



City of Portland Remote CDBG Priority Task Force

ZOOM MEETING INSTRUCTIONS:

The CDBG Priority Task Force will hold a remote meeting on Thursday, June 25th, 2020 at 5:00 pm. This meeting will take place remotely using Zoom.

Virtual meetings are allowed using emergency legislation approved by LD 2167; 1 M.R.S. §403-A, that authorizes cities and towns to conduct meetings online.

Allow your computer to install the free Zoom app to get the best meeting experience.

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83419359532>

iPhone one-tap :

US: +16465588656,,83419359532# or +13017158592,83419359532#

Telephone: Dial(for higher quality, dial a number based on your current location):

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For public comment, 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.

Webinar ID: 834 1935 9532

1. Introduction of meeting to Zoom attendees
2. Review and Accept Minutes of CDBG Priority Task Force meeting held on June 8, 2020.

- a. Minutes of Meeting held on June 8, 2020
3. Review Detailed work plan/Q&A regarding work plan with Staff
 - a. Detailed Work Plan
4. Bonus Points and Penalty Points - ACTION REQUIRED
 - a. Discuss history and use of penalty points
 - b. Brainstorm potential changes
 - c. Decide on additional information needed if any
5. Next Meeting
 - a. July 13th 5:00-7:00 pm, location to be determined
 - b. Discuss guiding principles
 - i) Guidance in application
 - ii) How they relate to scoring
6. Adjournment

Community Development Priority Setting Task Force

MEETING MINUTES

June 8, 2020 5:00-7:00pm via Zoom

In attendance: Mark Adelson, Julia Sheridan, Ben Strick, Brad Hanscom, Adam Cohen, Don Harden, Matt Dubal, Chase Hewitt, Lucas Bloom, Andy Ouellette,

Missing members: Jim Hall, Sam Heck, Ashish, Grace, Mary Beth,

Staff in attendance: Mary Davis, Amanda Methot, Kelley Walsh

MINUTES:

1) Introduction of meeting to Zoom attendees: Members introduced themselves

2) Review and accept Minutes of CDBG Task Force from the May 28th, 2020 meeting:

Motion made to accept minutes; **Motion passed 10-0 with comment to include missing member in attendance**

3) Review Detailed work plan/Q&A regarding work plan with Staff:

HCD staff presented work plan; reviewed bonus penalty points as well city allocation caps that were not addressed in the last meeting.

Member requested reviewing community policing set-aside- due to recent current events. Member suggested revisiting the set-aside, suggesting turning that into a competitive application process, rather than a designated set-aside.

Other members agreed that would be relevant to revisit the idea.

- Staff clarified the Community Policing set-aside project funds five community policing coordinators that are assigned to five locations on the Portland peninsula.
- Staff clarified that the program does have to submit an application each year and do quarterly reporting on performance and requisitions

Members voiced their support for Community Policing, however noting that this isn't about the program itself, but rather the process.

Members provided clarification on the type of work Community Policing coordinators do and made a distinction between patrol officers and coordinators.

Member noted that removing the set-aside is not voting to remove the program, but rather not locking it in for the next five years.

Members suggested tabling this item as this item was just voted on, in addition to members being absent.

Member suggested waiting until additional survey responses are provided that will highlight priorities.

- Staff will share the community policing application

Member highlighted again, that revisiting this topic is not about the program itself, but about the process and promoting racial equity within the process. This discussion will be revisited at a later date.

4) City of Portland Social Service Cap ACTION REQUIRED

Discuss and take action on the City of Portland 45% funding cap in social services

Members discussed the 45% funding cap in social services, noting that in prior discussion it was suggested to lower to 40%.

Member supports lowering the cap to 40%

Motion to lower City of Portland cap to 45% - **Motion passed 9-0 with one member abstaining**

Member abstained from voting noting that there was not enough information provided on why some programs/departments were not applying

- Staff clarified that City programs receive funding from multiple sources and the amount they apply for is likely to refrain from running in to duplication of benefits issues. In addition, staff stated that applicants do not provide reasoning as to why they choose the dollar amount they do.

5) Bonus Points and Penalty Points ACTION REQUIRED

Staff clarified that the total number of points for scoring is 100, distributed throughout the categories.

Member stated that the penalty point should be higher for certain mistakes in the application

Member inquired on the process of how applications are submitted, staff clarified

applications have been submitted in person and electronically.

Members stated that by changing the bonus points up or down will change the total points in each scoring category

- Staff clarified that the task force should focus on the point difference between high and priority activities

Staff noted that in the past the use of bonus points was applied to projects who met basic needs, over time all the applications identified as meeting basic needs, which left staff to have identify what was really a basic need and what wasn't. Staff noted that penalty points were used to ensure quality applications were being submitted, this over time has not been applied to applications. Staff noted that this process was created to ensure that the needs of the City are being addressed and met, and this should be a creative process to ensure the best way to do that.

