

City of Portland

CDBG Allocation Committee



Thursday, January 22, 2026 at 8:00 AM Via Zoom

REMOTE ACCESS INFORMATION:

CDBG Annual Allocation Committee will conduct this meeting by remote methods/technology at the Zoom link provided below, in accordance with the requirements of 1 M.R.S. section 403-B and the City Council's Remote Participation Policy Public. The CDBG Allocation Committee will conduct this meeting remotely via Zoom pursuant to the Remote Meeting Policy adopted by the Portland City Council. Allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend live either in person or via Zoom, a recording will be available in the Agenda Center following the meeting. For public comment via Zoom, you will need to use the "raise your hand" feature. To raise your hand via the telephone, please hit *9. You will be unmuted by the host when it is time for public comment. This particular meeting will not take public comment.

Please click the link below to join the webinar: <https://portlandmaine-gov.zoom.us/j/81655040957>

1. Open Meeting and Roll Call
2. Discuss Development Scores
3. Review Social Service Applications
 - a. Through These Doors
 - b. Milestone Recovery - HOME Team
 - c. Milestone Recovery - Food Access and Engagement
 - d. Wayside Food Programs
4. Next Steps
5. Adjournment

Overview

Completed by jennys@throughthesedoors.org on 11/11/2025 1:29 PM

Case Id: 30664

Name: Through These Doors - 2026

Address: *No Address Assigned

Overview

Please provide the following information.



City of Portland
CDBG Social Services
Program

**Housing & Economic Development
Department**

HCD Program Manager

389 Congress St

Portland, ME 04101

207-874-8731

cdbg@portlandmaine.gov

INTRODUCTION

The City of Portland CDBG program seeks to foster innovative and creative programs that address the critical issues facing the City of Portland. The CDBG funds should be seen as seed money for starting or expanding programs. The purpose of our funding is to help get a program off the ground or successfully expand, all while prioritizing impact to low and moderate income residents of Portland. We strongly encourage new programs to apply for CDBG funding, and encourage all applicants to review a recent [Addendum](#) to our HUD Agreement to ensure compliance.

Before completing this application for funding, all applicants must read the Community Development Block Grant Policies, which can be found at our [website](#). The policies contain eligibility for funding, allowable expenses, scoring and selection process procedure, etc. Points may be deducted if your application does not adhere to the Policies.

I acknowledge that I have read and understood the Community Development Block Grant (CDBG) Policies. I agree to adhere to all the terms, conditions, and requirements outlined in these Policies. If awarded CDBG funding, I commit to following these guidelines throughout the implementation of the funded project.

I understand that non-compliance with the CDBG Policies may result in the withdrawal of funding, the requirement to return disbursed funds, or other penalties as outlined by the program.

A. Agency Information

Completed by jennys@throughthesedoors.org on 11/13/2025
11:29 AM

Case Id: 30664
Name: Through These Doors - 2026
Address: *No Address Assigned

A. Agency Information

Please provide the following information.

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AGENCY INFORMATION

A.1. Agency Name

Through These Doors

A.2. Mailing Address

PO Box 704 Portland, ME 04104

A.3. Federal ID Number

01-0352636

A.4. Unique Entity Identifier- [SAM.GOV](https://sam.gov)

TAG2EXB6WF15

APPLICATION POINT OF CONTACT

A.5. Name

Jenny Stasio

A.6. Phone

(207) 229-7912

A.7. Email

jennys@throughthesedoors.org

EXECUTIVE DIRECTOR

A.8. Name

Rebecca Hobbs

A.9. Phone

(207) 356-1879

A.10. Email

rebeccah@throughthesedoors.org

PROJECT DIRECTOR

A.11. Name

Jen LaChance

A.12. Phone

(207) 712-8476

A.13. Email

jenl@throughthesedoors.org

FINANCIAL DIRECTOR

A.14. Name

Karin Baard

A.15. Phone

(207) 767-4952

A.16. Email

karinb@throughthesedoors.org

B. Project Information

Completed by jennys@throughthesedoors.org on 11/13/2025
11:38 AM

Case Id: 30664
Name: Through These Doors - 2026
Address: *No Address Assigned

B. Project Information

Please provide the following information.

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B.1. Program Name (Note: If you are applying for funding for multiple programs, please submit an application for each distinct program)

Community Based Domestic Violence Services

B.2. Primary Address Services Are Delivered

109 Middle Street Portland, ME 04101

B.3. Are there additional service address?

No

B.4. HUD National Objective

There are two approaches for meeting the Low to Moderate Income qualifications. Please select the applicable National Objective:

- **Low to Moderate Income Limited Clientele (LMC):** Limited Clientele activities benefit a specific targeted group of persons of which at least 51% must be LMI based on [HUD's annual limits](#). In order to meet the LMI Limited Clientele criteria, the activity must either collect income documentation/screening for each client or serve a population presumed by HUD to be LMI (including abused children, elderly persons, battered spouses, homeless persons, severely disabled adults, illiterate adults, persons living with AIDS, and migrant farm workers.)
- **Low to Moderate Income Area Benefit (LMA):** Area Benefit activities must be available to all residents of an area where at least 51% of the residents are LMI based on HUD's data of [eligible areas](#) over 51%. The area must be clearly delineated by the grantee and must be primarily residential.

Select which National Objective this program activity will address:

Low and Moderate Income Clientele (LMC)

Does this activity primarily benefit a population that HUD presumes to be low to moderate income, including abused children, elderly persons, battered spouses, homeless persons, illiterate adults, severely disabled adults, persons living with AIDS, and migrant farm workers?

Yes

Please check the appropriate populations

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- Abused Children
- Elderly Persons
- Battered Spouses
- Homeless Persons
- Illiterate Adults
- Severely Disabled Adults
- Persons Living with AIDS
- Migrant Farm Workers

B.5. HUD Program Objectives

Indicate which HUD program objective this program will address:

Creating a Suitable Living Environment

B.6. Priority Impact Level

The City of Portland CDBG Goals and Priorities:

- **Neighborhood Investment and Infrastructure-** Create strong, safe, accessible and vibrant neighborhoods- Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility through ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.
- **Housing Availability-Increase housing availability and affordability-** Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce housing in significant development projects.
- **Economic Opportunity-** Create economic opportunities to transition people out of poverty- Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.
- **Address the Needs of the Growing Homeless Population-** Prevent and reduce homelessness - Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population’s transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.
- For more detailed information, please review the [Needs-Goals-Priorities Table](#)

Select the primary goal your program or project addresses:

Address the Needs of the Growing Homeless Population: Prevent and reduce homelessness

Beneficiaries

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B.7. Describe the beneficiaries or clients served by the program.

The beneficiaries served by the program are survivors of domestic abuse residing in Portland with a particular emphasis on survivors who are homeless or at risk of becoming homeless due to domestic abuse.

B.8. How many will be served by the proposed program? (unduplicated -per year)

600

B.9. How many are low to moderate income residents of Portland?

600

B.10. What percentage of total clients are low to moderate income residents of Portland?

100.00%

Units of Service - The CDBG program provides quarterly reimbursements for your expenditures as long as your units of service reported are proportional to your expenditures. Therefore, your units of service should be a measure which is proportionate across the grant term and proportionate to your expenditures. For example, an hour of staff time or bed nights in a shelter are common units of service.

B.11. Describe the type of unit of service provided by the program.

The unit of services is the number of hours spent by the Community Based Advocate providing services.

B.12. How many units of service will be provided by the program?

2,075

Budget and Organizational Questions

B.13. What percentage of the total budget is CDBG?

24.51%

Program Objectives and Outcomes

B.14. What are the program objectives?

The program objectives are to increase safety and stability (particularly housing stability) for survivors of domestic abuse by providing behavioral health services, particularly related to safety planning and domestic violence advocacy services. Through These Doors (TTD) will provide comprehensive domestic violence advocacy services and safety planning, emergency services to prevent and/or rapidly resolve homelessness, emergency shelter services and housing navigation services to survivors of abuse residing in Portland to achieve safety and stability. TTD will collaborate with local partners (see attached letters of support demonstrating partners willingness to collaborate) to improve access to services that survivors of abuse need to increase safety and stability and decrease homelessness and housing insecurity. TTD will connect survivors to mainstream resources to create a network of partnerships to provide continued support while enhancing survivors' ability to remain safe and securely housed.

B.15. What are the program outcomes?

The program outcomes that will be achieved are increased safety and stability (primarily housing stability) for victims and survivors of abuse residing in Cumberland County, with a particular emphasis on those who are experiencing unsheltered homelessness. Victims of abuse residing in Portland will receive community based domestic violence advocacy, emergency services to prevent homelessness (diversion funds, advocacy with landlords, voucher administrators, etc), emergency shelter services at our domestic violence shelter (if needed and as space allows) as well as housing search, placement and stabilization services referred to as housing navigation and stabilization services. These services are provided to increase survivor safety and stability and decrease homelessness due to

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domestic abuse. Survivors of abuse in need of rental assistance will receive financial resources as long as funding allows by leveraging our partnership with the Maine Coalition to End Domestic Violence's rapid re-housing program. Additionally, survivors of abuse will be connected to mainstream resources for continued support. These activities and services will achieve our program objectives and outcomes.

B.16. Employees

Program specific, not for the entire organization.

| | Totals |
|--|--------|
| How many employees are currently employed in this program? | 3.4 |
| How many employees will be employed in this program if it receives CDBG funding? | 3.4 |
| How many employees will be employed in this program if it does not receive CDBG funding? | 2.4 |

Documentation

B.17. How will the beneficiaries' information be collected and documented?

TTD utilizes EmpowerDB to collect demographic and service information for service recipients. TTD staff will collect and record data in EmpowerDB.

B.18. How will the units of service be tracked and documented?

For this grant, a unit of service is equal to an hour of community based advocacy provided. Hours worked by the community based advocacy will be documented in our payroll software, Paychex, and tracked by TTD's Director of Finance. Additionally, TTD tracks all resources, referrals and services provided to individuals served in EmpowerDB. Our database allows us to track demographics of the individuals we serve, services provided and housing status. The quality assurance surveys, and this additional information will allow TTD to track the progress of the grant to ensure we are meeting the program objectives and anticipated outcomes.

B.19. How will the outcomes be measured, collected, and documented?

TTD will record the number of individuals who receive advocacy services and the outcomes associated with the services in EmpowerDB. TTD concludes each interaction with survivors with a short quality assurance survey to assess the impact of the services provided. The survey asks the following questions: Does the person have more information about how to plan for their safety? Did the person receive more information about community resources?

C. Narrative

Completed by jennys@throughthesedoors.org on 11/17/2025
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Case Id: 30664

Name: Through These Doors - 2026

Address: *No Address Assigned

C. Narrative

Please provide the following information.

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C.1. Program Description

Describe the Program being proposed.

Through These Doors (TTD) is seeking funding from the City of Portland Community Development Block Grant to continue our Community Based Advocacy project which provides victim advocacy services to victims and survivors of domestic abuse residing in the City of Portland with a particular emphasis on survivors of abuse who are unhoused. Specifically, TTD is seeking funding to prevent and reduce homelessness due to domestic abuse by providing behavioral health and domestic violence advocacy services (including victim advocacy, case management and housing stabilization services), emergency services to prevent and divert homelessness (diversion assistance, landlord/tenant mediation, advocacy with housing voucher administrators), emergency shelter services and coordinated entry assessment for possible rental assistance. The Community Based Advocacy project is unique in that it provides behavioral health and domestic violence advocacy services in the community where survivors of abuse and violence are accessing other services to decrease barriers to specialized safety planning and support. The Community Based Advocate goes to other providers locations to hold drop-in hours, groups and resources for residents of Portland who are experiencing domestic violence and homelessness. The project allows for flexibility so that we can best meet the needs of survivors of abuse who are unhoused or experiencing housing instability.

C.2. Community Need Description

Describe the scope of the community problem or need the program addresses. Reference plans, reports, data, or past experience as applicable.

Domestic violence and housing instability are deeply interwoven, creating a critical community need. Domestic violence is the leading cause of homelessness for women and families in the United States (National Law Center on Homelessness and Poverty), in fact women experiencing intimate partner violence are four times more likely to become homeless than those who do not. Among survivors of domestic violence, housing access consistently ranks as the most urgent unmet need, with reports indicating that over 90% experience financial abuse which severely limits their ability to leave unstable or dangerous situations. The National Network to End Domestic Violence (NNEDV) states, "Many victims face homelessness when they flee abusive homes. Their experiences are confounded by economic instability, often perpetuated by abusers". The Office of Family Violence Prevention and Services corroborate this stating that the two primary concerns for victims and survivors of abuse are access to safe housing and economic resources. Victims of domestic abuse also cite reasons for homelessness related to loss of housing due to violence such as property damage or law enforcement response to their residence. Locally, in Maine the problem is acute: as of fiscal year 2024, statewide shelters serving survivors could admit only 14% of eligible requests, and in some regions as few as 6% — pointing to a significant gap in safe-housing capacity (Khan, Y. The Maine Monitor). Khan

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notes, at the same time, longer shelter stays (six months to a year) reflect a rental market where housing is increasingly out of reach for survivors seeking safe, permanent housing. At our agency, Through These Doors (TTD) provides emergency shelter annually to approximately 100 survivors of domestic abuse—but the demand consistently exceeds our capacity. Survivors face limited options: they may remain in unsafe relationships because the alternative is unstable or non-existent housing. Our program addresses this urgent need by supporting prevention (keeping survivors safely in their homes), rapid re-housing (moving survivors into stable housing), and when necessary, accessing safe shelter. Many survivors are unable to access domestic violence specific shelters based on capacity therefore this project is essential to bringing services to other shelters and drop-in centers where survivors of abuse access other services. By doing so, we can ensure holistic, wrap around domestic violence advocacy services for survivors of abuse in Portland. The survivors accessing community-based services are among the most vulnerable; experiencing a culmination of extreme poverty, homelessness, violence, health and mental health concerns and substance use disorders. Services provided are reaching survivors that otherwise would experience barriers to access. This project directly addresses the needs of the growing homeless population by eliminating barriers to services, support and assistance.

C.3. Measurable Community Impact

Describe program outcomes and the impact it will have on the community. Include how progress will be evaluated in reaching these goals

This project will meet the needs identified in the 2022-2026 Needs-Goals Priority Table by preventing and reducing homelessness due to domestic violence by supporting residents of Portland who are survivors of domestic abuse by offering safety planning and domestic violence advocacy, diversion services to prevent homelessness, emergency shelter services, connections to mainstream resources and referrals and civil justice remedies to help survivors remain safely housed or access to safe, stable housing if experiencing homelessness or housing insecurity. Additionally, this project will provide rental assistance for survivors of abuse experiencing homelessness for up to 12 months utilizing rapid re-housing funds specifically for survivors. TTD established the following objectives and expected outcomes for this project, grounded in the belief that communities are safer and stronger when survivors are supported in living free from violence and abuse. Survivors of domestic abuse residing in the City of Portland will remain in or obtain safe, stable housing in the aftermath of domestic violence and housing instability or homelessness. - Survivors of domestic abuse residing in the City of Portland will receive safety planning services to improve safety. - Survivors of domestic abuse residing in the City of Portland will have access to domestic violence advocacy such as case management and advocacy services to provide referrals and linkages to resources and supports necessary for long term safety and stability. Other services include diversion services to prevent homelessness, emergency shelter services and rapid re-housing funding for up to 12 months. - Services will be provided in community settings that survivors of abuse frequent and access for other services and needs such as the Homeless Service Center, Florence House, Cumberland County Jail and Preble Street's Anti Trafficking Services drop-in center as well as other local hubs and service centers. The overarching goal of this project is to bring services to the individuals who need them; embedding domestic violence services in the community to decrease barriers to services and provide comprehensive and holistic services for survivors of abuse. TTD utilizes an electronic database, EmpowerDB, to track services provided and outcomes achieved. TTD concludes each interaction with survivors with a short quality assurance survey. The survey asks the following questions, "as result of using the services of TTD...": - Do you have more information about how to plan for your safety? - Did you receive more information about community resources? We expect a rate of positive response to both questions at 90% or more. Our database allows us to track the demographics of the individuals we serve, services provided and housing status. The quality assurance surveys, and this additional information will allow TTD to track the progress of the grant to ensure we are meeting program goals and anticipated outcomes.

