



PORTLAND DEVELOPMENT CORPORATION

Board Meeting

DATE: May 25, 2017 **TIME:** 4:00 p.m.

LOCATION: Room 209, 2nd Floor
Portland City Hall

A G E N D A

1. President's comments
2. Review and accept Minutes of February 16, 2017 meeting.
3. Loan items:
 - a) Review and vote on new loan request from Union Bagel, 147 Cumberland Avenue and 46 Veranda Street
 - b) Review and vote on new loan request from Bar Method, 1 Dana Street
 - c) Communication on Brownfields Program
 - d) Review and vote on new Brownfield grant request from Children's Odyssey for Reed School project, 19 Libby 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 discuss these loans and grant request.
4. Review and vote on PEDPIP Grant Requests received from:
 - a) Women United Around the World
 - b) Maine College of Art
 - c) Growing Portland
 - d) Portland's Downtown
 - e) Greater Portland Council of Governments
5. Treasurer's Report – April 2017 – Tim Agnew
 - a) Monthly Administrative Budget Report
 - b) Loan Receivables Report
 - c) Cash Management Report
 - d) Listing of Grants approved through the BAP Program and PEDPIP for FY2016.
 - e) Confidential 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 Report.
6. Other items to be discussed/brought up by Board Directors.
7. Next Meeting Date: June 15, 2017. Drew Swenson, Board President

Portland Development Corporation

February 16, 2017

A meeting of the Board of Directors of the Portland Development Corporation was held on Thursday, February 16, 2017 at 4:00 p.m. in Room 209 of Portland City Hall. Present from the Board were Board President Drew Swenson and Directors Tim Agnew, Shelley Carvel, Chip Martin, Jere Shaw, Barry Sheff, and Mayor Ethan Strimling. Directors Jed Harris, Jon Jennings, Jess Knox, and Heather Sanborn were not able to attend. 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 Swenson noted that this meeting has a hard stop at 5:15 due to the City Council's Finance Committee meeting at 5:30 here in this meeting room.

Ms. Hanig noted for the Board that three of the PDC's loan and grant recipients are finalists for James Beard awards to be held in Chicago. These include Drifters Wife (Best New Restaurant), Ilma Lopez, Piccolo (Outstanding Pastry Chef), and The Portland Hunt and Alpine Club (Outstanding Bar Program). This type of national recognition for Portland businesses reinforces Portland's Brand as a "Foodie" City.

Item #2: Review and accept Minutes of previous meeting held on January 19, 2017.

On motion made and seconded, the Board voted unanimously to accept the Minutes as presented.

Item #3: Review and approval of Brownfields Grant to the City of Portland for Phase I Environmental Site Assessments for the City's Public Works properties in Bayside.

President Swenson clarified that this is a request for a grant from the closed-out Brownfields pool of funds which allows for both assessment and clean-up projects. The next item on the Agenda is proposed guidelines for the new EPA Brownfields Clean-up Grant Fund of \$800,000. This new pool of funds requires its own guidelines, and the City of Portland is not eligible for grants from this pool of funds.

Mr. Mitchell said that the City of Portland is finalizing an agreement with CBRE/The Boulos Company to list these properties for sale. This request for a grant for Phase I Environmental Site Assessments (ESA) is to document the history of the properties for a potential purchaser of the property(ies).

Mr. Mitchell then noted that the City purchased real estate out at Canco Road for the relocation of Public Works services, a portion of which has occurred.

Mr. Shaw asked about the estimated cost for the Phase I ESAs, and Ms. Hanig said that the City received three proposals in response to an RFP, with the range being \$12,000 to \$13,300. She would suggest that approval of the grant be up to \$13,300 should the \$12,000 proposal fall through.

Mr. Sheff said that ESAs have a shelf life of 180 days; buyers cannot rely on them after that period.

Mr. Mitchell said that the City will need the Board's approval to get into a contract and then the ESAs will be done.

Mr. Shaw asked if this would be followed by a Phase II ESA by the City, and Mr. Mitchell indicated that it would not. The properties will be sold in an "as is" condition,

noting that it is possible a buyer would come to this Board for a Brownfield loans for a Phase II ESA and/or for cleanup.

Mayor Strimling asked if it was standard that sellers do this and will the Phase I ESAs tell the City what the contamination is. Mr. Mitchell said that Phase I ESAs would position the property better for sale. The City has owned these properties since the 1950's with industrial activity taking place, noting that the Phase I ESAs do, in most cases, indicate the type of contamination.

Mr. Sheff said that most banks require Phase I ESAs for financing; this is a good step for the City. Mr. Sheff then noted that he will abstain from voting on this item as his employer, Woodard & Curran, does provide this type of service and may have submitted a proposal. He also noted that if it did submit a proposal, he has no pecuniary interest.

Mayor Strimling asked if a positive vote from this Board would bind the Council in any way, and Mr. Mitchell noted that it would not. It is only for a Phase I ESA for these properties.

President Swenson added that the Phase I ESAs will identify the contamination and will help inform a potential buyer on his/her offer to purchase.

Ms. Hanig noted that there was an ESA in 2003, and all RFP recipients to conduct these Phase I ESA assessments were provided that as part of the RFP package.

Mr. Strimling asked if this Board opens its meetings for public comment, and President Swenson said that it has not in the past. When there are applicants for loans and grants, those applicants do make presentations in public session and the Board may ask questions of them.

President Swenson, noting no further questions or comments, asked about the wish of the Board.

On motion made and seconded, the Board voted 6-0-1 (Sheff abstained) to authorize a Brownfields Grant to the City of Portland for six Phase I ESAs for the Public Works Bayside Properties in an amount of up to \$13,300.

Item #4: Review and vote to recommend to City Council proposed amendments to the Brownfields Revolving Loan Fund guidelines.

Ms. Hanig noted that this item was tabled from last month's meeting pending clarification of a few items. The updated amendments are highlighted in yellow and represent input from the PDC Board at its last meeting, as well as from staff and the USEPA.

Mr. Swenson asked that if the City should transfer title property to the PDC, could the PDC apply for cleanup funds. Ms. Hanig said that she would run this by the EPA; however, when this was pursued to have the Adams School turned over to the PDC so that the PDC could apply for Brownfield grant funding, it was determined that the City has too much involvement with the PDC, including having the Mayor and City Manager on its Board.

Ms. Hanig then went over a few items including minimum and maximum loan/grant amounts; term; interest rate, which she noted is entirely up to the discretion of the Board, but is generally at a lower interest rate; environmental indemnification and/or lenders environmental insurance may be required; and cost share. Regarding cost share, Ms. Hanig said that the City is required by EPA to show a 20% cost share, which primarily comes from loan and subgrant recipients, but also from in-kind staff time. That cost share is \$160,000 which is 20% of the EPA's \$800,000 grant to the City. Based on guidance from EPA, staff has added to this item the following text: "In special circumstances, the cost share may be reduced or waived." As an example, if the City has already reached its cost share and a non-profit needed a grant of \$150,000 to fully

remediate its property, the PDC could choose to grant the funds for \$150,000 and waive the 20% cost share.

There was discussion on this with consensus that this provides for flexibility.

Mr. Agnew asked about the difference between 9(f) and 9(i). After discussion, Board consensus was to allow staff to wordsmith 9(i) to allow for flexibility and provide it to President Swenson for approval prior to being submitted to the City Council.

A motion was then made and seconded to forward the proposed amendments to the City Council, with staff to wordsmith 9(i) to allow for flexibility and President Swenson to approve prior to forwarding to the City Council.

Mr. Sheff noted that he would abstain from voting as his employer, Woodard & Curran, provides QEP services; however, he has no pecuniary interest.

Mayor Strimling questioned Mr. Sheff's participation in the discussion, and Mr. Sheff said that because he has no direct interest, including pecuniary, that he felt he could participate; there is no real conflict.

A vote was then taken on the motion and it passed 6-0-1 (Sheff abstained).

Item #5: Review and approval of charge off of two loans to Eastman

Industries.

Mayor Strimling asked about the history of this loan, and Mr. Mitchell indicated that the PDC provided two loans in 2006 of \$150,000 each to the company which specialized in hover lawn mowing machines used mostly by golf courses. When the recession hit, golfing took a hit, and then the CEO suffered a tragic injury leaving him paralyzed from the neck down. The loans were restructured in 2012, including charging off a total of \$158,380 at the time. At this time, the recommendation is for the PDC Board charge off a total of \$37,156.77. Mr. Mitchell confirmed that Eastman recently made a payment of \$12,684.27 on each loan as part of an agreement.

President Swenson said that he is pleased with this and that Eastman stepped up with this last payment.

Ms. Hanig said that these two loans shows a total of principal and interest paid of \$174K+. She then noted that the Maine International Trade Center recognized Eastman Industries in 2005 as International Innovator of the Year, where it sold products to 28 different countries, adding that the CEO is a former nuclear engineer and the company employed 20 at one point.

On motion made and seconded, the Board voted unanimously to go into executive session at approximately 4:50 pursuant to 1 M.R.S.A. 405(6)(F) AND 5 M.R.S.A. 13119-A to discuss and monitor this loan. At approximately 4:55 p.m., the Board came out of executive session.

To summarize, Mayor Strimling noted that of the total of \$300,000 for both loans, the PDC Board wrote off \$158,380 in 2012 and is considering today to charge off \$37,156.75 for a total of almost of \$200,000. He also noted that the PDC has seen payment of approximately \$170,000 in principal and interest.

On motion then made seconded, the Board voted unanimously to charge off \$18,578.38 for the Portland Business Fund Loan, and \$18,578.37 for the FAME REDLP loan, for a total of \$37,156.75.

Item #7: Other items to be discussed/brought up by Board Directors.

Mayor Strimling requested a look at the PDC Board Bylaws regarding public comment to be taken at these meetings.

President Swenson then suggested perhaps a Committee to discuss marketing of the new Brownfield grant funds – a one-time meeting to brainstorm ideas. Mr. Mitchell said that he will follow-up with an email to the Board.

There being no further business, the meeting was then adjourned at 5:15 p.m./LJP



Economic Development Department
Gregory A. Mitchell, Director

TO: PDC President Drew Swenson and Board Members

FROM: Nelle Hanig, Business Programs Manager

DATE: May 16, 2017

RE: **Communication on Anticipated Brownfields Projects**

OVERVIEW

The purpose of this memo is to share with the PDC Board current interest in the City's Brownfields funds for grants and loans. No vote or action is requested. One applicant will be requesting funds at the PDC's May 25th meeting, with others expected to follow in coming months.

BUDGET FOR LOANS AND GRANTS

At this point, Portland has \$800,000 in new Cleanup Funds. The set aside is \$100,000 for estimated program costs, including fees for Qualified Environmental Professionals (QEP), legal, underwriting, staff attendance at required EPA workshops, marketing materials and any unanticipated costs. Over the next three months, staff will have a better sense of the actual program costs. If they are less than the estimates, then additional funds will be available for loans and grants. There is \$345,000 in Closeout Funds. The set aside on these funds is estimated at \$30,000 in program costs for many of the same purposes mentioned above.

Therefore, for loans and grants there is \$700,000 in new Cleanup Funds and \$315,000 in Closeout Funds for a total of \$1,015,000. As a reminder, the Closeout Funds can be used for environmental site assessments as well as cleanup.

Three projects have already approached the City with an interest in cleanup funds. In addition, staff anticipates that phase II environmental site assessments and cleanup funds may be sought for one or more of the six Public Works properties that the City is selling in Bayside.

POTENTIAL PROJECTS

Reed School

The Reed School, located at 19 Libby Street, will be redeveloped by Kevin Bunker and Michael Lyne of Developer's Collaborative. A purchase and sale agreement between the City and the developer was approved by the City Council at its May 15, 2017 meeting. A portion of the building will be redeveloped for Children's Odyssey, a private, non-profit school primarily for children with learning challenges. The school will operate in 16,300 sf of the 33,692 square foot building. The remainder may eventually be

redeveloped into eight residential units. Children's Odyssey is seeking \$180,000 in grant funds to assist in the clean up of asbestos, lead and pcbs. The property will be sold to the non-profit which will own it during the environmental cleanup. It will then be sold back to Developer's Collaborative for site redevelopment. Staff expects to draw this grant from the new Cleanup Funds.

Suburban Propane Site on Thompson's Point

The developers of Thompson's Point, Chris Thompson and Jed Troubh, have indicated to staff an interest in \$800,000 in Brownfields loans from the City to clean up the Suburban Propane site. The developers are anticipating site cleanup of \$1.8 million. GPCOG has already committed \$660,000 in cleanup funds for the project. Given other projects needing City funds, staff is recommending a \$400,000 loan, \$200,000 in new Cleanup Funds and \$200,000 in Closeout funds. This project is may come before the PDC in June or July.

Children's Museum and Theatre of Maine on Thompson's Point

The Children's Museum is planning to purchase a property on Thompson's Point to build a new facility for the Museum and Theatre. While the cost of cleanup is not yet known, staff is proposing to put aside \$170,000 in grant funds for site cleanup based on conversations with the QEP working on this project. A Phase II Environmental Site Assessment is underway to determine the extent of the contamination and the actual cost of cleanup.

City-Owned DPW Properties for Sale in Bayside

Given the past use of these properties, it is anticipated that there will be some environmental contamination, requiring phase II environmental site assessments and cleanup. As the City may be considered a responsible party for contamination on some of these properties, it would not likely be eligible for Brownfields funds for phase II ESAs or cleanup. However, once there is a new property owner, then that entity may be eligible for Brownfields loan funds. At this time, staff is estimating \$60,000 for Phase II ESAs and \$90,000 for cleanup from the Closeout Funds, and \$150,000 from the new Cleanup Funds. Total funds estimated for cleanup at Bayside is \$240,000. Note that a \$12,000 grant was provided to the City for phase 1 ESA's which have been completed.

ATTACHMENT

Table of Estimated Use of Brownfields Funds

Estimated Use of Brownfields Funds						
	City Funds				GPCOG Funds	
	New Funds	Required 20% Applicant Cost Share on New Funds	Private Leverage	Closout Funds	Assessment	Cleanup
Balance as of 3/1/17	\$800,000	\$160,000		\$344,878		
Est. Balance as of 12/1/17				\$362,657		
ANTICIPATED BROWNFIELDS PROJECTS						
<u>Thompson's Point</u>						
Children's Museum (Lot 7) GRANT	\$170,000	\$34,000				
Suburban Propane Site LOAN	\$200,000	\$40,000		\$200,000		\$660,000
Reed School GRANT	\$180,000	\$36,000				
<u>City Properties in Bayside</u>						
Phase I ESA's for City Properties				\$12,000		
Phase II				\$60,000		
Clean up	\$150,000	\$30,000		\$90,000		
Program Costs	\$100,000	\$20,000				
TOTAL	\$800,000	\$160,000		\$362,000		



Economic Development Department
Gregory A. Mitchell, Director

TO: President Swenson and PDC Board Members
FROM: Nelle Hanig, Business Programs Manager
DATE: May 17, 2017
RE: Recommendations for PEDPIP Grant Awards

Overview

The Portland Economic Development Plan Implementation Program (PEDPIP) Committee met on April 26, 2017 to review and discuss the five applications that are seeking grants. The Committee members were Tim Agnew, Shelley Carvel and Jere Shaw. Greg Mitchell and Nelle Hanig provided staff support at the meeting.

The table attached to this memo provides an overview, including the applicants, a brief description of the projects for which they are seeking funds, the requested grant amount, the Committee's recommendations and a few of the Committee's comments on each. The amount of grant funds sought totals \$42,100 while the available funds total \$18,676.

Recommendation

Considering each application in the context of the action items in the current Work Plan (a part of the Portland Economic Development Plan), and after much discussion, the Committee decided to recommend two funding options for the Board's consideration, as all three members did not favor one option. While both options recommend funding the same three projects, Option A awards the Women United project a little more and the MECA project a little less, whereas Option B is just the opposite. Funding for the GPCOG project remains the same in both options.

NOTE: The next round of PEDPIP applications will be due at the end of September. The available grant funds will be 10% of the PDC's Unrestricted Funds as of July 1, 2017.

Attachments

Overview Table with Recommended Options

Applications:

- Maine College of Art (MECA)
- Growing Portland
- Portland Downtown
- GPCOG (fiscal sponsor)
- Women United Around the World

PEDPIP Guidelines

Portland Economic Development Plan and Current Work Plan

Overview of Applications Received for PEDPIP Grants					
3/31/2017 Funding Round					
			Funding Recommendations		
Applicant	Project	Grant Request	Option A	Option B	Brief Committee Comments
MECA	Campus Master Plan	\$10,000	\$3,676	\$5,000	Likely impact on downtown economy
Growing Portland	Event: Walk the Working Waterfront	\$2,000			Funded Growing Portland in past; Fourth year of this event
Portland Downtown	Report: Social service overlaps, gaps and opportunities for collaboration in downtown to assist vulnerable populations.	\$5,100			Not listed as a priority in Work Plan
GPCOG (fiscal sponsor)	Event: Portland Food Launch and Festival offering educational workshops and networking sessions focused on helping food businesses at the startup, scale up and acceleration phases.	\$10,000	\$5,000	\$5,000	First year of event to grow the food sector
Women United Around the World	Vocational Training program for immigrant women to be professional stitchers/textile workers	\$15,000	\$10,000	\$8,676	Grant could be used for soft costs only, i.e., training for new teacher and stipends for two teachers who provide the training, allowing them to devote more time to this work
Total Requests		\$42,100			
Available Grant Funds		\$18,676	\$18,676	\$18,676	

Application Portland Economic Development Plan Implementation Program (PEDPIP)

Date: March xx, 2017

1. APPLICANT INFORMATION Organization Name: Maine College of Art

Organizational Structure: ___ Public **X** Not-for-Profit

Address: 522 Congress Street, Portland, ME 04101

Mailing Address: same

Website: meca.edu

Primary Contact Person at Organization: Stuart Kestenbaum, Interim President

Phone Numbers > Work: 207-699-5011 Cell: 207-266-3548

Email Address: skestenbaum@meca.edu

2. PROJECT INFORMATION

a. Project Description:

Maine College of Art seeks \$10,000 to support the direct costs of a campus master plan.

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)?

This project supports the three PEDPIP goals of growing the Portland economy by 1) supporting retention and expansion of an existing business; 2) supporting an industry sector with the potential for high job growth; and 3) coordinating higher education with workforce development.

MECA's campus master planning process will achieve these goals by preparing a long-term guide for the College's facilities investment in the 500-block area of downtown Congress Street, which in turn ensures that annually more than 500 students will live and study in downtown Portland and that more than 200 employees will work downtown. Also, according to the College's data from 2016, more than 50% of MECA alumni live in Maine, with the predominant number living in Portland—over 400. Of these, twenty-five own and operate their own businesses in the city.

MECA's permanent commitment to a downtown Portland campus dates to the mid 1990s when the College raised nearly \$10 million to support the purchase and renovation of the landmark Porteous, Mitchell, & Braun department store at 522

Congress Street, establishing MECA's core education facility. Following a campus-wide planning process in 2004, *The Campaign to Advance Maine College of Art* was launched with a renewed focus on completing campus facilities. In 2004, MECA acquired 51 Oak Street and renovated it into an 80-bed dormitory, and in 2005 purchased 15 Shepley Street to serve as a dorm for 60 upperclassmen. Since that time, increased consolidation in the 500 Congress Street block has included selling the Baxter Library at 619 Congress Street to the VIA agency, returning the Clapp House at 97 Spring Street to the Portland Museum of Art and acquiring a long-term lease on the original Porteous Annex and returning two permanent access points on the second story of the main Porteous Building to recreate the original department store footprint as one contiguous space. More recently, the college developed Miles Standish, a third residence hall at 11 Shepley Street and in 2017 completed leasehold improvements to the first floor of 380 Cumberland Avenue for 5 instructional classrooms and 12 MFA studios to allow more MFA students to be on campus in Portland year-round. In March 2017, MECA made an offer to purchase the Porteous Annex and is discussion with the owners.

This request is guided by the College's five-year strategic plan (2013-2018) adopted by the MECA Board of Trustees on April 15, 2015 that states "MECA will grow carefully to at least 500 students combined in all degree programs." This growth, nearly achieved with enrollment at 490 in 2017, has increased the need for both instructional space as well as housing. Additionally, the community members enrolled in Continuing Studies courses has also increased and space for that program is at a premium and can no longer be met by sharing facilities with the degree programs. Combined, thoughtful and long-range consideration is needed for MECA's expansion in and around the core Porteous Building.

A master campus plan will allow MECA to: 1) build on the strong relationship we have with downtown Portland by creating a long-term and sustainable vision for growth; 2) create an enduring vision that will transcend changes in governance and leadership by providing a set of guiding principles for facilities planning; 3) meet our internal needs for teaching and learning and 4) develop opportunities for public access as appropriate to promote MECA as a site for people of all ages—especially young people—to interact with, experience and participate in art.

3. PROJECT FUNDING Grant Amount Requested \$10,000

Applicant Match \$12,500 Match Source(s) (Minimum 1:1 match with grant)
\$8,000 Cash//MECA Operations

\$4,500 In Kind//MECA personnel and overhead

Total Cost of Project \$22,500

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.

Brief description and history of organization

Founded in 1882, MECA awards the BFA, MFA and MAT and is accredited by the National Association of Schools of Art and Design and the New England Association of Schools and Colleges. 490 students are enrolled in degree programs (25% from Maine and 70% from New England) and 1,700 in Continuing Studies. MECA offers 11 majors, the newest of which is Textile & Fashion Design. MECA is recognized nationally for its first year seminar (FY-In), which combines research and practice by collaborating with local community partners and introduces students to life as a working artist by bringing the educational mission outside of the classroom. In 2016, MECA acquired the Salt Institute for Documentary Studies, which will be delivered as a graduate certificate and also launched the Bob Crewe Program in Art and Music. Made possible by \$3 million from the Bob Crewe Foundation, the program fosters experimentation in art and music to support significant contributions to popular musical expression.

Internal Revenue Service
District Director

Department of the Treasury
P. O. Box 9107

Date: FEB 09 1982

Employer Identification Number:

Accounting Period Ending:

June 30

Form 990 Required: ☒ Yes ☐ No

Portland School of Art
97 Spring Street
Portland, Maine 04101

Person to Contact:
R. McCoy:ln

Contact Telephone Number:
223-4241

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 170(b)(1)(A)(ii) and 509(a)(1).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

Generally, you are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contributions Act. If you have paid FICA taxes without filing the waiver, you should contact us. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

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.

The box checked in the heading of this letter shows whether you must file Form 990, Return of Organization Exempt from Income tax. If Yes is checked, you are required to file Form 990 only if your gross receipts each year are normally more than \$10,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, when a return is filed late, unless there is reasonable cause for the delay.

(over)

Letter 947(DO) (5-77)

JFK Federal Bldg., Boston, Mass. 02203

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees.

If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,


HERBERT B. MOSHER
District Director

cc: D. Brock Hornby, Esq. and Philip C. Hunt, Esq.
Perkins, Thompson, Hinckley & Keddy
One Canal Plaza, P. O. Box 426
Portland, Maine 04112

Letter 947(DO) (5-77)

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
G.P.O. BOX 1680
BROOKLYN, NY 11202

DEPARTMENT OF THE TREASURY

Date: OCT 12 1993

MAINE COLLEGE OF ART
97 SPRING ST
PORTLAND, ME 04101-3933

Employer Identification Number:
01-0978758
Case Number:
113277058
Contact Person:
MORRIS PITTINSKY
Contact Telephone Number:
(718) 488-2349
Date of Exemption:
8106
Internal Revenue Code
Section 501(c)(03)

Dear Applicant:

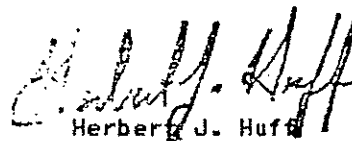
Thank you for submitting the information shown on the enclosure. We have made it a part of your file.

The changes indicated do not adversely affect your exempt status and the exemption letter issued to you continues in effect.

Please let us know about any future change in the character, purpose, method of operation, name or address of your organization. This is a requirement for retaining your exempt status.

Thank you for your cooperation.

Sincerely yours,


Herbert J. Huff
District Director

Letter 976 (DD/CB)

MAINE COLLEGE OF ART

Item Changed	From	To
Name Change	Portland School of Art	Maine College of Art

Letter, 976 (DD/CG)

Elizabeth G. Elicker
10 Glen Avenue
Cape Elizabeth, ME 04107
207.223.0022
belicker@meca.edu

Employment
Experience:

**Nov 2004-
Present**

Executive Vice President, Maine College of Art

Have primary responsibility for the operational and fiscal management of the College. As the College's Chief Financial and Operations Officer, responsible for assessing the strategic operation of and risk management for the College. Should the President not be available, am designated to act on all matters requiring the action of the President. Provides leadership to the President's cabinet and acts as its liaison to the President with respect to its collective decision-making and managerial responsibilities. Acts as chief Human Resource Officer. Responsible for all issues related to personnel matters. Acts as chief College liaison with legal counsel. Work in collaboration with all academic and administrative divisions of the College to incorporate the impact of departmental influences on the financial position and operations of the College. Regularly engage with the governing board, board committees, and all internal constituency groups of the College. Represents the College in the community and the state. Also included are those responsibilities detailed below as Vice President for Finance and Administration.

**1998-
Present**

Training Consultant, Center for Grieving Children

Develop, plan, coordinate, and facilitate all volunteer training sessions (34 hours per training; 6/year). Assist with evaluation and placement of trainees following each training session. Plan and facilitate Fall Training Institute, a national workshop for those working with children and families in transition. Consult with various national grieving centers as requested.

**Jan 2001-
Nov 2004**

Vice President for Finance and Administration, Maine College of Art

College's chief Financial and Operations Officer. Managed all administrative and fiscal programs. Responsible for fiscal management including planning, budgeting, and investment. Direct responsibility for operating budget (\$13.3 million). Supervised the departments of Business Services, Admissions, Financial Aid, Facilities, and Technology. Member of senior management team responsible for overall management and leadership of the College to support achievement of institutional goals. Work in collaboration with all academic and administrative divisions of the College. Interact with the governing board, board committees, and all internal constituency groups of the College. Provided leadership and assistance with Board development and relations. Served on Finance Committee, attends Executive Committee meetings of the Board, and all Board of Trustees meetings.

**Sept 1998-
Dec 2000**

Vice President for Enrollment Management, Maine College of Art

Served as officer of the College and member of the senior management team. Supervised department heads and programs of the administrative departments supporting enrollment including the following: Admissions, Financial Aid, Registrar, Dean of Students, Student Affairs, and Career Development Coordinator. Evaluated the College's market position, articulated the mission of the institution to various constituencies, implemented recruitment plans and retention policies, and developed financial aid strategies to achieve the College's enrollment and revenue goals. Responsible for budget of \$2,775,500. Attended Executive Committee meetings of the Board, and all Board of Trustees meetings.

July 1989-
Sept 1998

Director of Admissions, Maine College of Art

Responsible for recruitment strategy of College to prospective students. Established and developed relationships with a key network of public and private secondary schools, community colleges, and local business organizations. Conducted personal interviews and portfolio reviews with prospective students. Counseled prospective and current students and their parents. Responsible for admissions decisions. Represented the College at college days, fairs, portfolio days, professional meetings of NACAC, NEACAC, Southern Maine Admissions Consortium, Art College Exchange, National Art Education Association, and National Portfolio Day Association. Coordinated production of College catalog, video, and all admissions publications. Directed placement and design of promotional advertisements for College. Managed departmental budget of approximately \$240,000. Supervised staff of six. Served on the Management Team of the College. Worked in collaboration with the Director of Financial Aid to determine the institutional financial aid packaging philosophy.

July 1988-
July 1989

Associate Director of Admissions, Maine College of Art

Represented the College at college days, fairs, portfolio days and other recruitment activities. Assisted in preparation of recruitment plan. Interviewed and counseled students. Reviewed portfolios. Participated in admissions decision-making process. Responsible for photographing student work, Portland location photos, and school environment and events for recruitment slide bank. The designated International Student Advisor. Evaluated transcripts, attended NAFSA conference, and facilitated entrance of international students.

Sept 1987-
July 1988

Personnel Representative, Maine Medical Center

Responsibilities included staffing all entry-level positions through recruitment, interviewing, and career counseling. Designed direct mailings and convention exhibits. Coordinated all advertisement in electronic media, national newspapers, professional journals, and other publications. Implemented nationwide strategic marketing of available positions. Served as an employment liaison with local colleges, referral services, vocational schools and high schools. Represented MMC at job fairs, school fairs, and orientations.