Members inquired on how many applications are priority vs high priority

- staff clarified we do not have that information on hand, but can provide it for the following meeting; staff noted that offhand the majority of the applications are high priority, as there is a substantial point differential between high priority and priority.

Member suggested only having the high priority category, and utilizing penalty points.

- Staff clarified the high priority and priority categories were designed to encourage activities and needs that were determined to be important to the city were provided a process to ensure those needs and activities were met.

Members discussed if limiting the priority list would be beneficial or harmful to applicants.

Member noted that some of the categories have a long list of high priority and low, while others have a shorter less exhaustive list.

Member gave an example of the façade program being a priority activity that has been able to receive funding

Members discussed the value façade program

- Staff provided guidance on how façade improvement funding can be used and the history of the program

Members discussed the priority categories and how applicants in those categories don't have a great chance at getting funded, suggested getting rid of the distinction and tightening up the list.

Member suggested that we remove the priority category activities and they are just scored on their merits, no point bump because everything will be a high priority

Member stated restricting applicants to high priority and priority activities only; activities not in these priorities would not be eligible

Member stated that they would be in favor of keeping a high priority and priority category

Member asked about the community policing priority and how it relates to the set aside

- Staff clarified that community policing was put in to a high priority because the council identified it as such by making it a set aside.

Member discussed reducing the high priority activities to create more of a distinction between the applicants

Member asked for clarification on if the group is making a motion on changing the point differential

Member suggested making 5 bonus points available to high priority applicants

- Staff provided a copy of the scoring guide for the allocation committee. Staff clarified the council has determined the broad category total. The allocation committee has the ability to allocate the points within each category.

Members discussed the guiding principles and goal, priority impact initiative and community need.

- Staff provided guidance on why there was a change from the 5 points in 2015-2016 to the 11 vs 7 distinction for high priority vs priority. The change occurred due to a new consolidated plan in 2016/

Members discussed if points should be moved to guiding principles to ensure that the high priorities are getting the most points

- Staff provided guidance on what the sub categories under guiding principles actually mean and that the categories do not speak to the activity as specifically as the priority impact category.

Member suggested combining priority impact and goal scoring category

Member made another suggestion about taking points from partnership and moving it to the goal section of the score guide

Member responded that collaboration doesn't speak to priority and shouldn't be combined

Member proposed making a high priority activity worth 10 points

Member stated that guiding principles overall are under valued

Member suggested making the high priority activity to 5 and priority activity would get 0

Motion to maintain high priority and priority designations, remove the current point distribution and allocate points only to high priority activities – **motion passed 10-0**

Meeting adjourned 7:03pm

STRUCTURAL CHANGES (4/30 & 5/11 MEETINGS)

The structural changes that are being decided on apply to all applicants regardless of what need category or activity they fall in to, therefore an analysis of the community needs is not a factor.

Maximums/Minimums

Maximums and minimums are applied based on the pot of money you are applying for and do not change based on the applicants specific program.

- \$10,000 minimum across the board
- \$250,000 maximum for construction projects regardless of what need category they fit in to
- \$150,000 maximum for social service projects regardless of what need category they fit in to

ACTION: The group can adjust these up or down, and should not take specific applicants or programs in to consideration. In addition, the group can choose to apply the maximum and minimums to the program or the organization applying.

Set-Asides

Set- Asides have mostly been used to keep Community Policing funded and allow for 60% of the construction funding to go towards public infrastructure

- \$150,000 for community policing
- Up to a 60% set aside for public infrastructure

ACTION: The group can choose to:

- Keep these as is
- Remove all set-asides
- Create new set-asides based on broad categories, NOT specific programs or activities
- Or a combination of any of those options.
- Examples
 - o Setting aside a percentage of the allocation for new programs that score above 85.
 - o Set aside a certain percentage for homeless service programs.

Additional Caps on Funding

The City is limited to 45% of the total funding in social services and 85% in development activities. The 60% cap for public infrastructure is part of the 85% cap in development; this essentially overrides the \$250,000 maximum for public infrastructure projects. Lastly, the maximum for development activities is 30% of the pervious year's allocation amount or \$250,000 whichever is LARGER. HCD staff does the calculation each year and the \$250,000 maximum has historically been the greater of the two numbers.

ACTION: The group can choose to increase, decrease, or take no action on the City funding caps in both social service and development activities

ADMINISTRATIVE CHANGES (5/28 & 6/8 MEETINGS)

Bonus/Penalty Points

Bonus and penalty points are applied regardless of who the applicant is or what priority activity they are engaging in. Currently, bonus points are applied based on high priority and priority activities. The group will have the opportunity to change the activities in each category, but for now, they should determine the point difference for a high priority activity vs. a priority activity.

- High priority receives 11 points
- Priority receives 7 points

ACTION: The group can change the point spread between the two categories

Penalty points are applied to all applications regardless of need category and activity.