C.4. Goal

Choose and describe how this program meets one of the goals of the CDBG program: [\(See table here\).](#)

- 1. Neighborhood Investment and Infrastructure - Create strong, safe, accessible and vibrant neighborhoods**
- 2. Housing Availability –Increase Housing availability and affordability**
- 3. Economic Opportunity – Create economic opportunity to transition people out of poverty**
- 4. Address the needs of the growing homeless population- prevent and reduce homelessness**

This project will meet the CDBG program goal number 4, addressing the needs of the growing homeless population such that TTD will work to prevent and reduce homelessness for victims and survivors of domestic abuse residing in Portland. This project will provide high priority activities in the CDBG 2022-2026 Needs-Goals Priority Table to victims and survivors of domestic abuse residing in Portland. Specifically, this project will allow TTD to provide the following community-based resources and services: 1. Domestic violence advocacy services (advocacy, crisis intervention and emotional support, safety planning) 2. Emergency services to prevent homelessness (homeless diversion funds, landlord/tenant mitigation) 3. Referrals and linkages to mainstream resources If survivors of abuse are already experiencing homelessness, TTD will provide the necessary resources to assist survivors of abuse to rapidly transition out of homelessness. Services 1-3 listed previously will be available to survivors of abuse in addition to the following: 5. Shelter services (connection to emergency shelter services when needed). 6. Rapid Re-Housing services including financial assistance and housing stabilization services. Once safely housed, TTD's Community Advocate will continue to partner with the survivor to bolster security and stability in their housing, finances, employment, access to mainstream resources, etc. For survivors utilizing rapid re-housing funds, financial assistance will be available for up to 12 months. Survivor safety is the overarching goal of the project which will in turn decrease the need for emergency shelter and improve the safety of individual residents of Portland and the city as a whole. The following is a story illustrating the impact this work has on addressing the needs of the growing homeless population in Portland. Details have been changed to protect privacy. Nadia first connected with TTD at Protection from Abuse (PFA) court while seeking an order against her former partner of six years. Shortly after that court appearance, contact was lost due to the partner's ongoing control and abuse. Months later, during TTD's support hours at Preble Street Anti-Trafficking Services, a caseworker requested assistance for a client experiencing domestic violence. The advocate soon realized the client was Nadia. Though she expressed embarrassment about returning to her abusive partner, she was relieved to reconnect with someone from TTD who understood her history and situation. Through consistent emotional support, validation, and trauma-informed advocacy, the survivor began to process her experiences and recognize the abuse perpetrated against her. As her sense of safety and confidence grew, she shared her fear of her former partner's potential release following his arrest for violating bail conditions. Over the next several weeks, regular meetings with her advocate helped her rebuild trust in herself and her ability to seek protection.

C.5. Priority Impact Level

Choose and describe how this program best addresses one of the priority impacts level activities from the selected goal in the question above: :

- 1. Neighborhood Investment and Infrastructure- Create strong, safe, accessible and vibrant neighborhoods. Eligible programs and activities include but are not limited to: Community policing, public infrastructure in target neighborhoods. Accessibility/ADA compliance, alternative modes of transportation; PRIORITY: Park and recreation facilities, historic preservation, tree planting, and non-profit rehab, inclusive and diverse community centers and engagement programs, senior services, disability services, public infrastructure outside of the targeted neighborhood.**
- 2. Housing Availability- Increase housing availability and affordability. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Housing rehabilitation, adaptive reuse of housing, housing retention; PRIORITY: Rental assistance programs, environmental testing and remediation, energy efficiency/weatherization, fair housing activities, heating and fuel assistance, tenant landlord counseling services, and legal services.**
- 3. Economic Opportunity- Create economic opportunity to transition out of poverty. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Job creation, microenterprise assistance, career**

advancement services (education, job training, GED attainment, ESL, etc.), Job retention support services (childcare vouchers, housing counseling, transportation assistance, etc.) PRIORITY: Façade improvements, and financial stability services (budgeting, financial planning, tax preparation, etc.).

4. Address the Need of the Growing Homeless Population- Prevent and reduce homelessness. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Food assistance, shelter services, mental health service, substance use disorder services, housing and housing services for long-term shelter consumers, emergency services to prevent homelessness; PRIORITY: Rental assistance, and at risk youth services.

TTD will address the needs of the growing homeless population by preventing and reducing homelessness for victims and survivors of domestic abuse. The Community Based Advocate will provide comprehensive victim advocacy services, emergency services to prevent homelessness, emergency shelter, rapid rehousing assistance and housing navigation and stabilization services. All aforementioned activities are high or priority activities outlined in the application. By decreasing barriers to accessing these services, TTD will achieve the goals of preventing and reducing homelessness for survivors of abuse residing in Portland. Domestic violence advocacy and safety planning services: TTD's Community Advocate will provide safety planning and advocacy services. Services will include case management services, crisis intervention and emotional support and referrals and linkages to mainstream resources to promote long-term safety and stability. Services will also include drop-in hours and support groups at community partner locations to further decrease barriers to services which was effective in increasing individuals served. For example, TTD's Community Based Advocate provides drop-in hours at Preble Street's Anti-Trafficking Services center to organically connect with survivors of abuse utilizing Preble Street's services. This partnership has provided increased resources and support to survivors of abuse by blending two opportunities for support in one "stop" for a survivor. Emergency services to prevent homelessness: This project will provide homeless diversion services such as landlord/tenant mediation, access to funds to prevent eviction and utility disconnections, housing search and placement (if already experiencing homelessness or insecurity), etc. TTD will leverage other grant and foundation funding to support survivor's financial needs. Connecting and linking survivors to mainstream resources: TTD's Community Based Advocate will work with survivors to identify mainstream resources to meet their needs such as food assistance, housing startup costs, childcare services and healthcare. TTD has access to survivors' funds that can provide one-time financial assistance to survivors of abuse for costs such as security deposits, utility payments, cell phone plans, gas and transportation. These funds will be utilized so long as resources exist to improve the safety and stability of survivors experiencing domestic violence. Advocacy and supportive services are most effective when paired with financial assistance to support survivors of abuse achieve economic independence and stability. Shelter services: Although not funded by this proposed project, TTD's shelter services are available to all residents of Cumberland County. Rapid Re-Housing Assistance: TTD will provide rental assistance (leveraged through another fund) as well as housing navigation and stabilization services for up to 12-months for survivors of abuse experiencing homelessness.

C.6. Guiding Principles

Describe how the program meets each of the following Guiding Principles: Priority to Lower Incomes, Diversity and Inclusiveness, Consistent with City Goals and Initiatives:

1. **Consistent.** All projects and programs will be reviewed with respect to the Consolidated Plan and other HUD requirements; City goals, priority impact levels, and other CDBG or HOME investments. Proposals should be coordinated with relevant City Departments where appropriate and align with City initiatives. City plans can be found online at Portland's Housing Community Development [Website](#) Measurable Community Impact. Programs and projects will be evaluated based on how well they create a significant and measurable community impact.
2. **Diversity and Inclusiveness.** Programs and projects shall address diversity and be inclusive in order to engage differences and create a culture of belonging.
3. **Priority to Lower Incomes.** Priority will be given to projects and programs that serve the lowest income

persons.

4. Leveraged Funding. CDBG should not be the only source of funding for a program or project; leveraging other funds is essential.

This project meets the guiding principles outlined in the application. 1. TTD's project is consistent with the City of Portland's goals of preventing and reducing homelessness. TTD will provide comprehensive victim advocacy services, behavioral health services such as safety planning and crisis intervention and other high priority activities to prevent survivors of domestic abuse from entering the shelter system and improve their safety and wellbeing. For those who are experiencing homelessness or situations in which homelessness cannot be prevented, TTD will work to rapidly re-house survivors of abuse experiencing homelessness so that homelessness is a brief, isolated experience. TTD's project will create a significant and measurable community impact by increasing the safety of survivors of domestic abuse and preventing and/or reducing homelessness amongst survivors. 2. TTD provides safe and accessible services to all people affected by domestic violence regardless of race, ethnicity, disability, sexual orientation, gender, age, primary language spoken, or immigration status. TTD regularly reviews our response to domestic abuse to improve our engagement with culturally diverse populations and create a culture of belonging amongst our organization and with the survivors we serve. To serve all survivors of abuse, TTD provides interpreter services through the language line or in-person interpreting services to increase access to advocacy services for non-English speakers. 3. TTD's project will serve individuals who are presumed to be lower income based on the battered spouse exemption. 4. TTD's financial portfolio is broad as the organization receives support from various funders. CDBG funds will allow TTD to expand our advocacy and victim services work but will not fully support the program. These funds will allow TTD to retain our Community Based Advocate to support survivors residing in Portland and prevent homelessness and housing instability related to domestic violence. TTD will continue to leverage other funds to support our advocacy work such as state and federal grants and contracts as well as individual donors.

C.7. Partnerships, Collaboration, and Outreach

If applying as a partnership, please describe the nature of the partnership, who is involved, and what agreement there is among partners. Partnerships are two or more organizations or businesses who will share valuable resources, work together toward a common goal, and increase efficiency in providing services.

If applying as a single entity please describe collaboration between service providers; coordination of services; or outreach to the community.

Include any additional collaboration, coordination or outreach as relevant to ensure there is no duplication of services.

TTD is applying as a single entity but will be engaging community partners to effectively continue, refine and improve this project. TTD has longstanding partnerships with community providers who have made this project successful such as the Homeless Service Center, Maine Pre-Trial Services, the Maine Coalition to End Domestic Violence, the Cumberland County Jail, and the Portland Police Department. TTD will continue to build upon these relationships to best meet the needs of victims and survivors of abuse. Attached are letters of support indicating our commitment to collaboration and partnership. The primary goal of this project is to improve access to comprehensive advocacy and behavioral health services for survivors of domestic abuse in an effort to prevent and/or rapidly resolve homelessness and improve safety and stability for survivors. TTD recognizes that the best outcomes for survivors of abuse are achieved with a multidisciplinary, collaborative approach. TTD will continue to partner with community providers to bring community-based victim advocacy services to survivors of abuse who are experiencing homelessness or housing

insecurity due to domestic violence. Partnerships with other social service providers, law enforcement and community policing are critical for creating a safety net for survivors of abuse. TTD has included letters of support from some of our key partners for this project. Important to note, TTD is integrated into the homeless and social services continuum and will continue to work alongside other shelters in the City of Portland to prevent and reduce homelessness amongst survivors of domestic abuse. TTD is a member of the Emergency Shelter Assessment and Response Team (ESART), Region One and Statewide Homeless Council and the Maine Continuum of Care. Survivors of abuse benefit when we work together as a community to provide support for survivors and accountability for perpetrators. It is our intention to carry forth our history of collaborative work in this project.

C.8. Readiness to Proceed

Describe the program's timeline with specific dates and times, including start dates, end dates and milestones as applicable.

This request is for funding to continue the current community-based advocacy work. TTD is the only regional domestic violence resource center serving Cumberland County. The work of this project expands our longstanding commitment to serving victims and survivors of abuse in the City of Portland. This project is currently underway and will continue as long as funding is allocated. The infrastructure is in place for the project to continue on as it is going with plans for increased collaborative efforts such as community-based groups in partnership with other providers. The connections the Community Based Advocate has made have advanced this project and continue to bring new and exciting ideas to expanding the work to create a bigger impact. TTD has hired, trained and onboard a Community Based Advocate who is currently doing the work of this project under the current grant cycle. Included in the required documents section is a timeline for this project.

C.9. Experience Providing Service

Describe your organization's experience in delivering and managing this or similar programs.

Please summarize current licensing and accreditations obtained.

Founded in 1977, TTD is the only regional domestic violence resource center serving victims and survivors of domestic abuse, dating violence, and stalking in Cumberland County, Maine. The project described in this application builds upon the experiences and existing programming at TTD. TTD's Advocacy and Victim Services program provides behavioral health services such as advocacy, safety planning and support related to domestic abuse. Based out of three offices located throughout Cumberland County, ME, advocates work directly with survivors of abuse on safety planning, access to mainstream resources, criminal and civil justice advocacy and other survivor identified needs. Our Portland Outreach Office is co-located within the Portland Police Department, one of the only police departments to co-locate victim advocacy services in the country. TTD's Community Based Advocacy services began with funding received from the City of Portland CDBG. Last quarter, the Advocacy and Victim Services Program worked with 252 individuals who identified Portland as their city of residence. This project is providing critical and important work to survivors of abuse in the City of Portland and improving the safety and stability of survivors of abuse.

C.10. Financial Need

Describe why CDBG funds are necessary to this program.

How will this program continue if CDBG funding is not awarded?

The Community Based Advocate position expands upon our existing Portland Outreach Program. Without continued funding from CDBG, the community based services of our program would not continue. We would think it important

enough to seek funding for it as it is part of our strategic goals to offer community based services, but we would have to consider with other competing goals and worthwhile projects. It is not in our current operating budget without the support of the City of Portland CDBG. Our revenues are nearly all restricted to their own purposes and any unrestricted donations are used to fill gaps in projects mostly covered by restricted grants. CDBG funding is essential for continuation of this important project and its work aligns uniquely with the CDBG goals, principles, and priorities making it a beneficial addition to the services offered to residents of Portland to prevent and reduce homelessness and increase domestic violence survivors' safety.

C.11. Leveraged Funding Narrative

Describe all other sources of funding for this program or project. Identify which sources are secured and which are projected. Include in-kind donations that may be used to supplement expenses where applicable.

We consider the project in this application to be work engaged in by TTD's Community Based Advocate, funded by this CDBG funding, and the entire Portland Outreach team within TTD's Advocacy program. The personnel costs of the other members of the Portland Outreach team are funded by a combination of federal Victim of Crime Act funds and State of Maine general funds, as provided through TTD's contract with the Maine Coalition to End Domestic Violence, secured through September 2026 and HUD funds which are subcontracted through Cumberland County CDBG funds, not yet secured. Future applications will be completed for unsecured funds, which are regularly received and expected to be renewed.

C.12. Budget Narrative

Provide a narrative explaining the budget and expenses for the program. Describe exactly what and who CDBG will pay for in this program.

If this program was funded by CDBG in the previous year, you must explain why the increase is necessary and what expansion of service is being provided.

Please ensure that budget amounts listed in the narrative match the Program Budget Detail.

CDBG funds will pay for a FTE advocate at TTD's rate of pay factoring in budgeted 3% increases in January 2026 and January 2027. The hourly pay rate is \$21.75 at the start of the project period, to increase to \$22.40 in January 2027. Benefits include payroll taxes (FICA & SUTA); health, dental, and life insurance; workers compensation; and retirement contribution. Wage and benefits are consistent with TTD policy and other TTD employees. Other funds pay for 2 FTE advocates, .25 FTE program coordinator, and .15 FTE program director at the budgeted employees' compensation rates plus the same benefits listed above, all consistent with TTD policy and other TTD employees. CDBG funds also pay for the following: Cost for 1 TTD employee for IT services, payroll service costs for payroll provider and timesheet software; calculated using current provider's rate for one FTE employee = \$1,069. Cost of mobile phone service for one FTE employee = \$420. There is no increase over the current year of funding request however we were not fully funded last year. This budget reflects that we applied for last year.

D. Program Budget Detail

Case Id: 30664

Name: Through These Doors - 2026

Address: *No Address Assigned

Completed by jennys@throughthesedoors.org on 11/17/2025 9:54 AM

D. Program Budget Detail

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

D.1. Grant Amount Requested - for social service programs the minimum amount requested is \$10,000 and Maximum is \$150,000.

\$53,483.00

D.2. Total Program Budget

\$218,209.00

D.3. Please complete the table below.

| Budget Category | Budget Amount | CDBG Request | Other Funding Source | Other Funding Source Name | Funding Status |
|--------------------|---------------|--------------|----------------------|-------------------------------------|----------------|
| Personnel- Wages | \$168,105.00 | \$45,919.00 | \$122,186.00 | MCEDV Contract (ongoing commitment) | Pending |
| Payroll Taxes | \$13,610.00 | \$3,733.00 | \$9,877.00 | MCEDV Contract (ongoing commitment) | Pending |
| Personnel Benefits | \$35,005.00 | \$2,342.00 | \$32,663.00 | MCEDV Contract (ongoing commitment) | Pending |
| IT & Payroll Costs | \$1,069.00 | \$1,069.00 | \$0.00 | | Pending |
| Mobile Phone | \$420.00 | \$420.00 | \$0.00 | | Pending |
| | \$218,209.00 | \$53,483.00 | \$164,726.00 | | |

E. Required Documents

Completed by jennys@throughthesedoors.org on 11/14/2025 9:57 AM

Case Id: 30664

Name: Through These Doors - 2026

Address: *No Address Assigned

Don't forget to SAVE your work before exiting this screen

Please provide the following information.