Education:

Master of Science, Clinical Counseling, University of Southern Maine
Bachelor of Art, The Pennsylvania State University

Affiliations:

Vice President, Board of Directors, Shalom House, 2010 - present
Institute for Civic Leadership, Rho Class, 2010
Strategic Planning Consultant, Center for Grieving Children, 2008
Instructor, University of Southern Maine Center for Continuing Education, "*Working with and Supporting Grieving Children*", 2005, 2003, 2002, 2001
Presenter, National Grief Conference, San Antonio Texas, 2003
Chair, National Portfolio Day Association, 1999-2000
Maine Academic Management Institute, program participant, 1998-99
Chair, Southern Maine Admissions Consortium, 1997
Chair, National Portfolio Day Association, 1994-1996
Treasurer, National Portfolio Day Association, 1989-1992

Volunteer Experience:

Center for Grieving Children, 1995-Present
Facilitator and Coordinator, Tender Living Care Program
Facilitator, Bereavement Groups
Outreach Presentations

Mark D. Lee, AIA, LEED AP

Principal, Architect

Mark D. Lee has experience in both structural engineering and architectural design, encompassing over 20 years and providing him a truly multidisciplinary perspective on building design.

Over the years, Mark has gained significant educational design experience on a variety of projects for colleges and universities. Projects have included new construction, additions and renovations to existing facilities, as well as master plans and space/programming studies.

Before joining Harriman as an architectural designer, Mark was a structural engineering designer in Philadelphia and New York. In addition to working on projects with the Greater Philadelphia Transportation Authority, he has also worked on projects built in Indonesia and China. Mark has bachelor's degrees in both civil engineering and architectural engineering, as well as a master's degree in architecture.

RELEVANT EXPERIENCE:

Thomas College – Waterville, Maine
Campus Master Plan

Bates College – Lewiston, Maine
Campus Facilities Master Plan Update | Frye Street Renovations | Smith and Wentworth Adams Hall Renovations | Garcelon Field

University of Maine at Farmington – Farmington, Maine
Master Plan

University of Maine at Augusta – Augusta, Maine
Master Plan

University of Maine at Presque Isle – Presque Isle, Maine
Master Plan

Central Maine Community College – Auburn, Maine
Campus Master Plan | LaPoint Center | Nursing Simulation Lab Renovations | Campus Dining Hall, Addition and Renovations | Jalbert Hall, Lecture Hall Renovation | Jalbert Hall Renovations | Kirk Hall Gymnasium Renovation

Washington County Community College – Calais, Maine
Master Plan | Construction and Mechanical Technology Wing Renovations | Howland Hall Concept Design

York County Community College – Wells, Maine
Master Plan | Organic Science Lab | Chemistry Lab Renovations | Master Plan | Culinary Arts Lab Renovations | Mechanical Roof Top Units Replacement | Standby Power Generator Upgrade

University of Southern Maine – Gorham, Maine
Bailey Hall Renovations | Student Success Renovations Phase II | Corthell Hall Renovations Phase II | Learning Commons | Residence Village, Commissioning | Soccer Stadium and Press Box | Costello Sports Complex | Softball Stadium



EDUCATION

Boston Architectural College
Master of Architecture

Drexel University
Bachelor of Science in Civil Engineering
Bachelor of Science in
Architectural Engineering

REGISTRATIONS

ME, NH, MA, CT, NY
NCARB IDP Certification
EI

ACCREDITATION

Leadership in Energy and Environmental
Design Accredited Professional (LEED AP)

AFFILIATIONS

American Institute of Steel Construction
Member
American Society of Civil Engineers,
Member
Association of College & University
Housing Officers International, Member
U.S. Green Building Council, Maine
Chapter Member
Society of College and University Planning

PRESENTATIONS

2010 - EACUBO Annual Meeting
“Attainable Goals: Breaking Down a
Long-Term Master Plan Can Help
Streamline Short-Term Decision Making”
2009 - ERAPPA Annual Conference
“Attainable Goals:
Breaking Down a Master Plan”



University of New Hampshire – *Durham, New Hampshire*

Stillings, Enhanced Catering Kitchen | PCAC Classroom Renovations | Horton Hall, Renovations | Woodside Apartments, Study and Renovations | New England Center, Renovations

Southern Maine Community College – *South Portland, Maine*

Dining Hall Concept | Museum Building | James Ortiz Atrium | Sea Center | Automotive Building Envelope | Heating Plant Improvements | Hildreth Media Building Envelope | HUB Gym Locker Room Renovation

Rivier College – *Nashua, New Hampshire*

Muldoon Health and Fitness Center, Feasibility Study

Bowdoin College – *Brunswick, Maine*

Seth Adams Hall, Addition and Renovations | Hawthorne-Longfellow Library, Phase II Renovations | 52 Harpswell Road Student Housing

Maine Maritime Academy – *Castine, Maine*

Campus Development Plan | Dismukes Hall | ABS Center for Engineering, Science and Research | Parking Structure | Alumni House, Adaptive Reuse | Waterfront Facilities Renovations | Smith/Alexander Hall Locker Room Renovation

New England College – *Henniker, New Hampshire*

Science Building Evaluation

Colby College – *Waterville, Maine*

Roberts Union Renovations | Miller Library

Eastern Maine Community College – *Bangor, Maine*

Student Success Center, Dietary Kitchen

University of Maine – *Orono, Maine*

Memorial Union Addition and Renovation | Fogler Library, Various Renovations | Darling Marine Center

PRESENTATIONS

(Con't)

2009 - Museum L-A Lecture Series,
“Lewiston Transforms: Adaptive Reuse of
Architectural Landmarks,”

2009 - Tri-State ASBO Conference, “How
to Promote and Organize A Successful
School Construction Project,”

2006 - Maine Library Association Annual
Conference, “Fryeburg Academy Library:
A Collaborative Story,”

PUBLICATIONS

*High Profile Focus: Institution & Schools
featuring SCUP North Atlantic Region,
“The University Library is the Hub of
Student Collaboration and Learning,”
March 2017*

*High Profile: New England Facilities
Development News, “Innovation on
Campus: Five Trends in Higher Education,”
August 2016*



February 7, 2017

Mr. Stuart Kestenbaum, Interim President skestenbaum@meca.edu
Maine College of Art
522 Congress Street
Portland, ME 04101

Re: Maine College of Art
Master Planning Services
Portland, Maine
No. 17318
Proposal-Revised

Dear Stu:

Thank you for taking the time to meet with us to discuss your ideas for master planning for the Maine College of Art. We are pleased to submit our proposal to provide services in support of this end. We further realize that you are looking for Harriman to facilitate a study and that the process will build from the knowledge and resources of faculty and staff and is not intended to involve a detailed inventory and evaluation of existing facilities. Our team will be led by the two of us as well as a member of our urban planning studio.

SCOPE OF WORK

1. Confirm Study Goals and Expectations
 - a. MECA will make a presentation to the Harriman planning team to discuss the following topics:
 - i. Institutional Mission, Goals, Strategies and Initiatives
 - ii. Current use of facilities
 1. How they are being used
 2. What works
 3. What doesn't work
 - iii. Financial operating and capital infrastructure spending model
2. Review and Analysis of Existing Documentation and Resources
 - a. Previous Planning Studies
 - b. City of Portland Planning Department
 - c. Walk-through of existing facilities
3. Analyze Campus Context
 - a. Inventory Site Features
 - i. Views
 - ii. Edges
 - iii. Building Relationships
 - iv. Parking

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Mr. Stuart Kestenbaum
February 7, 2017
Page 2 of 3

- v. Open Space
 - vi. Leased/Owned Facilities
 - vii. Adjacent Land Uses
 - viii. Zoning
 - b. Analyze Use Patterns
 - i. Gateways and Arrival Sequences
 - ii. Community Visibility
 - iii. Pedestrian Circulation
 - iv. Wayfinding
- 4. Concept Design Meeting
 - a. Share Concept Design options and strategies
 - b. Solicit and document feedback with appropriate stakeholder groups
- 5. Prepare Preliminary Preferred Option
- 6. Refine Concept Design
 - a. Prepare renderings of preferred master plan
- 7. Document Findings
 - a. Prepare final master plan document for MECA distribution

SCHEDULE

We estimate it will take approximately six to eight weeks to complete the work described above.

FEE

For the master planning services described above, we propose an hourly fee not to exceed \$18,000. Attached is a copy of our hourly rate schedule for reference. Normal reimbursable expenses such as travel mileage, plan and document reproduction and postage will be billed separately at a 1.1 multiplier and are not included in the lump sum fee. An estimated budget figure of \$600 should be carried. We will inventory effort and fee incurred on a monthly basis but will defer billing until the Maine College of Art fiscal year beginning on July 1, 2017.

The quoted fee is based on our current knowledge of the scope of work required for this project. If this project becomes greater in scope than we currently understand, we reserve the right to negotiate a fair increase in fee.

If this proposal is acceptable, please signify your acceptance by signing below and returning a copy to us.



Mr. Stuart Kestenbaum
February 7, 2017
Page 3 of 3

Thank you for the opportunity to submit this proposal. If you have any questions or need additional information, please contact one of us.

Sincerely,
Harriman

Clifton W. Greim, PE
President
cgreim@harriman.com

Sincerely,
Harriman

Mark D. Lee, AIA, LEED AP
Principal
mlee@harriman.com

Accepted by:

Date

raf

Enclosures: Hourly Rates
 Terms and Conditions

TERMS AND CONDITIONS

Work performed by Harriman will be conducted in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions. No warranty, express or implied is made.

INVOICES, TERMS, AND CHARGES

Harriman will submit invoices to the client on a monthly basis. Billing will usually occur at the end of each month. Payment on each invoice is due 30 days net from the posted date of invoice. Failure to pay invoices within the allotted time will constitute a breach of contract and will result in suspension of work by Harriman until all overdue payments are made in full. A service fee of 1-1/2% of the overdue balance will be charged monthly on all accounts not paid within 30 days of the date of invoice. If a suit is filed, attorney's fees, and other costs incurred in collecting any delinquent account, shall be paid by the client in any judgment in favor of Harriman.

Charges for professional, technical, and administrative personnel are computed by multiplying the hours of labor by the latest personnel rates.

Company and personal vehicles used in conjunction with project work will be charged at the IRS Standard Mileage Rate in effect at the time of the trip. Vehicle rental or special vehicle requirements will be charged directly to the client. Reimbursable project-related expenses are billed at cost +10%.

CLAIMS FOR CONSEQUENTIAL DAMAGES

The architect and the owner waive consequential damages for claims, disputes or other matters in question arising out of or relating to this Agreement. This mutual waiving is applicable, without limitations, to all consequential damages due to either party's termination.

OWNERSHIP OF DOCUMENTS

With the exception of the reports supplied to the client as a deliverable, all other documents prepared by Harriman shall remain the property of Harriman as instruments of service. The client agrees that all reports and other work furnished to the client or his agents, that is not paid for, will be returned upon demand and will not be used by the client for any purpose whatever.

ELECTRONIC FILES

In accepting and utilizing any drawings, reports and data on any form of electronic media generated and furnished by Harriman, the client agrees that all such electronic files are instruments of service of Harriman. The client agrees not to reuse these electronic files, in whole or in part, for any purpose other than for the project. The client further agrees to waive all claims against Harriman resulting in any way from any unauthorized changes to or reuse of the electronic files for any other project by anyone other than Harriman. In no event will Harriman be liable for indirect or consequential damages as a result of the client's use or reuse of the electronic files.

THIRD PARTY EXCLUSION

This agreement does not create any right or benefits for parties other than Harriman and the client.

THIRD PARTY RELIANCE

This agreement does not allow any party other than the client to rely on reports or other work furnished to the client without the express permission of Harriman.

DISPUTES

In the event that the client makes a claim or brings action against Harriman for any act arising out of the performance of Harriman work, and fails to prove such a claim or action, then the client will pay all legal and other costs incurred by Harriman in defense of such claim or action.

INDEMNIFICATION

In connection with the services performed by Harriman and its officers, agents, and employees, the client agrees to indemnify and hold harmless Harriman, its officers, agents, and employees, against any and all claims, liability, injury, loss, or damage, and any expense arising therefrom, including loss or damage, and expense arising therefrom, including costs and attorney's fees, except for those claims, injuries, and damages arising out of negligent or willful misconduct of Harriman or its officers, agents and employees acting within the scope of their employment.

LIMITATION OF LIABILITY

The client agrees to limit Harriman liability to the client on the project arising from Harriman professional acts, errors, or omissions, such that the total aggregate liability of Harriman to all those named shall not exceed Harriman total fee for services rendered on the project.

INSURANCE

Harriman represents and warrants that it is protected by Workmen's Compensation insurance. Harriman shall not be responsible for any loss, damage, or liability arising from any acts by client, its agents, staff, and other consultants employed by it.

TERMINATION

This agreement may be terminated by either party upon seven (7) days written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof. In the event of termination, Harriman shall be paid for services performed to the termination notice date, plus reasonable termination expenses.

MISCELLANEOUS

This agreement shall be governed and construed in accordance with the laws of the States of Maine and New Hampshire.



HARRIMAN

2017 HOURLY RATES

Principal	\$ 175
Architecture & Interior Design	
Senior Architect	120
Architect/Senior Interior Designer	105
Senior Architectural Designer	90
Architectural Designer/Interior Designer	75
Urban Planning & Landscape Architecture	
Senior Landscape Architect/Senior Urban Designer	130
Senior Urban Planner	120
Landscape Architect/Urban Designer	105
Urban Planner	100
Assistant Urban Designer	80
Landscape Designer	75
Assistant Urban Planner	70
Engineering	
Senior Engineer	130
Engineer	105
Senior Engineering Designer	90
Engineering Designer	75
Interdepartmental Services	
Senior Project Manager	130
Construction Administrator	100
QA/QC Specialist	100
Graphic Designer	95
Commissioning Agent	90
Administrative Support	60

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BOSTON, MA 02109-3438
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www.harriman.com



Project Budget Campus Master Plan
Maine College of Art

Expenses

Consulting Fees for Harriman Associates	\$18,000
Staffing (President; Director of Facilities; VP for Administration; Dean of the College; Administrative Assistant)	<u>4,500</u>
Total	\$22,500

Income

MECA	12,500
<u>Grant request</u>	<u>10,000</u>
Total	\$22,500

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: March 29, 2017

1. APPLICANT INFORMATION

Organization Name: Growing Portland

Organizational Structure: x Public Not-for-Profit

Address: c/o Portland Regional Chamber of Commerce, 443 Congress Street, Portland, ME
04101

Mailing Address (if different from above): SAME

Website: www.GrowingPortland.com

Primary Contact Person at Organization: John Spritz

Phone Numbers > Work: (207) 773-0872 Cell: (207) 415-5659

Email Address: jspritz@maine.rr.com

2. PROJECT INFORMATION

a. Project Description:

From 11am-3pm on Saturday, June 10th, Growing Portland will produce the fourth annual *Walk the Working Waterfront*, the only event to regularly celebrate and promote Portland's marine economy. Dozens of businesses up and down Portland's piers and wharves open their doors to the public, including the City of Portland fireboat, the U.S. Coast Guard, Bristol Seafood, New Meadows Lobster, the Portland Fish Exchange, and many others. Approximately 1000 visitors come annually to learn about our working waterfront: what it is, who makes it go, and how it contributes to our local economy.

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)?

Walk the Working Waterfront uniquely connects residents with their local marine economy, helping them to understand the value and vitality of our city's waterfront culture and businesses. As such, it aligns with two focuses of the City of Portland's 2011 Economic Development Vision + Plan: to grow the economy, and to support business. In addition, *Walk the Working Waterfront* supports key elements of the 2016-2017 Work Plan:

- Educate the community on the case for the growth of Portland;
- Develop tourism awareness program directed to citizens, students, and area businesses;
- Promote Portland's brand;
-- and perhaps most important --
- Helping to make the case for continuing investment in our waterfront infrastructure.

The City of Portland has never been asked to support *Walk the Working Waterfront*, which significantly benefits the city's brand, vitality, and economic development message. This year, 2017, in diversifying our funding base, we feel it is appropriate for the City to join others who believe in supporting a vibrant working waterfront – its community and its businesses.

3. PROJECT FUNDING

Grant Amount Requested	<u>\$2,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$2,500</u>	Match Source(s) <u>Maine Coastal Program</u>
Total Cost of Project	<u>\$7,500</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.

Growing Portland: Organization history and status

The Growing Portland collaborative was established in late 2012 jointly by the Portland Regional Chamber of Commerce and the Office of the Mayor of Portland. Partners represented more than 20 local businesses, R&D enterprises, and higher education institutions. From 2013 into 2016, Growing Portland worked on a number of projects, including:

- Researching and writing Maine’s first report on the potential of healthcare informatics as a regional workforce growth area;
- Collaborating with the John T. Gorman Foundation and the Employment Provider Work Group to establish the Greater Portland Workforce Initiative, serving populations facing barriers to employment;
- Producing multiple “College Day” programs, introducing Bowdoin, Bates, and Colby students to area employers;
- Bringing local entrepreneurs into Portland and Deering high schools to meet with students;
- Representing City Hall in a number of environments and issues (Portland High School engineering program, “Trailing Spouse & Partner Program,” Maine Startup & Create Week, etc.)

AND

- Designing and launching *Walk the Working Waterfront*, a unique collaboration among marine economy businesses.

The Growing Portland collaborative has always relied on the Portland Regional Chamber of Commerce to provide fiduciary services, and that relationship continues into 2017. The collaborative focuses now on implementing specific, independently funded projects, such as *Walk the Working Waterfront* and Phase Two of the program to unify health informatics companies regionally.

The Portland Development Corporation was a primary supporter of Growing Portland in 2013, providing \$40,000 to help launch the collaborative. Since then, Growing Portland has neither asked for nor received any City funds – funding has come through private businesses, foundations, and grants. As was indicated on the PEDPIP application, we feel it is appropriate that in this, the fourth year of *Walk the Working Waterfront*, the City of Portland support this program aligned with the City’s economic development plans and objectives. Other funders in 2017 include the Maine Coastal Program and Gorham Savings Bank, with additional sources under discussion.

Growing Portland has always functioned as a not-for-profit collaborative; it does not have 501(c)(3) status. As indicated above, the Portland Regional Chamber of Commerce provides fiduciary support.

Project Details

Walk the Working Waterfront has been successful since its inception, in 2013. "Success" means...

- For four hours, once a year, we "open up" Portland's piers and wharves to a thousand or so residents and visitors. **For many, many people, this is the only time that they have ever been down these piers.**



- Dozens of retail and wholesale businesses "show off" what they do and sell. **For many, this is the only time they connect to the people who live and work around them.**
- Wholesalers and retailers offer samples of seafood that is processed locally – **a unique culinary experience that promotes the variety and vitality of our marine economy.**
- Portland residents and visitors get to see how fish is processed, how lobsters are sold, how ice is put onto boats, how the Coast Guard watches over the harbor – **an immediate, sensory appreciation of the many aspects of the working waterfront and its role in our larger economy.**

Walk the Working Waterfront draws on promotional and operational partnerships with groups including Portland Downtown, the Maine Coastal Program, and the Waterfront Alliance. They assist us enormously in putting on the event, which is free for every business or organization that wants to participate; all they need to do is be open for four hours one day a year, and welcome visitors.

Each year, we produce thousands of four-color maps that we distribute – for free – throughout the Old Port and to the hundreds of *Walk the Working Waterfront* attendees. We also arrange for signage on Commercial Street, and promotional materials sent out to local, state, and regional media.



The best part of *Walk the Working Waterfront* occurs the day of the event, when we staff a booth at Union Pier and offer advice, guidance, and stories to the hundreds and hundreds of visitors ambling up and down Commercial Street. People who...

- For the first time, take a trip down our iconic piers and wharves, seeing the many businesses that make up the working waterfront;
- Tour fish processing facilities, vessel supply companies, restaurants, and marine-oriented retailers;
- Wander by with tasty treats they've received – for free – from local fish processors sampling their products;
- Walk down the gangplanks of Coast Guard vessels, the City of Portland fireboat, the Harbormaster's boat, visiting Tall Ships, and other boats and ships of all sorts.

Walk the Working Waterfront is a connecting experience, bringing people who live here in touch with the waterfront economy we depend on. It helps to foster goodwill and it helps to make the case for greater investment in our marine-related infrastructure.



Walk the Working Waterfront: Project timeline and budget

Timeline

Dates	Hours	Events
Feb. 1 – May 1	50	- Reconfirm prior year participants and sign up new participants - Establish giveaways/promotions for participants - Redesign map and other promotional materials - Develop and send out press material - Coordinate event production with Portland Downtown (producing the Old Port Festival the following day) - Line up support staff for event
May 1 – June 1	30	- Work with design firm in producing map - Reconfirm event details with all participants - Acquire/build all poles and banners - Identify event volunteers
June 1 – June 9	26	- Distribute maps to Old Port retailers, restaurants, and hotels - Get sandwich signs from Department of Public Works - Contact media with final announcement(s)
June 10	8	- Install poles/banners at all participant sites - Set up sandwich signs - Co-staff information booth - Manage any volunteers - Check in with participants - Provide advice/information to event attendees - Take photographs of event - Break down event afterwards (3 pm)
June 11 – June 16	6	- Follow up with participants to assess event logistics and value - Report back to sponsors and funders

Budget

Item	Expense	Notes
Organizational staffing for all of the above	\$6,000	Consultant providing strategic, organizational, marketing, and logistical services: \$50/hour for 120 hours over 4½ months.
Map printing	\$1,500	Printing and folding of 1,500 copies of a 4-color, two-sided map displaying the event, including all participants and descriptions of piers and participant promotions

TOTAL	\$7,500	
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Resume for John Spritz, www.jspritz.com, jspritz@maine.rr.com, (207) 773-0872

Relevant Experience

Manager, Growing Portland, Portland, ME 2012-2016

Oversee economic development collaborative connecting Greater Portland's business, R&D, and higher education communities.

- Researched and wrote report on statewide health informatics potential
- Developed and produced annual working waterfront festival (*Walk the Working Waterfront*)
- Connected Waterfront Alliance to Casco Bay Estuary Partnership for grant program
- Helped to start a "trailing spouse" program for regional employers' HR departments
- Established programs connecting high school and college students to Maine employers
- Wrote/edited much of Portland Regional Chamber's "Scorecard"
- Represented Portland on Mobilize Maine's Leadership Team meeting at GPCOG

Executive Director, TechMaine, Portland, ME 2011

Directed operations and member/sponsor relations for Maine's technology industry trade association.

Director of Marketing, Walch Education, Portland, ME 2007-2010

Managed communications programs for a global educational publisher, including digital media, direct mail, catalogs, advertising, trade shows, events, and media/distributor relations. Organized and analyzed market research, introduced and launched new products, implemented a variety of print, web, direct mail, and event applications.

John Spritz Marketing, Portland, ME 1997 - 2007

Developed and implemented communications programs, including business attraction, video/print/web production, and media relations, for clients including:

Casco Bay Estuary Partnership	Migis Lodge
Environmental Business Council of Maine	Oxford University Press
Island Press	Pierce Atwood
Maine Health Access Foundation	TechKnowledge
Maine Neurology	Wright-Ryan Construction

Program Director, WPKM, Scarborough, ME 1990-1997

Directed on-air operations at commercial radio station; managed announcing staff; hosted on-air shows; represented station to client and audience base.

Business Development Writer and Editor, New York, NY 1982-1989

Oversaw writing/editing/producing corporate communications documents for clients including AT&T, Chase Manhattan, Guardian Insurance, M&M Mars, McDonnell Douglas, Merrill Lynch, Philip Morris, Random House, RJR Nabisco and Warner Lambert. Responsible for digital, print, and live applications.

Skills

Authorship of numerous print/web articles, including:

- "Growing Portland group takes aim at ways to grow Portland of 2025," *Portland Press Herald*, Sep. 28, 2015

- “State’s marine economy, the essence of diversity, deserves your vote,” *Portland Press Herald*, Oct. 8, 2014
- “The Wharves Are Working,” *Down East*, Nov. 2012
- “Maine is writing a great business story,” *Portland Press Herald*, Feb. 17, 2012
- “A Slanted View,” 2012 weekly column in Opinion section of *Portland Press Herald*
- “In an undisclosed location, Big Mural spills the beans,” *Portland Press Herald*, Mar. 31, 2011
- “Good writing can energize your website,” *Portland Press Herald*, Dec. 14, 2010

Authorship of policy reports, including:

- “The Health Informatics Assessment Project,” for Growing Portland (2015)
- “Envisioning a Lakeside Center for the Maine Lakes Conservancy Institute,” co-authored with Thomas Urquhart for the Maine Lakes Conservancy Institute (2004)
- “New Directions for Maine’s Midcoast,” co-authored with Pennisi & Company for the Mid-Coast Council for Business Development (1998)

Successful grant applications to the Maine Technology Institute

- Growing Portland (2013)
- Swan’s Way Catering (2010)
- Coastal Products Company (2005)
- Know Technology (2004)
- Environmental Business Council of Maine (2002)

Volunteer and civic engagement, including:

- 2016-present: Member of Management Committee (Board) of Casco Bay Estuary Partnership
- 2014-present: Overseer (2014-16) and President (2016-present) of the Northport Village Corporation, the municipal body serving the village of Bayside in the town of Northport.
- 2011-present: Cofounder of Portland Tomorrow, a non-partisan group of local leaders committed to maintaining good governance in Portland
- 2009-2011: District 4 representative (elected) on the Portland Charter Commission; subsequently co-architect of the successful campaign to pass the Commission’s recommendations, culminating in the November 2011 vote for Portland’s first popularly elected mayor in 88 years
- 2003-2015: Co-founder and Board member of the Back Cove Neighborhood Association [president from 2004-2006 and 2008-2011], directing partnerships with Portland Trails, the City of Portland, the Maine Board of Pesticides Control, and the Friends of Casco Bay

Education and Training

Harvard University, Cambridge, MA

A.B., General Studies

Center for the Media Arts, New York, NY

Certificate in Broadcasting

References and samples available upon request

Application

Portland Economic Development Plan Implementation Program

Date: 3/31/2017

1. Applicant Information

Organization Name: Portland Downtown
Organizational Structure: Not-for-profit, 501(c)(4)
Address: 549 Congress Street, Portland, ME 04101
Website: www.portlandmaine.com
Primary Contact Person at Organization: Amy Geren
Phone Numbers: 207-772-6828; 207-899-5190
Email Address: amy@portlandmaine.com

2. Project Information

a. Project Description

Portland Downtown proposes to create a report for the City of Portland and its partners in social service provision that identifies overlaps, opportunities for collaboration, and gaps in service coordination among the city's social service divisions and non-profit service providers within the city. Business Improvement Districts (BIDs) nationwide struggle with common urban issues, including panhandling, vagrancy, loitering and substance abuse, byproducts of homelessness, mental health disorders and substance use disorders that have been identified as top concerns among downtown businesses fearing these images counter a vibrant and attractive downtown. Downtown Portland property and business owners, residents, and visitors face these challenges daily. Looking to model BIDs nationwide for best practices in addressing complex social issues, **Portland Downtown would like to be a part of the solution, in a way that assists rather than prohibits the community's most vulnerable populations, by creating an opportunity to identify current city-wide areas of overlap, opportunities for collaboration, and gaps in service coordination; identifying what the city's street populations need from services; and comprehensively reporting on available assistance for those most in need.**

Other urban districts struggle with these same issues and Portland Downtown has spent considerable staff and volunteer committee member time researching best practices for public safety, security, and a BID's role in the social service world. Common practices at BIDs nationwide include hiring or partnering with outreach staff and police, monitoring and reporting on safety and security issues, and creating community meetings and committees to collaborate on how to best serve their communities. Portland Downtown currently partners with the police department on an International Downtown Association award winning downtown police cadet program (2016 Award of Excellence, Leadership and Management category) in an effort to increase perceptions of safety downtown, and also provides financial support to several social service organizations from its annual budget and through its fundraising events, including Milestone Foundation and Preble Street Resource Center. A 2016 evaluation of the downtown summer cadet program (Attachment f) found that a large majority of daily cadet encounters are indicative of social service need more so

than law enforcement need, and cadets lack the skills needed to address the challenges faced by transient, mentally ill, and substance use disordered populations. The Milestone Foundation's HOME Team receives annual support as a Portland Downtown budget line item, an appreciated resource for downtown businesses. Preble Street Resource Center and Milestone Foundation have been recipients of Portland Downtown's annual holiday Shop-for-a-Cause (SFAC) events, where downtown merchants nominate, vote for, and commit to contributing a percentage of their daily sales to a local social service organization. In 2016, Milestone Foundation was the recipient of \$10,643.60 in SFAC funds (including \$2,500 in medical scrubs from the downtown bank sponsor, at the request of Milestone), and Preble Street Resource Center was the recipient of \$8,688.72 from the 2015 SFAC event. Recognizing that the demand for social service outreach has increased in recent years, Portland Downtown would like to contribute to the assessment of service need so that service providers, including the City of Portland, can do their challenging work most collaboratively and effectively.