- Missing sections = 1 point
- Failing to follow submission guidelines = .25 point for each instance
- Errors in budget calculations = .25 points for each instance

ACTION: The group can choose to remove penalty points or change their values up or down.

GUIDING PRINCIPLES AND PRIORITIES (6/25, 7/13, & 7/30 MEETINGS)

Guiding Principles

Guiding principles are found in the narrative of the application. They also make up the categories on the scorecard. The taskforce will focus on reviewing the application language describing each guiding principle. The guiding principle categories will not be changed. These guiding principles are applied to all applications regardless of organization or activity.

ACTION: The group can make edits to the language to make it clearer; the group should use feedback from the allocation committee as well as staff in regards to issues on collecting the right information in each of these sections.

Priority Activities

In each of the four need categories there are priority activities assigned to the need. Within the priority activities, they are labeled as high priority and priority. As discussed earlier, high priority activities receive more points than priority activities. The group will use the data collected from the Consolidated Plan survey to re-arrange the activities within each of the four needs group. The taskforce should use the survey data to inform their decision.

ACTION: The group can make changes to how activities are labeled therefore giving certain activities a point advantage over others. The changes need to be in line with the survey data as part of the citizen participation requirement.

Score Card

The scorecard has four large point categories with smaller sub categories within them. The taskforce can move point allotments in the large categories as well as the small categories. The large category allotments will be decided first with subcategory distribution coming second. These changes should be informed by the Allocation Committee recommendations as well as the point analysis that was conducted this year by an Allocation Committee member.

ACTION:

- Change point allotment in the 4 major scoring categories (Goal/priority impact/community need, Guiding Principles, Capacity to Deliver, and Partnership/Collaboration)
- Distribute points in each major category to the subcategories

WRITE REPORT (8/10 & 8/27 MEETINGS)

FUNDED PROJECTS CURRENT 5 YEAR PLAN

Year	Organization	Program	High Priority
SOCIAL SERVICE			X
2019-2020	COP Portland Police Department	Community Policing	X
2019-2020	Amistad	Peer Outreach Worker	X
2019-2020	Catherine Morrill Day Nursery	CDBG Childcare Voucher Collaborative	X
2019-2020	Milestones	HOME Team	X
2019-2020	COP Public Health	Mobile Medical Outreach	X
2019-2020	Wayside Foods	Direct Service Program	X
2019-2020	COP Health and Human Services	Long Term Stayers Program	X
2019-2020	Portland Adult Education	New Mainers Resource Center Job Search Support Program	X
2019-2020	Spurwink	Adult Behavioral Health Opioid Medication Assisted Treatment Program	X
2019-2020	Preble Street	Food Programs	X
2019-2020	Preble Street	Florence House Womans Shelter	X
2019-2020	Preble Street	Joe Kreisler Teen Shelter	X
CONSTRUCTION			
2019-2020	COP Economic Development	Business Assistance Program	X
2019-2020	COP and Portland Downtown	Bicycle and Pedestrian Infrastructure Improvements	X
2019-2020	Mayo Street Arts	Wheelchair Access Ramp	X
2019-2020	Port Resource	Port Resources Group Home Rehab	X
2019-2020	CEI	Portland Microbusiness Assistance Program	X
2019-2020	COP Public Works	Kennebec Street Lighting	
2019-2020	Alpha One	Critical Access Ramp Program	X
2019-2020	Learning Works	Renovation of Historic Education Facility	X
2019-2020	Boys and Girls Club	Energy Efficient Improvements to Portland Clubhouse	
2019-2020	COP Public Works	Elm Street Sidewalk	
SOCIAL SERVICE			
2018-2019	COP, Police Department	Community Policing	X
2018-2019	Wayside Food Programs	Direct Service Program	X
2018-2019	Preble Street	Joe Kreisler Teen Shelter	X
2018-2019	Catherine Morrill Day Nursery	CDBG Childcare Voucher Collaborative	X
2018-2019	COP, Public Health Division	Mobile Medical Outreach	X
2018-2019	Preble Street	Food Programs	X
2018-2019	Amistad and Portland Downtown	Peer Outreach Worker	X
2018-2019	Catholic Charities and ILAP	Immigrant Legal Services	
2018-2019	Preble Street	Florence House Womans Shelter	X
2018-2019	Milestone	HOME Team	X
2018-2019	Preble Street	Resource Center	X
2018-2019	COP Health and Human Services	Long Term Stayers Program	X
CONSTRUCTION			
2018-2019	COP Public Works	Preble Street Corridor Sidewalk Project	
2018-2019	COP Economic Development	Business Assistance Program	X
2018-2019	CEI	Portland Microbusiness Assistance Program	X
2018-2019	Portland Housing Authority	Front Street Redevelopment Phase I	