Documentation

Agency Organizational Chart

An organizational chart must be provided that describes the agency's administrative framework and staff positions, indicates where the proposed project will fit into the organizational structure, and identifies any staff positions of shared responsibility ***Required**

TTD Organizational Chart - Sept 2025.docx

Articles of Incorporation/Bylaws

Articles of incorporation are the documents recognized by the State as formally establishing a private corporation, business or agency. ***Required**

TTD Articles of Incorporation and Amendment.pdf

Authorization to Request Funds and/or Designation of Authorized Official

Documentation must be submitted of the governing body's authorization to submit the funding request and/or Documentation must be submitted of the governing body's action authorizing the representative of the agency to submit the funding request, negotiate for, and contractually bind the agency.

***No files uploaded*

Complete List of Board Members

A list of the current board of directors or other governing body of the agency must be submitted. ***Required**

TTD Board of Directors October 2025.docx

Conflict of Interest Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Printed By: Rowen McAllister on 11/18/2025

Letters of Support/ MOUs

Demonstrated outreach in the form of Letters of Support and/or Memorandums of Agreement is required. Applicants can submit as many items as desired, but are encouraged to prioritize quality over quantity. *Required

CCSO Letter of Support- TTD 2025.pdf

MCEDV CDBG Letter of support for TTD.pdf

PPD Letter of Support for Through These Doors' Portland CDBG application.docx.pdf

TTD LOS- CDBG 2025- MPS.pdf

TTD Letter of Support 2025- COP.pdf

Most Recent Agency Operating Budget *Required

TTD Budget - FY 26.pdf

Most Recent Audit OR 990 as appropriate *Required

Signed Financial Statements TTD 9-30-24.pdf

Non-Discrimination Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Project Timeline *Required

CDBG Project Timeline 2026-2027.docx

Verification of 501(c)3 status

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service and the State. *Required

TTD IRS Tax Determination Letter.pdf

Whistleblower Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Other Document Type

***No files uploaded*

Submit

Completed by jennys@throughthesedoors.org on 11/17/2025
10:13 AM

Case Id: 30664

Name: Through These Doors - 2026

Address: *No Address Assigned

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

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I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812.

Signature

Jenny Stasio

Electronically signed by jennys@throughthesedoors.org on 11/17/2025 10:13 AM

Title

Co-Executive Director

Overview

Completed by agibson@milestone-recovery.org on 11/14/2025
11:24 AM

Case Id: 30665

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Overview

Please provide the following information.



City of Portland
CDBG Social Services
Program

**Housing & Economic Development
Department**

HCD Program Manager

389 Congress St

Portland, ME 04101

207-874-8731

cdbg@portlandmaine.gov

INTRODUCTION

The City of Portland CDBG program seeks to foster innovative and creative programs that address the critical issues facing the City of Portland. The CDBG funds should be seen as seed money for starting or expanding programs. The purpose of our funding is to help get a program off the ground or successfully expand, all while prioritizing impact to low and moderate income residents of Portland. We strongly encourage new programs to apply for CDBG funding, and encourage all applicants to review a recent [Addendum](#) to our HUD Agreement to ensure compliance.

Before completing this application for funding, all applicants must read the Community Development Block Grant Policies, which can be found at our [website](#). The policies contain eligibility for funding, allowable expenses, scoring and selection process procedure, etc. Points may be deducted if your application does not adhere to the Policies.

I acknowledge that I have read and understood the Community Development Block Grant (CDBG) Policies. I agree to adhere to all the terms, conditions, and requirements outlined in these Policies. If awarded CDBG funding, I commit to following these guidelines throughout the implementation of the funded project.

I understand that non-compliance with the CDBG Policies may result in the withdrawal of funding, the requirement to return disbursed funds, or other penalties as outlined by the program.

A. Agency Information

Completed by agibson@milestone-recovery.org on 11/7/2025
10:57 AM

Case Id: 30665
Name: Milestone Recovery - 2026
Address: *No Address Assigned

A. Agency Information

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

AGENCY INFORMATION

A.1. Agency Name

Milestone Recovery

A.2. Mailing Address

65 India St. Portland, ME 04101--4209

A.3. Federal ID Number

01-6024344

A.4. Unique Entity Identifier- [SAM.GOV](https://sam.gov)

073993883

APPLICATION POINT OF CONTACT

A.5. Name

Alisa Gibson

A.6. Phone

(207) 294-2270

A.7. Email

agibson@milestone-recovery.org

EXECUTIVE DIRECTOR

A.8. Name

Jayme Villanueva

A.9. Phone

(207) 775-4790

A.10. Email

jvillanueva@milestone-recovery.org

PROJECT DIRECTOR

A.11. Name

Joe McNally

A.12. Phone

(207) 775-4790

A.13. Email

jmcnally@milestone-recovery.org

FINANCIAL DIRECTOR

A.14. Name

Jeff Grossman

A.15. Phone

(207) 775-4790

A.16. Email

jgrossman@milestone-recovery.org

B. Project Information

Completed by agibson@milestone-recovery.org on 11/17/2025
10:09 AM

Case Id: 30665

Name: Milestone Recovery - 2026

Address: *No Address Assigned

B. Project Information

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

B.1. Program Name (Note: If you are applying for funding for multiple programs, please submit an application for each distinct program)

Milestone Homeless Outreach Mobile Engagement (HOME) Team

B.2. Primary Address Services Are Delivered

65 India St. Portland, ME 04101--4209

B.3. Are there additional service address?

No

B.4. HUD National Objective

There are two approaches for meeting the Low to Moderate Income qualifications. Please select the applicable National Objective:

- **Low to Moderate Income Limited Clientele (LMC):** Limited Clientele activities benefit a specific targeted group of persons of which at least 51% must be LMI based on [HUD's annual limits](#). In order to meet the LMI Limited Clientele criteria, the activity must either collect income documentation/screening for each client or serve a population presumed by HUD to be LMI (including abused children, elderly persons, battered spouses, homeless persons, severely disabled adults, illiterate adults, persons living with AIDS, and migrant farm workers.)
- **Low to Moderate Income Area Benefit (LMA):** Area Benefit activities must be available to all residents of an area where at least 51% of the residents are LMI based on HUD's data of [eligible areas](#) over 51%. The area must be clearly delineated by the grantee and must be primarily residential.

Select which National Objective this program activity will address:

Low and Moderate Income Clientele (LMC)

Does this activity primarily benefit a population that HUD presumes to be low to moderate income, including abused children, elderly persons, battered spouses, homeless persons, illiterate adults, severely disabled adults, persons living with AIDS, and migrant farm workers?

Yes

Please check the appropriate populations

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- Abused Children
- Elderly Persons
- Battered Spouses
- Homeless Persons
- Illiterate Adults
- Severely Disabled Adults
- Persons Living with AIDS
- Migrant Farm Workers

B.5. HUD Program Objectives

Indicate which HUD program objective this program will address:

Creating a Suitable Living Environment

B.6. Priority Impact Level

The City of Portland CDBG Goals and Priorities:

- **Neighborhood Investment and Infrastructure-** Create strong, safe, accessible and vibrant neighborhoods- Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility through ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.
- **Housing Availability-Increase housing availability and affordability-** Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce housing in significant development projects.
- **Economic Opportunity-** Create economic opportunities to transition people out of poverty- Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.
- **Address the Needs of the Growing Homeless Population-** Prevent and reduce homelessness - Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population’s transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.
- For more detailed information, please review the [Needs-Goals-Priorities Table](#)

Select the primary goal your program or project addresses:

Address the Needs of the Growing Homeless Population: Prevent and reduce homelessness

Beneficiaries

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B.7. Describe the beneficiaries or clients served by the program.

The HOME (Homeless Outreach and Mobile Engagement) Team serves adults experiencing homelessness in Portland who are living unsheltered, many of whom have co-occurring substance use and behavioral health challenges. These individuals are among the most vulnerable residents in our city—people who often cannot access traditional shelter or healthcare settings due to barriers such as active substance use, untreated mental illness, and lack of transportation. On any given day, the HOME Team engages 50–80 individuals living on Portland’s streets, in encampments, or in other places not meant for habitation. Over the course of a year, the team conducts more than 14,500 outreach interactions, connecting more than 500 unique individuals to critical services including shelter, detox, emergency care, and housing navigation. All of HOME Team's clients fall below 30% of Area Median Income, and the vast majority identify as chronically homeless under HUD definitions. Clients include older adults, veterans, individuals recently released from hospitals or correctional settings, and those with long histories of substance use disorder. Roughly 40% identify as having a disabling condition, and more than 60% are actively using substances at the time of engagement. The HOME Team’s low-barrier, person centered approach directly supports the City of Portland’s Consolidated Plan priorities by promoting safe, accessible public spaces, reducing strain on emergency and police services, and creating pathways to housing and recovery for residents who would otherwise remain disconnected from care.

B.8. How many will be served by the proposed program? (unduplicated -per year)

500

B.9. How many are [low to moderate income residents](#) of Portland?

500

B.10. What percentage of total clients are low to moderate income residents of Portland?

100.00%

Units of Service - The CDBG program provides quarterly reimbursements for your expenditures as long as your units of service reported are proportional to your expenditures. Therefore, your units of service should be a measure which is proportionate across the grant term and proportionate to your expenditures. For example, an hour of staff time or bed nights in a shelter are common units of service.

B.11. Describe the type of unit of service provided by the program.

A unit of service is defined as one documented outreach encounter between a HOME Team outreach worker and an individual experiencing homelessness, behavioral health concerns, or substance use in the City of Portland. An encounter may include de-escalation, a wellness check, distribution of basic needs items, transportation to shelter, detox, or medical care, or a referral to another community service. Each encounter is entered in real time into Milestone's secure database using laptops carried in the outreach vans.

B.12. How many units of service will be provided by the program?

14,500

Budget and Organizational Questions

B.13. What percentage of the total budget is CDBG?

22.17%

Program Objectives and Outcomes

B.14. What are the program objectives?

1. Provide rapid, compassionate outreach and crisis response to individuals living unsheltered in Portland who are

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experiencing homelessness, substance use, or behavioral health challenges. 2. Reduce reliance on emergency services by diverting non-emergency incidents involving unhoused individuals away from police and EMS, and connecting clients to appropriate community-based care. 3. Engage individuals who face the greatest barriers to accessing traditional services, including those actively using substances, living in encampments, or disconnected from shelter and healthcare. 4. Facilitate direct access to shelter, detox, treatment, and health services through transportation, referrals, and field-based coordination with the City’s MEDCU, DHHS, and partner nonprofits. 5. Support Portland’s business community and neighborhoods by responding quickly and compassionately to situations involving individuals in crisis, helping de-escalate disruptive behavior, maintain public safety, and promote a welcoming, safe environment for all residents and visitors. 6. Strengthen cross-system coordination among outreach, health, housing, and emergency response partners to advance the City’s Consolidated Plan goals of creating a suitable, inclusive living environment for all residents.

B.15. What are the program outcomes?

In the coming year, the HOME Team will conduct approximately 14,500 outreach encounters, reaching an estimated 500 unduplicated adults living unsheltered in Portland. Through these contacts, staff will de-escalate at least 150 incidents and divert non-emergency calls from police and EMS to appropriate community-based care, reducing pressure on the city’s emergency systems. The program will provide an estimated 1,500 transports or direct referrals to shelter, detox, treatment, and healthcare services- connecting individuals to life-saving support that would otherwise be inaccessible. The HOME Team will also respond to more than 250 requests from businesses, city departments, and residents, addressing situations in public spaces with compassion and professionalism, improving safety and neighborhood livability. Milestone will continue to collaborate closely with Portland Police, MEDCU, City DHHS, Greater Portland Health, and Preble Street to ensure a coordinated system of care. All encounters will be documented in Milestone's secure database, ensuring that services remain available to all adults in need and that reporting remains consistent with HUD’s low- and moderate-income requirements.

B.16. Employees

Program specific, not for the entire organization.

| | Totals |
|--|--------|
| How many employees are currently employed in this program? | 4.5 |
| How many employees will be employed in this program if it receives CDBG funding? | 4.5 |
| How many employees will be employed in this program if it does not receive CDBG funding? | 2.25 |

Documentation

B.17. How will the beneficiaries’ information be collected and documented?

The HOME Team records all client contacts in real time using laptops equipped with secure access to an internal database. Each outreach worker enters the encounter directly into database from the field, documenting the date, location, type of contact, services provided, and referral or outcome. When clients consent to a full intake, demographic information—such as age, sex, race, veteran status, and disability—is also entered in accordance with HUD data standards. Program staff review and verify entries daily, and the Program Manager conducts weekly quality checks to ensure accuracy and consistency. Monthly summaries of unduplicated clients and total encounters are generated for quarterly CDBG performance and reimbursement reports.

B.18. How will the units of service be tracked and documented?

Each outreach encounter—defined as a direct engagement, de-escalation, wellness check, transport, or service referral—is recorded by HOME Team staff in the secure database at the time of contact. Because laptops are carried in the vans, staff enter each encounter in real time, capturing the location, type of service, and outcome before moving to the next call. All entries are automatically time-stamped and linked to the assigned staff member. The

Program Manager reviews data weekly to confirm accuracy and completeness, and reports are generated monthly to calculate total encounters (units of service), unduplicated clients, and service trends. These reports are used to prepare quarterly CDBG performance and reimbursement submissions, ensuring that the number of reported units is proportional to expenditures and fully auditable.

B.19. How will the outcomes be measured, collected, and documented?

Outcomes will be measured using Milestone’s secure internal database, where HOME Team staff record each outreach encounter in real time from the outreach vans. Every entry includes the date, location, type of contact, services provided, and the outcome of the interaction, such as a diversion from emergency response or a transport to shelter, detox, or medical care. These records allow Milestone to track total encounters, unduplicated individuals served, the number of crisis situations de-escalated, transports and referrals completed, and the number of community requests responded to. All data are reviewed weekly by the HOME Team Program Manager to ensure accuracy and completeness. Monthly summaries are generated to monitor trends and progress toward service goals, and quarterly outcome reports are prepared for CDBG reimbursement and performance review. This system provides clear, consistent, and auditable documentation showing how the program reduces emergency system use, improves safety, and connects vulnerable individuals to appropriate services.

C. Narrative

Completed by agibson@milestone-recovery.org on 11/17/2025
10:11 AM

Case Id: 30665

Name: Milestone Recovery - 2026

Address: *No Address Assigned

C. Narrative

Please provide the following information.

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C.1. Program Description

Describe the Program being proposed.

Milestone Recovery's HOME Team provides mobile, street-based outreach and crisis response for adults experiencing homelessness and substance use in Portland. The program operates six days a week, responding to calls from Portland Police, Fire/EMS (MEDCU), City departments, businesses, and community members. The team travels by van and on foot to engage people living unsheltered, offering immediate assistance, de-escalation, and transportation to shelter, detox, treatment, or medical care. The HOME Team meets people where they are - on the street, in encampments, and in public spaces - using a non-judgmental, harm-reduction approach to connect individuals to appropriate resources. Every contact is an opportunity to build trust and reduce the need for emergency response. When someone is in crisis, HOME Team staff can transport them safely to a shelter or treatment facility, avoiding unnecessary police or ambulance involvement. The program serves an estimated 500 unduplicated individuals each year and responds to more than 14,500 encounters across Portland. In 2024 alone, the team helped divert over 150 calls from emergency responders and provided 1,500 transports or referrals to supportive services. The proposed support through CDBG funding will allow Milestone to add outreach capacity during high-need hours and to cover emerging problem areas, rather than cutting it's program in half. This will ensure timely response to community calls, increase safety for individuals living unsheltered, and strengthen coordination with the City's Police Department, MEDCU, DHHS, and local service partners. The HOME Team directly supports the City's Consolidated Plan goal of creating a suitable living environment by addressing the needs of residents experiencing homelessness, improving neighborhood livability, and providing a compassionate, cost-effective alternative to emergency response.

C.2. Community Need Description

Describe the scope of the community problem or need the program addresses. Reference plans, reports, data, or past experience as applicable.