In October of last year, City of Portland social service professionals interviewed approximately 25 individuals who were asking for assistance at numerous intersections in the City, in an effort to describe community need. Of those surveyed, a third reported having an apartment, and about half (58.3%) reported utilizing an emergency shelter. None of the participants reported being employed. Another area of need identified included having a disability (mental, physical, substance use), and many participants (65.2%) reported having case management services in place. This information currently supports the City's initiative to pilot a program that provides opportunities for employment and access to employment services to panhandlers within the city. With a similar methodology in mind, Portland Downtown would like to assess need among the perceived increase in summer transient population downtown during the busy summer tourist season. Social service professionals recognize that not all those who ask for assistance publicly are homeless, and not all homeless individuals ask for assistance publicly, as evidenced by the sample represented in the City of Portland's interview process completed in the fall. Collecting and analyzing survey data during the busy summer months in Portland will support further efforts for social service provision during this challenging time.

Portland Downtown's project includes hiring a downtown outreach intern, to 1.) Assess the efforts currently in place within the city by meeting with municipal departments and non-profit social service providers who work with homeless and at-risk populations; 2.) Identify the level of service needed by creating and implementing a survey directed at repeat ordinance violators in the downtown district; and 3.) Report coordination findings based on the assessment and survey results. Portland Downtown's Downtown Experience Liaison will train and manage the position for the duration of the project; Portland Downtown's Office Manager will provide oversight and HR for the position for the duration of the project; Portland Downtown will provide incentives for the survey participants (likely bottled water and a healthy snack). The intern will receive training with the downtown police cadets prior to engagement with ordinance violators, and will be coached to avoid potentially dangerous situations. Social service organizations and City of Portland Departments to meet with will include but not be limited to: Amistad, Avesta Housing, Community Housing of Maine, Frannie Peabody Center, Milestone Foundation, Opportunity Alliance, City of Portland Oxford Street Shelter, Portland Housing Authority, Preble Street, City of Portland Public Health Division, Shalom House, US Government VA, YMCA of Southern Maine, and others as necessary.

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

As the entity identified in the Vision and Plan to lead downtown economic development efforts for a vibrant and attractive downtown (page 4), Portland Downtown understands that images of public vagrancy and soliciting help publicly do not depict a vibrant, attractive and economically prosperous downtown. As well, Portland Downtown strives to *understand the needs and concerns of existing businesses to support their retention and expansion* as a core economic development focus goal in the City's Vision and Plan (Grow the Economy: Goal #1). In an effort to understand the concerns of the existing businesses downtown, Portland Downtown's executive director has worked with downtown merchants to assess top issues of concern. The two top concerns among the group as identified in July of 2015 were parking availability and panhandling. Since then, Portland Downtown has worked with the City of Portland to co-fund a parking demand study, and is collaborating with the City and other partners on a multi-modal transportation campaign to address business concerns around parking. Portland Downtown is now focusing its efforts on business concerns around panhandling.

As a first step to addressing the concerns around panhandling, Portland Downtown's District and Community Services Committee moved the discussion to an ad hoc committee. Public announcement of the ad hoc committee attracted substantial media attention, and the first scheduled meeting additionally attracted public protest at Portland Downtown's offices, as it was initially perceived as an attempt at prohibiting free speech. On January 4 of this year, the Press Herald quoted City of Portland Mayor Ethan Strimling in response to the committee as saying "the only answer is to address the underlying issue of homelessness, such as by assuring that mental health and substance abuse services are available to those who need it, and making sure there are jobs and housing available to people in need," and that "the issues need to be confronted from all angles." As well, Portland Downtown's panhandling ad hoc committee chair and Portland Downtown's Executive Director received numerous emails and phone calls from members of the community in response to the committee. Nearly all of this feedback was in agreement that there is a problem in Portland and that more needs to be done to solve it.

From an economic development perspective, most discouraging are the remarks in emails and posted publicly through social media platforms, such as *Trip Advisor*, that these **visitors will not repeat their visitation to Portland because of their experiences with panhandling, particularly aggressive, threatening and abusive solicitations.** And for the individual who declines having spare change when asked, their resistance to giving charitably is likely to bear out in their next opportunity for a financial transaction with a downtown business, perhaps conflicted with splurging on a vacation or travel opportunity among images of extreme poverty. Many suggestions to curb this behavior that have been shared publicly and directly with Portland Downtown include registration, taxation, policy creation, and assistance from the municipality. While feedback on this issue seems to come from a place of concern, there are differing opinions on how to affect change, with lots of expression of concern about contributing to substance use. From this wide-reaching response to current perceptions of safety and vitality in Portland, including a recommendation by the Mayor that more needs to be done from many perspectives, Portland Downtown would like to contribute to the planning for better coordination among those in the city meeting the needs of those asking for help publicly.

3. Project Funding

Grant Amount Requested: \$5,100

Applicant Match: \$7,500

Match Source: Annual Budget (Staff Salary and benefits; office supplies)

Total Cost of Project: \$12,600

Attachments

a) Verification of nonprofit status

Downtown Improvement District, Inc. Articles of Incorporation

b) Brief description and history of organization and resume(s) of all staff that will be involved in the project

Portland Downtown was established in 1992 through an act of the Maine State Legislature under the “Maine Municipal Development Districts” statute. It was incorporated as a 501(c)(4) non-profit called the Downtown Improvement District, Inc., and continues to be funded by a development district assessment on downtown district property. The initial overriding goal, as taken directly from the enabling legislation, was to “promote and enhance the image of downtown Portland, Maine, as a safe, clean, well-managed area in which to live, visit, shop and conduct business.” Portland Downtown qualifies for Internal Revenue Code (IRC) section 501(c)(4) as a social welfare organization, and its services, while funded by and available to property owner constituents, must be available to the community as a whole to qualify for the IRC designation.

Since its establishment, Portland Downtown has consistently produced popular city events, developed a successful website, distributed printed visitor brochures and maps, and worked hard with other partners to create value for its property owner constituents. Its Board of Directors are members of the community who represent the municipality, property owners, residents, retail merchants, entertainment and night life venues, professional services, accommodations, cultural/nonprofit/educational organizations, and restaurants. In addition, Portland Downtown hosts committee meetings that address a wide range of community issues and include a Merchants Committee, an Events Committee, a Marketing Committee, a Night Life Oversight Committee, a District and Community Services Committee, a Parking and Transportation Committee, and a Cultural Affairs Committee. The organization forms ad hoc committees in support of policy advocacy as necessary.

Amy Geren serves as Portland Downtown’s Downtown Experience Liaison. She manages and develops programs in support of the organization’s clean and safe initiatives, has experience managing interns and volunteers, and has trained on internship development through the Maine Association of Nonprofits (MANP). Resume attached.

Taffy Eaton supports Portland Downtown’s organization through all aspects office management and human resources, including bookkeeping and payroll. She attends all of the organization’s standing committees and ad hoc committees where she takes meeting minutes for distribution with board members and participants. Resume available upon request.

c) Consultant proposal with resume(s) of individual(s) conducting the project

TBD with intern hiring

d) Project timeline

Upon successfully funding the program, Portland Downtown will develop and post the internship opportunity with the University of Southern Maine and the University of New England graduate public health and social work programs in an effort to attract candidates with aligning interests in affecting community health and serving vulnerable populations, as well as in alignment with the schools' summer break. As well, the opportunity will be offered through all collaborating social service organizations in an effort to potentially attract an intern with life experience similar to the population they will connect with during employment. Portland Downtown's Office Manager will receive application materials during the application process. Portland Downtown's Downtown Experience Liaison will convene an interview panel to include a Portland Downtown board member, the Midtown Community Policing Coordinator, the Bayside Neighborhood Organization president, and a representative from two social service organization stakeholders, as described in the project description. Portland Downtown's office manager will meet with the new hire and provide all human resource and payroll support during the internship.

The intern will begin training in June and will receive pertinent training with the downtown police cadets, as well as spend time patrolling with the cadets in the community. Portland Downtown's Downtown Experience Liaison will introduce the intern to current collaboration in the city, including the Emergency Shelter Assessment Committee (ESAC) and the ESAC Oxford Street Shelter Long Term Stayer Committee, and to city departments and social service organizations individually. The intern will develop the survey tool in collaboration with engaged municipal departments and organizations during their meetings, and will have the tool ready for implementation in July. Should the intern encounter a language barrier during survey implementation, Maine Access Immigrant Network's (MAIN) community health outreach workers will be available for liaising on survey implementation. MAIN employs several community health workers who speak Somali, Arabic, French, Kirundi, Kinyarwanda, Kinyamulenge, Swahili, Lingala, Sango and Kurdish between them.

The survey results will be ready for analysis in August, and the intern will produce a coordination findings report by the end of September for stakeholders to review.

April 2017	May 2017	June 2017	July 2017	August 2017	September 2017
Activity					
Develop and post internship opportunity	Interview, hire and introduce intern to stakeholders	Train with police cadets; develop survey tool; engage with stakeholders	Implement survey; assess collaboration among stakeholders	Analyze survey results; chart collaboration	Produce coordination findings report; review internship
Responsible Parties*					
DEL	DEL; OM	COP PD; DEL; Intern	Intern	DEL; Intern	DEL; Intern; OM

*COP PD = City of Portland Police Department; DEL = Portland Downtown's Downtown Experience Liaison; OM = Portland Downtown's Office Manager.

The project has the possibility to serve as course work or a thesis project for graduate students with the involvement of their advisor, TBD during hiring and training process.

e) Project budget

**Downtown Outreach Internship
Proposal to Portland Economic Development Corporation
Submitted by Portland Downtown
Project Period: May 2017 – September 2017**

EXPENSES	
Personnel Expenses	Amount
Portland Downtown's Downtown Experience Liaison	\$1,850
Portland Downtown's Office Manager	\$1,300
Homeless Services Coordination Intern	\$4,800
Benefits	\$900
Total Personnel Expenses:	\$8,800
Nonpersonnel Expenses	Amount
Supplies	\$200
Total Nonpersonnel:	\$200
Total Direct Expenses:	\$10,000
Indirect Expenses:	\$2,600
TOTAL EXPENSES:	\$12,600
INCOME	
Committee Funds	Amount
Portland Downtown annual budget (salaries and benefits)	\$7,500
TOTAL COMMITTED FUNDS:	\$7,500
Pending Proposals	Amount
Portland Economic Development Plan Implementation Program	\$5,100
TOTAL PENDING:	\$5,100
TOTAL COMMITTED AND PENDING:	\$12,600

f) City of Portland Downtown Police Cadet Program Evaluation, 2015 – 2016

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FILED 06 25 1992 ARTI

NONPROFIT CORPORATION

STATE OF MAINE

ARTICLES OF INCORPORATION

Fee Paid . . . \$20.00
C. B.
Date JUN 29 1992
3

Pursuant to 13-B MRSA §403, the undersigned, acting as incorporator(s) of a corporation, adopt(s) the following Articles of Incorporation:

For the Honorable Secretary of State FILED
June 25, 19 92
<i>Harry Green</i> Deputy Secretary of State
A True Copy When Attested By Signature
Deputy Secretary of State

FIRST: The name of the corporation is Downtown Improvement District, Inc.

SECOND: The corporation is organized for all purposes permitted under Title 13-B, MRSA, or, if not for all such purposes, then for the following purpose or purposes:

See Exhibit A, attached hereto.

THIRD: The name of its Registered Agent and address of registered office: (The Registered Agent must be a Maine resident, whose business office is identical with the registered office of a corporation, domestic or foreign, profit or nonprofit, having an office identical with such registered office.)

Name Peggy L. McGehee, Esq.

Street & Number One Canal Plaza, P.O. Box 426

City Portland, Maine 04112-0426
(zip code)

FOURTH: The number of directors (not less than 3) constituting the initial board of directors of the corporation, if they have been designated or elected, is 15.

The minimum number of directors (not less than 3) shall be 15 and the maximum number of directors shall be 15.

FIFTH: Members: ☒ There shall be no members.
(("X" one box only) ☐ There shall be one or more classes of members, and the information required by §402 is as follows:

SIXTH: ☒ (Check if this article is to apply)

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office

FORM NO. INCORPORATION

SEVENTH ☐ (Check if this article is to apply. Then fill in reference number of Section 501(c)(3) in first paragraph below.)

Upon the dissolution of the Corporation or the termination of its activities, the assets of the Corporation remaining after the payment of all its liabilities shall be distributed exclusively to one or more organizations organized and operated exclusively for such purposes as shall then qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, and as a charitable, religious, eleemosynary, benevolent or educational corporation within the meaning of Title 13B, of the Maine Revised Statutes as amended.

No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any private individual (except that reasonable compensation may be paid for services rendered to or for the Corporation in carrying out one or more of its purposes), and no member, director, or officer of the Corporation, or any private individual, shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

EIGHTH: Other provisions of these articles, if any, including provisions for the regulation of the internal affairs of the corporation, and distribution of assets on dissolution or final liquidation.

See Exhibit B, attached hereto.

Dated: June 26, 1992

INCORPORATORS

ADDRESSES

<u>Craig J. Denekas</u> (signature)	Street <u>One Canal Plaza, P.O. Box 426</u>
<u>Craig N. Denekas</u> (type or print name)	<u>Portland, Maine 04112-0426</u> (city, state and zip code)
_____ (signature)	Street _____
_____ (type or print name)	_____ (city, state and zip code)
_____ (signature)	Street _____
_____ (type or print name)	_____ (city, state and zip code)
_____ (signature)	Street _____
_____ (type or print name)	_____ (city, state and zip code)
_____ (signature)	Street _____
_____ (type or print name)	_____ (city, state and zip code)

Exhibit A

Within the geographic area designated as the Downtown Improvement District zone of the City of Portland, Maine, as amended from time to time, the purposes of the Corporation shall be:

- (1) To represent the business, cultural and residential community in the on-going development and management of downtown Portland;
- (2) To create a safer, cleaner, well-managed downtown area so that Portland can successfully compete as an environment in which to live, do business, shop and visit;
- (3) To stimulate commercial, retail, tourist and cultural activities through improved marketing and promotional initiatives which enhance the image of downtown Portland.

In pursuit of the purposes for which the Corporation is organized, the Corporation shall have all of the specific, general, and incidental powers granted to it by the Maine Nonprofit Corporation Act, and the Corporation is empowered to do all and everything necessary, suitable and proper for the accomplishment, attainment or furtherance of its purposes, subject to the limitations that:

(a) The Corporation shall be operated exclusively for the promotion of social welfare, as such term and purpose are used and defined in, or in connection with, Section 501(c)(4) of the Internal Revenue Code of 1986, relating to tax exempt corporations (or in the corresponding provisions of any future United States Internal Revenue Law), and the regulations

pertaining thereto as they now exist or hereafter may be amended;

(b) The Corporation shall not, directly or indirectly, participate or intervene in political campaigns on behalf of or in opposition to any candidate for public office;

(c) The Corporation shall not operate as a social club for the benefit, pleasure, or recreation of its members nor carry on a business with the general public in a manner similar to organizations which are operated for profit;

(d) No part of the net earnings of the Corporation shall inure to the benefit of any director, officer, or employee of the Corporation or any private individual or organization (except as reasonable compensation for services actually rendered to the Corporation in carrying out its exempt purposes) and no director, officer, or employee of the Corporation or any private individual or organization shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation except in furtherance of the Corporation's exempt purposes.

In the event of the dissolution of the Corporation, all remaining assets, after making provision for payment of all lawful debts and liabilities, shall be distributed to such tax exempt organization under Internal Revenue Code Section 501(c)(3) or 501(c)(4), or such federal, state, or local government, as the Board of Directors shall determine will best carry out the exempt purposes of the Corporation.

PROFESSIONAL EXPERIENCE

Portland Downtown, Portland ME

May 2016 – Present

Downtown Experience Liaison

- Support the activities of the Executive Director ensuring top quality service, follow through, and attention to organizational details
- Work with City of Portland staff in providing daily oversight of the Supplemental Services Agreement, of which the main goal is to ensure a clean and safe Downtown
- Supervise Downtown Ambassadors and Downtown Police Cadets
- Collect and analyze data and produce evaluation reports on the Supplemental Services, Downtown Ambassador visitor information, and Downtown Police Cadet program
- Respond promptly, successfully resolve, and report regularly on all contact with Downtown business and property owners
- Participate in scheduled meetings with public services and other city staff, and attend board and committee meetings
- Support and maintain database management
- Provide outreach to new and existing businesses
- Monitor See, Click, Fix Application and provide hot spot analysis reports
- Research and apply for grant funding for existing and potential programs
- Applied for and received a 2016 International Downtown Association Award of Excellence in the area of Leadership and Management for the Downtown Police Cadet Program

Partnerships For Health, Augusta, ME

September 2015 – May 2016

Program Evaluator

- Designed evaluation study designs and protocols
- Developed qualitative and quantitative instruments for data collection methods
- Lead fieldwork and data collection efforts
- Developed and maintain databases
- Analyzed data using thematic and statistical analysis
- Write reports summarizing findings understandable for a lay audience
- Researched and wrote grants for client federal funding opportunities
- Ensured that all project-specific deadlines are met

City of Portland, Portland, ME

September 2014 - August 2015

Housing and Community Development Research and Data Analysis Intern/Administrative Assistant

- Analyzed demographic data and co-wrote the five-year consolidated plan for Federal HUD funding
- Developed a community outreach plan for consolidated plan contribution
- Presented consolidated plan analysis findings to community social service providers
- Performed an analysis of comparative entitlement communities' CDBG citizen participation plans
- Prepared federal grant sub-recipient contracts and environmental reviews per HUD grant program requirements
- Researched, collected data and co-wrote federal HUD lead hazard control program grant

Sustainability Certification Intern

- Compiled data and entered into online reporting tool for sustainability certification
- Trained on identifying sustainability predictors in host service webinars
- Conferenced with city officials to discuss department contributions to sustainability practices
- Presented data analysis findings at city department-head meetings

Maine Statistical Analysis Center, Portland, ME

September 2013 – May 2015

Graduate Research Assistant

- Compiled and analyzed crime data, created chart graphics, and co-wrote summary findings for the 2014 *Maine Crime & Justice Data Book*
- Researched and developed survey instruments for *Maine Crime Victimization Report* updated for 2015
- Analyzed crime victimization survey data results for publication
- Co-authored *Identity Theft* and *Stalking Crime Victimization* briefs for publication
- Performed frequent literature reviews
- Interviewed substance abuse treatment center clientele for program improvement feedback
- Coded and analyzed data for a State of Maine community paramedicine pilot project, and juvenile justice and employee wellness satisfaction reports

Maine Audubon Scarborough Marsh Audubon Center, Scarborough, ME

May - September 2014

Volunteer Coordinator and Store Manager

- Supervised three interns and coordinated schedules for 15 seasonal volunteers
- Managed gift store and canoe and kayak rental sales
- Increased sales 24%, achieving record breaking historical sales for the center
- Produced comparative sales data analysis for 2012-2014 sales seasons

Sea Bags, Inc., Portland, ME

January 2007 – May 2014

Sales Manager

- Managed over 400 domestic and international wholesale and corporate accounts
- Increased sales 25% - 40% annually
- Traveled domestically and internationally for sales opportunities
- Oversaw manufacturing production and order fulfillment
- Supervised order fulfillment team and seasonal intern staff
- Established and facilitated community education programs with two Maine public schools, introducing transparency in sustainable business practices to middle school youth
- Presented company history and business practices for media opportunities

Town of Windham, Windham, ME

March 2005 – January 2006

Assessing Assistant

- Updated property tax records for current valuation
- Converted digital property tax records to Vision Appraisal software

Shore Things, Cape Elizabeth, Maine

July 2001- January 2005

Sole Proprietor

- Managed all aspects of consignment clothing business, including:
 - o Developing marketing strategies
 - o Maintaining bookkeeping records in QuickBooks
 - o Hiring and training employment staff

EDUCATION

Muskie School of Public Service, University of Southern Maine, Portland, ME

Master of Community Planning & Development, GPA: 3.76

2015

Applied Research and Evaluation Methods Certificate, GPA: 3.75

2015

University of Southern Maine, Portland, ME

Bachelor of Arts, English Literature and Philosophy, Cum Laude

1998

Sapientia Philosophy Service Award

1998

City of Portland Downtown Police Cadet Program

Program Evaluation, 2015-2016

Amy Geren, MCPD

12/15/2016

The City of Portland, Maine and Portland Downtown, the city's downtown business improvement district (BID), collaborate on the co-management of the Downtown Portland Police Cadet program. The cadet program exemplifies a community policing model that increases the community's perception of public safety while providing valuable training to the next generation of police officers. The popularity of the program within the community in previous years led the partners to increase cadet staff for the 2015 season. Maintaining the increase in staff for the 2016 season provided an opportunity to evaluate the program for continuous quality improvement, while less detailed data collection in 2015 and late season staffing changes in 2016 presented unique challenges to program evaluation.

Introduction

The community policing model operates on the assumption that police cannot solve public safety problems alone, and that the public plays a role in addressing public safety problems. (Community Oriented Policing Services , 2012) In response to negative attitudes around corrupt policing, the community policing model has evolved to become the norm for police departments nationwide, a model that puts law enforcement professionals in a position to work directly with the community as partners in problem solving to resolve crime and violence within communities. Positive public attitude and participation in community safety is critical to public health and safety because negative perceptions of public safety professionals can hinder police efforts. (Police Assessment Resources Center, 2008) Common partners in community policing models include governmental agencies, community-based organizations, social service providers, businesses and the media.

For many years, the City of Portland, Maine and the city's business improvement district (BID), Portland Downtown, have co-managed a Downtown Portland Police Cadet program in an effort to improve perceptions of safety in the city's downtown district. Cadets are training for careers in law enforcement or the military, and the program gives them valuable hands-on experience in the field of community policing to complement their career training. They are sworn in as constables with the City of Portland, and watch for and report on safety issues, educate the public on local ordinances, and have the authority to write citations for ordinance violations. Portland Downtown's mission is to maintain a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination. Supplemental services provided by Portland Downtown include maintaining cleanliness and safety in the district, an area that is accessible by nearly 14 miles of sidewalk, and includes several public parks, City Hall, and two City-owned and -operated parking garages that house public restroom facilities. To provide safety services for its property and business owner constituents, Portland Downtown maintains the cadet program collaboration with the City of Portland's Police Department during the busy summer months.

Like most thriving major cities, Portland struggles with common urban issues, including panhandling, vagrancy, loitering and substance abuse, by-products of homelessness that have been identified as top concerns among downtown businesses, fearing these behaviors will negatively affect Portland's tourism industry. The cadet program is a partnership that provides for public safety in the district by adding security in public areas that see an influx of traffic in the summer months due to an increase in tourism and transient populations that come to Portland because of its pleasant summer climate and abundant amenities. The program epitomizes the community policing model, and is a long-standing program that has adapted with the changing face of law enforcement. In addition to patrolling the downtown area, cadets' duties include talking to business owners and connecting with local homeless outreach teams to resolve issues of loitering and panhandling. Their positions certainly focus on ordinance issues, but have risen to the challenge of addressing quality of life issues that a tourist or business owner sees, focusing as well on making perceptions of Portland a clean and safe destination in which to live, work and visit.

Program Implementation

Portland is generally a safe city and sees crime reductions annually, but Portland Downtown must remain vigilant as perception translates to reality for many. This requires continuous work to create a comfortable experience for visitors, business owners, employees and residents. Additionally, the influx

of tourist and transient populations downtown equates to many newcomers who do not necessarily understand the city's regulations, resulting in conflicts that are easily resolved through outreach and education in the community rather than police intervention. Portland Downtown manages safety concerns through a close working relationship with the police and fire departments, human service agencies, and city staff, and funds the staffing of four full-time cadets from May through September.

With perception being the key concern for business owners downtown, the cadet program bridges the gap between enforcing ordinances and providing public relations for both business owners and tourists. The city's police department collects and tracks daily stats from each cadet team by area of patrol, so that they may interpret the data for hotspots and apply its community policing and outreach efforts strategically, and the cadets share the stats with Portland Downtown's program manager to analyze and share with downtown constituents. Cadets meet with their police lieutenant supervisor at the start of each shift, are informed of assignments for the day, and check e-mail for communication from Portland Downtown and area businesses.

The cadet program has evolved since inception, from a more crime-focused police department internship to a community policing model that encompasses ordinance enforcement, community education, and tourism. Cadets, under Portland Downtown's umbrella of service provision, help Portland Downtown achieve its mission of ensuring a safe downtown. In their preparation for careers in law enforcement or the military, they seek valuable hands-on experience in the community. As part of their duties, they make contact with business owners, identify persons in need of social service assistance, and can enforce local municipal ordinances. Due to the popularity of the program, Portland Downtown increased the cadet program to four cadets in 2015, up from two cadets in previous years. For safety reasons cadets, like foot beat officers, work in teams of at least two. With a staff of four, cadets are able to break up into groups of two and cover a larger area during their shifts.

The 2016 season was the second year employing four cadets. This was also the first season that Portland Downtown provided for full-time program management with the hiring of its Downtown Experience Liaison, which allowed for the collection of more detailed stats, as well as liaising on several community engagement opportunities.

Cadet Activity: 2015-2016

Four cadets worked during both the 2015 and 2016 seasons. They began the season on May 26th, Memorial Day weekend, and worked through September 9th in 2015, and they began work on May 31st, Memorial Day Weekend, and worked through October 8th in 2016. This span of time is the busiest tourism season for Portland's downtown and for Maine, coupled with higher than average transient populations living outside during the mild summer season. This combination of visitors to the city provides ample opportunity for the cadets to interact with a variety of people representing many socio-economic and cultural backgrounds.

The cadets spent a significant amount time during the season making safety checks, known in law enforcement as special attention checks. Special attention checks are focused patrols in areas that are either very high in foot traffic or known to be concentrated with transients, crime or nuisances, such as graffiti. Many special attention checks include all of the parks downtown, certain alleyways and parking lots, public transportation hubs, and parking garages. In addition, the cadets spent time each day,

especially early in the season, introducing themselves and their role in the community to business owners.

While cadets have the ability to write summonses for ordinance violations, they are encouraged to gently warn violators as a mode of community education rather than create poor public relations for the city's tourist industry. They tend to focus on issues that a tourist or business owner sees that might create negative perceptions of business prosperity, such as loitering or blocking a public way, drinking in public, and smoking in public parks.

Community Involvement

In addition to special attention checks, business contacts, and ordinance violation warnings, the cadets had many opportunities to get involved in a variety of activities in the community, which they reported on during the 2016 season. There were several occasions when the cadets assisted the foot beat officers with arrests. They met with refugee and immigrant populations at a social service provider's office to answer questions about laws in the US and what a job with the police department is like. There were many events during the season that required additional crowd control, including a street fair, a political rally, several community events, and freedom of speech protests. A suspicious package was dropped off at the site of regular freedom of speech protests, and the cadets assisted with traffic control while the situation was investigated. There was also a terrorism threat to police head-quarters, and cadets assisted with traffic control while the situation was investigated. The cadets also assisted with a back to school *Fill A Backpack* event with other law enforcement officers, and participated in *Cop Camp*, a week-long summer camp that introduces young children to law enforcement as a career.

Quantitative Outcomes

During the 2015 season, the cadets:

- Made nearly 4,000 safety checks;
- Gave over 1,000 warnings pertaining to violations of local municipal ordinances;
- Assisted law enforcement with issuing 11 summonses; and
- Made contact with over 1,000 local businesses.