2018-2019	COP Parks and Recreation	Doughtery Field Adventure Playground	
2018-2019	Port Resources	Hot Water Heater Replacement	X
SOCIAL SERVICES			
2017-2018	Wayside Food Programs	Direct Service Program	X
2017-2018	Preble Street	Florence House Womens Shelter	X
2017-2018	Preble Street	Emergency Food Program	X
2017-2018	Preble Street	Resource Center	X
2017-2018	Preble Street	Joe Kreisler Teen Center	X
2017-2018	Catherine Morrill Day Nursery	CDBG Childcare Voucher Collaborative	X
2017-2018	COP- Health and Human Services	Family Shelter- After Hours Program	X
2017-2018	Milestone Foundation Inc	HOME Team	X
2017-2018	COP- HHS and Parks	Portland Opportunity Crew	X
2017-2018	Amistad Inc	Amistad Peer Coaching Initiative	X
CONSTRUCTION			
2017-2018	COP Public Works	Oxford Street Sidewalk Improvements	X
2017-2018	Coastal Enterprises Inc (CEI)	Portland Microenterprise Assistance Project (PMAP)	X
2017-2018	COP Economic Development Division	Business Assistance Program for Job Creation	X
2017-2018	YMCA of Southern Maine	Boiler Replacement project	
2017-2018	Youth and Family Outreach (YFO)	Life and Safety Upgrades	
2017-2018	Catholic Charities	Energy Efficiency Upgrades - Support and Recovery center	
2017-2018	Catherine Morrill Day Nursery	Toddler Classroom Expansion Project	
2017-2018	Bayside Neighborhood Association	Bayside: A Livable Neighborhood Community Garden	
2017-2018	COP- Parks Rec and Facilities	East Bayside Soccer Futsal Court	
CONSTRUCTION			
2016-2017	COP Planning & Urban Dev Dept (PUD)	Administration and Planning	
2016-2017	Portland Housing Dev. Corp (PHA)	58 Boyd Street	X
2016-2017	Portland Housing Authority (PHA)	East Bayside Surveillance System	X
2016-2017	Coastal Enterprises Inc (CEI)	Portland Jobs Alliance Employment Dev. Initiative	X
2016-2017	Living with Peace	The Portland Micros: Building microenterprises & Jobs	X
2016-2017	Coastal Enterprises Inc (CEI)	Portland Microenterprise Assistance Project (PMAP)	X
2016-2017	COP Public Works	ADA Curb Ramps and Pedestrian Safety	X
2016-2017	COP Planning and Public Works	Marginal Way (** Amended to State Street in 2017)	X
2016-2017	COP Public Works	Libbytown Community Garden	
SOCIAL SERVICE			
2016-2017	COP, Police Department	Community Policing	X
2016-2017	Catherine Morrill Day Nursery	CDBG Childcare Assistance Program	X
2016-2017	Wayside Food Programs	Direct Service Program	X
2016-2017	COP- Health and Human Services	Family Shelter- After Hours Program	X
2016-2017	Amistad Inc	Amistad Peer Support and Recovery Center	X
2016-2017	Preble Street	Emergency Food Program	X
2016-2017	Preble Street	Resource Center	X
2016-2017	Amistad Inc	Amistad Peer Coaching Initiative	X
2016-2017	Preble Street	Florence House Womens Shelter	X

2016-2017	COP- Health and Human Services	Oxford Street- Housing Assistance for Long Term Stayers	X
2016-2017	LearningWorks	English Language Program	X
2016-2017	Milestone Foundation Inc	HOME Team	X
2016-2017	Preble Street	Joe Kreisler Teen Center	X

Internal Scoring Guide Summary 2016-2021

Goal, Priority Impact Initiative, Community Need	Development				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Goal	7	7	7	12	12
Priority Impact (11pts High Priority, 7pts Priority)	11 or 7	11 or 7	11 or 7	11 or 7	11 or 7
Community Need	15	15	15	10	10
Total Goal, Priority, Need	33	33	33	33	33
Guiding Principles					
Measurable Community Impact	10	10	10	10	10
Diversity and Inclusiveness	4	4	4	6	6
Priority to Lower Incomes	4	4	4	4	4
Const w City Goals, Plans or Initiatives	4	4	4	1	1
Location	4	4	4	4	4
Sustainability	4	4	4	5	5
Total Guiding Principles	30	30	30	30	30
Capacity to Deliver					
Financial Need	5	5	5	3	3
Leveraged Funding*	5	5	5	6	6
Experience Providing Service	4	4	4	5	5
Readiness to Proceed	7	7	7	8	8
Financial Stability	4	4	4	3	3
Total for Capacity to Deliver	25	25	25	25	25
<i>*Last year Leveraged funds were in Guiding Principles</i>					
Partnership with MOA	12 max	12 max	12 max	12 max	12 max
Collaboration w Support Letter	9 max	9 max	9 max	9 max	9 max
Outreach to the C community	6 max	6 max	6 max	6 max	6 max