Portland continues to experience the highest rates of homelessness and public health emergencies in Maine. According to the 2025 MaineHousing Point-in-Time Count, Cumberland County accounted for more than half of the state's unsheltered population, with the majority located in Portland. Dozens of individuals remain in encampments or sleeping in doorways, parks, and vehicles despite expanded shelter options. The City's Encampment Crisis Response (ECR) initiative identified a persistent need for coordinated, street-based outreach capable of addressing behavioral health and substance use concerns safely and humanely. The HOME Team is one of the only mobile programs in the region that can respond immediately when someone is intoxicated or in crisis, providing a direct link to detox, medical care, or shelter instead of police or EMS intervention. The scope of need has grown sharply. In 2024, Portland EMS responded to more than 1,700 overdose calls—a 22% increase from 2022—and more than half involved individuals

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experiencing homelessness. Hospitals, businesses, and residents have also reported increasing public safety and behavioral health concerns in downtown and Bayside neighborhoods. At the same time, emergency systems are strained. The Portland Police Department's Behavioral Health Unit has reported record demand for non-emergency welfare checks, many of which could be handled more effectively by trained civilian outreach teams. The HOME Team fills this critical gap by providing compassionate, low-barrier engagement that supports both individuals and the community at large. Milestone's experience demonstrates the impact: in the past year alone, the HOME Team conducted more than 14,500 outreach encounters, diverted over 150 calls from emergency responders, and transported or referred 500 individuals to appropriate care. Without this service, many of these individuals would rely solely on police, jails, or emergency departments—at significantly higher cost and poorer outcomes. The need for expanded HOME Team coverage is clear. As the City continues to balance its commitments to public health, public safety, and neighborhood livability, increasing outreach capacity is one of the most effective and humane strategies to reduce unsheltered homelessness and support the entire community. References: MaineHousing. 2025 Point-in-Time Count Summary (July 2025). City of Portland. Encampment Crisis Response Final Report (2024). City of Portland Fire Department (MEDCU). 2024 Annual EMS Call Summary. Portland Police Department. Behavioral Health Unit Annual Report (2024). Milestone Recovery. HOME Team 2024 Annual Report.

C.3. Measurable Community Impact

Describe program outcomes and the impact it will have on the community. Include how progress will be evaluated in reaching these goals

The HOME Team provides a direct, measurable impact on Portland's public health and safety systems by reducing reliance on emergency responders, increasing access to care, and improving neighborhood livability. During the 2025–26 program year, the Team will conduct approximately 14,500 outreach encounters, reaching an estimated 500 unduplicated adults living unsheltered in Portland. Through these contacts, staff will de-escalate at least 150 crisis situations and divert individuals from arrest or emergency transport. The Team will provide 1,500 transports or direct referrals to shelter, detox, treatment, or healthcare. By responding to more than 250 community requests from businesses, residents, and City departments, the HOME Team will also help maintain safety and accessibility in public spaces. Community impact will be evaluated through data collected in our secure database, which tracks every encounter, referral, and outcome. Progress will be measured quarterly through: - Total number of outreach encounters and unduplicated clients served - Number of diversions from police or EMS - Number of transports or referrals completed - Number of business/community service requests responded to Data is reviewed weekly by program staff and verified quarterly by the Program Manager to ensure accuracy before inclusion in CDBG performance reports. Milestone also shares outcome summaries with the City's Behavioral Health Unit and DHHS to monitor trends, identify emerging needs, and coordinate system response. The HOME Team's measurable impact is twofold: it improves individual outcomes by connecting vulnerable residents to shelter, detox, and treatment, and it strengthens the entire community by reducing emergency service strain, improving public safety, and supporting Portland's downtown and neighborhood environments.

C.4. Goal

Choose and describe how this program meets one of the goals of the CDBG program:[\(See table here\).](#)

- 1. Neighborhood Investment and Infrastructure - Create strong, safe, accessible and vibrant neighborhoods**
- 2. Housing Availability –Increase Housing availability and affordability**
- 3. Economic Opportunity – Create economic opportunity to transition people out of poverty**
- 4. Address the needs of the growing homeless population- prevent and reduce homelessness**

Address the Needs of the Growing Homeless Population – Prevent and Reduce Homelessness The HOME Team directly supports the City's goal to prevent and reduce homelessness by providing immediate, mobile assistance to

adults living unsheltered in Portland. Many individuals served by the HOME Team are experiencing co-occurring substance use, behavioral health challenges, and extreme poverty—conditions that often prevent them from accessing traditional services. By meeting people where they are and responding to crises in real time, the HOME Team prevents further destabilization and helps individuals begin moving toward shelter, treatment, and recovery. In the coming year, the HOME Team will conduct approximately 14,500 outreach encounters, serving an estimated 500 unduplicated adults and providing 1,500 transports or referrals to shelter, detox, treatment, or medical care. The Team will also de-escalate at least 150 crisis situations and respond to more than 250 requests from businesses, residents, and City departments. These activities fall squarely under the City’s High Priority categories for this goal, including emergency services to prevent homelessness, behavioral health services, and housing and service navigation for unsheltered individuals. By reducing reliance on police and EMS, stabilizing individuals in crisis, and connecting people directly to the services that help them exit homelessness, the HOME Team advances the City’s Consolidated Plan priorities and strengthens Portland’s entire homelessness response system.

C.5. Priority Impact Level

Choose and describe how this program best addresses one of the priority impacts level activities from the selected goal in the question above: :

- 1. Neighborhood Investment and Infrastructure- Create strong, safe, accessible and vibrant neighborhoods. Eligible programs and activities include but are not limited to: Community policing, public infrastructure in target neighborhoods. Accessibility/ADA compliance, alternative modes of transportation; PRIORITY: Park and recreation facilities, historic preservation, tree planting, and non-profit rehab, inclusive and diverse community centers and engagement programs, senior services, disability services, public infrastructure outside of the targeted neighborhood.**
- 2. Housing Availability- Increase housing availability and affordability. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Housing rehabilitation, adaptive reuse of housing, housing retention; PRIORITY: Rental assistance programs, environmental testing and remediation, energy efficiency/weatherization, fair housing activities, heating and fuel assistance, tenant landlord counseling services, and legal services.**
- 3. Economic Opportunity- Create economic opportunity to transition out of poverty. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Job creation, microenterprise assistance, career advancement services (education, job training, GED attainment, ESL, etc.), Job retention support services (childcare vouchers, housing counseling, transportation assistance, etc.) PRIORITY: Façade improvements, and financial stability services (budgeting, financial planning, tax preparation, etc.).**
- 4. Address the Need of the Growing Homeless Population- Prevent and reduce homelessness. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Food assistance, shelter services, mental health service, substance use disorder services, housing and housing services for long-term shelter consumers, emergency services to prevent homelessness; PRIORITY: Rental assistance, and at risk youth services.**

High Priority: Emergency services to prevent homelessness; mental health services; substance use disorder services; housing and housing services for long-term shelter consumers The HOME Team most directly meets the High Priority impact level under the goal of addressing the needs of the growing homeless population. The City identifies emergency services to prevent homelessness, mental health and substance use disorder services, and housing-related support for long-term shelter consumers as top priorities. The HOME Team performs all of these functions daily throughout Portland. By conducting approximately 14,500 outreach encounters each year, the HOME Team provides immediate, mobile crisis intervention that prevents homelessness from deepening and stabilizes individuals who are living unsheltered. Staff de-escalate at least 150 crisis situations annually, reducing the likelihood that individuals in behavioral health or substance use crisis will require police or EMS intervention. The Team is also expected to complete 1,500 transports or referrals to shelter, detox, treatment, and healthcare services—linking individuals directly to the resources that help them exit homelessness and begin recovery. Additionally, the HOME Team

responds to more than 250 requests from businesses, residents, and City departments, addressing safety concerns and helping people in crisis access appropriate services rather than cycling through emergency systems. These activities align precisely with the City's High Priority categories of emergency services, behavioral health and substance use disorder services, and housing and service navigation for individuals experiencing long-term homelessness. Through this work, the HOME Team advances the City's highest-priority strategies to prevent and reduce homelessness while helping to maintain safe, stable, and healthy neighborhoods for all Portland residents.

C.6. Guiding Principles

Describe how the program meets each of the following Guiding Principles: Priority to Lower Incomes, Diversity and Inclusiveness, Consistent with City Goals and Initiatives:

- 1. Consistent.** All projects and programs will be reviewed with respect to the Consolidated Plan and other HUD requirements; City goals, priority impact levels, and other CDBG or HOME investments. Proposals should be coordinated with relevant City Departments where appropriate and align with City initiatives. City plans can be found online at Portland's Housing Community Development [Website](#)
Measurable Community Impact. Programs and projects will be evaluated based on how well they create a significant and measurable community impact.
- 2. Diversity and Inclusiveness.** Programs and projects shall address diversity and be inclusive in order to engage differences and create a culture of belonging.
- 3. Priority to Lower Incomes.** Priority will be given to projects and programs that serve the lowest income persons.
- 4. Leveraged Funding.** CDBG should not be the only source of funding for a program or project; leveraging other funds is essential.

Priority to Lower Incomes The HOME Team serves adults experiencing homelessness, a population HUD presumes to be 100% low- and moderate-income. Most clients have no income or are living well below 30% of Area Median Income. Services are provided free of charge, with no insurance or identification required. Every client engagement documented in our secure database meets HUD's low-income benefit requirement, ensuring that all CDBG funds directly serve individuals with the greatest economic need.

Diversity and Inclusiveness The HOME Team provides services to all individuals in need, regardless of age, gender, race, ethnicity, disability, or substance use status. Outreach workers receive training in trauma-informed care and motivational interviewing to ensure that every interaction is respectful, person-centered, and culturally responsive. Several team members bring lived experience with recovery and homelessness, strengthening trust and engagement among clients who may be reluctant to seek help elsewhere.

Consistent with City Goals and Initiatives The HOME Team aligns directly with the City's Consolidated Plan and the goal to address the needs of the growing homeless population by preventing and reducing homelessness. The program is fully coordinated with the City's Health and Human Services Department, Police Department, and MEDCU, and supports the objectives of the Encampment Crisis Response initiative and other City-led homelessness strategies. By providing outreach, crisis response, and transportation to care, the Team improves public safety, reduces strain on emergency systems, and promotes a safer, more livable city for all residents.

Leveraged Funding and Measurable Community Impact CDBG funds are essential but represent only part of the HOME Team's budget. The program also receives support from the United Way of Southern Maine, the KeyBank Foundation, and other private partners. This diverse funding base ensures sustainability and extends the reach of CDBG dollars. Progress is measured through regularly inputted data and quarterly reports showing the number of individuals served, encounters completed, diversions achieved, and referrals made—providing a clear, measurable demonstration of community impact.

C.7. Partnerships, Collaboration, and Outreach

If applying as a partnership, please describe the nature of the partnership, who is involved, and what agreement there is among partners. Partnerships are two or more organizations or businesses who will share valuable resources, work together toward a common goal, and increase efficiency in providing services.

If applying as a single entity please describe collaboration between service providers; coordination of services; or outreach to the community.

Include any additional collaboration, coordination or outreach as relevant to ensure there is no duplication of services.

Milestone Recovery operates the HOME Team in close partnership with the City of Portland Health and Human Services Department, Portland Police Department, and Portland Fire Department's MEDCU unit. The program was originally established through this collaboration and continues to serve as one of the City's primary civilian outreach and response resource for individuals experiencing homelessness and substance use in public spaces. The HOME Team responds to calls and referrals from police, fire/EMS, businesses, City departments, and community members, ensuring that people in crisis are connected to appropriate services rather than to the criminal justice or emergency medical systems. Team members coordinate as appropriate with the City's Behavioral Health Unit to share updates, resolve complex cases, and plan follow-up with individuals frequently in crisis. Milestone also partners with local service providers to ensure coordinated, non-duplicative care. Collaborations include Preble Street (food and shelter access), Greater Portland Health (on-site and mobile medical care), Commonsense (peer outreach and mental health support), and Portland Downtown (business engagement and outreach alignment). The HOME Team meets regularly with these partners to identify service gaps, align outreach schedules, and streamline referrals. Community outreach is ongoing. The Team conducts presentations for neighborhood associations, businesses, and civic groups to explain its role and how to contact outreach staff directly. This approach reduces unnecessary 911 calls while promoting understanding and cooperation among residents and business owners. Together, these collaborations ensure that Portland has a unified, coordinated system of outreach that avoids duplication, enhances public safety, and provides consistent, compassionate engagement for individuals experiencing homelessness.

C.8. Readiness to Proceed

Describe the program's timeline with specific dates and times, including start dates, end dates and milestones as applicable.

The HOME Team is a fully functioning program with experienced staff, clear goals, detailed procedures, and a strong reporting structure. The team operates six days a week out of Milestone Recovery's headquarters at 65 India Street and maintains active coordination with Portland Police, Fire/EMS (MEDCU), and the City's Health and Human Services Department. Because all operations, systems, and partnerships are already in place, the program can begin utilizing CDBG funds as soon as the grant term begins. No start-up activities, hiring delays, or permitting are required. All outreach vehicles and equipment are operational, and staff are trained in data entry using our secure database. Implementation timeline: Upon award and contract execution: Immediate use of funds to sustain and expand existing outreach coverage. Throughout the grant term: Ongoing daily outreach, real-time data entry, and coordination with City partners. Quarterly: Compilation of performance data and submission of CDBG reports showing progress toward service and outcome goals. End of grant term: Completion of annual summary report and review of performance measures with City staff. The HOME Team is fully prepared to continue services without interruption. The only barrier to maintaining and expanding this essential outreach is the availability of funding.

C.9. Experience Providing Service

Describe your organization's experience in delivering and managing this or similar programs.

Please summarize current licensing and accreditations obtained.

Milestone Recovery has more than 57 years of experience delivering evidence-based programs for individuals experiencing homelessness and substance use disorders. Founded in 1967, Milestone operates a continuum of care that includes a medically monitored detoxification program, a low-barrier emergency shelter, short- and long-term residential treatment, housing navigation, and mobile outreach through the HOME Team. The HOME Team, established in 2010, has operated continuously for fifteen years as a partnership between Milestone and the City of Portland. It is one of the longest-running outreach and diversion programs in Maine and is widely recognized as a national model for integrating substance use and homeless outreach with city emergency services. The program has been successfully managed under multiple City contracts and CDBG awards, consistently meeting or exceeding service and reporting requirements. Milestone’s management structure includes a Director of Homeless Services, Program Manager, and Clinical Director who oversee data quality, compliance, and performance reporting. The organization has well-defined policies and procedures, a robust data system, and extensive experience with federal, state, and foundation grants. Milestone Recovery is licensed by the Maine Department of Health and Human Services to operate: A 36-bed emergency substance use shelter A 10-bed medically monitored detoxification program A 14-bed 30 day short term recovery program A 21-bed extended care residential treatment program A 11-bed transitional housing program In addition, Milestone employs Licensed Clinical Social Workers (LCSWs), Licensed Alcohol and Drug Counselors (LADCs), Certified Alcohol and Drug Counselors (CADCs), and Peer Recovery Specialists. The organization complies fully with HUD and Maine Housing data and privacy standards and undergoes independent annual audits with no findings. Milestone’s long-standing partnerships with the City of Portland, United Way of Southern Maine, and multiple regional health and housing agencies demonstrate its capacity to deliver complex, high-impact programs effectively, accountably, and with measurable results.

C.10. Financial Need

Describe why CDBG funds are necessary to this program.

How will this program continue if CDBG funding is not awarded?

CDBG funding is essential to sustaining the HOME Team’s capacity to serve Portland and the surrounding communities. During the current fiscal year, Milestone faced an unprecedented loss of external funding that nearly forced the layoff of half of the HOME Team’s outreach staff. Only an emergency American Rescue Plan (ARP) grant, secured at the last possible moment, allowed the program to continue operating at full strength. That one-time award ends this year, with no replacement funds identified. Without renewed CDBG support, Milestone will be forced to reduce the program from two full outreach teams to one, cutting Portland’s street outreach and crisis response capacity by half. Two teams are critical to meeting current demand: together they respond to hundreds of calls from City departments, businesses, hospitals, and residents each year, providing immediate assistance and linking people in crisis to shelter, detox, and medical care. A reduction to one team would mean longer response times, fewer transports to care, and significantly less coverage across the Bayside, downtown, and Deering neighborhoods. CDBG funds are not requested to launch a new initiative—they are needed to preserve and stabilize a proven, high-impact program that is central to Portland’s coordinated response to homelessness. The HOME Team provides a service that no other agency or City department can replicate: a mobile, harm-reduction outreach model that diverts non-emergency calls from police and EMS and helps hundreds of individuals each year connect to housing and recovery. If CDBG funding is not awarded, Milestone will continue to seek emergency stopgap support from private foundations, the City, and community partners. However, without sustained investment, the program will operate with only one team, drastically limiting its ability to meet community needs and to support the City’s broader homelessness response.

C.11. Leveraged Funding Narrative

Describe all other sources of funding for this program or project. Identify which sources are secured and which are projected. Include in-kind donations that may be used to supplement expenses where applicable.