The cadets reported their activity during the 2015 season to their supervisor at the police department, but Portland Downtown did not have active management of the program on staff. Therefore, data collection and reporting detail was somewhat limited in 2015 without a designated Portland Downtown program manager. For the 2016 program year, the program manager obtained some data from the police department from the previous season, but reporting was limited and did not align with all reporting points for the 2016 season as data reporting to Portland Downtown became routine. With an end of season evaluation in mind, the program manager requested clarification on the data on several occasions, and met with the cadets to obtain feedback, including performing an end of year focus group.

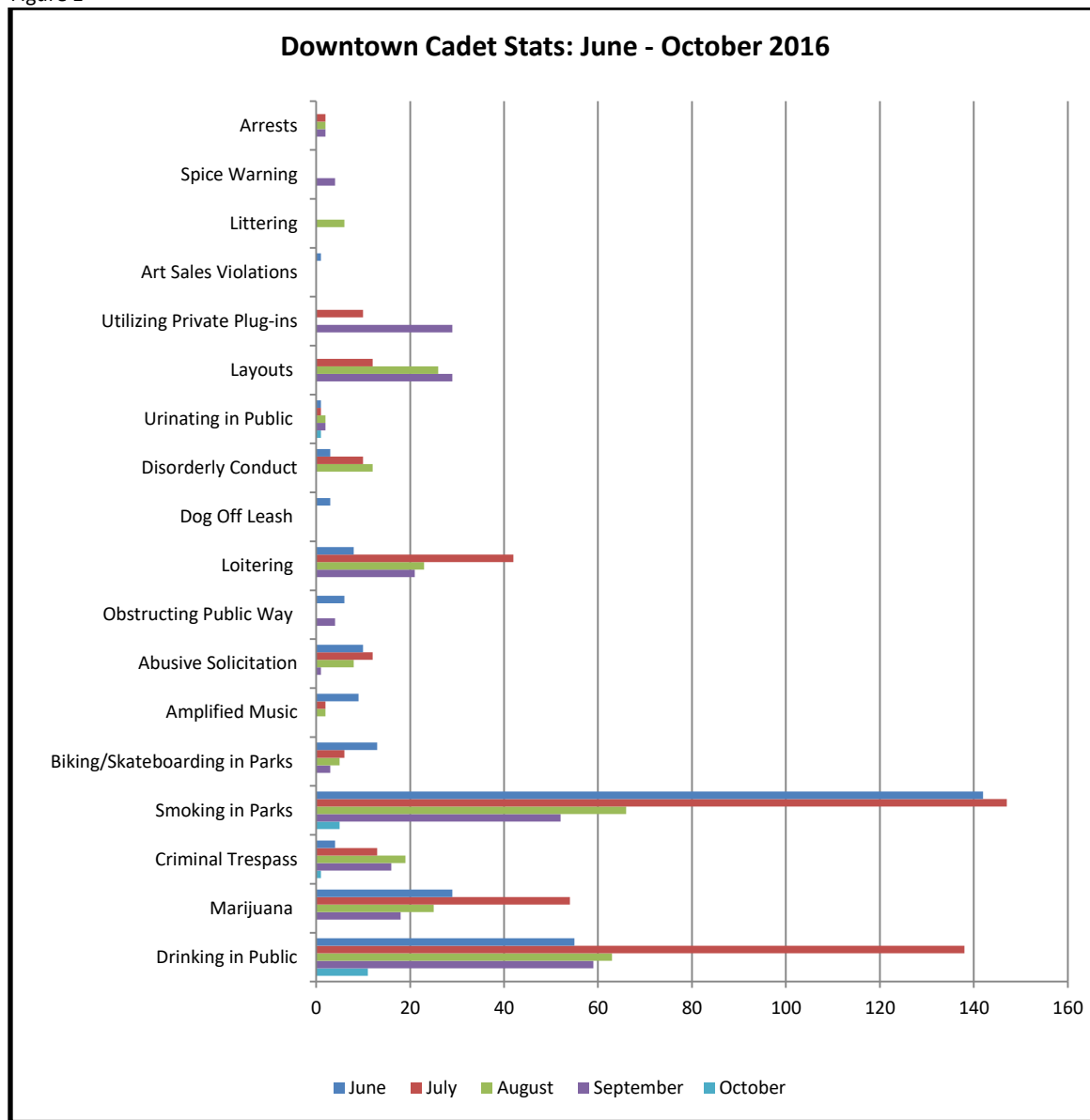
During the 2016 season, the cadets:

- Made over 2,000 safety checks;
- Gave nearly 700 warnings pertaining to violations of local municipal ordinances;
- Assisted law enforcement with issuing nine summonses; and
- Made contact with 400 businesses.

Smoking in public parks and drinking in public were the two most common ordinance violation warnings the cadets gave (412 and 326 respectively), with the month of July showing the highest numbers for

both offenses (147 and 138 respectively). Marijuana use and loitering warnings were higher than usual in July as well, nearly double the number of warnings for each offence than in any other single month. A new data category, spice warning, was introduced later in the season as the drug became more prevalent in Portland. Figure 1 details the type of warning by month for the 2016 season. Note: June's numbers include May 31st, and October's numbers include only the first eight days of this month.

Figure 1



In addition to public smoking, drug and alcohol use, there were signs of transiency and homelessness that the cadets addressed through ordinance violation citations, including layouts, urinating in public, disorderly conduct, loitering, obstructing public way, abusive solicitation (aggressive panhandling), and criminal trespassing. This mode of addressing social service need fell short of having an impact as the cadets found they were warning the same individuals repeatedly. As well, the neighborhood prosecutor at the police department reported no-shows at court for most criminal citations when the cadets issued them.

Change in Activity: 2015 – 2016

Although comparing the 2015 season to the 2016 season was challenging because of the limited data collection and reporting during the 2015 season, overall numbers for each season were obtained for comparison.

Table 1 details cadet activity and the change in activity between 2015 and 2016.

Table 1

Activity	2015 Totals	2016 Totals	2015 -2016 Change
Special Attention Checks	3827	2154	44% Decrease
Business Contacts	1130	400	65% Decrease
Ordinance Violation Warnings	837	693	17% Decrease
Drinking in Public	525	318	39% Decrease
Marijuana	139	100	28% Decrease
Criminal Trespass	16	48	200% Increase
Summonses	11	9	18% Decrease

Several factors contributed to the reduced numbers in almost all activity areas during the 2016 season:

- A reduction in staff midway through the season and subsequent reduction in patrol area;
- An encouraged focus on community policing and warnings versus ordinance violation citations; and
- A deliberate strategy to implement the most effective method of dealing with vagrancy and loitering, which contributed to the only increase in ordinance violation warnings (criminal trespassing).

While the 2016 season represented an extended season as compared to the previous year, by the second week of August the cadets worked as one team rather than two after one cadet was hired by the police department as a full-time officer, leaving his role as a cadet to begin training at the law enforcement academy in Vassalboro, Maine. In addition, a third cadet worked reduced hours beginning in late August while attending college locally. For safety reasons, the cadets are scheduled to work in groups of at least two, so these staffing changes limited their patrol to one group beginning early in August for the 2016 season.

In an effort to present a positive image of community policing to the public, the cadets' supervisor at the police department discourages aggressive ordinance violation citations, instead encouraging warnings as a mode of public education. As well, the cadets experienced some pushback around ordinance violation warnings and recognized that even a citation carries little legal ramifications for transient populations who tend to loiter, smoke and drink alcohol in the public parks, with little likelihood of appearing in court according to their summonses. In fact, most incidents of summonses for the summer resulted in no-shows at the courthouse. Consequently, the significant increase in criminal trespass violations (200%) highlights a focused effort on loitering and panhandling and the influx the city has seen after an anti-panhandling ordinance was overturned in court. Criminally trespassing someone is a bit more effective as compared to citing for an ordinance violation. The cadets were occasionally discouraged by the minimal effect an ordinance violation citation had, feeling the process didn't "hold a lot of weight" because there were no repercussions for not showing up in court. Criminally trespassing someone holds

more weight because the write up is on record and will result in the violator being arrested if found in the location again.

Qualitative Outcomes: 2016

At the end of the 2016 program season, Portland Downtown's program manager held a focus group with two of the cadets, their supervising sergeant, and two foot beat officers who patrolled the same area as the cadets. Cadets were asked about their training experience and their overall experience with the program, how the program affected their perceptions and attitudes about policing, and what they liked and disliked about the program. The open nature of the questions allowed for ample discussion. In addition to finding out more about the cadet's experiences, the sergeant talked about the hiring process and potential for program expansion.

In addition to managing the cadet program internally, early in the season the program manager at Portland Downtown applied for an award opportunity with the International Downtown Association (IDA). The IDA awarded the program its Award of Excellence within the 2016 Downtown Achievement Awards in the Leadership and Management category. Award results were shared widely within the community for press opportunities and the corresponding trophy remains on display at Portland Downtown's office. The program's description and supportive documents are available on the IDA's website as a replicable model for other BID's nationally and internationally.

Program Hiring Process

The City of Portland's Human Resources Department posted the cadet job description on the City's website with all city-wide job postings. Applicants needed to be at least 18 years old, and the job was described as a paid internship opportunity in partnership with a school's law enforcement program. The city received 30 applications for the five cadet positions; four downtown cadets and one Peaks Island cadet. Moving forward, the police department would like to actively seek qualified candidates from local colleges with students looking for law enforcement experience. This is because they find the best pool of applicants among students going to school locally so that they are available for the full season, which extends into October. The program is an opportunity for the cadets to tryout the community policing model and for the police department to groom future police officers.

Cadet Training and Management

One cadet who served during both the 2015 and 2016 program years felt that the training was more structured and organized in 2016, specifically that there was more briefing on what they might encounter in the field. The sergeant present indicated the police department would like to aim to rehire from previous years' cadets so they could begin with prior experience, which reduces the need for extensive training.

Training and management of the cadets is currently at capacity in the police department, therefore, expanding the program would add significant administrative cost. Summer cadet management alternates somewhat seamlessly with public school resource officer management, which contributes to keeping costs low, so expanding the program beyond the busy summer season into the holiday season during the school year would require additional administrative cost.

Daily Experience

The cadets expressed wanting to get into law enforcement initially so they could contribute to fighting crime. One cadet felt the job was an eye-opening experience, one that could not have been experienced in a classroom. Daily work for the cadets provided experience dealing with public drug use and mental illness, working with police officers in the field, finding popular hangouts for illegal activity, report writing, and generating paperwork, as well as participating in community education and events.

Local Community Policing

One cadet explained that he liked the local aspect of law enforcement in Portland, and that he liked getting to know local people. They felt there is a different dynamic in Portland from more rural communities, and that they were able to experience a broad spectrum of government departments working together, i.e., federal officers with the FBI, waterfront officials, Department of Homeland Security. They liked working with local law enforcement where they knew where they would be each day, versus working with federal law enforcement which could place them almost anywhere.

The Portland Police Department is relatively small, with only 163 police officers, and while Portland is the largest city in Maine, the downtown area is geographically small and easy to patrol on foot. The cadets found it easy to get to know the majority of the officers they worked with and build the relationships that are important in law enforcement.

The cadets described their positions as a way to show what law enforcement does in the community. They spent time in the community explaining their role to tourists, business owners and other officers, as well as answering questions. In this respect, they considered the position a community service role.

Positive Experiences

Overall, the cadets described the program experience as a positive one. Being able to talk and interact with people was described as a favorite part of the job, emphasizing learning to use words more effectively and to write well for all of their reports. In fact, using words was cited as being especially important in community policing because the cadets do not carry weapons, so they need to choose their words carefully when dealing with aggressive or criminal behavior. They typically dealt with a wide variety of people, from tourists to mentally ill individuals living on the streets. The cadet experience helped them learn how to talk with people, and to encourage them to look at their options to make better choices.

Though they were always supervised, the cadets enjoyed the respect they received from officers they had the opportunity to assist. They felt the officers trusted them and treated them as equals during these occasions. They also enjoyed getting to know “street people” and building relationships with particular individuals. One cadet shared the heart-warming experience of seeing a well-known individual that he remembered from the previous season who had completely turned his life around and appeared to be much healthier. This individual approached the cadet and personally thanked him for his leniency with his behavior in the past, crediting him, in part, to his ability to make changes in his life. From this experience, this cadet recognized that the job is not always about enforcement, and that they need to make judgement calls and show compassion for all members of the community.

One cadet currently had a father on the police force and he liked having the opportunity to work in the city with him. The cadets also enjoyed the mentoring they received from other officers and hearing comparisons of law enforcement from 20+ years ago.

There were several opportunities to get involved in community events during the season that were particularly rewarding for the cadets. They enjoyed assisting with the local *Fill A Backpack* program that helps send students in need to school with all the school supplies they need for a successful start. They also had the opportunity to participate as mentors in *Cop Camp*, a week long summer camp for youth in grades 4 – 6. These community and leadership programs allowed the cadets to see a different side of policing.

Negative Experiences

Other than rare inclement weather (the 2016 season was exceptionally dry), the only negative experience cited was encountering things that the cadets lacked the skills to deal with, behaviors that would be better served by public health or social service workers. The 2016 season included the police department being charged with displacing many homeless individuals and families that had created a campsite in a remote area of the city, and the cadets learned about how a situation such as this needed to be dealt with. Over the course of the season, however, the cadets felt they got to know local “street people” better and were able to build relationships, which they felt was helpful in dealing with unfamiliar behaviors related to mental illness and substance use. By developing their communication skills through many aspects of the job, the cadets learned how to talk to people about their choices and offer better options in the community than substance abuse or other criminal behavior.

Opportunities for Improvement

The cadets suggested that perhaps adding two or more days of walking with officers might make for a fuller training experience. Bike patrol was cited as a potential for improving the program because the cadets could cover more ground quickly, although their supervisor felt this was unlikely due to the scale of the program and location. The cadets recalled hearing from several businesses that expanding the program through the holiday season would be a welcomed improvement as well.

Findings

Program Development

This first year of evaluating the cadet program helped administration to look at the program a bit more objectively and to consider the role from the cadets’ perspectives. The foot patrol aspect and scope of the program will likely remain the same in the immediate years ahead due to program cost, but evaluation findings suggest room for improvement within the program’s scope. The police department indicated it would like to be more strategic about its outreach for program staffing, posting the position with local colleges and universities specifically to recruit from law enforcement programming for an optimal pool of applicants.

Business Contacts

The cadets spent a significant amount of time involved in community events and reaching out to members of the community to educate and respond to safety concerns during the 2016 program year. However, personal business contacts decreased by 65% in 2016 from the previous season, indicating the cadets were either more heavily focused on community involvement, there was less demand within the business community to meet with the cadets, or perhaps there were other variables.

Smoking Violations

Smoking in public places where the activity is prohibited was consistently the highest ordinance violation warning by incident throughout the 2016 season. As compared to drinking in public offenses, the second highest warning by incident, one of the cadets reported that smoking ordinance violators were typically unique offenders as opposed to the repeat offenders they encountered with drinking in public ordinance violations. This observation suggests that smoking in parks is perhaps more prevalent among the general population than it appears to be as compared with other violations.

Social Service Need

A large majority of encounters the cadets deal with daily are indicative of social service need more so than law enforcement need. While the program introduces the cadets to a wide variety of situations that they might encounter in community policing, they do not have training in social work or community health, and often lack the skills they need to address the challenges faced by transient, mentally ill and substance abuse disordered populations.

Recommendations

With safety as one of Portland Downtown's responsibilities to its downtown property and business owner constituents, it sees its relationship with the police department as imperative to maintaining a safe downtown. As Portland Downtown's key program to increase perceptions of safety downtown, the cadet program should include making personal business contacts a priority according to demand, further improving attitudes and perceptions of a safe and economically prosperous downtown. To assure property owners' and businesses' interests in talking with the cadets are met, Portland Downtown's program manager could provide cadets with points of contact by business location for cadets to strategically check in with early in the season to make their role in the community known. As well, Portland Downtown could make use of its constituent contact list to solicit interest in meeting the cadets, continue to provide liaison for community interest and requests, and maintain routine contact with the cadets for data collection and other communication.

The large amount of smoking violations by typically unique violators indicates the current messaging around smoking in public spaces may be confusing, smokers lack places to smoke downtown legally, consequences for smoking in public are minimal, or there are other barriers to obeying smoking restrictions in the city. Exploring public smoking attitudes with public health officials for solutions could be a key partnership in slowing these violations.

The cadets and law enforcement in general are traditional first response professionals when someone in the community is in need of assistance. Findings from cadet activity stats, the focus group discussion, and feedback throughout the season, indicate there is a social service demand from transient, mentally ill, and substance abuse disordered individuals that would be better served by social service organizations than through criminalizing by-products of homelessness and mental health behaviors, which has been found to be costly and ineffective (National Law Center on Homelessness & Poverty, 2014). Outreach downtown is typically shared with social service providers city-wide, while services and tourism activity are concentrated nearby or within the downtown district. Downtown community health outreach programming in conjunction with the cadet program could better serve the nature of issues the cadets report encountering.

Conclusion

The City of Portland Downtown Police Cadet Program has served an important role in the community. It is well received by local property and business owners as having a positive impact on perceptions of safety downtown, and the cadets develop important interpersonal skills they would not learn in the classroom. In fact, the police department has hired several employees who have previously served with the cadet program. While Portland is an exemplary safe city, typical perceptions of unsafe situations downtown often include public transiency and loitering, and reports of aggressive solicitations from business owners, employees, residents and tourists, by-products of homelessness that require skilled social service response from trained professionals, typically with personal histories comparable to the populations they serve. The successful co-management of the award-winning cadet program represents a leading model of program service for downtown safety, and supports the managing organizations' abilities to develop additional programming according to service demand.

Limitations

The lack of internal program management during the 2015 season created a challenge for aligning data points between years and left some gaps in reporting where greater detail was achieved with data collection during the 2016 season. As well, staffing limitations towards the end of the 2016 season resulted in a reduction in the cadets' ability to patrol two separate areas, which likely contributed to reduced activity for the season total.

With the 2016 season being the first year of internal program management at Portland Downtown, the season was a learning one to develop optimal data collection processes. Therefore, data reporting lacked violation summonses detail until late in the season and was time consuming to align with violation outcomes within the criminal justice system.

Works Cited

Community Oriented Policing Services. (2012). *Community Policing Defined*. Washington, DC: US Department of Justice.

National Law Center on Homelessness & Poverty. (2014). *No Safe Place: The Criminalization of Homelessness in U.S. Cities*. Washington, D.C.: National Law Center on Homelessness & Poverty.

Police Assessment Resources Center. (2008). *COPS Evaluation Brief #2: Evaluation of a Pilot Community Policing Program*. Washington, DC: US Department of Justice.

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 3/31/17

Applicant Information:

Organization Name: Greater Portland Council of Governments (fiscal sponsor)

Organizational Structure: non-profit

Address: 970 Baxter Boulevard suite 201, Portland, ME 04103

Mailing Address: same

Website: www.portlandfoodfestival.com (project website)

www.gpcog.org

Primary Contact Person at Organization: Caroline Paras

Phone Number: (207) 774 9891

Email Address: cparas@gpcog.org

Project Information:

2a. Project Description:

With a full day of programming during *Maine Start-Up and Create Week*, the Portland Food Launch and Festival (PFLF) on June 22, 2017 will offer morning, afternoon and evening activities that elevate Portland's growing food scene. The Food *Launch* will offer both educational workshops and networking sessions that place the resources necessary to grow a business, such as marketing, training, and finance, all in the same room on the same day. Entrepreneurs and businesses will choose from three developmental tracks: *startup*, *scale-up*, and *accelerate*. The Portland Food Launch will also serve as a vehicle for announcing a new brand for the Portland food cluster as well as a new revolving loan fund for food manufacturers.

The Launch will culminate in an evening "Festival" that celebrates Portland's creative food and craft economy. Similar to the highly successful Smorgasburg events in Williamsburg, Brooklyn,

the Festival will feature a wide array of local food and craft makers. With 100+ vendors - both food artisans and traditional craft artists - the Festival provides a space where Portland's creative economy can be tasted, sampled, and celebrated in an open, festive format.

The artisanal producers who comprise Portland's creative economy range from the small and hyper-local to household names that are already national brands. For instance, while consumers are familiar with such established Maine brands as Allagash, they might be surprised to learn that Maine is also home to local producers of hops and barley malt that are the foundation of the brewing process. Likewise, while Portland is known to attract "artistic types," the range of local crafts professionally produced, including pottery, textiles, woodworking, jewelry, stained glass, and metalwork, is truly astounding. By collaborating with Creative Portland, Greater Portland Council of Governments (GPCOG), and the Maine Craft Association, the Festival will build public awareness of Portland's thriving cultural scene.

2b. 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)?

The PFLF aligns closely with two of the three core goals outlined in the 2011 Portland Economic Development Vision and Plan (PEDVP), and expanded in the 2016 & 2017 PEDPIP Work Plan. First, the Launch aims to *support businesses* involved in the Portland area's vibrant food economy by providing them with education, resources, and peer networking at each critical stage of their development. There is currently no centralized event for Maine's food businesses that provides both education and exhibition. The need for such an event was first identified during a series of roundtables called *Local Food, Local Finance*, co-hosted by GPCOG and Norway Savings Bank in the Fall of 2016. The first session brought together food companies with financiers to share their stories of how they got started. The following week the financiers reconvened to brainstorm new opportunities for supporting food businesses in Maine. There was unanimous support for a food summit where lenders could invite their clients to learn everything they need to know in one day. In addition, there was unanimous support for the creation of peer networks in which established small businesses could mentor food entrepreneurs. This support is what spurred the creation of the Portland Food Launch and Festival.

To synchronize energies, it is important that the PFLF has been organized as a featured day within *Maine Start-Up and Create Week*, which is sponsored by Creative Portland. This arrangement allows the PFLF to support Creative Portland's continued role as the lead organization in efforts to boost Portland's creative economy. This arrangement also enhances the PFLF's goal to *enrich Portland's creative economy* by making it more accessible to the public. Hosted in the 27,000 square foot space of "Brick South" on Thompson's Point, the evening Festival provides a unique atmosphere where locals and visitors to Portland can sample the creative economy of Portland. To truly appreciate how dynamic and integral our local food and craft businesses have become, the Festival aims to bring as much of it as

possible under one roof. The large open market space at Thompson's Point can accommodate over a hundred vendors and over a thousand visitors, giving craft businesses direct access to a significant portion of their core consumers. Patrons of the festival will be those already excited by the creative economy in Portland who want to see it thrive. By highlighting the rich diversity of local food and craft artisans, the Festival builds upon the excitement of both creative businesses and their target demographic.

To help meet the costs of funding this event, the PFLF seeks a grant amount of \$10,000. As detailed in the budget accompanying this application, the PFLF's overall estimated expenses total \$55,000, and the "soft" costs associated with organizing and hosting a celebratory event that does justice to Portland's creative economy are significant. These costs include the rental fees for the building and equipment, in addition to stipends for a vendor coordinator, volunteer coordinator, and overhead for event staff and security. As much as possible, volunteers will be used to staff both the daytime Food Launch and the evening Festival. The PFLF hopes that this first-time event will help to "prove the concept" and pave the way for an annual event of this magnitude, elevating the status of Portland's food and craft economy.

The requested \$10,000 is being matched by support from a diverse team spanning the food industry. The organizers of the Portland Food Launch and Festival have taken the lead to solicit financial support from Norway Savings Bank, GPCOG, Fork Food Lab, Maine Technology Institute, and Whole Foods. Dozens of public and private organizations and agencies are committing In-kind support to plan educational workshops and sessions, including the Maine Food Strategy, PROPEL, Cumberland County Food Security Council, Healthy Acadia, Rosemont Market, Whole Foods, Maine Food System Innovation Challenge, University of Maine Cooperative Extension, Coastal Enterprises Inc., Woodard & Curran, Maine Grocers and Food Producer's Alliance, Scale-Up Maine, U.S. Business Administration, Finance Authority of Maine, Gorham Savings Bank, Bangor Savings Bank, People's United Bank, Bath Savings Institution, and economic development officials in Scarborough and South Portland.

Attachment A: proof of non-profit status:

5375
State of Maine

Title 13, Chapter 81

Certificate of Organization of a Corporation, under ~~Chapter Fifty-four~~
of the Revised Statutes, and Amendments thereto.

The undersigned, officers of a corporation duly organized at 192 Middle Street
city Portland State of Maine, on the 15th day of
April A.D. 1969, hereby certify as follows:

The name of said corporation is The Council of Governments of the Greater Portland Region

The purposes of said corporation are _____

1. The Council of Governments of the Greater Portland Region is a voluntary organization of local governments whose purpose is to foster cooperative effort in considering problems, articulating policies and developing plans that involve more than one community. This organization desires to:
 - A. Serve as a mutual forum to identify, discuss, study, and bring into focus regional challenges and opportunities.
 - B. Provide organizational machinery to enable effective communication and coordination among governments and agencies.
 - C. Serve as a vehicle for the collection and exchange of information.
 - D. Maintain liaison with members, governmental units, and groups or organizations concerned with regional issues and opportunities.
 - E. Act as spokesman where membership directs that role.
2. To carry out the above purposes, the Council
 - A. May acquire funds and property and receive services by subscription, assessment, gift and grant from the Federal or State governments, or from any instrumentality of the same, from the governments of the Greater Portland Region, and from any private corporation, association or individual.
 - B. May hold, manage, invest, and reinvest the same and disburse the same for the above stated purposes and for any purpose connected with the promotion of good municipal government, the betterment of the public and the promotion of social welfare and may own, hold, buy, sell, lease, pledge, mortgage and acquire all kinds of property, real and personal, necessary or incidental to carrying on any of the above purposes.
3. In carrying out the above purposes, the Council shall act as an instrumentality of the local governments which are or become members thereof and shall exercise its powers only in accordance with the By-Laws adopted by its members.

579

Said corporation is located in the city of Portland County of Cumberland State of Maine.

The number of officers is four and their names are as follows:

President Dorothy I. Merrill

Vice-President Greta M. Brown

Secretary or Clerk Sidney W. Thaxter

Treasurer Esther L. Googins

Directors or Trustees Dorothy I. Merrill, Greta M. Brown, Nathelene F. Walker,

Wilma M. Peterson, Clara P. Devine, Jacquelin T. Libby and Elizabeth F. Pond

Witness our hands this 15th day of April A.D. 19 69

Dorothy I. Merrill President

Esther L. Googins Treasurer

Dorothy I. Merrill
Greta M. Brown
Nathelene F. Walker
Wilma M. Peterson
Clara P. Devine
Jacquelin T. Libby
Elizabeth F. Pond

Directors

--or--

Trustees

680

STATE OF MAINE

Cumberland

ss.

April 15

A.D. 19 69

Then personally appeared the within named Dorothy I. Merrill, Greta M. Brown,
 Nathelene F. Walker, Wilma M. Peterson, Clara P. Devine, Jacquelan T. Libby and
 Elizabeth F. Pond and Esther L. Googins

and severally made oath to the foregoing certificate by them signed, that the same is true.

Before me,

Samuel W. Taylor
 Justice of the Peace

STATE OF MAINE

ATTORNEY GENERAL'S OFFICE April 17, A.D. 1969

I hereby certify that I have examined the foregoing certificate, and the same is properly drawn and
 signed, and is conformable to the constitution and laws of the State:

Robert G. Lewis
 ASSISTANT ATTORNEY GENERAL

APR 18 1969

REGISTRY OF DEEDS, CUMBERLAND COUNTY, MAINE

Received at 7 H 54 P.M. and recorded in

BOOK 3081 PAGE 678 *Samuel R. Taylor* Register

A TRUE COPY OF RECORD

Attest *Samuel R. Taylor*

REGISTER

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
G.P.O. BOX 1680
BROOKLYN, NY 11202

DEPARTMENT OF THE TREASURY

Date: **NOV 23 1994**

GREATER PORTLAND COUNCIL OF
GOVERNMENTS PUBLIC SVCS FUND
C/O UPCON
233 OXFORD STREET
PORTLAND, ME 04101

Employer Identification Number:
01-0492541
Case Number:
114308011
Contact Person:
JAMES COLEMAN
Contact Telephone Number:
(718) 488-2721

Accounting Period Ending:
June 30
Form 970 Required:
Yes
Addendum Applies:
Yes

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 509(a)(3).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excises, employment, or other Federal taxes, please let us know.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(3) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(3) organization.