Maximum Total Points: 100 100 100 100 100

		Social Services				
Goal, Priority Impact Initiative, Community Need		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Goal		7	7	7	12	12
Priority Impact (11pts High Priority, 7pts Priority)		11 or 7	11 or 7	11 or 7	11 or 7	11 or 7
Community Need		15	15	15	10	10
Total Goal, Priority, Need		33	33	33	33	33
Guiding Principles						
Measurable Community Impact		15	15	15	11	11
Diversity and Inclusiveness		5	5	5	9	9
Priority to Lower Incomes		5	5	5	9	9
Const w City Goals, Plans or Initiatives		5	5	5	1	1
Location						
Sustainability						
Total Guiding Principles		30	30	30	30	30
Capacity to Deliver						
Financial Need		5	5	5	6	6
Leveraged Funding*		5	5	5	8	8
Experience Providing Service		5	5	5	4	4
Readiness to Proceed		5	5	5	4	4
Financial Stability		5	5	5	3	3
Total for Capacity to Deliver		25	25	25	25	25
<i>*Last year Leveraged funds were in Guiding Principles</i>						
Partnership with MOA		15 max	12 max	12 max	12 max	12 max
Collaboration w Support Letter		12 max	9 max	9 max	9 max	9 max
Outreach to the C community		9 max	6 max	6 max	6 max	6 max

Maximum Total Points: 100

100

100

100

100

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM YEAR 2020-2021

II. SOCIAL SERVICE APPLICATION

COMPLETE APPLICATION CHECKLIST

Please submit each section of the application, including this checklist:

- ☒ **A. Social Service Cover Page, limit 1 page**
- ☒ **B. Social Service Worksheet, limit 2 pages**
- ☒ **C. Social Service Narrative, limit 7 pages**
- ☒ **D. Budget: Revenues and Expenditures, attached separately, limit 1 page**

Budget worksheet MUST match budget listed on the Cover Page, Summary page, and in the narrative

Multi-year initiatives must submit 2 budgets, 1 per year, limit 1 page per budget

- ☒ **E. Social Service Summary, limit 1 page**
[Complete this section in whole; this is the only form forward to the City Council]

Required documents for non-profit organizations: ~~Not Applicable~~

- ☐ **Verification of 501(c)3 Status, limit 1 page**
- ☐ **Agency Organizational Chart** to show how the proposed program fits into the overall organizational structure; include program staff or positions, *limit 1 page*
- ☐ **Most Recent Agency Operating Budget Summary, limit 1 page**
- ☐ **Most Recent Independent Auditors Report and identified findings** or *if an Audit is not available* the most recent 990 Financial Statement
- ☐ **Complete list of Board Members**

Supporting documents (subject to scoring):

- ☒ **Project Timeline** may be included in narrative or attached separately
- ☐ **Memorandum of Agreement, limit 2 pages:** may be one MOA that is two pages long or two MOAs that are one page each. ~~Not applicable~~
- ☐ **Letter of Support**, if there is no MOA; a letter of support may be submitted. *Limit 2 pages: can be one letter that's two pages long or two letters that are one page each.* ~~Not applicable~~

Signature of the President or Executive Director

Date



11/13/2019

A. SOCIAL SERVICE COVER PAGE, limit 1 page

**COMMUNITY DEVELOPMENT BLOCK GRANT
PROGRAM YEAR 2020-2021**

Application Type	☒ Standard Social Service	☐ Social Service Multi Year Initiative	
Operating Agency	Portland Police Department		
Program Name	Community Policing		
Mailing Address	109 Middle St Portland, Maine 04101		
Address Services are Delivered	109 Middle St, 134 Congress St (Munjoy Hill Community Policing Center), 26 Portland St (Midtown Center), 81 East Oxford St (East Bayside Ctr), 510 Cumberland Ave (Parkside Ctr), 166A Brackett St (West End Ctr) and all Portland Housing neighborhoods		
Executive Director	Frank Clark	Phone 874-8601	Email fclark@portlandmaine.gov
Project Director	Nick Goodman	Phone 874-8927	Email nickg@portlandmaine.gov
Financial Contact	Ken Hickman	Phone 874-8607	Email kfh@portlandmaine.gov
Person who completed the Application	Lisa Perrotta	Phone 874-8515	Email lcp@portlandmaine.gov
Amount of CDBG Funds Requested	\$150,000	Total Program Budget \$1,497,559,509	
DUNS Number	071747802	Tax ID 01600032	

B. SOCIAL SERVICE WORKSHEET, limit 2 pages

1. **HUD National Objective.** Indicate which National Objective this program activity will address; choose one. Refer to National Objective description p. 3 for additional information.

☐ **Low and Moderate Income Clientele (LMC):** an activity which provides benefits to a specific group of persons of which at least 51% qualifies as LMI Portlanders.

Does this activity 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 ☐ Yes (please circle appropriate population)

☒ **Low and Moderate Income Area Benefit (LMA):** an activity *which is available to benefit all the residents of an eligible area/census tract*, plus housing authority properties.