Milestone Recovery actively leverages a wide range of public and private funding to sustain the HOME Team. Individual donors and foundation grants—including the United Way of Southern Maine—represent the largest share of program support, supplemented by smaller individual donor contributions. For every \$1 in CDBG funding, Milestone leverages approximately \$3.50 from private, municipal, and philanthropic sources. For the upcoming program year, Milestone has secured funding commitments from: United Way of Southern Maine – annual program grant Private donations and community fundraising – unrestricted support for outreach operations In addition, Milestone has projected or pending funding requests with several long-time philanthropic partners, including: John T. Gorman Foundation Davis Family Foundation Narragansett Number One Foundation Draper Family Foundation Elmina B. Sewall Foundation Maine Community Foundation These private foundation partners have a consistent record of investing in Milestone’s continuum of care, including prior grants supporting the HOME Team, shelter, and treatment programs.

C.12. Budget Narrative

Provide a narrative explaining the budget and expenses for the program. Describe exactly what and who CDBG will pay for in this program.

If this program was funded by CDBG in the previous year, you must explain why the increase is necessary and what expansion of service is being provided.

Please ensure that budget amounts listed in the narrative match the Program Budget Detail.

Milestone Recovery respectfully requests \$100,000 in CDBG funding to support the salaries and fringe benefits of the HOME Team’s outreach staff, who provide daily mobile crisis response and outreach to individuals experiencing homelessness in Portland. CDBG funds will be used exclusively for personnel costs—including wages, payroll taxes, and benefits—for the HOME Team’s frontline outreach workers. These staff members are responsible for conducting outreach throughout the city, responding to calls from police, fire/EMS (MEDCU), and local businesses, de-escalating crises, providing wellness checks, and transporting individuals to shelter, detox, and medical care. All personnel funded through CDBG are essential to the program’s operation and are directly responsible for the measurable outcomes reported to the City. The total annual cost to operate two outreach teams, including salaries, benefits, vehicle expenses, supplies, and administrative oversight is \$450,884. CDBG funds represent 22.17% of the overall program budget and are a critical component in sustaining both outreach teams. In the prior year, the HOME Team was funded in part by CDBG, along with one-time emergency support from an American Rescue Plan (ARP) grant. That ARP funding expires at the end of this fiscal year, leaving a significant gap that places the program’s second outreach team at risk. The requested \$100,000 will replace a portion of that expiring funding to maintain two fully staffed outreach teams – each consisting of two trained outreach workers and one outreach vehicle - allowing for expanded citywide coverage during peak hours and ensuring a timely response to calls for assistance. Without CDBG support, Milestone will be forced to reduce operations to one team, cutting the City’s outreach and crisis response capacity by half. Maintaining two teams is essential to meeting Portland’s current level of need and to preventing further strain on police, EMS, and hospital systems. The requested CDBG funds will directly sustain the human resources at the core of this program - experienced outreach professionals who provide life-saving engagement for Portland’s most vulnerable residents.

D. Program Budget Detail

Completed by agibson@milestone-recovery.org on 11/14/2025
12:33 PM

Case Id: 30665
Name: Milestone Recovery - 2026
Address: *No Address Assigned

D. Program Budget Detail

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

D.1. Grant Amount Requested - for social service programs the minimum amount requested is \$10,000 and Maximum is \$150,000.

\$100,000.00

D.2. Total Program Budget

\$450,884.00

D.3. Please complete the table below.

| Budget Category | Budget Amount | CDBG Request | Other Funding Source | Other Funding Source Name | Funding Status |
|---|---------------|--------------|----------------------|---------------------------|----------------|
| Administration | \$38,148.00 | \$0.00 | \$38,148.00 | Foundation Grants | Pending |
| Employee Salaries | \$260,578.00 | \$80,000.00 | \$180,578.00 | Private Foundation Grants | Committed |
| Employee Fringe Benefits | \$50,433.00 | \$20,000.00 | \$30,433.00 | United Way | Committed |
| Outreach materials & supplies | \$35,000.00 | \$0.00 | \$35,000.00 | Individual Donors | Committed |
| Vehicle expenses - licensing, fuel, upkeep, insurance, registration | \$60,000.00 | \$0.00 | \$60,000.00 | Individual Donors | Committed |
| Office space | \$6,725.00 | \$0.00 | \$6,725.00 | Individual Donors | Pending |
| | \$450,884.00 | \$100,000.00 | \$350,884.00 | | |

E. Required Documents

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12:11 PM

Case Id: 30665

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Don't forget to SAVE your work before exiting this screen

Please provide the following information.

Documentation

Agency Organizational Chart

An organizational chart must be provided that describes the agency's administrative framework and staff positions, indicates where the proposed project will fit into the organizational structure, and identifies any staff positions of shared responsibility ***Required**

2025 Org Chart.pdf

Articles of Incorporation/Bylaws

Articles of incorporation are the documents recognized by the State as formally establishing a private corporation, business or agency. ***Required**

4. Milestone ARTICLES OF INCORPORATION.doc

Authorization to Request Funds and/or Designation of Authorized Official

Documentation must be submitted of the governing body's authorization to submit the funding request and/or Documentation must be submitted of the governing body's action authorizing the representative of the agency to submit the funding request, negotiate for, and contractually bind the agency.

***No files uploaded*

Complete List of Board Members

A list of the current board of directors or other governing body of the agency must be submitted. ***Required**

2025-01 Board of Directors (1).pdf

Conflict of Interest Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

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Letters of Support/ MOUs

Demonstrated outreach in the form of Letters of Support and/or Memorandums of Agreement is required. Applicants can submit as many items as desired, but are encouraged to prioritize quality over quantity. ***Required**

Preble.Milestone CDBG 11.14.2025.pdf

Hope Squad support of HOME Team.pdf

Most Recent Agency Operating Budget ***Required**

Milestone Recovery - Budget vs Actuals FY26 Oct.xlsx

Most Recent Audit OR 990 as appropriate ***Required**

06.30.24 Milestone FS.pdf

Non-Discrimination Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Project Timeline ***Required**

2026-27 HOME Team Timeline.docx

Verification of 501(c)3 status

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service and the State. ***Required**

IRS Determination Letter.pdf

Whistleblower Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Other Document Type

***No files uploaded*

Submit

Completed by agibson@milestone-recovery.org on 11/17/2025
12:12 PM

Case Id: 30665

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

Don't forget to SAVE your work before exiting this screen

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812.

Signature

Alisa A. Gibson

Electronically signed by agibson@milestone-recovery.org on 11/17/2025 12:12 PM

Title

Director of Mission Advancement

Overview

Completed by agibson@milestone-recovery.org on 11/7/2025 2:17 PM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Overview

Please provide the following information.



City of Portland
CDBG Social Services
Program

**Housing & Economic Development
Department**

HCD Program Manager

389 Congress St

Portland, ME 04101

207-874-8731

cdbg@portlandmaine.gov

INTRODUCTION

The City of Portland CDBG program seeks to foster innovative and creative programs that address the critical issues facing the City of Portland. The CDBG funds should be seen as seed money for starting or expanding programs. The purpose of our funding is to help get a program off the ground or successfully expand, all while prioritizing impact to low and moderate income residents of Portland. We strongly encourage new programs to apply for CDBG funding, and encourage all applicants to review a recent [Addendum](#) to our HUD Agreement to ensure compliance.

Before completing this application for funding, all applicants must read the Community Development Block Grant Policies, which can be found at our [website](#). The policies contain eligibility for funding, allowable expenses, scoring and selection process procedure, etc. Points may be deducted if your application does not adhere to the Policies.

I acknowledge that I have read and understood the Community Development Block Grant (CDBG) Policies. I agree to adhere to all the terms, conditions, and requirements outlined in these Policies. If awarded CDBG funding, I commit to following these guidelines throughout the implementation of the funded project.

I understand that non-compliance with the CDBG Policies may result in the withdrawal of funding, the requirement to return disbursed funds, or other penalties as outlined by the program.

A. Agency Information

Completed by agibson@milestone-recovery.org on 11/7/2025 2:21 PM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

A. Agency Information

Please provide the following information.

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AGENCY INFORMATION

A.1. Agency Name

Milestone Recovery

A.2. Mailing Address

65 India St. Portland, ME 04101

A.3. Federal ID Number

01-6024344

A.4. Unique Entity Identifier- [SAM.GOV](https://sam.gov)

073993883

APPLICATION POINT OF CONTACT

A.5. Name

Alisa Gibson

A.6. Phone

(207) 294-2270

A.7. Email

agibson@milestone-recovery.org

EXECUTIVE DIRECTOR

A.8. Name

Jayme Villianueva

A.9. Phone

(207) 775-4790

A.10. Email

jvillianueva@milestone-recovery.org

PROJECT DIRECTOR

A.11. Name

Joe McNally

A.12. Phone

(207) 775-4790

A.13. Email

jmcnally@milestone-recovery.org

FINANCIAL DIRECTOR

A.14. Name

Jeff Grossman

A.15. Phone

(207) 775-4790

A.16. Email

grossman@milestone-recovery.org

B. Project Information

Completed by agibson@milestone-recovery.org on 11/17/2025
11:05 AM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

B. Project Information

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

B.1. Program Name (Note: If you are applying for funding for multiple programs, please submit an application for each distinct program)

Milestone Food Access and Engagement Program

B.2. Primary Address Services Are Delivered

65 India St. Portland, ME 04101--4209

B.3. Are there additional service address?

No

B.4. HUD National Objective

There are two approaches for meeting the Low to Moderate Income qualifications. Please select the applicable National Objective:

- **Low to Moderate Income Limited Clientele (LMC):** Limited Clientele activities benefit a specific targeted group of persons of which at least 51% must be LMI based on [HUD's annual limits](#). In order to meet the LMI Limited Clientele criteria, the activity must either collect income documentation/screening for each client or serve a population presumed by HUD to be LMI (including abused children, elderly persons, battered spouses, homeless persons, severely disabled adults, illiterate adults, persons living with AIDS, and migrant farm workers.)
- **Low to Moderate Income Area Benefit (LMA):** Area Benefit activities must be available to all residents of an area where at least 51% of the residents are LMI based on HUD's data of [eligible areas](#) over 51%. The area must be clearly delineated by the grantee and must be primarily residential.

Select which National Objective this program activity will address:

Low and Moderate Income Clientele (LMC)

Does this activity primarily benefit a population that HUD presumes to be low to moderate income, including abused children, elderly persons, battered spouses, homeless persons, illiterate adults, severely disabled adults, persons living with AIDS, and migrant farm workers?

Yes

Please check the appropriate populations

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- Abused Children
- Elderly Persons
- Battered Spouses
- Homeless Persons
- Illiterate Adults
- Severely Disabled Adults
- Persons Living with AIDS
- Migrant Farm Workers

B.5. HUD Program Objectives

Indicate which HUD program objective this program will address:

Creating a Suitable Living Environment

B.6. Priority Impact Level

The City of Portland CDBG Goals and Priorities:

- **Neighborhood Investment and Infrastructure-** Create strong, safe, accessible and vibrant neighborhoods- Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility through ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.
- **Housing Availability-Increase housing availability and affordability-** Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce housing in significant development projects.
- **Economic Opportunity-** Create economic opportunities to transition people out of poverty- Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.
- **Address the Needs of the Growing Homeless Population-** Prevent and reduce homelessness - Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population’s transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.
- For more detailed information, please review the [Needs-Goals-Priorities Table](#)

Select the primary goal your program or project addresses:

Address the Needs of the Growing Homeless Population: Prevent and reduce homelessness

Beneficiaries

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B.7. Describe the beneficiaries or clients served by the program.

The Food Access and Engagement Program serves adults experiencing homelessness, extreme poverty, and active substance use in Portland, Maine. These individuals are among the most vulnerable residents in the city—people who often lack stable housing, income, healthcare, and access to consistent nutrition. Each day, Milestone provides three daily meals for up to 39 guests in its low-barrier emergency shelter and distributes approximately 80 sandwiches to individuals living unsheltered through the HOME Team’s street outreach efforts. Combined, these programs serve an estimated 30,000 meals per year to more than 1,200 unduplicated individuals. Nearly all participants meet HUD’s criteria for presumed low- and moderate-income benefit, with the vast majority living at or below 30% of Area Median Income. Many are coping with co-occurring substance use and behavioral health challenges, limited access to healthcare, and food insecurity that directly impacts their physical and emotional stability. Food often serves as the first connection point to recovery. By offering a consistent source of nutrition, safety, and compassion, Milestone’s Food Program builds trust with individuals who may be disconnected from traditional systems of care. Shelter meals and outreach food distribution help stabilize health, reduce crisis behaviors, and create pathways into detox, residential treatment, and housing programs—turning the simple act of a meal into the first step toward long-term recovery.

B.8. How many will be served by the proposed program? (unduplicated -per year)

1,200

B.9. How many are [low to moderate income residents](#) of Portland?

1,200

B.10. What percentage of total clients are low to moderate income residents of Portland?

100.00%

Units of Service - The CDBG program provides quarterly reimbursements for your expenditures as long as your units of service reported are proportional to your expenditures. Therefore, your units of service should be a measure which is proportionate across the grant term and proportionate to your expenditures. For example, an hour of staff time or bed nights in a shelter are common units of service.

B.11. Describe the type of unit of service provided by the program.

Unit of Service: One meal provided to an adult experiencing homelessness or living in deep poverty in Portland. Each unit represents one individual meal served through Milestone’s Food Access and Engagement Program. Meals are provided both on-site to guests of Milestone’s Emergency Shelter and in the community through the HOME Team’s daily outreach efforts. Units of service are recorded for every breakfast, lunch, dinner, or outreach meal distributed, regardless of where it is served. This unit is proportional across the grant term, as meals are served daily and represent the most consistent and measurable indicator of program activity and cost. All units are tracked through daily meal logs and outreach distribution records, reviewed monthly to ensure accuracy and alignment with program expenditures.

B.12. How many units of service will be provided by the program?

30,000

Budget and Organizational Questions

B.13. What percentage of the total budget is CDBG?

25.00%

Program Objectives and Outcomes

B.14. What are the program objectives?

1. Provide consistent access to nutritious meals for adults experiencing homelessness and extreme poverty in Portland, helping to reduce hunger and improve health among people with limited or no income. 2. Support individuals in early recovery and stabilization by using food as an entry point to engagement, trust-building, and connection with shelter, detox, and treatment programs. 3. Enhance outreach effectiveness by integrating food distribution into daily HOME Team operations, ensuring that unsheltered individuals receive both nutrition and direct access to recovery and housing resources. 4. Reduce strain on emergency systems by addressing basic needs in the community, helping individuals meet immediate survival needs and lowering the likelihood of medical or behavioral health crises. 5. Collaborate with community partners such as Wayside Food Programs, Preble Street, and Greater Portland Health to coordinate food access, avoid duplication, and ensure that Portland’s most vulnerable residents have access to safe, consistent nourishment and care.

B.15. What are the program outcomes?

1. 30,000 meals provided over the grant year, ensuring daily nutrition for individuals experiencing homelessness or living unsheltered in Portland. -Outcome measure: Daily and monthly meal logs reviewed against budgeted food expenses. 2. 1,200 unduplicated adults served through shelter meals and street outreach. - Outcome measure: HMIS and internal tracking data verifying unique individuals served. 3. At least 25% of outreach meal recipients will accept referrals to shelter, detox, or other recovery-related services after initial engagement with the HOME Team. - Outcome measure: HMIS data showing successful linkages to care. 4. Improved health and stability among participants, demonstrated by increased engagement with supportive services and reduced emergency system utilization. - Outcome measure: Follow-up data from HOME Team and Shelter logs documenting referrals and diversions. 5. Sustained partnerships with at least five local organizations (e.g., Wayside Food Programs, Preble Street, Greater Portland Health, City of Portland DHHS, and United Way) to coordinate food distribution and outreach. - Outcome measure: Quarterly partner check-ins and documentation of joint activities to prevent duplication of services.

B.16. Employees

Program specific, not for the entire organization.

| | Totals |
|--|--------|
| How many employees are currently employed in this program? | 3 |
| How many employees will be employed in this program if it receives CDBG funding? | 3 |
| How many employees will be employed in this program if it does not receive CDBG funding? | 1 |

Documentation

B.17. How will the beneficiaries’ information be collected and documented?

Beneficiary information is collected and documented using a combination of the Homeless Management Information System (HMIS) and daily internal food service logs. For meals served within Milestone’s Emergency Shelter, all guests are entered into HMIS upon intake, which captures demographic data such as age, gender, race, veteran status, and income level in accordance with HUD standards. Meal service is logged daily and verified against shelter census records to ensure accurate counts. For individuals served through the HOME Team’s outreach distribution, staff record the number of meals provided each day along with the general location of service and estimated number of unique recipients. When possible, outreach clients who accept additional services—such as shelter or detox referrals—are entered into HMIS under Milestone’s outreach program component. All data are reviewed monthly by the Program Manager for accuracy and consistency. Summary reports are generated quarterly to support CDBG performance and reimbursement submissions. All information is collected and stored in compliance with HUD and MaineHousing privacy and confidentiality policies.