Letter 947 (00/CG)

GREATER PORTLAND COUNCIL OF

Donors may deduct contributions to you as provided in section 170 of the Code. Requests, 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 Code sections 2035, 2106, and 2522.

Contribution deductions are allowable to donors only to the extent that their contributions are gifts, with no consideration received. Ticket purchases and similar payments in conjunction with fundraising events may not necessarily qualify as deductible contributions, depending on the circumstances. See Revenue Ruling 67-246, published in Cumulative Bulletin 1967-2, on page 104, which sets forth guidelines regarding the deductibility, as charitable contributions, of payments made by taxpayers for admission to or other participation in fundraising activities for charity.

In the heading of this letter we have indicated whether you must file Form 990, Return of Organization Exempt From Income Tax. (If Yes is indicated, you are required to file Form 990 only if your gross receipts each year are normally more than \$25,000. However, if you receive a Form 990 package in the mail, please file the return even if you do not exceed the gross receipts test. If you are not required to file, simply attach the label provided, check the box in the heading to indicate that your annual gross receipts are normally \$25,000 or less, and sign the return.

If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of \$10 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed \$5,000 or 5 percent of your gross receipts for the year, whichever is less. This penalty may also be charged if a return is not complete, so please be sure your return is complete before you file it.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. (In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number has not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

In accordance with section 508(a) of the Code, the effective date of this determination letter is October 20, 1994.

This determination is based on evidence that your funds are dedicated to the purposes listed in section 501(c)(3) of the Code. To assure your

GREATER PORTLAND COUNCIL OF

continued exemptions you should maintain records to show that funds are expended only for those purposes. If you distribute funds to other organizations your records should show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), there should be evidence that the funds will remain dedicated to the required purposes and that they will be used for those purposes by the recipient.

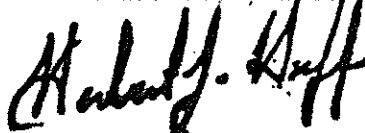
If distributions are made to individuals, case histories regarding the recipients should be kept showing names, addresses, purposes of awards, manner of selection, relationship (if any) to members, officers, trustees or donors of funds to you, so that any and all distributions made to individuals can be substantiated upon request by the Internal Revenue Service. (Revenue Ruling 56-304, C.B. 1956-2, page 306.)

If we have indicated in the heading of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,



Herbert J. Huif
District Director

Addendum

GREATER PORTLAND COUNCIL OF

Since you have not indicated that you intend to finance your activities with the proceeds of tax exempt bond financing, in this letter we have not determined the effect of such financing on your tax exempt status.

State of Maine



Department of State

I, the Secretary of State of Maine, certify that according to the provisions of the Constitution and Laws of the State of Maine, the Department of the Secretary of State is the legal custodian of the Great Seal of the State of Maine which is hereunto affixed and of the records of organization, amendment, and dissolution of corporations and annual reports filed by the same.

I further certify that GREATER PORTLAND COUNCIL OF GOVERNMENTS, formerly THE COUNCIL OF GOVERNMENTS OF THE GREATER PORTLAND REGION, is a duly organized nonprofit corporation without capital stock under the laws of the State of Maine and that the date of incorporation is 04/22/1969.

I further certify that said nonprofit corporation has filed annual reports due to this Department, and that no action is now pending by or on behalf of the State of Maine to forfeit the charter and that according to the records in the Department of the Secretary of State, said nonprofit corporation is a legally existing corporation in good standing under the laws of the State of Maine at the present time.

In testimony whereof, I have caused the Great Seal of the State of Maine to be hereunto affixed, given under my hand at Augusta, July 17, 1997.

A handwritten signature in black ink, reading 'Dan Gwadosky'.

DAN GWADOSKY
Secretary of State



Authentication: 17335473

A Brief History of the Portland Food Launch and Festival

There is currently no central event for Maine food companies that combines education with exhibition. The absence of such an event was recognized during a series of roundtables called *Local Food, Local Finance*, which was co-hosted by GPCOG and Norway Savings Bank during the Fall of 2016. The first roundtable brought together food companies with financiers to share their stories of how they got started. Businesses included Foundation Brewing, Ice It Bakery, Mom's Organic Munchies, Cornerstone Foods, Fork Food Lab, and Pine Tree Seafood. Financiers included Norway Savings, Gorham Savings, Bangor Savings, People's United Bank, Coastal Enterprises Inc, GPCOG, Finance Authority of Maine and the U.S. Small Business Administration. The financiers reconvened the following week to brainstorm opportunities to work together in the future to support food companies. There was unanimous support for a food summit where lenders could invite their clients to learn everything they need to know in one day. In addition, there was unanimous support for the creation of peer networks in which established small businesses could mentor food entrepreneurs. This support is what spurred the creation of the Portland Food Launch and Festival (PFLF).

The event also builds on Greater Portland's designation as one of the nation's 24 Manufacturing Communities. In 2014, Greater Portland was selected by the White House as one of the nation's "Manufacturing Communities" under the Investing in Manufacturing Communities Partnership (IMCP) sponsored by the U.S. Department of Commerce. The goal of the cluster is to double the region's food manufacturing employment within 10 years through a variety of strategies, including the startup and scale-up of food enterprises. The City of Portland is one of the IMCP's 12 original partners. The Portland Food Launch and Festival will serve as a vehicle for announcing a new brand for the cluster as well as a new revolving loan fund for food manufacturers.

The PFLF has been organized under the leadership of the Greater Portland Council of Governments and Fork Food Labs. PFLF is led by a small team of individuals who are active members of Portland's food and craft economy.

Caroline Paras, Economic and Community Planner with the Greater Portland Council of Governments, serves as GPCOG's point person for economic in the Greater Portland and Sebago Lakes region, including business startup, retention and expansion, working waterfront, and local agriculture. She currently manages the Greater Portland Sustainable Food Production Cluster, one of the 24 Manufacturing Communities.

Eric Holstein, co-owner of Fork Food Labs, is an experienced food entrepreneur and innovator who has a history of supporting startup businesses in the food sector. Fork Food Labs is a shared commercial kitchen space, tasting room, and food-industry hub, and is a unique incubator space for food businesses here in Portland.

Jacob Hanin, co-director of the Maine Tool Library, is an active member of the maker community in Portland Maine. In addition to his work in organizing, funding, and growing Maine's only non-profit tool-lending library, Jacob is part of the academic staff at the Maine College of Art, and is a board member of the Maine Craft Association.

CAROLINE ALLAM PARAS

18 Granite Street
Portland, Maine 04102

EDUCATION

University of Southern Maine

Master of Arts in American and New England Studies

3.97 GPA

Academic Honors: Phi Kappa Phi

Graduate Certificate in Community Planning and Development, Muskie School of Public Service **4.0 GPA**

Bachelor of Arts in Tourism & Hospitality (expected 2018)

Concentration in Culinary Entrepreneurship

University of California, San Diego

Bachelor of Arts in Political Science and Communication

3.65 GPA

Minor in Latin American Studies

Academic Honors: Cum Laude, Phi Beta Kappa, and Department Honors in Political Science with Distinction

PROFESSIONAL EXPERIENCE

Greater Portland Council of Governments (June 2002–Present)

Economic and Community Planner. Serves as the agency's point person for economic and community development in the Greater Portland and the Sebago Lakes region, including downtown revitalization, business retention and expansion, working waterfront, local agriculture, Brownfields redevelopment, tourism, and affordable housing.

- Manages the Greater Portland Sustainable Food Production Cluster, one of the nation's 24 Investing in Manufacturing Communities Partnership (IMCP) designees
- Performs analyses and studies of local and regional trends related to land use, housing, economic and community development issues.
- Developed regional and municipal project proposals to state and federal agencies, capturing over \$6.5 million dollars for public infrastructure and facilities.
- Designs opportunities to engage and educate members and the public on a broad range of land use, housing, economic and community development issues.
- Connects businesses with local, State, and Federal funding opportunities, programs, and services
- Provides staff support to designated municipal or regionwide committees, including coordination, communication.
- Prepares the annual Comprehensive Economic Development Strategy for Cumberland County.
- Maintains a dataset of local and regional indicators on demographics, housing, and the economy.
- Develops municipal and regional projections on population, housing, and the economy.

Family Ice Center, Falmouth, Maine (January 1999-present)

Skate Guard. Responsible for creating a safe and fun atmosphere on the ice during weekend and holiday public skating sessions using customer service, coaching, emergency response, rule enforcement and other problem solving skills.

Androscoggin Valley Council of Governments, Auburn, Maine (1998-2002)

Planner II. Responsible for providing professional planning assistance to communities in Androscoggin, Franklin, and Oxford counties in the areas of economic and community development, transportation, and planning.

Developed municipal project proposals to state and federal agencies, capturing over \$3.5 million dollars for public infrastructure and facilities; facilitated development of the nine-town River Valley Economic Development Strategy; coordinated development of the 2025 Bicycle and Pedestrian Plan for the Lewiston-Auburn area; research, inventory, analysis, plan development, and public participation for comprehensive plans in Otisfield and Livermore Falls; coordinated public awareness campaign for Lewiston-Auburn's Project Impact hazard mitigation plan.

KIDS Consortium, Inc., Westbrook, Maine (1994-1998)

Senior Program Manager. Managed fiscal, programmatic, and human resources of 501(c)(3) nonprofit organization with \$450,000 annual operating budget to meet local, regional, and national demand for KIDS as Planners, winner of the 1996 Public Education Program of the Year from the American Planning Association.

Served as chief liaison with national, state, and local agencies, generating \$2 million in grants and contracts; established and managed KIDSNET, a 6-year project to implement KIDS as Planners with 15,000 students in 12 school districts across New England; designed and delivered training and technical assistance services to 500 educators and community leaders annually; generated public awareness through print materials, newsletters, forums, site visits, press releases, and a regional conference for 365 students, educators, and planners.

Council of Chief State School Officers, Washington, D.C. (1991-1993)

Project Assistant. Provided leadership, research, training, and technical assistance in support of a national initiative to improve K-12 education and teacher preparation through service-learning.

Facilitated the design and delivery of institutes, conferences, and workshops for state and local policymakers, including preparation of agenda content, speakers, training activities, publications, and logistics; provided information and assistance to Congress, federal agencies, and constituents regarding legislation, policy, and resources; supervised project interns.

Volunteer Connection, University of California, San Diego (1990-1991)

Executive Director. Managed daily operations of clearinghouse to provide volunteer opportunities for students, faculty, and staff to meet social, educational, and health care needs in the San Diego community; recruited, hired, trained, and supervised 10 student staff members; managed the placement of volunteers according to personal and professional interests; and served as the public information liaison with students, campus administration, student organizations, local universities, and social service agencies.

Grant Communications, Del Mar, California (1990-1991)

Project Specialist. Provided technical support for multi-million dollar contract with the United States Navy; advised investigators on Equal Employment Opportunity law and procedures; prepared and edited Reports of Investigation based on procedural review of cases; and processed cases via database management system.

Active Students for Kids, University of California, San Diego (1987-1990)

Founder and Director. Established and directed award-winning grassroots program to match college students as tutors and mentors with over 250 at-risk children and youth in the San Diego City Schools.

Political Science Department, University of California, San Diego (Spring 1990)

Research Assistant. Conducted archival research to investigate the linkage of foreign aid and human rights policies between the United States and Latin American countries.

The Honorable John Seymour, State Senator, California (Summer 1989)

Legislative Intern. Conducted legal research and responded to constituent inquiries on the issues of transportation, health, insurance, and the environment.

AFFILIATIONS

Board member, Greater Portland Convention and Visitors Bureau (2010-present)

Board member, Fork Food Food Lab (2015-present)
 Board member, Greater Portland Landmarks (2015-present)
 Board member, Greater Portland Economic Development Corporation (2016-present)
 Member, Economic Development Council of Maine
 Portland History Docent for Greater Portland Landmarks and the Maine Historical Society (2012-2013)
 Publicity Chair, North Atlantic Figure Skating Club (2014-2016)
 Competitor, Nor'Easters Synchronized Skating Team (2009-2015)
 Publicity Coordinator, 2009 U.S. Synchronized Skating Championships
 Five-time Competitor, U.S. Adult National Figure Skating Championships (2nd- 2001; 1st-2002, 2nd – 2014)
 Board member, Casco Bay Estuary Partnership (2007-2011)
 Board member, Threshold to Maine Resource Conservation and Development District (2004-2011)
 Gray Planning Board (1999-2000)
 Board member, Lewiston-Auburn Trails (2001-2002)

TRAINING

- Multi-Media Boot Camp hosted by SALT Institute (2013)
- Program in New England Studies hosted by Historic New England (2012)
- Portland History Docent, Class of 2012
- Business Development Specialist designated by Maine Department of Economic and Community Development (2010)
- Smart Growth Institute hosted by Maine State Planning Office (2001)

SELECTED PLANNING STUDIES

- Annual Comprehensive Economic Development Strategy for Cumberland County (2002-2016)
- 2030 Workforce Housing Study for the City of Portland (2015)
- Housing and Homeless Needs Assessment for Cumberland County (2007 and 2011)
- Economic Opportunities Along the Pequawket Trail for the Towns of Standish, Baldwin, Hiram, Brownfield and Fryeburg (2008)
- Gray Village Master Plan (2006)
- Feasibility Study for an Agriculture Incubator in Cumberland County (2005)
- Comprehensive Plans in Cape Elizabeth, Falmouth, Livermore Falls, Otisfield, Standish, Yarmouth, West Bath
- 2025 Bicycle and Pedestrian Plan for Lewiston/Auburn (2002)

SELECTED PAPERS AND PUBLICATIONS

Paras, C. (2015). *"Scaling Local: Growing Greater Portland's Food Enterprises,"* (documentary) Master's thesis presented to the American and New England Studies Program, University of Southern Maine.

Paras, C. (2014). *"Going Local: A Background Paper on the Back-to-the-Land Movement,"* final project prepared for American and New England Studies 690, University of Southern Maine.

Paras, C. (2012). *"Track to the Future: A Journey to Restore the Mountain Division Rail Line,"* documentary prepared for American and New England Studies 612, University of Southern Maine.

Paras, C. (2012). *"Boothby Square: The 'Beauty Spot' in Portland's City Beautiful Movement,"* final project prepared for American and New England Studies 650, University of Southern Maine.

Allam, C. (2001). *"From Farmland to Houselots: Sprawl in Androscoggin County, 1970-2000,"* final project prepared for Community and Planning and Development 667, University of Southern Maine.

Allam, C. and D. Porter, Co-Editors (1998). **Reform, Resiliency, and Renewal: KIDS in Action.** Portland, Maine: KIDS Consortium and USM Muskie School of Public Service; 106 pages.

Allam C. (primary author) (1994) **Service Learning Planning and Resource Guide.** Washington, D.C.: Council of Chief State School Officers; 277 pages.

Allam C. (1991). *"Child Care Policies in the United States: From Welfare Status to Middle Class Act,"* Senior thesis presented to the Department of Political Science, University of California, San Diego.

Eric B. Holstein

99 Silver Street APT 1-3 · Portland, ME 04101

Mobile: (914) 484-2853 E-mail: ebholstein@gmail.com

RELATED EXPERIENCE

Forq LLC

Portland, ME

Co-Founder and COO

June 2016 – Present

- With my partner, raised the 1.3 million dollars required for the opening of Fork Food Lab.
- Designed and managed the crowdfunding and marketing campaign to launch Fork Food Lab.
- Oversaw the construction of Fork and collaborated between vendors to ensure a smooth operation.
- Helped create all policies, procedures and agreements associated with the food incubator.

Booth Consulting Group

Brooklyn, NY

Founder

January 2014 – June 2015

- Created a business that specializes in elevating customer service and assisting new food concepts.
- Consulted for multiple Fortune 500 companies as well as smaller food start-ups.
- Collaborated with Main Street Partners to provide low-cost consulting to growing businesses in Boston.
- Currently focused on Forq Food Lab to create a successful food incubator in Portland, ME.

Winter Warmer LLC

Brooklyn, NY

Owner and Co-Founder

July 2013 – December 2015

- Built a seasonal pop-up concept that served hot chocolate, apple cider, and other winter time snacks.
- Opened and led multiple locations in Brooklyn and Manhattan, in addition to catering services.
- Realized a 40% ROI during the first five month season and maintained positive cash flow by the first week.
- Created an all-encompassing model that could be easily replicated and franchised.

LRA By Deloitte

Horsham, PA

Senior Consultant

April 2011 – December 2014

- Performed evaluations of restaurants, hotels, and corporate dining facilities worldwide.
- Worked with both upper and on-site management to design and implement operational objectives.
- Analyzed overall performance trends and led presentations for existing clients.
- Assisted in the growth of the company by developing and piloting programs for new clients.

Mandarin Oriental Hotel Group

Boston, MA

Food and Beverage Department (Various Positions)

January 2010 – January 2011

- Supervised the restaurant, bar, room service, and banquet departments of the Boston location.
- Created and implemented standards to make Asana one of six four-star Boston restaurants.
- Led weekly staff trainings in order to ensure all standards were met and helped tailor business costs.

EDUCATION & ADDITIONAL EXPERIENCE

Colby College

Waterville, ME

Bachelor of Arts

May 2008

Major: Administrative Science Management (Concentration in Finance) Minor: Education

Thesis analyzed the debt and equity choices of Hospitality Firms.

Cornell University

Ithaca, NY

Hotel Real Estate Investments and Asset Management Certificate

May 2015

Functional Skills and Certifications

TIPS, ServSafe, and NYC ServSafe Certified

Jacob Hanin

291 Brackett Street #3, Portland, ME 04102
(781) 266 6442 jhanin@gmail.com

Education & Training

Lift 360 – Emerging Leaders , Portland, ME	Fall 2016
Recently appointed to board of Maine Craft Association	
The New School for Social Research , Manhattan	2010 – 2014
M.A. in Sociology earned May 2012	
Center for Democracy and Diversity : Wroclaw, Poland	Summer 2012
Facultad Latinoamericana de Ciencias Sociales : Buenos Aires, Argentina	Spring 2006
Colby College : Waterville, ME	2003-2007
B.A. in English earned May 2007	

Teaching Experience

Writing Tutor and Academic Advisor , Learning Studio - Maine College of Art	Fall 2015 - present
<i>Reference: Dominique Bartels, Associate to V.P. of Academic Affairs, dbartels@meca.edu</i>	
• Work individually with students (graduate and undergraduate) on regular writing assignments, thesis writing, and Master's Thesis. • Meet regularly with students under academic probation to develop time management, organization, and study skills. • Plan, advertise, and lead writing and academic skills workshops for MECA students.	
Teaching Assistant , Global Issues in Design, Parsons the New School for Design	2013-2014
<i>Reference: Joel Towers, Executive Dean – contact: towersj@newschool.edu</i>	
• Conducted the Discussion classes for multiple sections of the required University Lecture course: Global Issues in Design • Led discussion groups of 20-30 undergraduate students in reviewing weekly lectures from the colloquium. • Managed all aspects of the classroom, including lesson planning, grading, testing, and evaluations.	
Writing Tutor , University Learning Center, The New School	Fall 2011 – Spring 2014
<i>Reference: Jeannie Kahaney, Manager – contact: kahaneyj@newschool.edu</i>	
• Worked individually during 1-2 hour sessions with students from across the university on improving their critical academic writing. Occasional tutoring took place online. • Planned with students for ways to improve their current research skills and practices. • Worked regularly with recurring students to monitor their progress.	
Teaching Assistant , Historical Sociology, NSSR – Professor Carlos Forment	Spring 2012
• Helped in selection and preparation of readings for course syllabus, planning weekly sections, developing student writing guidelines. • Led class discussions during several assigned weeks, presenting the week's primary text and main ideas, followed by discussion. • Posted class material onto Blackboard portal, responded to student emails, coordinate with Professor Forment.	

International Education

Program Coordinator - Teach Abroad Programs, Council on International Educational Exchange: Portland, ME

Reference: Matthew Redman, Supervisor – contact mredman@ciee.org

2008-2009

- Managed thousands of incoming applications for English-teaching positions in China, Thailand, Chile, and Spain.
- Organized the travel logistics for program orientations in each country, including arrangements for insurance, travel, and visa applications.
- Vetted potential participants, answering questions, conducting interviews, tracking all application progress through online database.
- Contributed to Teach Abroad's marketing efforts by developing participant-driven content, including blogs, articles, videos, and other mixed media.

English Teacher, EOI Francisco Ayala: Granada, Spain

Fall 2009-2010

- Planned and Delivered English language and cultural lessons around literature, film, and media at an adult language school.
- Prepared private lessons for students who wanted individual instruction.
- Adapted lessons for varying levels of English experience.
- Maintained a blog for CIEE regarding the experience: <http://teach-spain-blog.ciee.org/jake-hanin/>

Volunteer English Teacher, Gandhi Ashram School: Kalimpong, India

January 2007

Reference: Professor Anindyo Roy – contact: aroy@colby.edu

- Organized lesson-plans for teaching basic English grammar and games to 8-10 year olds.
- Drafted a curriculum and taught afternoon courses to 13-17 year olds in poetry.
- Led daily after-school activities with all ages of kids, from basketball to nature walks. Provided a safe and rich learning environment for children from the lowest castes of India.
- Traveled throughout Haryana, Uttar Pradesh (Delhi), Sikkim, and West Bengal provinces.

Non-Profit Experience

Volunteer Coordinator and Operations Manager, Maine Tool Library

Fall 2014 - present

Reference: Hazel Onsrud, former director – contact: hazel.onsrud@gmail.com

- Helped to create a tool-lending resource for residents in and around the Portland, ME area.
- Helped to organize and execute a successful crowdfunding campaign, organized a startup tool donation drive, built the space, developed a handbook of policies & procedures, helped to organize public outreach and PR.
- Oversee the recruitment, training, management, and scheduling of volunteers as Volunteer Coordinator.
- Perform public outreach tasks, including member engagement via client management software, participant recruitment at local events, fairs, and community workshops, and occasional interaction with the press.

Professional Skills: Teaching, Writing & Editing, Program Development, Group Facilitation, Ethnographic Research, Volunteer Management, Marketing and Communications, Office & Adobe suites.

Languages: Fluent in Spanish, elementary German

Attachment D: TIMELINE OF EXPENDITURES

TENTATIVE DATE	DESCRIPTION (estimated cost)
March 15:	Website Fees (\$200) Ticketing Software (\$375)
April 1:	Initial Fees for Vendor Coordinator (\$500)
April 15:	Initial Payment for volunteer Coordinator Position (\$500) Venue Rental to Thompson's Point (\$3500)
May 1:	Permits and Additional Insurance (\$2,000)
May 15:	Second Payment for volunteer Coordinator (\$500)
May 30:	Social Media and Advertising (\$500) Second Payment for Vendor Coordinator (\$1000)
June 1:	Rental Equipment and setup assistance finalized Stage and A/V (\$4000) Banquet Tables(\$2250) Chairs (\$300) High Top Tables (\$750) Pipe and Drapes (\$1600) Down Payment for Music (\$1500) Breakout Venue Payments - On Thompson's Point (\$3000)
June 10:	Day-of staff arranged (paid after event) Photographer arranged (paid after event) Security Staff Arranged (paid after event) Printing - Posters, Handouts, ect. (\$2,000) Name Badges (\$900) Shuttle Bus Payments (\$1500) Second Social Media and Advertising Push (\$500)
June 22:	Food and Beverage Budget for breakout sessions (\$1500) Day-of service staff paid (\$4000) Photographer paid (\$1000) Security Staff Paid (\$2000) Musicians Paid (\$1500) Final Payment for Vendor Coordinator (\$1500) Final Payment for Volunteer Coordinator (\$1500)

BUDGET SUMMARY			
Revenue			
Sponsorship	29,500.00		Taste of the Portland Creative Economy
Ticket Sales	14,055.30		
Vendor Booths	1,182.00		
<i>Total Revenue</i>	<i>44,737.30</i>		
Expenses			
Shared Expenses	17,825.00		
Launch Morning	11,430.00		
Afternoon Breaks	6,000.00		
Festival	11,750.00		
Center Table	6500		
VIP Event	1,600.00		
<i>Total Expenses</i>	<i>55,105.00</i>		
Profit/Loss	-10,367.70		

REVENUE			
	Price	Quantity	Total
Sponsorship			
Norway Savings	8000	1	8,000.00
GPCOG (via Brownfield)	5000	1	5,000.00
Fork (via Whole Foods)	6000	1	6,000.00
MTI	5000	1	5,000.00
Whole Foods	1000	1	1,000.00
Maine Craft Association	1000	1	1,000.00
Bank Food Truck Sponsorships****	500	7	3,500.00
Sales			
Festival Ticket Sales (To MSCW)	10.66	200	2,132.06
Festival Ticket Sales (Non Alcohol)	10.66	300	3,198.09
Festival Ticket Sales (Regular)	15.5103	400	6,204.12
Launch Ticket Sales	25.2103	100	2,521.03
Trade Show Booths	197	6	1,182.00
			44,737.30

EXPENSES			
Shared Expenses			
Venue	3500	1	3,500.00
Stage	4000	1	4,000.00
Tables	8	100	800.00
Linen	14.5	100	1,450.00
Advertising	1000	1	1,000.00
Website	200	1	200.00
Ticketing Software	75	5	375.00
Photographer	1000	1	1,000.00
Vendor Coordinator	3000	1	3,000.00
Organizing Staff	2500	1	2,500.00
Morning Educational Expenses			
Podium	30	1	30.00
Microphones	200	3	600.00
Lunch	12	300	3,600.00
Misc Printing	2000	1	2,000.00
Draping	4000	1	4,000.00
Chairs	1	300	300.00
Name Badges	3	300	900.00
Afternoon Breakouts			
Venue Rentals	500	6	3,000.00
Snacks	250	6	1,500.00
Shuttle Service	300	5	1,500.00
Festival Expenses			
Music	3000	1	3,000.00
Security	200	10	2,000.00
High Tops	25	30	750.00

Pipe and Drape	4	500	2,000.00
Additional Staffing	100	40	4,000.00
Center Table Expenses			
On-Site Kitchen	1000	1	1,000.00
Stipends	500	6	3,000.00
Supervisors	500	3	1,500.00
Prizes and Awards	1000	1	1,000.00
Speaker Event			
Refreshments and Food	10	110	1,100.00
Staffing	100	5	500.00
			55,105.00



Po Box 3531, Portland, ME 04102
WWW.womenunitedaroundtheworld.org

March 31, 2017

Economic Development Division
City of Portland
389 Congress Street
Portland, ME 04101

Re: Women United Around the World
PEDPIP Grant Application

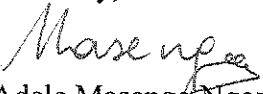
Ladies and Gentlemen,

I am pleased to present our application for a grant under Portland's Economic Development Plan Implementation Program. Specifically, I am enclosing:

1. The grant application itself, including a separate attachment providing information about our project.
2. WUAW's current determination letter from the IRS under Code section 501(c)(3);
3. WUAW's articles of incorporation, as amended.
4. A brief history of WUAW.
5. Brief biographies of our board of directors and a full resume for Adele Ngoy, WUAW's President, who currently conducts all sewing classes on behalf of WUAW.
6. A project timeline.
7. A project budget.

We look forward to discussing this application with you, and to working with the City to accomplish our mutual goals.

Sincerely,


Adele Masengo Ngoy
President

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: March 31, 2017

1. APPLICANT INFORMATION

Organization Name: Women United Around the World

Organizational Structure: ☐ Public ☒ Not-for-Profit

Address: P.O. Box 3531, Portland, ME 04102

Mailing Address (if different from above): _____

Website: www.womenunitedaroundtheworld.org

Primary Contact Person at Organization: Adele Ngoy, President

Phone Numbers > Work: 774-8408 Cell: 332-9750

Email Address: info@womenunitedaroundtheworld.org

2. PROJECT INFORMATION

- a. Project Description: WUAW provides vocational training to immigrant women to
teach them to be professional stitchers. It currently operates from a rented classroom space
in the Wallace James facility on Cove Street. WUAW's project involves expanding its
program, moving to a larger space, acquiring additional sewing machines and other
necessary equipment, training additional teachers to expand class offerings, and paying
teachers a stipend for their work.

- 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)?

See attached

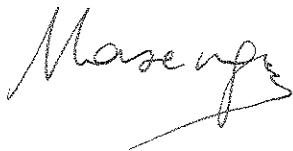
3. PROJECT FUNDING

Grant Amount Requested	<u>\$15,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$15,000</u>	Match Source(s) 2016 Grant from 100+ Women Who Care 2017 Proceeds from WUAW Gala 2016-7 Gifts from private donors
Total Cost of Project	<u>\$30,000</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.