If you choose LMA, please provide a map and outline on the map the area that your program serves.

2. **HUD Program Objectives.** Indicate which HUD program objective this program will address; choose one:

☒ **Creating a Suitable Living Environment**

☐ **Providing Decent Affordable Housing**

☐ **Creating Economic Opportunity**

3. **Primary Goal.** Indicate the primary goal your program or project addresses; choose one. *Refer to the instructions p. 6 for additional information.*

☒ **Neighborhood Investment and Infrastructure:** *Create strong, safe accessible and vibrant neighborhoods*

☐ **Housing Availability:** *Increase housing availability and affordability*

☐ **Economic Opportunity:** *Create economic opportunities to transition people out of poverty*

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

4. **Beneficiaries.**

A. Describe the beneficiaries or clients served by the program.	A. Low and moderate income residents of Portland, ME
B. How many will be served by the proposed program? (unduplicated -per year)	B. 5,000
C. How many are <u>residents of Portland</u> ?	C. 5,000
D. How many are <u>low to moderate income residents of Portland</u> ? See income data in the instructions	D. <u>> 3300</u>
E. What percentage of total clients are low to moderate income residents of Portland? (To calculate = $D/B * 100$; Must be $> 51\%$)	E. <u>> 66%</u>

5. **Units of Service.** Describe the type of unit of service provided by the program.

A. Describe the type of unit of service provided by the program.	A. Hours
B. How many units of service will be provided by the program?	B. 9825
C. What is the cost per unit of service?	C. \$15.27
D. Explain the relationship between the cost per unit of service and the total program budget.	D. Total amount requested divided by hours of service provided over the course of the grant.
E. What percentage of the total budget is CDBG?	A. 10%

6. **Program Objectives and Outcomes.** Please list below.

Program Objectives	Outcomes/ Community Impact
Contacts with community members	Work cooperatively to identify and resolve Neighborhood problems
Health, Safety and Educational presentations	Provide information to empower and inspire community members to enhance their personal and neighborhood safety and health.
Community Meetings	Meet with community members and other stakeholders to share information, identify and resolve neighborhood problems.
Youth Programs	Develop and implement programs that encourage positive youth activities

7. **Employees.** Program specific, not for the entire organization.

A. How many employees are currently employed in this program?	A. 15 FT/5 PT
B. How many employees will be employed in this program if it receives CDBG funding?	B. 15 FT/5 PT
C. How many employees will be employed in this program if it does not receive CDBG funding?	C. 10 FT/5 PT

8. **Documentation**

A. How will the beneficiaries' information be collected and documented?	A. The Coordinators will record beneficiary information at the time of service delivery. Info will be consolidated and reported quarterly.
B. How will the units of service be tracked and documented?	B. The Community Policing Unit Commander tracks units of service on daily time sheets which are maintained in payroll.
C. How will the outcomes be measured, collected, and documented?	C. Each Coordinator produces a monthly activity report. These reports will be submitted quarterly.

Please limit the Social Service Worksheet to 2 (two) Pages.

C. SOCIAL SERVICE NARRATIVE

In a separate document please answer the following questions; you have seven total single-sided pages. Be as direct and specific as necessary. Please include question headings, but in order to save space please *do not* restate the question in your response.

1. Program Description

This application seeks funding for the salaries of five Peninsula-based Community Policing Coordinators. An additional coordinator will continue to be funded by the Portland Housing Authority.

Community Policing Coordinators augment police officers specifically assigned to the HCD eligible neighborhoods. By embedding a Coordinator in a neighborhood, the Department is able to manage, rather than be managed by recurring problems. Coordinators reach out to residents and provide a centralized, neighborhood-oriented resource for community members to obtain information about available services or seek assistance with a problem. Working face to face with residents, coordinators are better able to develop suitable and effective programs and strategies to effect positive, long-term changes in their neighborhood.

Traditionally police departments responded to calls for service from citizens and focused primarily on arresting offenders after crimes had been committed. Under the community policing model, police departments focus not only on enforcement, but also on crime prevention and proactively addressing the root causes of crime and disorder. All members of the community are actively engaged and vested in problem-solving. Appropriate police personnel are assigned to fixed geographic areas for extended periods of time to foster communication and partnerships.

Committed to the concept of community policing as a method of reducing crime and disorder, the Portland Police Department operates five Peninsula based community centers in CDBG eligible neighborhoods: Munjoy Hill, Midtown, West End, East Bayside and Parkside. Police officers are assigned full-time to provide the enforcement aspect while the Community Policing Coordinators manage crime prevention programs and facilitate problem-solving efforts. A sixth Coordinator is funded by the Portland Housing Authority (PHA) and serves all PHA properties.