B.18. How will the units of service be tracked and documented?

Each unit of service, defined as one meal provided to an adult experiencing homelessness or living in poverty, is documented through daily meal logs maintained by shelter staff and HOME Team outreach workers. For the Emergency Shelter, staff record the number of meals served each day based on the shelter census and kitchen service logs. For outreach meals, HOME Team staff record the number of sandwiches distributed and the general service locations in real time during daily routes. All logs are submitted weekly to the Program Manager, who verifies totals and enters aggregate data into Milestone's tracking database. Monthly and quarterly summaries are generated to calculate total units of service provided and to confirm that reported units are proportional to expenditures. These reports are used for CDBG reimbursement requests and are retained in accordance with HUD documentation standards. All data are reviewed regularly for accuracy and completeness to ensure reliable, auditable reporting.

B.19. How will the outcomes be measured, collected, and documented?

Program outcomes will be measured through a combination of quantitative tracking and staff observation using systems already in place across Milestone's Shelter and Outreach programs. Outcomes such as the total number of meals provided, the number of unduplicated individuals served, and the number of outreach meal recipients who accept referrals to shelter, detox, or treatment will be recorded in daily meal logs and in the Homeless Management Information System (HMIS). Staff will also track ongoing partnerships with community collaborators, including Wayside Food Programs, Preble Street, Greater Portland Health, and the City's Department of Health and Human Services, to demonstrate coordinated service delivery. In addition to these quantitative measures, staff document engagement and progress toward stability or recovery in daily case notes and reports. All outcome data are reviewed monthly by the Program Manager and summarized quarterly for CDBG performance reports. HMIS entries and internal tracking forms are used to verify that program activities contribute directly to measurable improvements in food security, client stability, and engagement in recovery services.

C. Narrative

Completed by agibson@milestone-recovery.org on 11/17/2025
11:04 AM

Case Id: 30670
Name: Milestone Recovery - 2026
Address: *No Address Assigned

C. Narrative

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

C.1. Program Description

Describe the Program being proposed.

Milestone Recovery's Food Access and Engagement Program provides daily nutritious meals to adults experiencing homelessness, deep poverty, and active substance use in Portland. The program operates within Milestone's low-barrier emergency shelter and through daily mobile outreach conducted by the HOME Team. Staff prepare one hot evening meal for up to 39 shelter guests each day and distribute approximately 80 sandwiches to individuals living unsheltered throughout the city. Combined, the program delivers roughly 30,000 meals per year. Milestone is one of the only organizations in Portland that delivers meals directly to people actively using substances through a mobile outreach team trained in crisis de-escalation and transport to detox or shelter. Unlike traditional meal programs, Milestone integrates food with immediate access to shelter, withdrawal management, and long-term treatment—making each meal a powerful point of engagement for individuals who often cannot access other services. Every meal served helps stabilize physical health, reduce crisis behaviors, and build the trust needed to connect individuals to detox, treatment, healthcare, and housing resources. Meals are prepared and distributed seven days a week by trained staff using trauma-informed and harm-reduction approaches. The program also collaborates with Wayside Food Programs, Preble Street, Greater Portland Health, and the City of Portland's Health and Human Services Department to coordinate citywide food access and ensure that services are non-duplicative. Through this integrated outreach and food service model, the Food Access and Engagement Program addresses hunger, promotes safety and stability, reduces reliance on emergency systems, and provides a reliable first step toward recovery for Portland's most vulnerable residents.

C.2. Community Need Description

Describe the scope of the community problem or need the program addresses. Reference plans, reports, data, or past experience as applicable.

Portland continues to face record levels of homelessness and severe food insecurity. According to the 2025 MaineHousing Point-in-Time Count, more than half of Maine's unsheltered population lives in Cumberland County. Many of these individuals experience untreated substance use disorders, chronic health conditions, and behavioral health challenges that significantly limit their ability to access traditional meal programs. The City's Encampment Crisis Response initiative identified consistent food access as a critical unmet need among unsheltered residents, noting that hunger directly contributes to medical crises, instability, and prolonged homelessness. Food prices have risen by more than 20% since 2021 (U.S. Bureau of Labor Statistics), with Maine food providers reporting cost increases of 25–30% for staple items. Combined with the loss of temporary pandemic-related funding, this has pushed demand far beyond pre-pandemic levels. Milestone now prepares and distributes approximately 30,000 meals annually, including

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80 outreach meals each day for individuals living outside. For many, this is the only meal they receive. Without reliable access to nutrition, individuals' health deteriorates rapidly, increasing the likelihood of emergency department visits, arrests, behavioral health crises, and prolonged homelessness. Milestone is uniquely positioned to address this need. It is one of the few providers in Portland delivering meals directly to people who are actively using substances, using a mobile outreach team trained to provide detox transport, wellness checks, and crisis de-escalation. This approach ensures that food is not only nourishment but a proven engagement tool that directly leads to shelter placement, withdrawal management, and treatment entry. By ensuring access to daily nutrition, the Food Access and Engagement Program reduces hunger-related health risks, prevents further destabilization, and creates consistent pathways from survival to recovery.

C.3. Measurable Community Impact

Describe program outcomes and the impact it will have on the community. Include how progress will be evaluated in reaching these goals

Milestone's Food Access and Engagement Program will provide approximately 30,000 meals over the grant year, reaching more than 1,200 adults who are homeless or living unsheltered in Portland. Each meal provided strengthens health, reduces immediate crisis behaviors, and increases engagement with shelter, detox, and treatment programs. Approximately 25% of outreach meal recipients accept a referral to care after initial engagement, demonstrating the effectiveness of food as a recovery entry point. Access to daily nutrition also reduces demand on the City's emergency responders. Individuals with reliable food access experience fewer hunger-related medical emergencies and are less likely to engage in behaviors that result in police or EMS involvement. Progress will be evaluated through: Daily meal logs documenting each meal served HMIS data verifying unduplicated individuals served Outreach records tracking referrals to shelter, detox, and treatment Monthly internal reviews confirming proportionality between units served and expenditures Quarterly summaries submitted to the City for monitoring The program's combined impact is a measurable reduction in hunger, improved stability among unsheltered adults, increased engagement with recovery pathways, and reduced strain on police, EMS, and emergency departments.

C.4. Goal

Choose and describe how this program meets one of the goals of the CDBG program: [\(See table here\).](#)

- 1. Neighborhood Investment and Infrastructure - Create strong, safe, accessible and vibrant neighborhoods**
- 2. Housing Availability –Increase Housing availability and affordability**
- 3. Economic Opportunity – Create economic opportunity to transition people out of poverty**
- 4. Address the needs of the growing homeless population- prevent and reduce homelessness**

Milestone Recovery's Food Access and Engagement Program directly supports the City's goal to address the needs of the growing homeless population by preventing and reducing homelessness. Consistent access to food is essential for both survival and stability. For individuals experiencing homelessness and substance use, reliable nutrition can mean the difference between remaining in crisis and beginning a path toward recovery. Each meal served through Milestone's shelter and outreach programs meets an immediate, life-sustaining need while also serving as a point of engagement for deeper support. Many individuals first connect with Milestone staff through a meal—whether at the shelter or on the street—and later accept help accessing detox, treatment, or housing programs. By reducing hunger, promoting stability, and fostering trust, the Food Program helps prevent further decline into chronic homelessness and creates opportunities for recovery and reintegration into the community. This work aligns directly with the City's Consolidated Plan priorities to create a suitable living environment, reduce homelessness, and strengthen public health and safety for all Portland residents.

C.5. Priority Impact Level

Choose and describe how this program best addresses one of the priority impacts level activities from the selected

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goal in the question above: :

- 1. Neighborhood Investment and Infrastructure- Create strong, safe, accessible and vibrant neighborhoods. Eligible programs and activities include but are not limited to: Community policing, public infrastructure in target neighborhoods. Accessibility/ADA compliance, alternative modes of transportation; PRIORITY: Park and recreation facilities, historic preservation, tree planting, and non-profit rehab, inclusive and diverse community centers and engagement programs, senior services, disability services, public infrastructure outside of the targeted neighborhood.**
- 2. Housing Availability- Increase housing availability and affordability. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Housing rehabilitation, adaptive reuse of housing, housing retention; PRIORITY: Rental assistance programs, environmental testing and remediation, energy efficiency/weatherization, fair housing activities, heating and fuel assistance, tenant landlord counseling services, and legal services.**
- 3. Economic Opportunity- Create economic opportunity to transition out of poverty. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Job creation, microenterprise assistance, career advancement services (education, job training, GED attainment, ESL, etc.), Job retention support services (childcare vouchers, housing counseling, transportation assistance, etc.) PRIORITY: Façade improvements, and financial stability services (budgeting, financial planning, tax preparation, etc.).**
- 4. Address the Need of the Growing Homeless Population- Prevent and reduce homelessness. Eligible programs and activities include but are not limited to; HIGH PRIORITY: Food assistance, shelter services, mental health service, substance use disorder services, housing and housing services for long-term shelter consumers, emergency services to prevent homelessness; PRIORITY: Rental assistance, and at risk youth services.**

The Food Access and Engagement Program addresses several High Priority activities under the City's Consolidated Plan, including food assistance, emergency services to prevent homelessness, and services for individuals with substance use disorders. By providing daily, reliable meals to people experiencing homelessness or living unsheltered, the program meets immediate survival needs while preventing further health deterioration and crisis. Meals delivered through the HOME Team provide a uniquely effective engagement tool, particularly for individuals actively using substances who cannot safely access traditional food programs. This outreach activity directly supports the City's goal of preventing and reducing homelessness by creating an immediate bridge from the street to shelter, detox, treatment, and housing navigation. CDBG funding ensures that the individuals facing the greatest barriers—unsheltered residents with co-occurring substance use and behavioral health challenges—continue to receive consistent access to food, trust, and connection, the essential first steps toward safety, recovery, and long-term stability.

C.6. Guiding Principles

Describe how the program meets each of the following Guiding Principles: Priority to Lower Incomes, Diversity and Inclusiveness, Consistent with City Goals and Initiatives:

- 1. Consistent. All projects and programs will be reviewed with respect to the Consolidated Plan and other HUD requirements; City goals, priority impact levels, and other CDBG or HOME investments. Proposals should be coordinated with relevant City Departments where appropriate and align with City initiatives. City plans can be found online at Portland's Housing Community Development [Website](#) Measurable Community Impact. Programs and projects will be evaluated based on how well they create a significant and measurable community impact.**
- 2. Diversity and Inclusiveness. Programs and projects shall address diversity and be inclusive in order to engage differences and create a culture of belonging.**
- 3. Priority to Lower Incomes. Priority will be given to projects and programs that serve the lowest income persons.**

4. Leveraged Funding. CDBG should not be the only source of funding for a program or project; leveraging other funds is essential.

Priority to Lower Incomes: The program exclusively serves adults experiencing homelessness and deep poverty, a population HUD presumes to be 100% low- and moderate-income. No identification, insurance, proof of income, or referral is required. Every CDBG dollar directly benefits people with the least access to financial and nutritional resources. Diversity and Inclusiveness: The program is open to all individuals in need, regardless of age, race, sex, ethnicity, disability or substance use. Staff use trauma-informed, culturally responsive, and person centered practices. Team members with lived experience of homelessness and recovery help build trust with people who face the greatest barriers to engagement. Consistency with City Goals and Initiatives: Milestone’s work aligns directly with the City’s Consolidated Plan, particularly the goals to reduce homelessness and improve public health outcomes. The program is coordinated with the City’s Health & Human Services Department, the HOME Team, and local partners such as Wayside, Preble Street, and Greater Portland Health. Measurable Community Impact: All meals and engagement activities are documented through daily logs and HMIS data. Progress is reviewed monthly and summarized quarterly to ensure accountability and measurable results. Leveraged Funding: CDBG is one component of a broad funding mix. For every \$1 of CDBG, Milestone leverages approximately \$3 from municipal contracts, private philanthropy, and individual donors.

C.7. Partnerships, Collaboration, and Outreach

If applying as a partnership, please describe the nature of the partnership, who is involved, and what agreement there is among partners. Partnerships are two or more organizations or businesses who will share valuable resources, work together toward a common goal, and increase efficiency in providing services.

If applying as a single entity please describe collaboration between service providers; coordination of services; or outreach to the community.

Include any additional collaboration, coordination or outreach as relevant to ensure there is no duplication of services.

Milestone Recovery’s Food Access and Engagement Program is built on strong partnerships that ensure food services are coordinated, efficient, and non-duplicative. The program works closely with the City of Portland’s Health and Human Services Department, which provides guidance on food safety and connects Milestone with community initiatives addressing homelessness and hunger. The program also collaborates directly with Wayside Food Programs, which donates food supplies and prepared items to support both shelter and outreach meals, and with Preble Street, which coordinates meal distribution and food recovery efforts to avoid overlap and ensure that all areas of the city are served. In addition, Milestone partners with Greater Portland Health and the HOME Team to link meal distribution with outreach and recovery services, making food not just a source of nourishment but also an entry point to medical care, shelter, detox, and treatment. Portland Downtown and local businesses contact Milestone when individuals are in need of assistance, helping the outreach team provide immediate, compassionate response. These collaborations ensure that each meal serves a dual purpose: meeting basic needs while building connections to care and stability. The program also maintains relationships with grocery partners such as Hannaford and local restaurants that donate food items, and with community volunteers who help prepare and package meals. This network of partnerships allows Milestone to stretch limited resources and ensure that CDBG funds are used efficiently to meet a clear and urgent community need.

C.8. Readiness to Proceed

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Describe the program’s timeline with specific dates and times, including start dates, end dates and milestones as applicable.

Milestone’s Food Access and Engagement Program is a fully operating service with established systems, trained staff, and ongoing community partnerships already in place. Meals are prepared and served daily to shelter guests and distributed through the HOME Team’s outreach routes seven days a week. The program has clear procedures for food preparation, tracking, and reporting, and can begin using CDBG funds immediately upon contract execution. CDBG funds will be applied directly to food purchasing costs as soon as the grant term begins. No new hiring, permits, or equipment are required. The program operates continuously throughout the year, with consistent meal service every day and no interruption between funding cycles. Progress and reporting milestones include monthly tracking of total meals provided, quarterly performance summaries for CDBG reimbursement, and an annual review of outcomes and expenditures at the close of the grant term. Because the program is fully operational and integrated into Milestone’s shelter and outreach services, it is ready to proceed without delay as soon as CDBG funding becomes available.

C.9. Experience Providing Service

Describe your organization's experience in delivering and managing this or similar programs.

Please summarize current licensing and accreditations obtained.

Milestone Recovery has more than fifty-seven years of experience providing essential services to adults experiencing homelessness and substance use disorders in Portland. Founded in 1967, the organization operates a full continuum of care that includes a medically monitored detoxification program, a low-barrier emergency shelter, short- and long-term residential treatment, housing navigation, and mobile outreach through the HOME Team. Food service has been an integral part of Milestone’s mission since its founding, ensuring that every person who comes through the door receives nourishment, dignity, and compassionate care. The Food Access and Engagement Program builds on this foundation. Milestone’s experienced kitchen and outreach staff prepare and distribute approximately 30,000 meals each year to people who are homeless or living unsheltered in Portland. The program is managed by a Program Manager with oversight from the Director of Mission Advancement and Clinical Director, who ensure compliance with City and HUD reporting standards. Staff are trained in safe food handling, trauma-informed engagement, and motivational interviewing, ensuring that food delivery also supports recovery and connection to care. Milestone Recovery is licensed by the Maine Department of Health and Human Services to operate a 41-bed emergency substance use shelter, a 16-bed medically monitored detoxification program, a 16-bed residential treatment program, and a 14-bed transitional housing program. The organization is in good standing with all state licensing requirements and undergoes independent annual financial audits with no findings. Milestone has extensive experience managing public and private grants, including prior CDBG awards from the City of Portland, funding from MaineHousing, and multi-year grants from foundations such as the United Way of Southern Maine and the John T. Gorman Foundation. The organization’s strong administrative capacity, clear reporting systems, and long-standing partnerships with City departments ensure that CDBG funds for the Food Access and Engagement Program will be managed responsibly and used efficiently to achieve measurable results.

C.10. Financial Need

Describe why CDBG funds are necessary to this program.

How will this program continue if CDBG funding is not awarded?