WOMEN UNITED AROUND THE WORLD

Project Information

Portland has a vibrant and growing fabric arts industry, with a number of small start-ups as well as a number of more established businesses. MECA's recent addition of a Textile and Fashion Design program will accelerate the growth of this segment. These businesses fall within 2 of the targeted sectors identified in Portland's Economic Development Vision & Plan – creative enterprise and niche manufacturing. They are clean, desirable businesses that support the creative economy, diversify Portland's manufacturing base, and have the potential to employ a significant number of local residents. (<http://www.bangordailynews.com/slideshow/maines-fiber-future-textile-innovations-lead-the-way/>)

WUAW has had conversations with leaders from a number of these companies that suggest that these fabric arts businesses are in desperate need of skilled stitchers. (<http://www.pressherald.com/2015/06/02/maine-companies-factory-jobs-better-than-youth-think/>)

At the same time, Portland and surrounding communities have experienced a significant influx of immigrants who are hungry for good, steady employment with opportunities to advance. Some are highly-educated but unable to find work in their fields, while others are hard-working but relatively unskilled.

One of the goals stated under the 2016 & 2017 Work Plan promulgated under the Economic Development Plan is to “overcome barriers to employment with strategies, programs and services.” This perfectly complements WUAW's mission, which states:

We believe in celebrating, advocating and assisting women locally and globally to achieve independence through vocational training and community connection.

WUAW is already working to overcome barriers to employment among local immigrant women by providing them with training for jobs with local fabric arts businesses. We know that there is demand for these workers. We have a proven track record in this work and have received significant press coverage for our efforts (the following are representative samples only):

(<http://www.wcsh6.com/life/woman-from-congo-teaches-new-immigrants-life-skills/416331242;>
<http://www.pressherald.com/2016/07/10/my-passion-is-teaching-design-and-to-share-i-love-to-share/>)

WUAW's program is currently small but we have shown that we can train workers who then get jobs with local textile companies. At the same time, WUAW provides incidental English-language experience for its students as well as important socialization, which aids their integration into the local community.

Adele Ngoy, who currently provides all teaching services for WUAW, is herself an immigrant from the Democratic Republic of the Congo. She founded WUAW approximately 8 years ago to assist immigrant women in adapting to life in their new community. WUAW now has a hard-working, skilled and dedicated volunteer board of directors to advance its mission.

Ms. Ngoy has a degree in Teaching Fashion Design from her country's premier design college. She is an expert seamstress who teaches her students to the highest standards. Just as important, she provides support and encouragement to WUAW's immigrant students. She is also well-connected within Portland's textile-arts community, which will help her to advance her students' employment prospects following their training.

WUAW would like to expand its training program by moving to a larger space, purchasing additional training equipment, developing an additional teacher and offering stipends to its teachers to enable them to devote more time to their work. WUAW is currently negotiating a lease for space in the Greater Portland Immigrants' Welcome Center, at 24 Preble Street. This would significantly increase the visibility of WUAW's efforts within the immigrant communities and would provide an excellent fit both for WUAW and its students. While WUAW currently owns 6 new industrial sewing machines, in its new space it will be required to purchase additional furniture and equipment, including one new sewing machine of a different type, chairs for the machines, a cutting table, pressing equipment and teaching supplies. Finally, Ms. Ngoy has provided all of WUAW's teaching efforts to date on a pro bono basis. This has limited WUAW's reach significantly, so the project budget includes stipends for Ms. Ngoy and for another teacher whom Ms. Ngoy will train, so that WUAW can expand its class offerings.

This proposal would advance the Economic Development Vision and Plan, both in its support for priority industry sectors and in its advancement of workforce training efforts and the removal of barriers to employment.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:

JUL 22 2014

WOMEN AROUND THE WORLD
C/O DAVID E. CURRIER, ESQ.
57 EXCHANGE STREET
PORTLAND, ME 04101

Employer Identification Number:
45-5081178

DLN:

17053119314014

Contact Person:

CUSTOMER SERVICE

ID# 31954

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Public Charity Status:

509(a)(2)

Form 990 Required:

Yes

Effective Date of Exemption:

January 27, 2012

Contribution Deductibility:

Yes

Addendum Applies:

No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

WOMEN AROUND THE WORLD

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in cursive script, reading "Tamar Riggenda". The ink is dark and the signature is fluid, with a large initial 'T' and 'R'.

Director, Exempt Organizations



OGDEN UT 84201-0029

In reply refer to: 4077567774
July 26, 2016 LTR 4168C 0
45-5081178 000000 00
00031678
BODC: TE

WOMEN UNITED AROUND THE WORLD
WAW
% ADELE NGOY
PO BOX 3531
PORTLAND ME 04104-3531

133118

Employer ID Number: 45-5081178
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated June 30, 2016, regarding your tax-exempt status.

We issued you a determination letter in July 2014, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

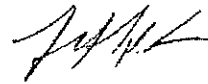
For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

4077567774
July 26, 2016 LTR 4168C 0
45-5081178 000000 00
00031679

WOMEN UNITED AROUND THE WORLD
WAW
% ADELE NGOY
PO BOX 3531
PORTLAND ME 04104-3531

Sincerely yours,



Jeffrey I. Cooper
Director, EO Rulings & Agreement

OGDEN UT 84201-0029

033118.528020.514832.27045 1 MB 0.419 536




WOMEN UNITED AROUND THE WORLD
WAW
% ADELE NGOY
PO BOX 3531
PORTLAND ME 04104-3531

033118

CUT OUT AND RETURN THE VOUCHER AT THE BOTTOM OF THIS PAGE IF YOU ARE MAKING A PAYMENT,
EVEN IF YOU ALSO HAVE AN INQUIRY.

 The IRS address must appear in the window.

BODCD-TE

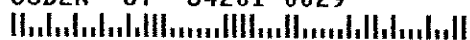
4077567774

Use for payments

Letter Number: LTR4168C
Letter Date : 2016-07-26
Tax Period : 000000

INTERNAL REVENUE SERVICE

OGDEN UT 84201-0029



455081178

WOMEN UNITED AROUND THE WORLD
WAW
% ADELE NGOY
PO BOX 3531
PORTLAND ME 04104-3531

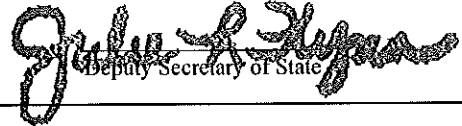
Minimum Filing Fee \$10.00. An additional \$10 filing fee if
changing the purpose

**DOMESTIC
NONPROFIT CORPORATION**

STATE OF MAINE

ARTICLES OF AMENDMENT

File No. 20120304ND Pages 2
Fee Paid \$ 10
DCN 2161822300024 LNME
-----FILED-----
06/30/2016


Deputy Secretary of State

A True Copy When Attested By Signature

Women Around the World

(Name of Corporation)

Deputy Secretary of State

Pursuant to 13-B MRSA §§802 and 803, the undersigned corporation executes and delivers the following Articles of Amendment:

FIRST: ("X" one box only.) ☒ public benefit corporation ☐ mutual benefit corporation

SECOND: Describe **NATURE OF CHANGE** (i.e. change in name of corporation, purpose, number of directors, adding or deleting section or revision of section, etc.) as well as **TEXT** of amendment. Attach additional pages as needed.

Change in name only to: Women United Around the World

THIRD: ("X" one box only.) The amendment was adopted on (date) January 20, 2016 as follows:

- ☐ By the members at a meeting at which a quorum was present and the amendment received at least a majority of the votes which members were entitled to cast.
- ☐ (If the Articles require more than a majority vote.) By the members at a meeting at which the amendment received at least the percentage of votes required by the Articles of Incorporation.
- ☐ By the written consent of all members entitled to vote with respect thereto.
- ☒ (If no members, or none entitled to vote thereon.) By majority vote of the board of directors.

FOURTH: The address of the registered office of the corporation in the State of Maine is _____

73 Munjoy South, Portland, ME 04101

(street, city, state and zip code)

DATED 6-29-16

*By Maseur
(signature)

Adele Ngoy, President

(type or print name and capacity)

*By _____
(signature)

(type or print name and capacity)

**MUST BE COMPLETED FOR VOTE
OF MEMBERS**

I certify that I have custody of the minutes showing
the above action by the members.

(signature of clerk, secretary or asst. secretary)

*This document **MUST** be signed by any duly authorized officer. (13-B MRSA §104.1.B)

Please remit your payment made payable to the Maine Secretary of State.

**SUBMIT COMPLETED FORMS TO: CORPORATE EXAMINING SECTION, SECRETARY OF STATE,
101 STATE HOUSE STATION, AUGUSTA, ME 04333-0101**

FORM NO. MNPCA-9 (2 of 2) Rev. 9/16/2005

TEL. (207) 624-7752

STATE OF MAINE
Department of the Secretary of State
Bureau of Corporations, Elections and Commissions
101 State House Station
Augusta, Maine 04333-0101

April 25, 2014

WARREN, CURRIER & BUCHANAN
ATTN: DAVID E. CURRIER
57 EXCHANGE STREET
PORTLAND ME 04101

ATTESTED COPIES
WR DCN: 2141131400000

Enclosed please find copies of documents recently placed on file with our office. Each copy has been attested as a true copy of the original and serves as your evidence of filing. We recommend that you retain these permanently with your records.

Charter#: 20120304ND Legal Name: WOMEN AROUND THE WORLD

RESTATEMENT

DCN: 2141131400001 Page(s) 5

Total Pages 5

DOMESTIC
NONPROFIT CORPORATION

STATE OF MAINE

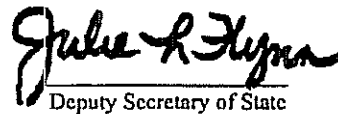
RESTATED
ARTICLES OF INCORPORATION

Women Around the World

(Name of Corporation as it appears on the records of the Secretary of State)

File No. 20120304ND Pages 5
Fee Paid \$ 20
DCN 2141131400001 REST
FILED
04/23/2014

purpose.


Deputy Secretary of State

A True Copy When Attested By Signature


Deputy Secretary of State

Pursuant to 13-B MRSA §805, the undersigned corporation adopts these Articles of Restatement:

FIRST: The restatement set out in Exhibit A attached contains the same information and provisions as are required for original articles. Statements as to the incorporator or incorporators and the initial directors may be omitted. This restatement was adopted on 3/5/2014 (date).

("X" one box only)

- ☐ By the members at a meeting at which a quorum was present and the restatement received at least a majority of the votes which members were entitled to cast.
- ☐ (If the Articles require more than a majority vote.) By the members at a meeting at which the restatement received at least the percentage of votes required by the Articles of Incorporation.
- ☐ By the written consent of all members entitled to vote with respect thereto.
- ☒ (If no members, or none entitled to vote thereon.) By majority vote of the board of directors.

SECOND: The Registered Agent is a: (select either a Commercial or Noncommercial Registered Agent)

☐ Commercial Registered Agent CRA Public Number: _____

(name of commercial registered agent)

☒ Noncommercial Registered Agent

Adele Ngoy

(name of noncommercial registered agent)

73 Munjoy South, Portland, ME 04101

(physical location, not P.O. Box – street, city, state and zip code)

(mailing address if different from above)

THIRD: Pursuant to 5 MRSA §108.3, the registered agent as listed above has consented to serve as the registered agent for this nonprofit corporation.

Dated April 3, 2014

*By

Maseur
(signature)
Adele Ngoy, President
type or print name and capacity)

*By

(signature)

type or print name and capacity)

<i>MUST BE COMPLETED FOR VOTE OF MEMBERS</i> I certify that I have custody of the minutes showing the above action by the members. (signature of clerk, secretary or asst. secretary)

*This document **MUST** be signed by any duly authorized officer. (13-B MRSA §104.1.B)

Please remit your payment made payable to the Maine Secretary of State.

Submit completed form to:

Secretary of State
Division of Corporations, UCC and Commissions
101 State House Station
Augusta, ME 04333-0101
Telephone Inquiries: (207) 624-7752

Email Inquiries: CEC.Corporations@Maine.gov

**Exhibit A to Restated Articles of Incorporation
Of
Women Around the World**

Pursuant to section 805 of the Maine Nonprofit Corporation Act (the "Act"), 13-B M.R.S.A. section 101, et seq., the corporation submits the following Restated Articles of Incorporation:

FIRST: The name of the corporation is Women Around the World.

SECOND: The corporation is organized as a public benefit corporation exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the U.S. Internal Revenue Code of 1986, as amended (the "Code"). Within these purposes, the purposes of the corporation shall include helping women locally and globally by raising awareness of women's issues around the world and by seeking to assist new immigrants to the United States in making the transition to their new home.

THIRD: The Registered Agent is a Noncommercial Registered Agent: Adele Ngoy, 73 Munjoy South, Portland, ME 04101.

FOURTH: Pursuant to 5 M.R.S.A. section 108.3, the registered agent as listed above has consented to serve as the registered agent for this nonprofit corporation.

FIFTH: The minimum number of directors shall be three (3) and the maximum number of directors shall be twelve (12). The corporation's board of directors may by resolution increase or decrease the number of directors within those limits, subject to the provisions of section 702 of the Act.

SIXTH: Members: There shall be no members.

SEVENTH: Other Provisions:

A. The corporation shall have and may exercise in furtherance of its corporate purposes all of the powers specified in section 202 of the Act, provided that no such power shall be exercised in a manner (i) inconsistent with these Articles of Incorporation (including without limitation the provisions of Article SEVENTH, paragraph B. below) or any provision of the Maine Revised Statutes, (ii) in a manner that would be unlawful for a public benefit corporation under the Act, or (iii) in a manner that would adversely affect the corporation's exemption from federal income taxation under Code section 501(c)(3).

B. It is intended that the corporation shall have the status of a corporation (i) that is exempt from Federal income taxation under Code section 501(c)(3), (ii) contributions to which are deductible under Code sections 170(c)(2), 2055(a)(2) and 2522(a)(2) and (iii) that is not a "private foundation" as defined in Code section 509(a). These Articles of Incorporation shall be construed accordingly and all powers and activities of the corporation shall be limited accordingly. In this regard:

1. The corporation shall not engage in any transaction, or do or permit any act or omission, that would operate to deprive it of its tax exempt status under Code section 501(c)(3);

2. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation; provided, however, that notwithstanding the foregoing, nothing in these Articles of Incorporation shall be construed to prevent the corporation from making the election available under Code section 501(h), but during any tax year for which an election under Code section 501(h) shall be in effect for the corporation or any Affiliated Organization, as defined in Code section 4911(f), "direct lobby expenditures" and "grass roots expenditures" by the corporation in that tax year shall not exceed the applicable limits under section 501(h) calculated without regard to the "exempt purpose expenditures" of any other Affiliated Organizations;

3. The corporation shall not, in any manner or to any extent, participate or intervene (including publishing or distribution of statements) in any political campaign on behalf of any candidate for public office;

4. The corporation shall not engage in any activities that are unlawful under applicable federal, state, or local laws; and

5. No part of the assets of the corporation, either principal or income, shall ever inure to the benefit of any private shareholder or individual, or any person that is not itself a charitable corporation as defined in Code Section 501(c)(3), or any of the corporation's members, directors, or officers, either directly or indirectly, in the sense these words are used in Code Sections 170(c) or 501(c)(3); provided, however, that the corporation may provide services to any person meeting the corporation's objective criteria and requirements for the provision of services or the benefit thereof consistent with its purposes; and the corporation shall not carry on any activity that might disqualify the corporation from tax exemption under Code Section 501(c)(3) or from receiving charitable contributions under Code Section 170.

It is intended that the corporation shall be exempt from federal income tax under the Code and that contributions to it shall be deductible under the Code, and all provisions of these Articles shall be interpreted and exercised consistently with that intention.

D. If the corporation be dissolved or its legal existence terminated, either voluntarily or involuntarily, or upon final liquidation of the corporation, none of its assets shall inure to the benefit of any director, officer, or private individual, and all of its assets remaining after payment of all of its liabilities shall be distributed by affirmative vote of the Board of Directors exclusively either (i) to a local, state, or federal government for exclusively public use, or (ii) to one or more nonprofit organizations having similar aims and objects as those of the corporation and that may be selected as an appropriate recipient of such assets by the Board of Directors, as long as such organization, or each of such organizations, shall then qualify as an organization exempt from federal income taxation under Code section 501(a) as an organization described in Code section 501(c)(3) and as a "public benefit corporation" within the meaning of the Act.

In the event the assets of the corporation are not so distributed, said assets shall be distributed by a court of competent jurisdiction in the county where the principal office of the corporation is located either (i) to a local, state, or federal government for exclusively public use, or (ii) to a non-profit organization or organizations having similar aims and objects as the corporation and that may be selected as an appropriate recipient of such assets as long as such organization, or each of such organizations, shall then qualify as an organization exempt from federal income taxation under Code section 501(a) as an organization described in Code section 501(c)(3) and as a "public benefit corporation" within the meaning of the Act.

Form No. 640 00

**DOMESTIC
NONPROFIT CORPORATION**

File No. 20120304ND Pages 6
Fee Paid \$ 40
DCN 2120391800052 ARTI
FILED
01/27/2012

STATE OF MAINE

ARTICLES OF INCORPORATION

Julie L. Flynn
Deputy Secretary of State

A True Copy When Attested By Signature
Julie L. Flynn
Deputy Secretary of State

Pursuant to 13-B MRSA §403, the undersigned incorporator(s) execute(s) and deliver(s) the following Articles of Incorporation:

FIRST: The name of the corporation is Women Around the World

SECOND: ("X" one box only. Attach additional page(s) if necessary.)

☒ The corporation is organized as a public benefit corporation for the following purpose or purposes:
See attached

☐ The corporation is organized as a mutual benefit corporation for all purposes permitted under Title 13-B or, if not for all such purposes, then for the following purpose or purposes:

THIRD: The Registered Agent is a: (select either a Commercial or Noncommercial Registered Agent)

☐ Commercial Registered Agent CRA Public Number: _____

(name of commercial registered agent)

☒ Noncommercial Registered Agent

Adele Ngoy

(name of noncommercial registered agent)

28 Brackett Street, Portland, ME 04102
(physical location, not P.O. Box - street, city, state and zip code)

(mailing address if different from above)

FOURTH: Pursuant to 5 MRSA §108.3, the registered agent as listed above has consented to serve as the registered agent for this nonprofit corporation.

FIFTH: The number of directors (not less than 3) constituting the initial board of directors of the corporation, if the number has been designated or if the initial directors have been chosen, is 3.

The minimum number of directors (not less than 3) shall be 3 and the maximum number of directors shall be 12.

SIXTH: Members: ("X" one box only.)

- ☐ There shall be no members.
☒ There shall be one or more classes of members and the information required by 13-B MRSA §402 is attached.

SEVENTH: (Optional) ☐ (Check if this article is to apply.)

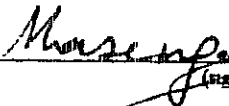
No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

EIGHTH: (Optional) ☐ (Check if this article is to apply.)

Other provisions of these articles including provisions for the regulation of the internal affairs of the corporation, distribution of assets on dissolution or final liquidation and the requirements of the Internal Revenue Code section 501(c) are set out in Exhibit attached hereto and made a part hereof.

Incorporators*

Dated November 17, 2011


(signature)

Adele Ngoy

(type or print name)

Street 73 Munjoy South
(residence address)

Portland, ME 04102

(city, state and zip code)


(signature)

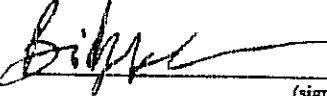
Abusana Bondo

(type or print name)

Street 40 Anderson Street
(residence address)

Portland, ME 04101

(city, state and zip code)


(signature)

Bridget Kahn

(type or print name)

Street 33 Deering Street
(residence address)

Portland, ME 04101

(city, state and zip code)

For Corporate Incorporators*

Name of Corporate Incorporator Women Around the World

By *Marengo* Street _____
(signature of officer) (principal business location)
Adela Ngoy, President Portland, ME 04102
(type or print name and capacity) (city, state and zip code)

Name of Corporate Incorporator _____

By _____ Street _____
(signature of officer) (principal business location)

(type or print name and capacity) (city, state and zip code)

*** Articles are to be executed as follows:**

If a corporation is an incorporator (13-B MRSA §401), the name of the corporation should be typed or printed and signed on its behalf by an officer of the corporation. The articles of incorporation must be accompanied by a certificate of an appropriate officer of the corporation, not the person signing the articles, certifying that the person executing the articles on behalf of the corporation was duly authorized to do so.

Please remit your payment made payable to the Maine Secretary of State.

Submit completed form to: Secretary of State
Division of Corporations, UCC and Commissions
101 State House Station
Augusta, ME 04333-0101
Telephone Inquiries: (207) 624-7752 Email Inquiries: CEC.Corporations@Maine.gov

WOMEN AROUND THE WORLD
Articles of Incorporation

- 1 **A Name of the corporation:** Women Around the World
 - A1. The corporation is a public benefit corporation
 - B. **Purpose:** The Corporation is organized for the purpose of improving the lives of women locally and globally.
 - C. **Distribution of Assets on dissolution:** On dissolution of the Corporation, any remaining assets will be donated to a non-profit organization with a similar purpose to Women Around the World, i.e. working to improve the lives of women
 - D. 1. **Name and address of the entity's noncommercial registered agent:** Adele Ngoy, 28 Brackett Street, Portland, ME 04102
 2. **Title of an office with the entity if service of process is to be sent:** President, Adele Ngoy, 28 Brackett Street, Portland, ME 04102
 - E. **Number of Directors:** The number of directors shall be 8
 - F. **Minimum and maximum number of directors:** The minimum number of directors shall be 3, and maximum shall be 12.
 - G. **Name and address of each incorporator:**
 - 1 Adele Ngoy, 73 Munjoy South, Portland, ME 04102
 - 2 Abusana Bondo, 40 Anderson St., Portland, ME 04101
 3. Bridget Kahn, 33 Deering St., Portland, ME 04101
- 2 **Corporate powers not set forth in incorporation:** There are none
 - 3 **Controlling amendment to bylaws:** There are none

§903. Certificate of organization

The incorporators shall prepare, sign, date and deliver for filing with the Secretary of State a certificate of organization setting forth the name, location, officers and directors, trustees or managing board, contact person and the contact person's mailing and physical address, if different, in this State and purposes of the corporation. The certificate must clearly state that the corporation is not organized for profit and that no property or profit of the corporation inures to the benefit of any person, partnership or corporation except in furtherance of the benevolent or nonprofit purposes of the corporation. Once the Secretary of State has filed the certificate of organization, the corporation may carry on activities pursuant to this chapter. [2009, c. 56, §5 (AMD).]

903. Certificate of organization

January 19, 2012

Women Around the World
28 Brackett Street
Portland, ME 04102

Officers and Directors:

Adel Ngoy- Co/President
Abusana Bondo- Co/President
Nyapeni Choul Dou- Vice-President
Nadia Allolding- Co/Treasurer
Marguerite MacDonald- Co/Treasurer
Bridget Kahn- Secretary
Jeanna Best- Co/Secretary
Valerie De Vuyst- Advisor

Contact Person:

Adel Ngoy
73 Munjoy South
Portland, ME 04102

Women Around the World is not organized for profit and no property or profit of the corporation inures to the benefit of any person, partnership or corporation except in furtherance of the benevolent or nonprofit purposes of the corporation.

Adel Ngoy
Bridget Kahn
Bridget

Marguerite
Abusana Bondo
Nadia Allolding

§402. Members

1. Classes of members. A corporation may have one or more classes of members or may have no members. If the corporation has one or more classes of members, the designation of such class or classes, the manner of election or appointment and the qualifications and rights of the members of each class shall be set forth in the articles of incorporation. If the corporation has no members, that fact shall be set forth in the articles of incorporation. A corporation may issue certificates evidencing membership therein.

[1977, c. 525, §13 (NEW) .]

2. Directors, officers, employees and members not liable. The directors, officers, employees and members of the corporation shall not, as such, be liable on its obligations.

[1977, c. 525, §13 (NEW) .]

SECTION HISTORY

1977, c. 525, §13 (NEW) .

402. Members

Membership will be open to all adults (18 years or older).

WOMEN UNITED AROUND THE WORLD

Brief History

WUAW was born in 2010 when Adele Masengo Ngoy, a fashion designer and an immigrant from the Democratic Republic of the Congo, decided to hold a fashion show to celebrate the growing diversity in her adopted home of Portland, Maine. Timing her event around International Women's Day, Adele rented a hall and assembled a group of immigrants from around the world who would walk a runway modeling their native dress. This first event attracted a small crowd but was so much fun, and so inspiring to those who participated, that the nucleus of a new organization was formed.

Over the years, WUAW has developed a talented, dedicated and dynamic Board of Directors of women who are accomplished in their own right. Their biographies are attached. Many are immigrants themselves, and they are united in their desire to ease the transition of immigrant women into their new communities. WUAW incorporated in 2012 (originally under the name Women Around the World) and has obtained tax exemption under Code section 501(c)(3).

WUAW's signature event has remained its international fashion show and gala, timed each year around International Women's Day. The 2017 event, held this month at the Italian Heritage Center, attracted 400 guests and sold out in advance.

(<http://www.pressherald.com/2017/03/26/a-show-of-fashion-and-support-for-female-immigrants/gallery/>)

WUAW's major activities include its sewing classes for immigrant women, which are the subject of this application. Its goals also include (a) developing a welcome program that matches a woman new to Maine with a peer support volunteer from the same country, and (b) holding a drive to collect personal care items within the Portland community to reach women globally (c) obtaining accreditation for its vocational training program.

WOMEN UNITED AROUND THE WORLD

Board Members

Adele Masengo Ngoy, Founder & President

Adele Masengo Ngoy is a fashion designer and the Founder, President and Board Member of Women United Around the World. She moved to Portland, Maine in 2000 after fleeing an ethnic-based civil war that broke out in 1996 in her home country, the Democratic Republic of the Congo. She left behind a successful life as a college professor and couturier to the elite. After 8 months in the refugee camp, she and her children were resettled to Portland, Maine. At that time, Adele spoke no English and had no resources.

Adele has shared her talents as a Fashion Designer in several capacities here in America. She has taught sewing classes to women many times. She owns Antoine's Tailor Shop and Formal Wear in Portland where she offers both routine tailoring and sophisticated alterations and custom design services for both men and women. Adele is a talented designer who has created and can create anything, including original custom wedding gowns, special occasion attire, and everyday business wear. She launched a line of winter Fleece jackets four years ago called "Theluji". She has been invited on numerous occasions to colleges, universities and other organizations as a guest designer to showcase her work for international and multicultural events. She is especially known for her ability to perform intricate alterations, her authentic designs and her ability to create them from scratch, which she has done for women of all shapes and sizes, worldwide.

Since arriving to America Adele has devoted her life to raising and providing for her children and making Portland home. Adele works to make it easier for migrant women to integrate into their new communities and hopes that her work and partnership with Women United Around the World will act as a vehicle for this dream. When she lived in the Congo she was always involved with organizations that help, celebrate, and unify women. She wanted to bring the celebration of International Women's Day here in the magnitude she celebrated back at home. She is currently teaching sewing classes through WUAW. Adele can be reached via email at adelemass@gmail.com

Lisa DiGiovanni, Vice President

Lisa has her Masters degree in Social Work and is licensed as an LMSWc. She is experienced in trauma-based practice, Intimate Partner violence, Preventive parenting and cultural competency. Lisa was born in Portland, Maine and lives in Portland with her husband and five children. Lisa brings to WUAW a variety of organizational skills along with a passion for the empowerment of women. She was born in the United States and is a true innovative New England woman.

Elaine DiGiovanni, Secretary

Elaine DiGiovanni is a retired ESL/English Professor from Community College of Philadelphia, where she taught ESL for more than 20 years. She also trained graduate students in TESL, presented at TESOL INTERNATIONAL conferences, and is published in the ELT Journal. Currently, Elaine volunteers at Portland Adult Education and is a League of Women Voters Portland area board member. For Women United Around the World, Elaine has worked on the International Women's Day Celebration and Fashion Show for several years and at present, is our Secretary. With her past experience, she is quite comfortable interacting with immigrants, refugees, and asylum seekers from around the world.