Because the Coordinators are embedded in a specific neighborhood, they are well tuned to the climate of the neighborhood and are often the first members of the Police Department to become aware of a developing issue. Additionally, because the Coordinators are civilians working out of small, community-based offices, they are often approached by residents who might be intimidated by uniformed police officers. And unlike police patrol officers who often must rush from one call to the next, the Coordinators are able to focus on an identified problem. They can fully examine a problem, develop solutions, and facilitate the provision of services by the appropriate agency or city department. This in turn, frees up police officers to focus on law enforcement.

The duties of the Community Policing Coordinators are as diverse as the neighborhoods they serve. All of the Coordinators are responsible for managing the hotspots and disorderly house programs in their respective neighborhoods. The Hotspot program is a

collaborative between the Police Department, Fire Department, City Inspections Division, the Family Shelter and Portland Housing Authority. These partners meet monthly to focus their collective resources on city addresses with inordinate numbers of public disorder complaints or a single drug complaint. The Coordinators work closely with building owners and other collaborative members to develop strategies to reduce disorder and prevent burgeoning criminal activity. The Coordinators also manage the City Council mandated Disorderly House ordinance, a strict method of controlling disorder through the imposition of serious consequences for property owners.

The Coordinators staff the community centers, facilitate problem-solving and crime prevention efforts in their respective neighborhoods, act as a resource/referral service for community members requiring assistance from other agencies, and coordinate activities for at-risk and low income children. Services are generally available during business hours, however, community policing coordinators often participate in night and weekend meetings and events.

All of the Coordinators also participate in the Community Partnership for Protecting Children, a collaborative with DHHS, Casey Family Services and other social services providers. These members work together to help at-risk kids in some of Portland's poorest neighborhoods.

Coordinators provide training and direction to neighborhood watch groups throughout the City. The Coordinators, and the resources they bring to bear, are the backbone of these crime prevention groups.

The Coordinators are also involved in a myriad of other programs including free summer lunch programs at the neighborhood centers, summer field trips, coordinating neighborhood sex offender notifications, cultural orientation for new citizens, after school and evening drop in programs, children's fingerprint programs, the provision of free cell phones to crime victims, summer camp assistance programs, Project Respect youth mentoring and the Portland Hockey Trust for low income youth.

2. Community Need Description

As stated in the Community Development Policy Goals and Priorities, public safety continues to be a high priority for the City. "Public safety and mobility are key components to improving the livelihood of Portland neighborhoods." There is a nexus between public safety and neighborhood revitalization. Crime, disorder, and anti-social behavior are clear impediments to economic development and can interrupt or prevent the delivery of necessary social services to deserving residents. Sustainable development requires an ongoing focus upon crime control, policing, security, and safety in order to increase the confidence of local residents as well as potential investors.

The CDBG eligible neighborhoods in the City of Portland include some of the highest density housing in the State of Maine, an ever-growing contingent of homeless people including many opioid and spice users, and significant numbers of immigrants and refugees. Poverty, drug use, alcoholism, and mental illness are not uncommon in these neighborhoods. Cultural and language barriers complicate even the simplest tasks. Although these areas represent a very small portion of the City of Portland geographically, they account for well over half of the calls for service received by the Police Department

each year. Additionally, nearly 70% of the public disorder related calls for service originate from these areas. Property crime, including criminal mischief (vandalism and graffiti), theft, and burglary occur at higher than average rates and violent crime is often targeted at the most vulnerable of the residents.

While each of these neighborhoods experiences some level of crime and disorder, there is no cookie-cutter approach to fixing these problems. Traditional, reactive law enforcement is not sufficient to produce long-term results. Instead, police, other city departments, service providers, and community members must work together to identify and define problems and develop balanced strategies for prevention, intervention, support, and enforcement.

3. Measurable Community Impact

The goal of this program is to create a suitable living environment in the HCD eligible neighborhoods. Objectives are to reduce crime and disorder, facilitate problem solving, conduct youth outreach and activities, and coordinate delivery of services by appropriate government and non-profit agencies.

Services to be provided and desired outcomes include:

Each Community Policing Coordinator will serve as a neighborhood-based, centralized point of contact for community members in need of services. The Coordinators will respond to all walk-in, email, and phone requests for assistance and will conduct home and school visits as necessary.

The Coordinators will represent the Portland Police Department on various community groups, committees and boards. The Coordinators will ensure that community concerns are brought to the attention of the Police Department and will act as a resource on police related matters.

The Coordinators will provide safety and crime prevention information to the community through trainings, brochures, and meetings.

The Coordinators will work cooperatively with the Police Department Youth Services Officer and other agencies to provide positive, youth-oriented programs as an alternative to violence and drugs.

The progress of this program will be measured through community feedback, monitoring of crime and calls for service data, and tracking of community contacts/meetings/programs.

4. Goal

This program addresses the Neighborhood Investment Goal - Create strong, safe, accessible and vibrant neighborhoods:

There is a clear nexus between safety and neighborhood vibrancy. Crime, disorder and anti-social behavior erode the fabric of neighborhoods creating fear and discouraging

investment. A safe, welcoming living environment builds bonds between community members and allows residents to focus on education and growth without the burden of the physical, financial and psychological costs of crime. As such, community policing helps set the foundation for building strong, flourishing neighborhoods.