CDBG funding is essential to sustaining Milestone’s Food Access and Engagement Program in the coming year. Rising food costs and the expiration of temporary pandemic-era relief and foundation grants have created a significant

funding gap. Without CDBG support, Milestone will be forced to eliminate its entire outreach meal distribution program—cutting approximately 15,000 meals per year, or half of all meals served—and significantly reducing the City’s capacity to engage unsheltered residents in care. The requested \$50,000 will be used exclusively to purchase food for approximately 30,000 meals served annually through shelter-based meals and HOME Team outreach. Eliminating outreach meals would severely impair Milestone’s ability to build trust, stabilize individuals in crisis, and connect people to detox, treatment, and shelter. CDBG support will stabilize the program while Milestone pursues additional philanthropic and municipal funding to replace expiring grants. Without this support, hundreds of individuals each month will lose access to their only reliable source of nutrition, and the City’s broader homelessness response will face a critical reduction in engagement capacity.

C.11. Leveraged Funding Narrative

Describe all other sources of funding for this program or project. Identify which sources are secured and which are projected. Include in-kind donations that may be used to supplement expenses where applicable.

Milestone leverages a diverse mix of public, private, and philanthropic funding to sustain the Food Access and Engagement Program. The total annual program cost is \$200,000. Of this amount, \$150,000 is supported through individual donors, churches, United Way of Southern Maine, ESHAP funding, Maine Community Foundation, KeyBank Foundation, Dorree Taylor Foundation, and other community partners. CDBG funds represent only 25% of the program’s total cost and are used exclusively for food purchases. Each CDBG dollar leverages approximately three dollars in additional funding from municipal, foundation, and community partners. This diverse funding base ensures that CDBG is not the sole source of support and that the program remains stable and sustainable throughout the year.

C.12. Budget Narrative

Provide a narrative explaining the budget and expenses for the program. Describe exactly what and who CDBG will pay for in this program.

If this program was funded by CDBG in the previous year, you must explain why the increase is necessary and what expansion of service is being provided.

Please ensure that budget amounts listed in the narrative match the Program Budget Detail.

Milestone Recovery is requesting \$50,000 in CDBG funds exclusively for food purchases for its Food Access and Engagement Program. These funds will cover approximately 50% of the program’s annual food purchasing needs. The total program budget is \$200,000, which includes \$78,000 in personnel and fringe benefits for a full-time Food Program Coordinator and \$122,000 in food and meal distribution expenses. Only food purchases are being requested through CDBG. CDBG expenses will be documented through itemized invoices, purchasing logs, and proportional unit-of-service reporting. All food purchases will be directly tied to meals served, and total units of service will be tracked daily. Other costs—including personnel, supplies, and transportation—will be supported through United Way, philanthropic grants, and private donations.

D. Program Budget Detail

Completed by agibson@milestone-recovery.org on 11/17/2025
10:41 AM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

D. Program Budget Detail

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

D.1. Grant Amount Requested - for social service programs the minimum amount requested is \$10,000 and Maximum is \$150,000.

\$50,000.00

D.2. Total Program Budget

\$200,000.00

D.3. Please complete the table below.

| Budget Category | Budget Amount | CDBG Request | Other Funding Source | Other Funding Source Name | Funding Status |
|---|---------------|--------------|----------------------|---------------------------|----------------|
| Personnel- 1 FTE | \$60,000.00 | \$0.00 | \$60,000.00 | Private Foundations | Committed |
| Fringe Benefits | \$18,000.00 | \$0.00 | \$18,000.00 | Private philanthropy | Committed |
| Food Purchases (Shelter + Outreach) | \$100,000.00 | \$50,000.00 | \$50,000.00 | ESHAP Funding | Pending |
| Transportation, distribution, packaging and supplies | \$22,000.00 | \$0.00 | \$22,000.00 | United Way | Committed |
| | \$200,000.00 | \$50,000.00 | \$150,000.00 | | |

E. Required Documents

Completed by agibson@milestone-recovery.org on 11/17/2025
12:14 PM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Don't forget to SAVE your work before exiting this screen

Please provide the following information.

Documentation

Agency Organizational Chart

An organizational chart must be provided that describes the agency's administrative framework and staff positions, indicates where the proposed project will fit into the organizational structure, and identifies any staff positions of shared responsibility ***Required**

2025 Org Chart.pdf

Articles of Incorporation/Bylaws

Articles of incorporation are the documents recognized by the State as formally establishing a private corporation, business or agency. ***Required**

4. Milestone ARTICLES OF INCORPORATION.doc

Authorization to Request Funds and/or Designation of Authorized Official

Documentation must be submitted of the governing body's authorization to submit the funding request and/or Documentation must be submitted of the governing body's action authorizing the representative of the agency to submit the funding request, negotiate for, and contractually bind the agency.

***No files uploaded*

Complete List of Board Members

A list of the current board of directors or other governing body of the agency must be submitted. ***Required**

2025-01 Board of Directors (1).pdf

Conflict of Interest Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

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Letters of Support/ MOUs

Demonstrated outreach in the form of Letters of Support and/or Memorandums of Agreement is required. Applicants can submit as many items as desired, but are encouraged to prioritize quality over quantity. ***Required**
Hope Squad letter of support food access.pdf

Most Recent Agency Operating Budget ***Required**

Milestone Recovery - Budget vs Actuals FY26 Oct.xlsx

Most Recent Audit OR 990 as appropriate ***Required**

06.30.24 Milestone FS.pdf

Non-Discrimination Policy

Required if you are a first time applicant or policy has undergone significant changes.
***No files uploaded*

Project Timeline ***Required**

2026-27 Food Access Timeline.docx

Verification of 501(c)3 status

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service and the State. ***Required**
IRS Determination Letter.pdf

Whistleblower Policy

Required if you are a first time applicant or policy has undergone significant changes.
***No files uploaded*

Other Document Type

***No files uploaded*

Submit

Completed by agibson@milestone-recovery.org on 11/17/2025
12:14 PM

Case Id: 30670

Name: Milestone Recovery - 2026

Address: *No Address Assigned

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

Don't forget to SAVE your work before exiting this screen

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812.

Signature

Alisa A. Gibson

Electronically signed by agibson@milestone-recovery.org on 11/17/2025 12:14 PM

Title

Director of Mission Advancement

Overview

Completed by lhamilton@waysidemaine.org on 11/11/2025 1:42 PM

Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

Overview

Please provide the following information.



City of Portland
CDBG Social Services
Program

**Housing & Economic Development
Department**

HCD Program Manager

389 Congress St

Portland, ME 04101

207-874-8731

cdbg@portlandmaine.gov

INTRODUCTION

The City of Portland CDBG program seeks to foster innovative and creative programs that address the critical issues facing the City of Portland. The CDBG funds should be seen as seed money for starting or expanding programs. The purpose of our funding is to help get a program off the ground or successfully expand, all while prioritizing impact to low and moderate income residents of Portland. We strongly encourage new programs to apply for CDBG funding, and encourage all applicants to review a recent [Addendum](#) to our HUD Agreement to ensure compliance.

Before completing this application for funding, all applicants must read the Community Development Block Grant Policies, which can be found at our [website](#). The policies contain eligibility for funding, allowable expenses, scoring and selection process procedure, etc. Points may be deducted if your application does not adhere to the Policies.

I acknowledge that I have read and understood the Community Development Block Grant (CDBG) Policies. I agree to adhere to all the terms, conditions, and requirements outlined in these Policies. If awarded CDBG funding, I commit to following these guidelines throughout the implementation of the funded project.

I understand that non-compliance with the CDBG Policies may result in the withdrawal of funding, the requirement to return disbursed funds, or other penalties as outlined by the program.

A. Agency Information

Completed by lhamilton@waysidemaine.org on 11/13/2025 2:57 PM

Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

A. Agency Information

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

AGENCY INFORMATION

A.1. Agency Name

Wayside Food Programs

A.2. Mailing Address

PO Box 1278 Portland, ME 04104

A.3. Federal ID Number

22-2806424

A.4. Unique Entity Identifier- [SAM.GOV](https://sam.gov)

C116BWQRZJW5

APPLICATION POINT OF CONTACT

A.5. Name

Laura Hamilton

A.6. Phone

(207) 775-4939

A.7. Email

lhamilton@waysidemaine.org

EXECUTIVE DIRECTOR

A.8. Name

Mary Zwolinski

A.9. Phone

(207) 408-9122

A.10. Email

mzwolinski@waysidemaine.org

PROJECT DIRECTOR

A.11. Name

Mary Zwolinski

A.12. Phone

(207) 408-9122

A.13. Email

mzwolinski@waysidemaine.org

FINANCIAL DIRECTOR

A.14. Name

Mary Zwolinski

A.15. Phone

(207) 408-9122

A.16. Email

mzwolinski@waysidemaine.org

B. Project Information

Completed by lhamilton@waysidemaine.org on 11/17/2025 12:27 PM

Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

B. Project Information

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

B.1. Program Name (Note: If you are applying for funding for multiple programs, please submit an application for each distinct program)

Direct Services

B.2. Primary Address Services Are Delivered

135 Walton Street Portland, ME 04103

B.3. Are there additional service address?

No

B.4. HUD National Objective

There are two approaches for meeting the Low to Moderate Income qualifications. Please select the applicable National Objective:

- **Low to Moderate Income Limited Clientele (LMC):** Limited Clientele activities benefit a specific targeted group of persons of which at least 51% must be LMI based on [HUD's annual limits](#). In order to meet the LMI Limited Clientele criteria, the activity must either collect income documentation/screening for each client or serve a population presumed by HUD to be LMI (including abused children, elderly persons, battered spouses, homeless persons, severely disabled adults, illiterate adults, persons living with AIDS, and migrant farm workers.)
- **Low to Moderate Income Area Benefit (LMA):** Area Benefit activities must be available to all residents of an area where at least 51% of the residents are LMI based on HUD's data of [eligible areas](#) over 51%. The area must be clearly delineated by the grantee and must be primarily residential.

Select which National Objective this program activity will address:

Low and Moderate Income Clientele (LMC)

Does this activity primarily benefit a population that HUD presumes to be low to moderate income, including abused children, elderly persons, battered spouses, homeless persons, illiterate adults, severely disabled adults, persons living with AIDS, and migrant farm workers?

No

B.5. HUD Program Objectives

Indicate which HUD program objective this program will address:

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B.6. Priority Impact Level

The City of Portland CDBG Goals and Priorities:

- **Neighborhood Investment and Infrastructure-** Create strong, safe, accessible and vibrant neighborhoods- Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility through ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.
- **Housing Availability-Increase housing availability and affordability-** Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce housing in significant development projects.
- **Economic Opportunity-** Create economic opportunities to transition people out of poverty- Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.
- **Address the Needs of the Growing Homeless Population-** Prevent and reduce homelessness - Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population's transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.
- For more detailed information, please review the [Needs-Goals-Priorities Table](#)

Select the primary goal your program or project addresses:

Address the Needs of the Growing Homeless Population: Prevent and reduce homelessness

Beneficiaries

B.7. Describe the beneficiaries or clients served by the program.

Economically vulnerable & under-resourced community members.

B.8. How many will be served by the proposed program? (unduplicated -per year)

3,500

B.9. How many are [low to moderate income residents](#) of Portland?

2,500

B.10. What percentage of total clients are low to moderate income residents of Portland?

71.00%

Units of Service - The CDBG program provides quarterly reimbursements for your expenditures as long as your units of service reported are proportional to your expenditures. Therefore, your units of service should be a measure which

is proportionate across the grant term and proportionate to your expenditures. For example, an hour of staff time or bed nights in a shelter are common units of service.

B.11. Describe the type of unit of service provided by the program.

Free meals

B.12. How many units of service will be provided by the program?

90,000

Budget and Organizational Questions

B.13. What percentage of the total budget is CDBG?

10.00%

Program Objectives and Outcomes

B.14. What are the program objectives?

Increase accessibility & consumption of nutritious foods. Strengthen Supports & Safety Nets.

B.15. What are the program outcomes?

•≥80% eat more fruits & vegetables •≥80% eat more nutritious meals •≥75% make new friends •≥65% meet more of their neighbors •≥65% meet people with different cultural backgrounds •≥80% connect with their community •≥75% save money for other living expenses •≥60% are aware of opportunities to contribute •≥80% understand the impact of their service

B.16. Employees

Program specific, not for the entire organization.

| | Totals |
|--|--------|
| How many employees are currently employed in this program? | 9 |
| How many employees will be employed in this program if it receives CDBG funding? | 9 |
| How many employees will be employed in this program if it does not receive CDBG funding? | 9 |

Documentation

B.17. How will the beneficiaries' information be collected and documented?

Staff & trained volunteers will collect the information.

B.18. How will the units of service be tracked and documented?

Staff will record at the time of distribution.

B.19. How will the outcomes be measured, collected, and documented?

Participant Surveys & units of service records.

C. Narrative

Completed by lhamilton@waysidemaine.org on 11/17/2025 12:27 PM

Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

C. Narrative

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

C.1. Program Description

Describe the Program being proposed.

Wayside's Direct Service Program increases consumption of nutritious foods by sharing groceries and prepared meals at sites across Greater Portland. Beyond meeting immediate nutritional needs, this program builds long-term benefits by establishing gathering places, fostering positive relationships between neighbors, providing service opportunities, and connecting with community resources. The City of Portland has furthered its Community Development Block Grant (CDBG) Goals and Priorities by investing CDBG funds through Wayside's Direct Service Program since 2010. These investments supported the development of innovative partnerships and increased the accessibility of nutritious foods in ways that use sharing food as a means rather than an end. Each year, Wayside has used CDBG funds to adjust our program to adapt to our community members' evolving needs and expand the network of organizations and agencies we partner with. Wayside is seeking ongoing support to continue expanding the impact of these programs.

C.2. Community Need Description

Describe the scope of the community problem or need the program addresses. Reference plans, reports, data, or past experience as applicable.

As documented in Portland's 2022-2026 Consolidated Plan, lack of affordable housing is a significant challenge facing Portland's residents. Almost half of Portland's renting households pay over 30% of household income on rent, MaineHousing's affordability threshold. Eighteen percent of renting households with children across Maine are behind on their rent; Portland has a higher unaffordability rate than the state. High housing costs can force choices between consistently making housing payments & affording other needs. With resources stretched to cover immediate expenses, accumulating savings is impossible. With no safety net, housing security is always vulnerable to an unexpected major expense. Households with limited economic resources often must make tradeoffs that can compromise consistent access to enough healthy food. Families with children, especially single-parent families, experience higher rates of food insecurity. The negative impacts of low socioeconomic status on health are well documented & can create a negative & reinforcing cycle because poor health negatively impacts capacity for learning & earning. Individuals with lower socioeconomic status also experience social disadvantages, with greater isolation & fewer sources of social support. Our program provides free nutritious food while supporting positive relationship-building by sharing meals. Although important for everyone, sharing meals is essential for children's future well-being. Maine Children's Alliance cites families eating meals together as a healthy habit for thriving Maine families. The American College of Pediatricians asserts pediatricians should encourage every effort to regularly gather as a family for meals because of the strong association between family dinner frequency & educational achievement & future healthy eating patterns. Further, Columbia University reports, "parental engagement fostered around the dinner table

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is one of the most potent tools to help parents raise healthy, drug-free children." Wayside supports educational, social, & cultural events & one of our frequent partners is Portland Public Schools. Annie E. Casey Foundation finds parental involvement is paramount to children's success & specify that better partnership between school & home leads to higher student achievement. Schools have limited resources to offer additional programming outside the school day & our work has shown that much can be accomplished while people share food. Wayside provides meals for special events & monthly dinners for students, their families, & staff at Portland elementary schools to support these outcomes. Wayside seeks to expand our efforts to foster relationships between educators & caregivers. Our capacity to help community groups in this important way would be limited without CDBG funds.

C.3. Measurable Community Impact

Describe program outcomes and the impact it will have on the community. Include how progress will be evaluated in reaching these goals

Wayside and our partners record the number of meals shared and demographic information about participants for every meal and distribution of groceries. We use biennial surveys developed with the Data Innovation Project at USM to evaluate the impacts on individuals and our community using the following objectives and outcomes: Goal 1: Increase accessibility and consumption of nutritious foods •≥80% eat more fruits and vegetables •≥80% eat more nutritious meals Goal 2: Strengthen Supports and Safety Nets •≥75% make new friends •≥65% meet more of their neighbors •≥65% meet people with different cultural backgrounds •≥80% connect with their community •≥75% save money for other living expenses •≥60% are aware of opportunities to contribute •≥80% understand the impact of their service

C.4. Goal

Choose and describe how this program meets one of the goals of the CDBG program:[\(See table here\).](#)

- 1. Neighborhood Investment and Infrastructure - Create strong, safe, accessible and vibrant neighborhoods**
- 2. Housing Availability –Increase Housing availability and affordability**
- 3. Economic Opportunity – Create economic opportunity to transition people out of poverty**
- 4. Address the needs of the growing homeless population- prevent and reduce homelessness**

By helping community members meet their immediate food needs, Wayside and our partners are part of a critical support network preventing individuals and families from becoming homeless. Our work furthers the City's goal of reducing homelessness by helping residents to stretch limited resources. Eighty-nine percent of Community Meals guests report saving money for other living expenses. Wayside's work is distinct because it is not limited to hunger prevention. It is about using food to strengthen connections between families & schools, neighbors, building social safety nets, and reinforcing that each person is a valued member of our community. Wayside designed our Community Meals to improve the well-being and stability of participants. Improved access to nutritious foods alone is not a sustainable solution for financial stability. Consequently, host sites collaborate to share resources about health, employment, and other participant-requested topics.