Dorothy Olaru, Treasurer

Dorothy Olaru is a native of Poland and has lived in Maine since 2000. Since 2009, she has served as the Director of Finance and Operations for The Maine Girls' Academy (formerly Catherine McAuley High School) in Portland. She is responsible for all financial aspects of the School, Human Resources and management of all facilities. Prior to joining McAuley, Dorothy served as the Director of Finance and Administration for the Manufacturers Association of Maine, working with business and workforce development, along with fiscal and economic management and contracts. Her bi-cultural background and focus on community collaboration and international topics has led her to a number of volunteer opportunities and community leadership roles.

In addition to serving on the Board of Directors for Women United Around the World, she is also a member of the Budget and Property Committee for St. Louis Church in Portland and the Cluster Finance Council member for Portland Peninsula & Island Parishes in Portland. Dorothy resides in Gorham with her husband and two daughters.

Aga Asbury, Marketing

Aga Asbury is the Owner and Managing Attorney of the Asbury Law Office, LLC, a boutique law firm specializing exclusively in immigration law. Aga's immigration work resonates deeply with her personal experience of going through the immigration process herself when she first moved to the United States from her home country, Poland, over 10 years ago.

Aga Asbury supports, as a volunteer, a number of community and local organizations, including ILAP (Immigrant Legal Advocacy Project). As a highly experienced immigration attorney, Aga is a frequent presenter on immigration –related topics at various community sponsored events and workshops. Aga earned her J.D. from the University of Maine School of Law. She holds a Master of Arts in Law from Poland, and was awarded an Associate of Science in Legal Studies from Quincy College, Massachusetts. Aga is an active member of the Maine Bar and the American Immigration Lawyers Association (AILA) and is fluent in Polish and English. In her

free time, Aga enjoys spending time with her husband and two dogs. Aga can be reached via email at aga@asburylawoffice.com

Madia Allolding

Madia Allolding is a mother of six working in greater Portland at Reiche elementary school. Her passion for children and education has kept her in the school system since 1997. Madia has been a board member of the Women United Around the World organization since its establishment. She has also been a returning model at our annual fashion show sporting beautiful fabrics from her native country, Liberia.

Janet Andoh

Janet Andoh was born in London (England). Janet and her family currently reside in South Portland, Maine, where she works from home as a soft furnishings designer and milliner. She began her work life initially as a medical secretary and went on to truly make her mark as a design professional, training at the London Metropolitan University where she was awarded first place in Creative Crafts by the Worshipful Company of Upholders for the graduating classes of 1998 and 2001. To date, she has over nineteen years' experience in designing and fabricating soft furnishings – with window treatments, cushions & pillows, bed coverings, etc., being her specialty. She has also had the unique opportunity of teaching soft furnishings at the Community of Education, Lewisham, London, to various groups of students who have undoubtedly gained tremendous insight and knowledge.

She is extremely passionate about her work and believes that a home should reflect one's most intimate essence and style. Her ultimate goal is to create high quality, unique custom-made furnishings at affordable prices. To achieve that, she attends continuing educational conferences and networks with other design professionals worldwide to keep abreast with developments in designs and hardware, and to expand her knowledge base. She is an Associate Member of the Advanced Window Fashions Certified Program, (WFCP), a member of the Custom Home Furnishing Network, and DraperyPro. For more details, and to see samples of her work, please visit www.alphadecor.com

When not designing or fabricating, Janet enjoys organizing functions such as conferences and wedding, and entertaining. But with a zeal for constant development, she sought to find other means of utilizing her time and as a result, her urge to explore millinery became increasingly great when she observed the need to bring some real high fashion to the State of Maine! It is for this reason that she is now part of WUAW. She now designs incredibly unique and colorful head pieces with accent and fine details which are not only different, but are sophisticated and beautiful. Janet has a passion for fashion, so capturing the personality of her customers and seeing them glow with delight at what she has created for them comes naturally. She now takes advantage of e-media, including social media and online sources to expose her work, add to her

skills and increase her range of styles offered to her clients. “Building a Millinery business in Portland takes time and patience”, says Janet. For more information, please contact her through email at info@byalphacouture.com, or visit her website at www.byalphacouture.com.

Adele Masengo Ngoy

73 Munjoy South
Portland, ME 04101
(207) 332-9750
adelemass@gmail.com

EDUCATION

University of Southern Maine: Portland, ME 2003-2004
ESL English Courses

Portland Adult Education: Portland, ME 2001-2002
ESL English Courses

Institut Supérieur des Arts et Métiers (ISAM): Kinshasa, Congo (DRC) 1987-1990
BA in Art and Techniques of Sewing
Major: Fashion Design Teacher

High School Diploma: Kinshasa, Congo (DRC) 1987

LANGUAGES

French (native), Swahili (native), Lingala (native), Kinyarwanda (native), English

WORK EXPERIENCE

Antoine's Tailor Shop and Formal Wear: Portland, Maine 2017
President and Owner

We provide a broad range of tailoring, alteration and design services, including;

- Routine and custom tailoring
- Alterations for wedding gowns and special occasion dresses
- Design of wedding gowns, special occasion dresses, business and casual attire
- Formal wear rentals

David's Bridal: South Portland, ME 2011-2016
Alterations Manager

My responsibilities included:

- Meeting quarterly revenue and payroll goals for my department
- Recruiting, hiring and training new employees to perform high quality alterations
- Managing a diverse group of seamstresses
- Completing a weekly business plan
- Managing the weekly schedule for my department, including employee hours and customer appointments
- Advising and consulting with customers on technical questions involving alterations and purchases of wedding gowns

Seamstress 2001 – 2007

- Altered, pinned, and sized various bridal gowns
- Provided individualized customer service

Fladel Couture: Portland, Maine 2008-2012
Owner/Manager of a small boutique

Dept. of Health and Human Services, East End Workshop: Portland, ME 2004 – 2010
Sewing Teacher
My responsibilities included teaching basic sewing, using patterns, cutting and equipment

Institut Supérieur des Arts et Métiers (ISAM): Kinshasa, Congo (DRC) 1998-2000
Professor
I taught the following courses:

- Making Patterns
- The Technique of Sewing

Fladel Couture: Kinshasa, Congo 1990-1999
Owner/Manager of a small couture and manufacturing company

- Sewing and design workshop with 7 to 10 employees
- Created custom designs and did alterations for the elite

FASHION SHOWS, CONFERENCES AND RELATED WORK

Emerson College, Boston, Massachusetts 2015 and 2016
Presented fashion shows of my own designs as part of the College's celebration of Black History Month

The Amistad Center for Art and Culture's Juneteenth Gala : Hartford, CT 2015
Presented a fashion show of my own designs at this gala

Women and Fashion: Kinshasa, Congo 1998
Speaker

- Spoke on the latest fashion and the fabric of the Congo

Miss Congo Pageant, Kinshasa, Congo 1993
Coordinator

- Collaborated with Utex Textile Company and the Pageant to coordinate and organize clothing for the contestants

Amina's Magazine, Congo 1992
Published Writer

- Article, *Difference in Sewing with Patterns vs. Non-Patterns*

Inter-Continental Hotel, Kinshasa, Congo 1992
Exposition Trade Show Participant

- Presented my own clothing line at this trade show

Collaborated with the Center Wallonia Brussels on Fashion Show 1990

VOLUNTEER WORK

Women United Around the World: Portland, Maine 2010-present
Founder, Board member and President of this organization that provides
services (including sewing classes) to immigrant women. Incorporated in 2012
and recognized as tax-exempt under IRC section 501(c)(3)

PERSONAL

Proud parent of Marielle Th   , 23, a staff member in the office of Sen. Angus King,
Dorcas Th   , 21, a junior at Emerson College, Boston, Massachusetts, and
David Th   , 18, a student, artist and community activist

WOMEN UNITED AROUND THE WORLD

Project Timeline

WUAW provides sewing classes at the Wallace James Facility on Cove Street in Portland. We are currently negotiating a lease for new space in the Greater Portland Immigrant's Welcome Center. When we move, we will acquire additional equipment and will begin training an additional teacher so that we can expand our class offerings.

We hope to be fully operational in new space by the end of June 2017.

WOMEN UNITED AROUND THE WORLD

12-Month Project Budget

Equipment		\$8,660.00
Serge sewing machine	\$1,700.00	
Seven chairs (@\$120)	\$840.00	
Iron and ironing board	\$300.00	
Cutting table	\$820.00	
Fabric, patterns and supplies	\$5,000.00	
 Rent, Moving and Occupancy Costs*		\$9,400.00
 Teacher Stipend (Adele Ngoy)		\$5,970.00
 Teacher Stipend (new teacher)		\$5,970.00
 TOTAL		\$30,000.00

*Includes 12 months at \$700.00 per month (gross), security deposit, and \$300 in moving expenses (primarily for sewing machines).



Portland Economic Development Plan Implementation Program (PEDPIP) Program Guidelines

Description

The Portland Economic Development Vision and Plan, along with the companion Current Work Plan (updated every 2 years), was developed through collaboration among the City, Portland Community Chamber and Creative Portland, as well as stakeholders from a range of industry sectors. To assist with implementation of the Current Work Plan as well as the larger Vision and Plan, the Portland Economic Development Plan Implementation Program (PEDPIP) was developed.

PEDPIP provides non-profits and the City with matching grants to assist them with planning studies and other “soft” costs associated with economic development projects and programs in the Current Work Plan and the larger Vision and Plan. PEDPIP does not fund “hard” costs for public infrastructure or private development projects.

Objective

To support the growth of Portland’s economy through investing in projects and programs which implement the Portland Economic Development Vision and Plan, and the Current Work Plan.

Eligible Activities (In order of funding priority)

1. Projects/Programs listed in the Current Work Plan, the companion document to the Portland Economic Development Vision and Plan;
2. Projects/Programs found in the Economic Development Vision and Plan that are in the highlighted boxes, each titled “Work Plan”;
3. Projects/Programs not listed in the Current Work Plan or in the highlighted boxes titled “Work Plan” in the Economic Development Vision and Plan, but are determined by the Portland Development Corporation to be related to implementation of the Economic Development Vision and Plan.

Funding Requirements

- Maximum grant request is \$15,000;
- Grants must be matched by an equal or greater dollar amount from funding sources other than the Portland Development Corporation.

Eligible Applicants

Not-for-profit organizations and the City of Portland that are working to implement the City of Portland’s Economic Development Vision and Plan, and Current Work Plan.

Source of PEDPIP Funds

The Portland Development Corporation utilizes up to 10% of its Unrestricted Funds for PEDPIP grants. This 10% dollar amount is set at the beginning of each fiscal year (July 1) to determine that year's allocation for PEDPIP grants.

Application and Approval Process

Effective as of July 1, 2016, grant applications are due at 3:00 PM on the last day of September that falls on a weekday. If grant funds remain after awards are made from the September round, then grant applications will again be accepted and are due at 3:00 PM on the last day of March that falls on a weekday. Please check with the City's Economic Development Department to learn whether grant funds will be available for the March round.

Submit applications to the City's Economic Development Department, City Hall, Room 308 or nrh@portlandmaine.gov.

The Portland Development Corporation reviews and approves all qualified grant requests.

ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND MAINE

August, 2011

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ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND, MAINE

The following is an economic development vision and plan for the City of Portland, Maine. It has been created in acknowledgement that economic development in general, and business retention, expansion, and attraction in particular, are vital to the growing prosperity and improvement in the quality of life of Portland's citizens.

This vision and plan provides a roadmap for success in Portland's future economic development. It draws on the previous and current work of the City, its citizens, businesses, and stakeholders. The vision and plan was accomplished through a collaboration of the City of Portland, Portland Community Chamber, and the Creative Portland Corporation. To guide the process and compile the results, the City and Chamber engaged the Economic Development Plan Task Force. A list of Task Force members is provided in Appendix A.

Rather than recreate the many recent efforts regarding components of the City's economic development, this plan draws from several recent reports that provide information relating to the economic development process. A listing of these reports is provided in Appendix B. The plan is also based on input obtained through outreach to citizens, workers, and stakeholders through a coordinated social media strategy including a project web page, Facebook page, and Twitter updates. Finally, it incorporates input received through outreach meetings and presentations, a listing of which is provided in Appendix C.

Using information gathered from these resources, an economic development vision and strategy has been developed that consists of the following components:

- Guiding Principles + Vision Statements
- Goal Statements
- Implementation Strategies

A description of these components is provided in Appendix D.

The vision and plan presents three primary areas critical to long-term success in Portland's economic development. These core areas of focus include:

1. Grow the economy
2. Enrich the creative economy
3. Support Business

To support these core areas of focus the City must take action to coordinate, communicate, and measure progress. Additionally, as part of this plan and vision and to enable its success:

Portland will work in collaboration with the communities and stakeholders of the Greater Portland Region to not only grow the City's economy, but also the economy of the region; together we will work to make the Greater Portland Region a great place to work, live, and grow a business.

Portland will participate in regional efforts at industry tradeshows and through external advertising, including specifically working with the Greater Portland Convention and Visitors Bureau and Greater Portland Economic Development Corporation

Portland will adhere to the regional economic development protocol agreed to by the Greater Portland Communities, and will participate in a collaborative marketing and business attraction program for the region

Portland is committed to regular and systematic economic development strategic planning and evaluation, including monitoring progress of its plan and activities, measuring progress and impacts, and making strategic changes as warranted. This includes maintaining and reporting through the Chamber's annual Economic Scorecard. The process will engage key stakeholders and include regular communications with the businesses, citizens and taxpayers of the City.

Portland will utilize the latest technologies, including web and social media, to communicate and market Portland both inside and outside the region, and to deliver its economic and business development services and communications.

By adhering to this vision and plan, Portland will achieve its economic development goals, creating economic prosperity through growth of the City's tax and employment base.

Portland's greatest strength is its underlying quality of life and unique character, contributing to its continuing national recognition as a highly desirable community in which to live and work. It is especially important for Portland to recognize, support, and enhance the fundamental qualities of place that make Portland unique and desirable for investment and growth; these include education, parks, waterfront, downtown, neighborhoods, cultural diversity, and the geographic and architectural heritage of the City. These assets enable Portland's economic development efforts to attract and grow businesses and support residents and workers. In turn, a strong economic environment enables the City to support and sustain these quality of life assets.

Economic development planning is an integral part of Portland's Comprehensive Plan, so this strategy document can be seen as a guiding policy and action plan in concert with other planning initiatives. The inter-relatedness of all elements of the plan are exemplified by the Sustainable Portland plan, which recognizes that the future health and prosperity of Portland depends on stewardship of our environment, our community, and our economy, the three fundamental components of future sustainable communities. For example, the City has adopted a Housing Plan that sets forth policies that will ensure that we can house a growing population, critical to building a workforce to engage in the jobs that will be created. Another example would be the Community Vision, which emphasizes the importance of quality education to ensure that the population possesses the skills needed to succeed in the modern economy – from skilled labor to high tech and innovation industries. It is understood that this Economic Development Vision and Plan for Portland does not itself address every component needed for future prosperity, but depends on the coordinated and comprehensive plans and policies that function together to secure our future well being.

This vision and plan is meant to be a living document to guide policies, programs, and actions within the City. It should be stressed that this is not a "City Government" only plan. It was developed by a collaborative effort between the City, the Portland Community Chamber, and the Creative Portland Corporation, with significant engagement from the Task Force; input from the public, private and not-for-profit sectors; and guidance from many past collaborative efforts. It is therefore a "community-wide" economic vision and plan to be utilized and implemented by those willing to participate and move forward into the future. Rather than being the sole document or effort related to economic and community development, this vision and plan is meant to provide a specific focus on the City's economic development vision, goals, and strategies. Other efforts and documents address closely related issues such as housing, infrastructure, services, and neighborhoods. Some of these issues are referenced in this vision and plan, but this document is not meant to cover those issues in detail.

Throughout the plan the term "business community" is used to represent the private sector. For this plan the "business community" is meant to mean all businesses in Portland, large or small, as well as any other stakeholders who have a vested interest in the economic growth and well being of the City of Portland.

Why a vision and plan? The purpose is best summarized in the following statement: "Creating economic prosperity through growing the City's tax and employment base."

The economic recession has called out for the City to start considering "what's next" in terms of how we can grow wealth. Portland, along with other partner communities in South Portland, Scarborough, Falmouth, Cape Elizabeth, and Westbrook, plus the Portland Regional Chamber and a regional education alliance, have incorporated a private/public non-profit organization to support regional approaches to economic development, including marketing/branding. This vision and plan for Portland will help ensure that these regional efforts reflect the City's needs and strategies for economic development.

Strategies are the economic development priorities (or work plan) over the next 6-12 months starting in the summer of 2011. Appendix E outlines the assignment of work plan activities, budget resources and timeline.

The Plan's implementation will be monitored by the existing Task Force which has agreed to meet periodically to make sure the Plan is implemented and to recommend Plan revisions.

CORE ECONOMIC DEVELOPMENT FOCUS GROW THE ECONOMY

Guiding Principles + Vision

The City is committed to creating economic prosperity through growing its tax and employment base.

Goals + Implementation Strategies

Understand the needs and concerns of existing businesses to support their retention and expansion

(Relevant Scorecard Indicators: none)

Work Plan:

Develop and sustain a visitation program to obtain regular feedback from the business community with areas of concern addressed in a timely manner. To implement this, the City should follow the detailed steps outlined in the MIT Report, with the major steps of the program being business outreach, information gathering, and most importantly, follow-up. The Mayor shall be involved and be the face of this program.

Action | Measurement:

- A business visitation pilot program will be established
- Feedback from the pilot visitation program will be used to adjust economic strategies and activities, and results of the visitation program will be communicated to the City's business community
- The results of the pilot program will be used to refine and implement an ongoing program
- Business will be better informed of economic development resources and opportunities in the City, and will feel that their concerns are being heard and acted upon

Develop non-visitation methods to enable additional communication and feedback from business by utilizing social media, surveys, and events

Utilize marketing and communication to promote, maintain and expand commercial loan and other business financial incentive programs that leverage and support business retention, expansion, and attraction

Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development (Relevant Scorecard Indicators: S&E Occupations, Private Sector Employment Growth, Regional Earnings per Employee, Value of City Imports & Exports per Capita, Regional Venture Capital Investment, Regional Patents Issued). Added to these Scorecard Indicators will be employment growth and earnings per worker in targeted sectors.

This goal shall be accomplished through business retention and expansion efforts, as well as through a regional attraction effort coordinated with the Greater Portland Economic Development Corporation and Maine and Company. Based on past analyses and current data, sectors to target include:

- Finance and insurance
- Life science – including bioscience, healthcare, and medical
- Food production/food service – including fishing and seafood
- Marine and marine related – working waterfront, port related, and cargo
- Arts and culture
- Creative enterprise
- Visitation, tourism, and entertainment
- Support redevelopment of the Civic Center as a destination for visitors and residents alike
- Professional, technical services and business services
- Information Technology (IT) and IT-related services
- Manufacturing in niche areas including but not limited to food, chemical/biological, and nano-electronics

Work Plan:

Form working groups to develop specific strategies for each targeted sector, and for life sciences and food production services include in those strategies the recommendations from the MIT report.

Work Plan:

Produce additional analysis to further prioritize and develop sector/cluster strategies based on opportunity and analysis.

Action | Measurement:

- Form at least 3 working groups to develop strategies in three of the targeted sectors
- Identify and conduct further analysis to support strategy development in the three initial targeted sectors
- Develop implementation strategies in the three targeted sectors

In addition to the above targeted sectors, the City will value, support, and market green initiatives and businesses that operate in “green” markets

Work Plan:

Coordinate business and higher education needs to support regional workforce development

(Relevant Scorecard Indicators: Educational Attainment)

Advocate for workforce training and the education needs of Portland businesses to service providers and the regional higher education coalition

Participate through the Greater Portland Alliance of Colleges and Universities to strengthen alliances and opportunities for workforce education, training and development with the organization's regional institutes of higher education

Expand and encourage the availability of higher education scholarships provided by private businesses within the community

Action | Measurement:

- Conduct initial meeting between Greater Portland businesses, economic development representatives and representatives of the Greater Portland Alliance of Colleges and Universities; develop an ongoing process to increase advocacy, planning, and programming in support of workforce development

Increase awareness among businesses, workers, and residents regarding the benefits to the local economy of supporting Portland businesses

(Relevant Scorecard Indicators: None)

- Bring together Portland businesses and residents through marketing, communication and networking to increase sales at those businesses

Sustain economically vibrant neighborhoods

(Relevant Scorecard Indicators: None)

- Work with the City's neighborhood liaison to regularly engage businesses and residents in the environment and culture of Portland's neighborhoods
- Support the growth of local neighborhood business and promote the benefits they provide to the neighborhood's residents

Support efforts for a vibrant and attractive downtown

(Relevant Scorecard Indicators: Downtown Vacancy indicator)

- Recognize the Portland Downtown District as the entity to lead Downtown economic development efforts

Support a working waterfront, recognizing the Central Waterfront as an urban maritime district promoting traditional and emerging waterfront uses – a careful balance of mixed uses to help finance the marine infrastructure; the State Pier and Ocean Gateway, dedicated to passenger ferries, cruise ships and facilities; and the Western Waterfront, Portland's essential deep water port edge and acreage.

(Relevant Scorecard Indicators: Value of City Imports & Exports)

- Provide continued support for Ocean Gateway's use as an international passenger cruise ship terminal.
- Provide continued support for the International Marine Terminal (cargo shipping)
- Continue to monitor the effect of recent changes to zoning ordinances – allowing non-marine businesses on the waterfront – on the growth and development of marine industries and quality of marine infrastructure in the zone.

- Provide continued support for the Portland Fish Pier and the infrastructure to support the fisheries industry.
- Prioritize attention and funding to dredge Portland's harbor (federal channel and private shores), and encourage investment in other marine infrastructure as a mean to provide continued access to and functional utility of private and publically owned piers.

Support and market Portland's distinct urban commercial targeted growth districts, encouraging a mix of housing and commercial development to create 24/7 activity and vitality. Each district will capitalize on its unique strengths to maximize the employment and tax base, channeling growth into emerging districts and established employment areas. These districts include: Bayside, an extension of downtown, featuring transit-oriented, high density modern mixed use along the new Bayside trail and a new front face to the city; Downtown, an historic main street, Arts District and Old Port, the center of finance, law, and commerce that capitalizes on its historic fabric and cosmopolitan feel; and Eastern Waterfront, an urban redevelopment district in a new street block grid on the scenic waterfront, situated at the hub of ferry terminals, the Eastern Prom Trail, and flanked by the charm of India Street and Munjoy Hill neighborhoods.

(Relevant Scorecard Indicators: None)

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Continue to develop and promote Portland's commercial and industrial districts, including Riverside Street, the Rand Road Technology Park, and other locations suited for cutting edge business and industry.

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Attract and support entrepreneurs as a means of growing and diversifying the local economy (Relevant Scorecard Indicators: Regional Venture Capital Investment) Add to Scorecard Indicators: Business

Start-ups and Business Churn

- Coordinate entrepreneurship services to ensure Portland entrepreneurs are supported for start-up, retention, and growth
- Support efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce
- Develop a "Portland Host" program to have existing businesses and professionals welcome new business to the City and be available to help recruit new businesses. This program will include representatives of the Portland Community Chamber, the City and others as appropriate.

Recognize that infrastructure – be it roads, sewer, water, energy, communication networks or transportation – is the underpinning of economic growth and development. It must be maintained and improved to support the goals and strategies contained in this plan.

(Relevant Scorecard Indicators: Visitors to Region, Enplanement, Value of City Imports and Exports Per Capita)

- Portland will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe, in order to support economic development and growth
- Portland will provide a transportation system which encompasses all modes, balances competing objectives, and promotes the economic vitality and quality of life in the Portland community
- Portland will support a network of airport, rail, ports (cargo and passenger) and highway infrastructure to compete in the global economy
- Portland will continue to attract passenger airline carriers to the Jetport in an effort to lower ticket prices and offer greater choices for travelers

- Portland will encourage the development and maintenance of telecommunications infrastructure, including broadband service, to support opportunities arising from digital technologies
- Portland will support improvements and maintenance of environmental infrastructure (i.e. combined sewer overflow infrastructure to support a healthy harbor) to foster further growth

CORE ECONOMIC DEVELOPMENT FOCUS ENRICH THE CREATIVE ECONOMY

A great growth potential for Portland's creative economy lies within the creative enterprise cluster. The creative enterprise cluster includes trades and professions that are built upon the translation of creative expression and talent along with application of innovation into profitable products and services. Examples of the creative enterprise cluster include the design arts, the culinary arts, textiles and furnishings, media, fashion, writing and publishing, advertising, music, innovation and knowledge based enterprises, and other such enterprises. Entrepreneurs building creative enterprises are attracted to cities like Portland, Maine that have the magnetic qualities of a vibrant and well known creative spirit, and a rich physical, social and cultural environment. Therefore, to foster growth of creative enterprises first requires maintaining and enhancing the presence of arts and cultural organizations and individual artists, and the protection and enhancement of the community cultural, environmental, architectural and natural assets. The affirmative action required to attract, nurture, and grow creative enterprises is to get the word out nationwide through community branding and marketing that Portland has what it takes to sustain and support these enterprises to capitalize on this growth industry for Portland.

Guiding Principles + Vision

Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity

Goals + Implementation Strategies

Increase collaboration, coordination, and communication among those involved in the arts, cultural, creative and innovation sectors

(Relevant Scorecard Indicators: None)

Work Plan:

Recognize and utilize the Creative Portland Corporation ("Creative Portland") as the lead organization to drive strategies and implementation for Portland's creative economy efforts

Work Plan:

Inform the public on what the creative economy encompasses and its importance to the local cultural and economic environment

Action | Measurement:

- The Creative Portland Corporation will develop an operative definition and baseline metric of the existing creative enterprise economy in Portland, and periodically update this metric to assess progress in order to revise strategic initiatives and grow this sector.

Market Portland to increase recognition nationally and internationally that this is a City where arts, culture and entertainment, innovation, and creativity thrive

(Relevant Scorecard Indicators: Visitors to Greater Portland/Casco Bay Region and Regional Food Services & Drinking Places Sales Growth)

Work Plan:

Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation, determine roles and responsibilities, adopt a common brand and related sub-messages, and adopt a process for moving forward and implementing the strategy

Work Plan:

Take Creative Portland's web platform, LiveWorkPortland, and develop a web and social media plan on a national level; make sure that all related organizations' (City, Chamber, Greater Portland Economic Development Corporation, Portland Downtown District, Convention and Visitors Bureau, and Creative Portland Corporation) marketing and messaging align

Action | Measurement:

- Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation and determine roles and responsibilities
- A marketing strategy with a common brand and related sub-messages and a process for moving forward and implementing will be developed
- Citizens, businesses, and those involved in economic development services will easily recognize and utilize a united brand and messaging to promote business and economic development

Include within business attraction efforts a targeted strategy to attract creative and entrepreneurial individuals and businesses

Include in attraction efforts targeting visitors to Portland

Create incentives to establish and grow Portland's creative enterprises

(Relevant Scorecard Indicators: Venture Capital Investment indicator); add Business and Employment Growth in Creative Sectors

Work Plan:

Provide assistance to secure funding for organizations that support creativity, entrepreneurship, and innovation

Develop creative financing mechanisms, such as tax increment financing, which can help support major new, expanded, or rehabilitated cultural facilities

Work Plan:

Propose revisions to the City's creative economy revolving loan fund program to meet market demand

Work Plan:

Create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing

Action | Measurement:

- Creative Portland to assess City loan and assistance programs and propose revisions
- CP will assess the feasibility of establishing a facility to house artists

Support individuals, workers, and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy

(Relevant Scorecard Indicators: None); add Business and Employment Growth in Creative Sectors

Research best practices among cities nationally to support the arts, entertainment, creativity, entrepreneurship, and innovation, and incorporate into Portland's strategy for creativity, entrepreneurship, and innovation

Obtain additional research/information regarding what drives creative persons and entrepreneurs to choose Portland by interviewing recent in-migrants

Survey creative economy businesses and ask what they need to grow their businesses, then develop action steps

Action | Measurement:

- Conduct initial research
- Track inputs, outputs and outcomes on specific programs and services established, including dollars spent to support, entities supported, dollars leveraged, satisfaction with the programs, and impact of funding

Recognize and support individual artists, and arts and cultural-related venues and organizations

(Relevant Scorecard Indicators: None)

Develop a "how to" online city resource to get events approved by the city

Feature one creative economy business per month on the City's eco-development web platform

Coordinate entrepreneurship services to ensure that Portland entrepreneurs are being supported for start-up, retention, and growth

CORE ECONOMIC DEVELOPMENT FOCUS SUPPORT BUSINESS

Guiding Principles + Vision

Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior “customer service”

The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses in Portland

Goals + Implementation Strategies

Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.

