Greater Portland - potentially \$140M in food purchases by 300 institutions. The report does not seek to address the solutions to these barriers as this follow-up project will do below.

Higher Cost

The cost of local, sustainably-raised products can be considerably higher priced than the same item grown under big agriculture. Although the Big Ag price looks lower, the countless costs associated with environmental degradation, the cost of energy to ship food over 1,200 miles, worker wages or immigration costs and more than ever - the cost of water is not included. Both the institution and the farmer must arrive at sustainable prices for their operation.

Setting a goal each year for local purchases helps to define how to generate those funds from other savings in food waste, higher participation, customer satisfaction, alternative funding such as retail operations.

Other ways to balance the higher cost of local foods:

- Cost of locally produced foods can be reduced through greater efficiency of production, scale of purchase, and lead time to purchase
- Cost of locally produced foods can be mitigated in the menu through careful selection featuring and utilizing key seasonal ingredients along with year round staples
- Cost of locally produced foods can be supported through increased budget allocations towards food itself
- Cost of locally produced foods can be ameliorated by purchasing retail crop by-product or off sizes at significant discounts

Consistency and Availability

As appropriate products are identified by the institution and the farmer, it is important to not "over-sell" what the farm can produce or how much the institution can procure. Speaking the same language is tougher than it sounds.

Both parties need to be able to talk in purchasing specifications to avoid surprises. An institution can bargain down to \$0.50 a pound for carrots for example but then receive small carrots, older carrots, mis-shaped carrots that are "second" quality rather than a first quality. Both sides delivered what they thought was correct - He ordered carrots for \$0.50 a pound, what did he expect? It is a learning curve for both parties.

Other understandings on product consistency and availability:

- Consistency and availability of local food can be improved through consistent year round purchasing of many items on the MOFGA Top 20 list.
- Consistency and availability of local food can be accommodated through seasonal menu planning - know when the harvest peaks for local products.
- Consistency and availability of local food will be improved through strategic supply chain partnerships with businesses that thoroughly understand our season, supply chain, and product characteristics.

Access of Institutions to Producers

Broad line distributors are stocking more and more local foods as a result of the demand from restaurants and other customers. It is important to question your sales team to find out what the local foods are as many are under private labels or not specifically labeled when you search their database. The broadline distributors stock the items that customers ask for. Often institutions are in buying cooperatives that can request new items under terms of their contract. The best avenue to bring in local foods is to work with other customers to aggregate your demand.

Acting with a group of customers will provide economy of scale for both the farmer and better pricing for the institutions.

- Institutions can effectively access producers through partner distributors

- Institutions can reach out to producers through annual meet and greet events - come prepared with your menu and purchasing data.
- Producers can achieve greater access to institutions by addressing food safety requirements on-farm such as having a food safety plan up through GAP certification.
- Producers can achieve greater access to institutions through partnerships with key distributors who service institutions regularly
- Institutions can examine practicality of food safety requirements and make small and reasonable changes - Food Safety Modernization Act will impact all facets of the food supply.
- All levels of food supply and service will need to recognize the value of the middleman - one who connects supply with demand through their network for the benefit of all parties.

Recommendations

To have the greatest impact on the local food economy and the greatest benefit for local institutions we recommend establishing a shared goal for institutions in the Greater Portland area. It is important to set goals so that there can be collective action to meet those goals.

We recommend a goal of 20% local by 2020 for all institutions in the Greater Portland area. This is both an ambitious goal and a reasonable goal if institutions work together to reach it. The UMaine System recently established this goal and while we feel that institutions in the Greater Portland area could surpass this goal (already Portland Schools reached 35% local in 2015) we feel that this goal is attainable by all institutions. To reach this goal it will require buy-in by the power structures in each institution paired with planning, building strong partnerships and potentially additional funding.