C.5. Priority Impact Level

Choose and describe how this program best addresses one of the priority impacts level activities from the selected goal in the question above: :

- 1. Neighborhood Investment and Infrastructure- Create strong, safe, accessible and vibrant neighborhoods. Eligible programs and activities include but are not limited to: Community policing, public infrastructure in target neighborhoods. Accessibility/ADA compliance, alternative modes of transportation; PRIORITY: Park and recreation facilities, historic preservation, tree planting, and non-profit rehab, inclusive and diverse community centers and engagement programs, senior services, disability services, public infrastructure**

outside of the targeted neighborhood.

2. **Housing Availability-** Increase housing availability and affordability. Eligible programs and activities include but are not limited to; **HIGH PRIORITY:** Housing rehabilitation, adaptive reuse of housing, housing retention; **PRIORITY:** Rental assistance programs, environmental testing and remediation, energy efficiency/weatherization, fair housing activities, heating and fuel assistance, tenant landlord counseling services, and legal services.
3. **Economic Opportunity-** Create economic opportunity to transition out of poverty. Eligible programs and activities include but are not limited to; **HIGH PRIORITY:** Job creation, microenterprise assistance, career advancement services (education, job training, GED attainment, ESL, etc.), Job retention support services (childcare vouchers, housing counseling, transportation assistance, etc.) **PRIORITY:** Façade improvements, and financial stability services (budgeting, financial planning, tax preparation, etc.).
4. **Address the Need of the Growing Homeless Population-** Prevent and reduce homelessness. Eligible programs and activities include but are not limited to; **HIGH PRIORITY:** Food assistance, shelter services, mental health service, substance use disorder services, housing and housing services for long-term shelter consumers, emergency services to prevent homelessness; **PRIORITY:** Rental assistance, and at risk youth services.

Wayside and our partners help prevent homelessness by providing the high priority of food assistance. Our Mobile Food Pantries make monthly deliveries of groceries to three Avesta Housing properties, four Portland Housing Authority communities, and one South Portland neighborhood. These locations were chosen with feedback from Community Policing and Housing Authority staff identifying residents of these neighborhoods as experiencing barriers to other supplemental food resources due to transportation or mobility limitations. There are enough groceries for each household to choose from to make at least 12 complete meals per person. The pantries offer valuable opportunities for neighbors to help each other. The program supplements the diets of more than 300 individuals each month. Mobile Food Pantries are collaborations between Wayside, Portland Housing Authority, Portland Community Policing, Avesta Housing, and South Portland West End Neighborhood Association. Wayside uses a packaging machine to process large donations into smaller portions in freezer-safe bags. Not only does this prevent food waste, but it also makes it easier for our community members to use the items if they are pre-cleaned and cut. Each item has recipes and preparation ideas on the label. Our Community Meals are partnerships with community centers, schools, places of worship, and agencies working to alleviate the effects of economic vulnerability on food security, health, and social connection. Although Wayside's primary objective is to increase access to nutritious food, we designed Community Meals to use sharing meals as opportunities for improving social support networks. The effectiveness of this model is demonstrated in part by 94% of guests reporting that attending Community Meals helps them eat more nutritious meals. Further, 92% of guests have made new friends, 69% have met more of their neighbors, and 76% have met people with different cultural backgrounds. In addition to building social ties, Community Meals bring community members and resource providers together to improve awareness and utilization of existing resources.

C.6. Guiding Principles

Describe how the program meets each of the following Guiding Principles: Priority to Lower Incomes, Diversity and Inclusiveness, Consistent with City Goals and Initiatives:

1. **Consistent.** All projects and programs will be reviewed with respect to the Consolidated Plan and other HUD requirements; City goals, priority impact levels, and other CDBG or HOME investments. Proposals should be coordinated with relevant City Departments where appropriate and align with City initiatives. City plans can be found online at Portland's Housing Community Development [Website](#) **Measurable Community Impact.** Programs and projects will be evaluated based on how well they create a significant and measurable community impact.
2. **Diversity and Inclusiveness.** Programs and projects shall address diversity and be inclusive in order to engage differences and create a culture of belonging.
3. **Priority to Lower Incomes.** Priority will be given to projects and programs that serve the lowest income

persons.

4. Leveraged Funding. CDBG should not be the only source of funding for a program or project; leveraging other funds is essential.

Aligning with the Needs, Goals, and Priorities outlined in Portland's 2022-2026 Consolidated Plan, Wayside helps prevent homelessness by providing the high-priority service of food assistance. Wayside is dedicated to empowering community members to support each other. We prioritize not just sharing supplemental food but also offering meaningful opportunities to contribute for those experiencing barriers to traditional employment and social capital with a special emphasis on individuals in recovery from substance use disorders, recently arrived immigrants, and those living with intellectual or physical disabilities. These are populations identified as high risk for homelessness in Portland's 2022-2026 Consolidated Plan's Needs Assessment. Creating volunteer opportunities for those participating is central. Wayside's volunteer program is vital in maintaining the quality of life, social connections, and personal agency for many under-resourced community members. Through these opportunities, community members are part of furthering efforts to fight hunger and reduce food waste while also becoming engaged and invested in our community. While our program supports economically vulnerable community members, there are no eligibility requirements for participation, and this results in relationship-building across socioeconomic groups.

C.7. Partnerships, Collaboration, and Outreach

If applying as a partnership, please describe the nature of the partnership, who is involved, and what agreement there is among partners. Partnerships are two or more organizations or businesses who will share valuable resources, work together toward a common goal, and increase efficiency in providing services.

If applying as a single entity please describe collaboration between service providers; coordination of services; or outreach to the community.

Include any additional collaboration, coordination or outreach as relevant to ensure there is no duplication of services.

Everything Wayside does is in collaboration. We are committed to maximizing the impact of our resources through strong cross-industry partnerships that draw on multiple perspectives & resources. Of equal importance are ongoing efforts to ensure our services reflect & respond to our community members' self-identified needs & offer volunteer opportunities for participants. Our partnerships are critical to helping overcome barriers experienced by vulnerable groups to existing assistance programs. Each partner does ongoing outreach with their constituents. We prioritize partnerships with places people already know, like housing authorities, schools & cultural groups. The attached Letters of Support convey impacts of many of our most significant partnerships. In addition to these & those previously described examples of collaborations include: Good Shepherd Food Bank Network Advisory Council: This group shares outreach feedback, best practices & training opportunities. Wayside is part of the Cumberland County Food Security Council to engage cross-sector groups for greater coordination, rather than duplication, to implement positive changes & increase access to healthy food. Wayside works with the UMaine Cooperative Extension & the Cumberland County Food Security Council's Gleaning Initiative to harvest surplus produce from farms & share it with community members. Wayside expanded our partnership with Farms for Food Equity to support local farms & leverage our existing infrastructure to share more local produce with community members. Together with Maine Farm & Sea Cooperative & Farms for Food Equity, we are exploring ways to maximize Maine-raised products during peak season, process & store them & address the preparation limitations of people living in locations with limited kitchen facilities. This initial partnership has developed into the Maine Immigrant Greens Collaborative further involving Westbrook Schools, South Portland Schools, Lewiston Schools, Isuken Co-Op & Atlantic Sea Farms. This

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project will increase the use of locally grown, hearty greens (collard greens, kale & brassica leaves) in K-12 schools. By developing a unique partnership between agriculture's production capacity & aquaculture's processing facilities, this work is helping to meet community-determined needs of immigrant & asylum-seeking families. As previously described, through our Catering Collective Program, Wayside works with Portland elementary schools to host monthly dinners & special events to foster relationship building between educators & their students' families. Wayside started a Home Delivery Pilot as an offshoot of our Mobile Food Pantries in partnership with Portland Community Health & MaineHealth Behavioral Health Integration, Pediatric Clinic. Providers refer patients if they (or a dependent) have a medical condition that prevents them from leaving the house or no access to transportation. We currently have 20 individuals & families participating.

C.8. Readiness to Proceed

Describe the program's timeline with specific dates and times, including start dates, end dates and milestones as applicable.

Our Direct Service Program is established. The project is ongoing, and the staffing, volunteers, locations, and distribution networks are in place. The program integrates the collection of CDBG-required documentation into operations. Staff and trained volunteers will record information during distributions.

C.9. Experience Providing Service

Describe your organization's experience in delivering and managing this or similar programs.

Please summarize current licensing and accreditations obtained.

Wayside's Food Rescue sources and redistributes salvaged and donated food to almost 100 programs and agencies across Southern Maine. Wayside is the USDA's distributing agency for Cumberland County's The Emergency Food Assistance Program (TEFAP) for 28 agencies and manages the Commodity Supplemental Food Program (CSFP) for Cumberland, Oxford, and York Counties. CSFP improves the health of seniors with supplemental groceries. Wayside works with almost 60 partner sites to reach 2,000 individuals with low incomes each month. Food Rescue is the source of all the food for Mobile Food Pantries and nearly all the food for Wayside's Community Meals. Wayside is a reliable partner for the City of Portland as part of the response during past emergencies. During the federal government shutdown in 2018-2019, Wayside partnered with The City to host Mobile Food Pantries at City Hall and the Jetport for 60 furloughed workers and their families. Over summer 2019, Wayside coordinated with The City, our partner agencies, food donors, and volunteers to prepare and deliver hot lunches (incorporating as many traditional foods as possible) to share with asylum seekers staying at the Expo Center. Also, Wayside coordinated snacks and food to support our partner agencies that needed extra food and supplies to meet the heightened demand. Within a week of Portland Public Schools moving to remote learning because of the pandemic, Wayside worked with their staff and volunteers delivering groceries to students and their families through August 2021. Wayside continues to share groceries with the families and individuals staying in the City's shelter overflow at the hotels in South Portland. Between April 2023 & January 2024, Wayside worked with the City to share 80,000 lbs of kids' snacks and groceries with asylum seekers staying at the Expo Center & after while in Freeport. During the 2025 government shutdown, Wayside hosted a pop up Mobile Food Pantry for more 260 individuals in 80 households. Wayside holds a City of Portland Food Service Establishment w/ Preparation License. All relevant staff are Certified Food Protection Managers.

C.10. Financial Need

Describe why CDBG funds are necessary to this program.

How will this program continue if CDBG funding is not awarded?

Our request to the City of Portland for \$34,000 of CDBG funds would complete our \$441,500 program budget. Wayside will use these funds towards program staff compensation. Receiving CDBG funding diversifies our funding, contributing to greater financial stability, demonstrating our credibility to potential funders, thus indirectly leveraging additional funding. Without CDBG funding, the program will continue, although limited. We would need to limit our support to educational and cultural groups through our Catering Collective, as previously described. Eating and sharing food is a powerful community-building tool, supporting others, passing on traditions, and creating friendships. Through the Catering Collective, Wayside prepares and delivers meals intending to bring people around the table to strengthen and share our community's abundance of cultural traditions. However, with the funding secured for staffing, Wayside can use funding from other sources to expand the Catering Collective's impact. These funds will also ensure our staff can dedicate the additional time to work intensively with volunteers from the recovery community, recently arrived immigrants, and adults living with intellectual disabilities to make sure volunteering at Wayside is not just about fulfilling hours. Instead, it is an opportunity to connect and contribute to our community while working as a team. They can share their gifts and stories while developing job skills and cultural capital needed for employment and financial self-sufficiency. Funds provided to Wayside for these programs also ensure that the Wayside staff are paid equitable wages which are reviewed and adjusted regularly to reflect the impact the cost of living in southern Maine has on everyone's lives.

C.11. Leveraged Funding Narrative

Describe all other sources of funding for this program or project. Identify which sources are secured and which are projected. Include in-kind donations that may be used to supplement expenses where applicable.

The requested \$44,400 in CDBG funds represents 10% of the program budget. The other 90% of the funding is from projected private donations, projected grant awards, and projected earned income from secured contracts.

C.12. Budget Narrative

Provide a narrative explaining the budget and expenses for the program. Describe exactly what and who CDBG will pay for in this program.

If this program was funded by CDBG in the previous year, you must explain why the increase is necessary and what expansion of service is being provided.

Please ensure that budget amounts listed in the narrative match the Program Budget Detail.

If awarded, Wayside will use CDBG funds to cover 14% of the costs for employee compensation. Wayside is committed to paying our employees a living wage and providing meaningful employee benefits. Wayside will use CDBG funding to supplement private contributions for these costs.

D. Program Budget Detail

Case Id: 30671

Name: Wayside Food Programs - 2026

Completed by lhamilton@waysidemaine.org on 11/17/2025 12:27 PM

Address: *No Address Assigned

D. Program Budget Detail

Please provide the following information.

Don't forget to SAVE your work before exiting this screen

D.1. Grant Amount Requested - for social service programs the minimum amount requested is \$10,000 and Maximum is \$150,000.

\$44,400.00

D.2. Total Program Budget

\$441,500.00

D.3. Please complete the table below.

| Budget Category | Budget Amount | CDBG Request | Other Funding Source | Other Funding Source Name | Funding Status |
|--|---------------|--------------|----------------------|---------------------------|----------------|
| Employee Wages, Benefits, Payroll Taxes & Fees | \$312,500.00 | \$44,400.00 | \$268,100.00 | Various | Pending |
| Equipment, supplies & Facilities | \$85,750.00 | \$0.00 | \$85,750.00 | Various | Pending |
| Food | \$12,500.00 | \$0.00 | \$12,500.00 | Various | Pending |
| Operations | \$30,750.00 | \$0.00 | \$30,750.00 | Various | Pending |
| | \$441,500.00 | \$44,400.00 | \$397,100.00 | | |

E. Required Documents

Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

Completed by lhamilton@waysidemaine.org on 11/17/2025 12:27 PM

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Please provide the following information.

Documentation

Agency Organizational Chart

An organizational chart must be provided that describes the agency's administrative framework and staff positions, indicates where the proposed project will fit into the organizational structure, and identifies any staff positions of shared responsibility ***Required**

Wayside Food Programs Organizational Chart 11.2025.pdf

Articles of Incorporation/Bylaws

Articles of incorporation are the documents recognized by the State as formally establishing a private corporation, business or agency. ***Required**

Wayside Food Programs Bylaws.pdf

Authorization to Request Funds and/or Designation of Authorized Official

Documentation must be submitted of the governing body's authorization to submit the funding request and/or Documentation must be submitted of the governing body's action authorizing the representative of the agency to submit the funding request, negotiate for, and contractually bind the agency.

Authorization to Request Funds and Designation of Authorized Official.docx

Complete List of Board Members

A list of the current board of directors or other governing body of the agency must be submitted. ***Required**

Wayside Food Programs Board of Directors 2025.pdf

Conflict of Interest Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Letters of Support/ MOUs

Demonstrated outreach in the form of Letters of Support and/or Memorandums of Agreement is required. Applicants can submit as many items as desired, but are encouraged to prioritize quality over quantity. ***Required**

Wayside CDBG FY26.27 Letters of Support.pdf

Most Recent Agency Operating Budget *Required****

Wayside Agency 2025 Budget.pdf

Most Recent Audit OR 990 as appropriate *Required****

2024 audit final.pdf

Non-Discrimination Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Project Timeline *Required****

Direct Services Timeline & Locations.pdf

Verification of 501(c)3 status

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service and the State. ***Required**

Wayside Food Programs 501(c)(3) Tax Exemption Letter.pdf

Whistleblower Policy

Required if you are a first time applicant or policy has undergone significant changes.

***No files uploaded*

Other Document Type

***No files uploaded*

Submit

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Case Id: 30671

Name: Wayside Food Programs - 2026

Address: *No Address Assigned

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

Don't forget to SAVE your work before exiting this screen

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812.

Signature

Laura Christine Hamilton

Electronically signed by lhamilton@waysidemaine.org on 11/17/2025 12:28 PM

Title

Development Assistant & Metrics Coordinator