(Relevant Scorecard Indicators: None)

Work Plan:

The City will produce an updated “Doing Business Guide” to assist businesses with obtaining services, including, for example, a timeline describing the process for approval and associated fees when licenses and permits are needed.

Work Plan:

The City will maintain a “Hotline” and focused web services/pages for business assistance, to connect businesses with needed services.

Work Plan:

Computer software will be implemented to improve communication, tracking, and follow-through among City departments and those seeking planning, development, licensing, codes, and permitting

Work Plan:

High level of accessibility will be maintained through all aspects of communications, included web and social media

Work Plan:

City staff that are interfacing with business will be provided additional customer service training

Action | Measurement:

- The City will put in place by July 1, 2012 a customer service feedback system to obtain feedback from those clients served by the City's business and development-related programs and services.

Work Plan:

The Development Review process will be clear, consistent, predictable and timely.

(Relevant Scorecard Indicators: None)

Action | Measurement:

- The 2010 updates to the City's Development Review process are intended to fulfill the goal expressed above. The Chamber and the City will undertake an annual review of development applications to verify that the updates are achieving their intended purpose, and will make recommendations for further refinement if so warranted.

The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.

(Relevant Scorecard Indicators: Private Sector Employment Growth, Regional Earnings per Employee, Gross Metro Product Growth)

Specific assistance to be offered includes:

- Workforce Development – Align education and trade skills with business needs
- Visitation – Support visitation programs
- Marketing – Promote Portland as a place to work, play, shop and conduct business
- Networking – Support Portland business-to-business interactions
- Advocacy – Through regular briefings of elected officials, strengthen the voice of Portland businesses at all government levels, including those that have a regulatory impact and those that affect resource allocation

Utilize Federal, State and Local support to help Portland businesses of all sizes grow, add employment, and generate new net tax revenue as well as attract new businesses

(Relevant Scorecard Indicators: Employment Growth, Property Tax Rate, and Property Valuation)

- The City will review and revise its Tax Increment Financing Policy, as needed, to support the goal of expanding jobs and the municipal tax base associated with targeted economic and business development
- Maintain adequate funding for City-sponsored commercial and industrial loan and grant programs, and market the availability of such programs to the business community
- Monitor State and Federal business assistance programs and communicate with Portland businesses about those programs, advocating for program changes as needed
- Promote availability of all tax credit programs (Federal and State), including use of Historic tax credits for building rehabilitation in Portland's historic commercial districts

Appendices

APPENDIX A: TASK FORCE MEMBERS + SUPPORT

Members

Richard Aronson
Century Tire Co.

Ed Bradley
Vessel Services, Inc.

Roxane Cole
Roxane Cole Commercial Real Estate

Corson Ellis
Kepware Technologies

Fred Forsley
Shipyards Brewery

Brenda Garrand
Garrand Marketing

Gary Goodrich
BioProcessing, Inc.

Andy Graham
Portland Color & Creative Portland

Joseph Gray
City of Portland

Chip Harris
Kilbride & Harris Insurance

Gerard Kiladjiian
Portland Harbor Hotel

Gary Koocher
Applicator Sales & Services

Jack Lufkin
Gorham Savings Bank & Portland Community Chamber

Gregory Mitchell
City of Portland

Paul Peck
Drummond & Drummond

Brian Petrovek
Portland Pirates & Portland's Downtown District

Charles Poole
Proprietors of Union Wharf

Nathan Smith
Bernstein Shur

Paul Stevens
SMRT

Support

Greg Mitchell and Nelle Hanig
City of Portland Economic Development Division

Alex Jaegerman
City of Portland Planning Department

Jack Lufkin
Portland Community Chamber

Jim Damicis
Project Consultant, Camoin Associates

Jeff Breece
Project Consultant, Camoin Associates

Jennifer S. Muller
Graphic Designer

Andy Graham
Portland Color

Laurie Banks
Perry & Banks

APPENDIX B:

LISTING OF PAST REPORTS REVIEWED

“Knowledge in Cities” by Todd Gabe, University of Maine,
et al, September 2010 - Portland has a “thinking” economy.

Memorandum from the Metro Coalition Subcommittee
regarding the Greater Portland Economic Development
Corporation Formation - June 22, 2010

MIT Master’s Class in Economic Development Planning
Spring 2010 Report Portland in Focus – a Demographic/
Economic Profile

Portland’s Downtown District (PDD) Strategic Plan –
March 2010 (Portland’s Downtown District)

Portland’s Economic Scorecard 2010 (Portland Community
Chamber in partnership with Portland Regional Chamber)

Development of a Regional Economic Development
Organization for the Greater Portland Region – October
2009 (PolicyOne Research, Inc.)

Creative Economy Steering Committee – Report of
Recommendations to the Portland City Council -
October 2008

Looking Out for Portland and the Region 2007
(Portland Community Chamber)

Portland’s Creative Economy Summit Report –
May 31, 2006 (City of Portland)

A New Vision for Bayside, Book One: The Plan –
April 2000 (City of Portland)

A New Vision for Bayside, Book Two: Implementation –
April 2000 (City of Portland)

A Plan for Portland’s Arts District – Executive Summary
Prepared by the City of Portland Planning Division January
1996 (from the November 1995 Report just below)

A Plan for Portland’s Arts District – November 1995 (Herbert
Sprouse Consulting and The Wolf Organization, Inc.)

Downtown Vision – March 11, 1991 (City of Portland)
Vision 2000 – A Vision for the Future of the Greater Portland
Region, c1989.

City of Portland’s Comprehensive Plan

APPENDIX C: OUTREACH MEETINGS + PRESENTATIONS COMPLETED

MIT Graduate Class stakeholder meetings and business interviews held during January to April 2010.

December 1, 2010 Creative Portland Corporation Board meeting – Reviewed the Draft Creative Economy Section.

January 20, 2011 Downtown Portland Corporation Board public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

January 26, 2011 Community Development Committee public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

February 9, 2011 Creative Portland Corporation Board public meeting - Reviewed February 8, 2011 Draft Portland Economic Development Plan for input with emphasis on the Creative Economy Chapter.

March 8, 2011 Portland Business Advisory Council meeting – Reviewed February 14, 2011 Draft Portland Economic Development Plan for input.

March 10, 2011 Portland Mayor's Local Cable TV Call-in Program – Greg Mitchell, Jack Lufkin and Andy Graham were interviewed by Portland Mayor Mavodones to discuss the Draft Portland Economic Development Plan.

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles + Vision Statements

These are high level statements designed to guide policy, ordinances, and activity, by the City and stakeholders. They represent what Portland stands for and wants to achieve and/or become over the long term.

Goal Statements

These are primary economic development goals to be achieved over the next three years and beyond – They provide more detail for the vision statements. Multiple goals should be identified for each vision/principle and address specific subject areas such as: planning & development process, regional cooperation, targeted industries, infrastructure, and quality of place.

Implementation Strategies

These are specific tactics that will be undertaken to achieve goals, including who has primary responsibility, timeframe, estimated costs, and how progress will be evaluated.

Economic Development Plan Components



PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

The 2011 + 2012 WORK PLAN is the document which will guide the economic development activities to be undertaken over the next twelve to eighteen months. The full list of strategies and goals can be found in the ECONOMIC DEVELOPMENT VISION + PLAN for Portland Maine, August 2012. The WORK PLAN is intended to be revised annually as goals are accomplished and new priorities arise. The ECONOMIC DEVELOPMENT VISION + PLAN provides a shared vision for guiding Portland's future economic prosperity. It was prepared under the direction of the Portland Economic Development Task Force, and lead partners involved with its creation include the City of Portland Economic Development Office, Portland Community Chamber, Portland's Downtown District, Downtown Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

GROW THE ECONOMY

Principle and Vision Statement: The City is committed to creating economic prosperity through growing its tax and employment base.

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business and higher education needs to support regional workforce development.

Activities:	Budget/Resources:	Responsibilities:	Timeline/Measurement:
Business Visitation Program Development	\$8,000 direct expenses and in-kind.	City + Chamber	Design and complete program by Nov., 2012
Industry Sector Research	\$15,000-20,000 for consultant and in-kind.	City + Chamber	Form working groups, select industry sector focus and complete research by Dec., 2012.
Workforce Education Advocacy + Coordination	In-kind	City + Chamber	Work through the Greater Portland Economic Development Corporation.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

Goals:

1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
3. Create incentives to establish and grow Portland's creative enterprises.

Activities:

Creative economy education

Budget/Resources:

Annual TIF funding

Responsibilities:

Creative Portland

Timeline/Measurement:

On-going

Develop Portland Marketing + Branding Program

\$25,000

CP, City, PDD, Chamber and CVB

Convene meeting and complete by Dec., 2012.

Create incentives to retain and attract artists and entrepreneurs.

In-kind

CP, City and Chamber

Complete program evaluation and propose action by Jan., 2012.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service." The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

Goals:

1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
2. The Department Review process will be clear, consistent, predictable and timely.

Activities:

"Update Doing Business Guide", maintain business assistance services, improve use of web/social media and commit to customer service" training.

Budget/Resources:

Annual appropriations

Responsibilities:

City ED Staff

Timeline/Measurement:

Update Guide by Winter 2012.
Remainder activities are on-going.

Review 2010 Site Plan Standards effectiveness

In-kind

City + Chamber

Chamber and City staff to meet annually.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN
2014 & 2015 WORK PLAN

GROW THE ECONOMY

Principle and Vision Statement: *The City is committed to creating economic prosperity through growing its tax and employment base.*

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business, higher education, and research and development needs to support regional workforce development.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Business Retention and Attraction		
- Business Visitation Program	City, Chamber, GPEDC	Ongoing/Retention, wkforce dev. & expansion, grow global exports, incl. food sector
- Growing Portland Initiative	GP, City, Chamber, CP, GPEDC	Ongoing/"Research Triangle" rollout & sector work groups deployment
- Industry Sector Research	Chamber, GP, City, GPEDC	Ongoing/Growth Strategy for specific industries in Portland Region
- Portland Technology Park	City, Chamber, GPEDC	Ongoing/Market park to businesses and plan for future phase
- PDC Commercial Loan and Grant Programs	City, PDC	Ongoing/Assistance to new and growing businesses
- Minority and Women-Owned Business Development	City, Chamber, CEI, and USSBA	Proposed /Inventory businesses, clarify growth challenges, incl. creative eco.; business forums incl workforce dev/industry-sector partnership opportunities; promote current financial and business development offerings; provide managerial, technical, and business consulting assistance; create connections to entrepreneurial and vocational training.
Workforce Development		
- Overcoming Barriers to Employment: Develop strategies, programs, and services to support workforce entry	GP, CVB, Chamber, City, PAEd	Proposed /Convene working groups to coordinate specific strategies.
- Utilize CDBG resources for workforce development	City, Chamber	Implement new CDBG program
Tourism		
- Raise Tourism Awareness	CVB, City, PDD, ME Office of Tourism	Proposed /Jetport; Cruise Portland, ME; cultural heritage; global mkts
-Create a cultural heritage tourism initiative	CVB, City, ME Office of Tourism	Proposed /Inventory and market cultural heritage projects, sites, and educational programs; identify cultural heritage tourism projects ready for marketing; include the cultural history of Portland on City website with links to CVB/tourism opportunities.
- Summit on Convention Center and Funding Sources	CVB, Civic Ctr., City, Hospitality Ind., Chamber	Proposed /
- Collaboration on People and Business Relocation Package(s)	CVB, Chamber, CP, City	Proposed /To assist businesses and individuals moving to Portland
Public Infrastructure/Transportation		
- Re-Establish Ferry Between Portland & Yarmouth, NS	City, State, MITC	Ongoing
- Extend Rail to Support Eimskip & Growth of Int'l Cargo Shipping	ME Port Authority, MEDOT, City	Ongoing/Strenthen partnership with Eimskip; State Bond Issue support
- Intermodal Planning and Infrastructure at Thompson's Point	MEDOT, EDA, City	Ongoing/State Bond Issue support
- Harbor Dredging	City, MEDOT, Wharf Owners	Ongoing/State Bond Issue support
- Establish a TIF strategy for transportation and downtown public infrastructure	City	Proposed /Discuss establishment of a downtown transportation oriented TIF district.
Metrics		
- Portland's Economic Scorecard	Chamber, City, CP, PDD, CVB	Ongoing/Enhance Integration with ED Plan

* Lead organization has primary responsibility for resources and implementation.

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

- Goals:**
1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
 2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
 3. Create incentives to establish and grow Portland's creative enterprises.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Portland Marketing & Branding Program: Advance Implementation	CP, City, Chamber, PDD, CVB, WAC	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Refine Recruitment Strategies & Programs for Creative Entrepreneurs	CP, City, Chamber	Ongoing/
Creative Space Development	CP	Ongoing/Inventory, database, additional space dev.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

- Goals:**
1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
 2. The Department Review process will be clear, consistent, predictable and timely.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Update City Website as Customer Service Portal.	City	Ongoing/December 2014
Review 2010 Site Plan Standards Effectiveness	City & Chamber	Ongoing/Chamber and City staff meet annually
Streamlining Permitting	City	Ongoing

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
EDA = U.S. Department of Commerce/Economic Development Admin.
GP = Growing Portland
GPEDC = Greater Portland Economic Development Corporation
MEDOT = Maine Department of Transportation
MITC = Maine International Trade Center
PAEd = Portland Adult Ed.
PDC = Portland Development Corporation
PDD = Portland's Downtown District
SMCC = Southern Maine Community College
USM = University of Southern Maine
USSBA = U.S. Small Business Administration
WAC = World Affairs Council

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN

2016 & 2017 WORK PLAN

GROW THE ECONOMY

Principle and Vision Statement : The City is committed to creating economic prosperity through growing its tax and employment base.

Goals:

> Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.

> Coordinate business, higher education, and research and development needs to support regional workforce development.

> Recognize that infrastructure - be it roads, sewer, water, energy, communication networks or transportation - is the underpinning of economic growth and development. It must be maintained and improved to support the goals and strategies contained in this plan.

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First*</u>	<u>STATUS/DETAILS</u>
Business Recruitment		
Planning for Arctic Council Forum in October	MITC, City, CP, CVB, Chamber, PD	Ongoing
Industry Sector Research	Chamber, City, GPEDC, MITC	Proposed/TBD
Invest in Maine International Business Recruitment Program	GPEDC, City and Partners (Scarborough, Westbrook, South Portland, Falmouth, Cape Eliz.)	Ongoing/Focused on biosciences, food sector manuf. and advanced manuf
Market Portland Technology Park	City	Ongoing/Marketing and planning for future phase
Educate Community on Case for Growth of Portland	Chamber, PD, CP, CVB, City	Ongoing
Workforce Development and Talent Attraction		
Evaluate Development of Office for New Americans	City	Ongoing/Research into facilitating existing and new programs/services
Overcome Barriers to Employment with Strategies, Programs, and Services	Chamber, City	Ongoing/
Utilize CDBG Resources for Workforce Development	City	Ongoing/Jobs for immigrants, low income individuals, single head of hshd., homeless
Administer Business Assistance Program for Job Creation	City, PDC	Ongoing/Business grants for creation of jobs for low/mod income Portlanders
Talent Attraction	CP, Chamber, Business Community	Ongoing
Tourism		
Develop Tourism Awareness Campaign Directed to Citizens, Students and Area Businesses	CVB	Proposed
Support Tourism Education Programs at Colleges and Universities	CVB, Chamber, City, PD, CP, USM, SMCC	Ongoing
Pursue Development of Convention Center	CVB, Chamber	Proposed
Metric: Survey of Visitor Experience	CVB	Proposed
Public Infrastructure		
Expand Portland Transportation Center	City, MDOT	Proposed
Enhance Service at Portland Jetport	City	Ongoing/Maintain and improve passenger service
Facilitate Broadband Access	City, Chamber	Proposed
Support Cold Storage Distribution Facility at International Marine Terminal	MPA, City	Ongoing/Americold, the company that will build the facility, is in the design phase
Support Harbor Dredging	City, Harbor Commission, MDOT	Ongoing/Assessment Study and Design/Permitting
Eastern Waterfront		
> Increase Usage of Portland Ocean Terminal/Maine State Pier	City, CBITD	Proposed/Reconfigure waterfront property located between Ocean Gateway & Pier
> Redevelop Amethyst Lot With Open Space Development	City, MDOT, Portland Trails, Sail Maine	Proposed
> Plan and Construct Thames St. Extension and new Fore St. Connector	City, Private Property Owners	Ongoing/Preliminary Design Underway
> Maintain and Improve Ocean Gateway for Cruise Ship and NS Ferry Srv.	City	Ongoing/
Improve Public Parking Downtown	PD, City	Proposed
Strengthen Public Transit Downtown	PD, City, METRO	Proposed
Metric: Portland Economic Scorecard	Chamber, City, CP, CVB, PD	Ongoing/Enhance Presentation/Layout

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement : *Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.*

Goals:

- > *Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.*
- > *Support individuals, workers and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
Promote Portland's Brand - Portland, Maine: Yes. Life's Good Here	CP, City, Chamber, PD, CVB	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Update City's Cultural Plan	CP, CVB, DP	Proposed
Develop People and Business Relocation Package(s)	CP, CVB, Chamber, City	Proposed /To assist businesses and individuals moving to Portland
Metric: Remote Worker Survey	CP	Ongoing
Metric: Survey of Economic Impact of the Arts	CP	Ongoing

SUPPORT BUSINESS

Principle and Vision Statement : *Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.*

Goals:

- > *Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.*
- > *The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
<u>Business Permitting</u>		
Streamline Permitting Process and Strengthen Customer Service	City	Ongoing/Creation of new department for licensing and permitting.
<u>Business Retention</u>		
Sector Specific Business Visitation Program	City, Chamber, GPEDC	Ongoing/Workforce development & export growth for biotech, food sector manufacturing
Launch Round Three of Façade Improvement Program	City, Chamber	Proposed /Targeting Washington Ave. and St. John Street
Metric: Measure Success of Business Visitation Program	City, Chamber	Proposed

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CBITD = Casco Bay Island Transit District
CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
GPEDC = Greater Portland Economic Development Corporation
MDOT = Maine Department of Transportation
METRO = Greater Portland Transit District
MITC = Maine International Trade Center
MPA = Maine Port Authority
PDC = Portland Development Corporation
PD = Portland Downtown
SMCC = Southern Maine Community College
USM = University of Southern Maine

**Portland Development Corporation
Preliminary Draft Operating
Report FY17
For Month Ending
4/30/2017**

Operating transfer from EDF	28,522

Total Funds Available	28,522

FY17 Expenditures	Budget	Current Month	Year to Date	Percent of Budget	Balance
Administrative Services	575	0	229	39.8%	346
Postage	300	0	118	39.3%	182
Travel, Training, Meetings	4,000	116	2,815	70.4%	1,185
Contractual Services	10,500	163	1,259	12.0%	9,242
Operating Transfer to Fin.	9,647	0	9,647	100.0%	0
Advertising	2,000	0	1,300	65.0%	700
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	0	537	82.6%	113
Office Supplies	750	0	526	70.1%	224
Total FY17 Expenditures	28,522	279	16,431	57.6%	12,091

Expenditures this month:

Travel, Training, Meetings	PDC Committee Luncheon Meetings
Contractual Services	Grant Consultant

**Downtown Portland Corporation
Schedule of Loans Receivable
For the Month Ending April 30, 2017**

		---Committed/Disbursed Funds---						
Cust #	Ln #	Account No. & Name	Date of Loan	Maturity Date	Original Loan	Not Yet Disb.	Total Disb .	Outstanding Princ. Bal.
Portland Business Fund 271 (UDAG/Unrestricted):								
7065	1545	Injac Properties, Inc.	6/10/2016	7/1/2021	122,500	\$0	122,500	\$94,480
7158	1561	Forefront Brick South, LLC	11/18/2016	12/1/2026	100,000	\$0	100,000	<u>\$97,600</u>
Sub-Total PBF (UDAG)								\$192,080
Portland Business Fund 272 (Restricted - CIP):								
7124	1554	Creative Portland	10/11/2016	11/1/2023	25,000	\$0	25,000	\$23,606
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	130,000	\$0	130,000	<u>\$102,068</u>
Sub-Total PBF (Bonds/CIP Restricted)								\$125,674
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5708	1438	Veranda Asian Market LLC	4/19/2012	4/1/2017	50,000	\$0	50,000	\$3,910
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	12,500	\$0	12,500	\$2,171
6113	1379	EcoHome Studio, LLC	4/11/2013	4/1/2018	15,000	\$0	15,000	\$3,260
6120	1380	Portland Trading Co. LLC	4/26/2013	8/1/2018	15,000	\$0	15,000	\$13,035
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	37,335	\$0	37,335	\$24,880
6635	1464	Damiak's Bakery, LLC	10/16/2014	11/1/2019	25,000	\$0	25,000	\$13,800
7092	1547	Vin Bar, LLC	7/26/2016	9/2/2021	50,000	\$0	50,000	<u>\$44,244</u>
Sub-Total Micro Capital Fund								\$105,301
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	55,000	\$0	55,000	\$38,847
6828	1505	Poplar & Co., LLC	6/5/2015	10/1/2022	37,500	\$0	37,500	\$30,622
6868	1512	Billdotcom, LLC	8/29/2015	9/1/2022	102,500	\$0	102,500	\$97,539
7091	1546	Skunk Ape, LLC	7/21/2016	8/1/2023	75,000	\$0	75,000	<u>\$68,160</u>
Sub-Total PBF (Bonds/CIP Unrestricted)								\$235,168
Creative Economy Fund 271 (UDAG/Unrestricted):								
5615	1308	Studio Management Corp.	1/20/2012	2/1/2017	26,000	\$0	26,000	<u>\$3,949</u>
Sub-Total Creative Economy Fund								\$3,949
FAME Fund 277:								
5862	1351	Peaks Island Fuel	10/1/2012	10/1/2017	61,000	\$0	61,000	\$50,884
6531	1450	North Atlantic, Inc.	6/23/2014	1/1/2020	75,000	\$0	75,000	\$37,126
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	83,333	\$0	83,333	\$45,235
6692	1475	Maine & Loire LLC	12/30/2014	1/1/2020	45,000	\$0	45,000	\$26,379
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	101,200	\$0	101,200	\$97,140
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	132,954	\$0	132,954	\$106,246
6973	1524	Auto-Care, LLC	2/5/2016	3/1/2021	32,500	\$0	32,500	\$29,789
7029	1533	BayCycle	5/13/2016	9/1/2023	20,000	\$0	20,000	\$18,415
7103	1548	Cakeworks, Inc.	8/5/2016	9/1/2022	62,500	\$0	62,500	\$58,185
7176	1565	Adele Masengo Designs, Inc.	1/6/2017	2/1/2022	15,000	\$0	15,000	\$14,740
7157	1560	Forefront Brick South, LLC	11/18/2016	12/1/2026	250,000	\$0	250,000	\$243,999
		747 Congress LLC	1/25/2017	7/1/2022	150,000	\$150,000		
Sub-Total FAME Fund								\$728,138
FAME SSBCI 279:								
5836	1340	251 Woodford Street LLC	8/31/2012	9/1/2017	165,000	\$0	165,000	\$126,067
5748	1327	Fermentation & Distillation	4/25/2012	10/1/2017	165,000	\$0	165,000	\$23,802
6199	1390	Inn at Diamond Cove LLC	7/10/2013	7/1/2018	200,000	\$0	200,000	\$169,115
7233	1570	KODA, LLC	3/31/2017	4/1/2027	100,000	\$0	100,000	\$99,696
6867	1511	Billdotcom, LLC	8/19/2015	9/1/2022	92,500	\$0	92,500	<u>\$88,441</u>
Sub-Total FAME SSBCI								\$507,121
Real Estate Investment Fund 271(UDAG/Unrestricted):								
6104	1378	McCuda, LLC	4/19/2013	4/1/2018	200,000	\$0	200,000	<u>\$172,592</u>
Sub-Total RE Invest								\$172,592
Brownfields Loan Fund 278								
6555	1457	Forefront Partners, LP	7/30/2014	2/1/2020	200,000	\$0	200,000	<u>\$160,824</u>
Sub-Total Brownfields								\$160,824
Grand Total Loans						\$150,000	2,879,322	\$2,230,847
Allowance for uncollectable loans at 15%								\$334,627
Total with Allowance for uncollectable loans:								\$1,896,220

Portland Development Corporation
Preliminary Cash Management Report
4/30/2017

	CIP		UDAG 271 (Unrestricted) Loans/Grants	FAME 277	FAME SSBCI 279	Brown- field 1 278 (PET)	Brown- field 2 280	Year-to-Date				
								Principal/Interest				
	272 Restricted	274 Unrestricted						CIP		UDAG		
								Restricted	Unrestricted		FAME	SSBCI
Cash Bal. Beginning of Reporting Mo.	261,571	120,406	499,684	340,049	527,492	344,878	1,488	2,095,566				
Plus:												
Principal payments received		3,223	3,973	4,714	5,161							
Interest payments received from loans		1,149	1,029	2,774	2,048							
Interest Income					132	85						
Other Income/Adjustments		-621		(106)	1,000							
Pass Through From FAME/SSCBI												
Sub-Total Cash Available	261,571	124,157	504,686	347,431	535,833	344,963	1,488	2,120,129	40,882	87,411		
Less:												
FAME Annual Admin. Fee: Invoices												
Disbursements - Loans/PDAP Grants												
Sub-Total Cash Available:	261,571	124,157	504,686	347,431	535,833	344,963	1,488	2,120,129				
Less Reserves for:												
Beautification Program (EC0301)			(72,000)									
PEDPIP Fund Commitments thru FY16			(43,892)									
PEDPIP Fund FY17 Reserve (capped at			(48,331)									
Portland Dev. Action Grant (EC0302)			(68,287)									
Transfers not yet recorded (UDAG Int)			(20,065)									
BAP Grants												
Used for Administration												
Total Ending Loan/Grant Cash Bal.	261,571	124,157	252,111	347,431	535,833	344,963	1,488	1,867,554				

Bal. of Unrestricted/Uncommitted Funds as 7/1/16:	483,308
PEDPIP Cap for FY17 (as 7/1/2016) at 10% of above:	48,331
PEDPIP Commitments for FY17 to date:	18,676

DAG Cmnts:	68,287	(DAG Bal.)
Cow Plaza/Hyatt H	(25,000)	
Balance:	43,287	

Business Assistance Grant Program for Job Creation - FY2015/2016			
Prior Round Funds Available:	\$5,000	Admin:	\$713
FY2016 Grant Funding Available:	\$100,000		
		Date	Jobs
Grantee/Grant Approved	Grant Amount	Approved	Funded
Forq Food Lab	\$10,000	12/17/2015	1
Auto-Care LLC	\$10,000	4/21/2016	1
Swallowtail Farm	\$20,000	4/21/2016	2
Buoy Local	\$10,000	5/19/2016	1
VinBar, LLC	\$20,000	5/19/2016	2
Bella Maine, LLC	\$20,000	5/19/2016	2
Cakeworks, Inc.	\$10,000	6/16/2016 and 8/11/2016	1
Union Bagel Co.	\$10,000	6/16/2016	1
Buoy Local - Not Using Grant	(\$10,000)		-1
Adele Masengo Designa, Inc.	\$5,000	12/15/2016	1
Balance of Funds Available:	\$0	Total Jobs:	11

Portland Economic Development Implementation Program			
FY2017 Grant Funding Available:	\$48,331		
Grantee Approved	Grant Amount	Date Approved	Project
Portland Downtown	\$7,155	10/20/2016; Amt Amended 3-	Parking Study
ME Convention Center Collaborative	\$10,000	10/20/2016	Convention Center Feas. Study
ME Center for Entrepreneurial Dev.	\$7,500	10/20/2016	E*Next Pilot Project
Portland Buy Local	\$2,500	10/20/2016	Community Forum to Strengthen Local Businesses
Portland Downtown	\$2,500	10/20/2016	Walking Tour Guide
Total Approved:	\$29,655		
Balance of Funds Available:	\$18,676		

(2/10/2017)