Product of the Month Planning Calendar

MONTH	VEGETABLE	FRUIT/RECIPE EXAMPLES
JANUARY	SAUERKRAUT	APPLESAUCE home-made w/vanilla ice cream
	WINTER SQUASH	Sauerkraut Soup w/Sausage Wild Rice Stuffed Acorn Squash w/Cranberries
FEBRUARY	CARROTS	STRAWBERRIES FROZEN Smoothies
	TURNIP	Carrot Ginger Soup (V) Vegetarian Shepherd's Pie (V)
MARCH	CABBAGE	APPLE Apple & Pear Crisp
	POTATO	Cabbage & Parmesan Soup (V) Potato Leek Soup (V)
APRIL	BEETS	APPLE Apple, Cabbage, Sausage Stir-fry

	PARSNIP	Borscht (V) Roasted Parsnips & Carrots (V)
MAY	ASPARAGUS	WILD BLUEBERRIES FROZEN Smoothies
	FIDDLEHEAD	Roasted Garlic & Asparagus (V) Sautéed Fiddleheads (V)
JUNE	SPINACH	STRAWBERRIES FRESH Shortcake w/fresh Maine whipped cream
	RADISH	Garlic Sautéed Spinach (V) Braised Radishes (V)
JULY	GREEN PEAS	RASPBERRIES FRESH Pork Chops w/Raspberry Sauce
	SWISS CHARD	Chilled Pea Soup (V) Sautéed Swiss Chard w/Bacon
AUGUST	SWEET CORN	MELONS Chilled Melon Soup (V)
	CUCUMBERS	WILD BLUEBERRIES FRESH Grilled Chicken w/Blueberry Guacamole
		Corn on the Cob cooked in herb-infused broth (V) Cuke & Red Onion Salad (V)
SEPTEMBER	CAULIFLOWER	WATERMELON Watermelon Mint Salad(V)
	SWEET PEPPERS	Roasted Cauliflower w/Bell Peppers (V) Breakfast Stuffed Bell Peppers
OCTOBER	BROCCOLI	APPLE NORTHERN SPY Pie
	KALE	RED OR GOLD DELICIOUS Apple Cake
		Broccoli Cheese Soup Kale & Bacon stir-fry
NOVEMBER	BRUSSELS SPROUTS	PUMPKIN Muffins
	KOHLRABI	Roasted Brussel Sprouts (V) Pureed Kohlrabi & Potato Soup (V)
DECEMBER	LEEKS	RASPBERRIES FROZEN Breakfast Bars
	CELERIAC	Leek Mushroom & Fontina Frittata Braised Chicken w/Celeriac & Garlic

Maine farm & Sea Cooperative 9 Step Plan:

Menu and financial analysis

To begin, grow and sustain a local food purchasing program

1/ Secure buy-In from the executive level and company support for your goals and the percentage of local foods to be purchased.

Develop a sustainable goal and time frame to present for administrative support of the program.

2/ Identify all institution partners.

It is important to bring all institution policy makers into the decision making process for any initiative.

3/ Develop a list of organizations and invite to your meetings.

Every food service program has its network of supporters.

4/ Identify internal and external impediments to reach goals:

- Examine internal use of resources for time, funding, and knowledge base.
- Determine sources of local foods that match needs and capacity to change.

5/ Analyze current menu.

Determine the number of existing menu items that could be sourced locally.

6/ Identify local farm producers and seafood providers.

Explore local products available from existing vendors and the following progression: broadline distributors, produce distributors, food aggregators working with local farmers, farm direct purchases; broadline distributors for seafood, local and regional fish suppliers, regional fish processors, seafood cooperatives, direct fisher contracts.

7/ Evaluate food service staff skill base to determine professional development needs.

In conjunction with culinary skill, standard operating procedures are essential to a quality food safety program. A thorough review and verification of the existing SOP's and recommendations for retraining and updating will accompany the move into local foods.

8/ Develop food service action plan.

Develop a planning calendar to match local food availability and price opportunities with the cycle menu.

9/ Present metrics and evaluate solutions with additional recommendations.

Portland Development Corporation
Operating Report FY16
For Month Ending
12/31/2015

Operating transfer from EDF	28,522

Total Funds Available	28,522

		Current	Year to	Percent	
FY16 Expenditures	Budget	Month	Date	of Budget	Balance
Administrative Services	575	0	105	18.3%	470
Postage	300	0	28	9.3%	272
Travel, Training, Meetings	4,000	3,031	3,107	77.7%	893
Contractual services	10,500	0	149	1.4%	10,351
Operating Transfer to Fin.	9,647	9,647	9,647	100.0%	0
Advertising	2,000	0	423	21.2%	1,577
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	0	364	56.0%	286
Office Supplies	750	73	307	40.9%	443
			0		
Total FY16 Expenditures	28,522	12,750	14,129	49.5%	14,393

Expenditures:

Travel, Training, Meetings	Catering for Awards Event
Operating Transfer to Fin.	Annual transfer to Finance Dept. for PDC Services
Office Supplies	Various

**Portland Development Corporation
Draft Budget for FY17
a/o 1/15/2016**

Operating transfer from EDF **28,522**

Total Funds Available **28,522**

		Current	Year to	Percent	
FY17 Expenditures	Budget	Month	Date	of Budget	Balance
Administrative Services	575	0	0	0.0%	575
Postage	300	0	0	0.0%	300
Travel, Training, Meetings	4,000	0	0	0.0%	4,000
Contractual services	10,500	0	0	0.0%	10,500
Operating Transfer to Fin.	9,647	0	0	0.0%	9,647
Advertising	2,000	0	0	0.0%	2,000
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	0	0	0.0%	650
Office Supplies	750	0	0	0.0%	750
Total FY17 Expenditures	28,522	0	0	0.0%	28,522

**Downtown Portland Corporation
Schedule of Loans Receivable
For the Month Ending December 31, 2015**

				----Committed/Disbursed Funds----				
		Account No. & Name	Date of Loan	Maturity Date	Original Loan	Not Yet Disb.	Total Disb .	Outstanding 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	<u>\$151,274</u>
Sub-Total PBF (UDAG)								<u>\$151,274</u>
Portland Business Fund 272 (Restricted - CIP):								
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	4/8/2017	34,800	0	34,800	\$29,208
3826	1007	Kennebec St. Properties	04/25/06	10/1/2018	67,500	0	67,500	\$32,058
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	130,000	0	130,000	<u>\$116,407</u>
Sub-Total PBF (Bonds/CIP Restricted)								<u>\$191,366</u>
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5708	1438	Veranda Asian Market LLC	4/19/2012	4/1/2017	50,000	0	50,000	\$19,178
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	12,500	0	12,500	\$4,795
6113	1379	EcoHome Studio, LLC	4/11/2013	4/1/2018	15,000	0	15,000	\$7,411
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	\$69
6302	1411	Pachanga, LLC	11/6/2013	12/1/2016	14,000	0	14,000	\$6,137
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	37,335	0	37,335	\$31,731
6635	1464	Damiak's Bakery, LLC	10/16/2014	11/1/2019	25,000	0	25,000	<u>\$20,208</u>
Sub-Total Micro Capital Fund								<u>\$103,365</u>
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	55,000	0	55,000	\$47,332
6786	1487	RAIN Management, LLC	4/16/2015	7/1/2020	60,000	0	60,000	\$58,539
6828	1500	Poplar & Co., LLC	6/5/2015	10/1/2022	37,500	0	37,500	\$36,051
6868	1512	Billdotcom, LLC	8/29/2015	9/1/2022	102,500	0	102,500	<u>\$101,880</u>
Sub-Total PBF (Bonds/CIP Unrestricted)								<u>\$243,802</u>
Creative Economy Fund 271 (UDAG/Unrestricted):								
5815	1308	Studio Management Corp.	1/20/2012	2/1/2017	26,000	0	26,000	<u>\$8,514</u>
Sub-Total Creative Economy Fund								<u>\$8,514</u>
FAME Fund 277:								
5862	1351	Peaks Island Fuel	10/1/2012	10/1/2017	61,000	0	61,000	\$53,881
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	\$48,614
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	83,333	0	83,333	\$66,360
6692	1475	Maine & Loire LLC	12/30/2014	1/1/2020	45,000	0	45,000	\$37,025
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	101,200	0	101,200	\$99,915
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	132,954	0	132,954	<u>\$121,826</u>
Sub-Total FAME Fund								<u>\$456,829</u>
FAME SSBCI 279:								
5836	1340	251 Woodford Street LLC	8/31/2012	9/1/2017	165,000	0	165,000	\$148,083
5748	1327	Fermentation & Distillation	4/25/2012	10/1/2017	165,000	0	165,000	\$70,597
6199	1390	Inn at Diamond Cove LLC	7/10/2013	7/1/2018	200,000	0	200,000	\$174,989
6867	1511	Billdotcom, LLC	8/19/2015	9/1/2022	92,500	0	92,500	<u>\$91,940</u>
Sub-Total FAME SSBCI								<u>\$485,609</u>
Real Estate Investment Fund 271(UDAG/Unrestricted):								
6104	1378	McCuda, LLC	4/19/2013	4/1/2018	200,000	0	200,000	<u>\$182,499</u>
Sub-Total RE Invest								<u>\$182,499</u>
Brownfields Loan Fund 278								
6555	1457	Forefront Partners, LP	7/30/2014	2/1/2020	200,000	0	200,000	<u>\$184,426</u>
Sub-Total Brownfields								<u>\$184,426</u>
Grand Total Loans						0	<u>2,443,833</u>	<u>\$2,007,685</u>
Allowance for uncollectable loans at 15%								\$301,153
Total with Allowance for uncollectable loans:								<u>\$1,706,532</u>

**CITY OF PORTLAND, MAINE
PORTLAND DEVELOPMENT CORPORATION
DELINQUENCY REPORT
MONTH ENDING DECEMBER 31, 2015**

a/o 1/7/2016

Loan	Payment Past Due	# of Payments	# of Days Past Due ¹	Outstanding Principal Balance	# of Times Past Due In Last 12 Reports (excluding present mo.)
Back Bay Skate	\$239	1	28	\$4,795	11
Back Cove School	\$790	1	31	\$47,332	6
Damiak's Bakery, LLC	\$478	1	29	\$20,208	8
Eastman Industries	\$3,560	8	6+	\$29,208	7
Eastman Industries	\$3,560	8	245	\$29,208	7
Kennebec St. Properties	\$1,039	1	22	\$32,058	8
Museum of African Culture	\$2,614	24	699	\$13,693	12
Nova Star Cruises	\$6,243	2	61	\$151,274	4
Pachanga	\$421	1	31	\$6,137	7
Portland Trading Co.	\$5,798	20	610	\$14,027	12
SB & LC	\$725	1	16	\$99,915	2
Studio Management Corp.	\$987	2	61	\$8,514	12
Veranda Asian Market ²	\$955	1	31	\$20,023	12
TOTALS:	\$25,424			\$424,264	

¹Reflects 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.

²Paid December on 1/5/2016.

**Portland Development Corporation
Cash Management Report
For Month Ending December 31, 2015**

	CIP		UDAG	FAME	FAME	Brown-	Year-to-Date					Business Assistance Grant Prgrm for Job Creation-FY16		
	272	274	271	277	279	278	Principal/Interest							
							CIP		UDAG					
							Restricted	Unrestricted	Restricted	Unrestricted	FAME		SSBCI	Bmtld
Beginning Cash Bal. Dec. 1, 2015	202,786	94,625	725,719	71,372	430,378	321,462	1,846,342						100,000	
Plus:														
Principal payments received	1,679	934	16,572	4,411	3,444	1,443		72,280	6,856	46,812	22,221	173,326	9,978	
Interest payments received from loans	676	911	1,798	2,319	2,459	535		4,833	5,265	11,709	12,954	14,940	3,867	
Interest Income					111							522		
Other Income/Adjustments			(180)		(617)							925		
Pass Through From FAME SSCBI														
Sub-Total Cash Available	205,141	96,471	743,909	78,103	435,775	323,440	1,882,838	77,113	12,122	58,521	35,176	189,713	13,845	
Less:														
FAME Annual Admin. Fee; Invoices														
Disbursements - Loans/PDAP Grants			(1,807)			(1,094)	-							
Sub-Total Cash Available:	205,141	96,471	742,102	78,103	435,775	322,346	1,879,937							
Less Reserves for:														
Beautification Program (EC0301)			(72,000)											
PEDPIP Fund FY15 Commitments not yet paid			(108,609)											
PEDPIP Fund FY16 Commitments not yet paid (capped at \$52,130)			(15,000)											
Portland Dev. Action Grant (EC0302)			(68,287)											
Transfers not yet recorded (UDAG Int)			(11,709)											
BAP Grants														
Used for Administration														
Total Ending Loan/Grant Cash Bal.	205,141	96,471	466,497	78,103	435,775	322,346	1,604,333							

Loan Commitments:	
Nova Star Cruises	22,286
Total:	22,286

DAG Cmtmts:	68,287	(DAG Bal.)
Cow Plaza/Hyat	25,000	
Balance:	43,287	

Bal. of Unrestricted/Uncommitted Funds as 7/1/15:	521,299
PEDPIP Cap for FY16 (as 7/1/2015) at 10% of above:	52,130
PEDPIP Commitments for FY16 to date:	15,000
	37,130