5. Priority Impact Level

This program addresses the Neighborhood Investment and Infrastructure Priority Impact Level by creating the foundation for strong, safe, vibrant neighborhoods.

The Community Policing Coordinators work with police officers and community members to prevent crime and disorder. Coordinators routinely offer crime prevention seminars and conduct neighborhood crime watch trainings. Working out of community-based offices, the civilian coordinators are frequently approached by residents with information on criminal activity. And because they are embedded in the neighborhood, coordinators are well-tuned to the climate and inhabitants of the area. Coordinators can often advise police officers of criminal activity and assist in identifying suspects. Additionally, the Coordinators work closely with community members and the Neighborhood Prosecutor to quell quality of life issues such as disorderly tenants, illegal dumping, and graffiti. Coordinators also help to mediate neighborhood issues so that all residents can live peacefully.

The impact of Community Policing on neighborhood safety is clearly evident in the Department's establishment of a Community Policing Center in East Bayside in June of 2010. In the first full year of operation, we saw a significant drop in almost every category of violent and property crime in the neighborhood: strongarm robberies decreased 67%, assaults decreased 48%, and armed robberies decreased 40%. In terms of property crime, motor vehicle burglaries declined 43%, residential and commercial burglaries declined 26% and thefts declined 16%.

6. Guiding Principles

Priority to Lower Incomes: Records kept by the Coordinators show that nearly 90% of the community members served by the Coordinators in FY19 were in the low to moderate income category. This is partly due to the physical location of the centers which were purposely located within lowest income neighborhoods and partly to do with the nature of services provided: summer lunch program for low-income youth, pajama give-away, mobile food pantry, subsidized registration fees for PAL sports teams, and backpack/school supply give-away, and after school and evening drop-in programs.

Diversity and Inclusiveness: The Portland Police Department serves all members of the community regardless of gender, race, age, sexual orientation, religion, etc. Statistics provided by the Community Policing Coordinators show that nearly half of the community members served in FY19 were from minority communities. Additionally, the Department strives to adopt innovative strategies and progressive programs to better engage diverse members of the community. For instance, the Department partnered with Art at Work and Portland High School students to present an original performance: Portland High students

depicted their perspective of relations between minority youth and police while police officers expressed the realities of their jobs including the personal impact of the tragedy and dangers they routinely experience on the job. The productions shed light on how the two groups often talk past each other without making an effort to understand each other and were part of the Department's ongoing effort to improve communications with Portland diverse youth.

Recognizing that much of the conflict between police and immigrants resulted from cultural differences and misunderstandings, the Department also created an Immigrant/Refugee Police Academy to introduce new residents to law enforcement functions and operations.

The Department has also held community forums with the Gay/Lesbian and Transgender community, Immigrant community, Business community, Deaf community and Youth community. These forums presented another opportunity to listen and collaborate with a wide-range of community members and have created an environment of trust and transparency.

Noting that teenagers are often disengaged from the community and particularly from police officers, the Department created a Youth Services Officer position to develop healthy youth-oriented programs and facilitate positive interactions. For example, Sealsfit, an innovative partnership with the Maine Leadership Institute, pairs local youth with police mentors during a seven week intensive leadership course.

Finally, the Department recognized the need to adopt a more effective means of assisting community members suffering from mental illness. Rather than using force or traditional methods of communications, a team of specially trained officers is now available to provide crisis intervention in order to de-escalate situations. This humane, respectful approach has been lauded by mental health professionals and clients alike.

Consistent with City Goals/Initiatives: The Community Policing Coordinators are part of a larger, coordinated effort to enhance community policing efforts in the City of Portland. Over the past decade, the Department increased the size and stature of the community services division through the creation of the Community Policing Officer program and the Youth Services and Neighborhood Prosecutor positions. Community Policing Officers are assigned to specific neighborhoods where they work with coordinators and citizens to problem solve. They are available to community members 24/7 by phone and email. The Youth Services Officer develops programs to engage youth in positive activities as an alternative to drugs and violence and the Neighborhood Prosecutor uses a full spectrum of legal intervention strategies as part of a coordinated comprehensive response to problems.

Additionally, this project is consistent with the strategies and goals outlined in City of Portland plans which specify that "all programs and activities funded through the CDBG, HOME and ESG programs will help to fulfill one of these four goals: 1. Create strong, *safe* accessible and vibrant neighborhoods."

Additionally, the CDBG Priority Task Force emphasized the importance of safe neighborhoods as the backbone for revitalization. "A holistic approach"... "supporting the multi-dimensional nature of neighborhoods is essential for revitalization." The plan went on to state that all of the elements must take place "within a safe environment."

This project also directly impacts one of the City's expressed economic development goals: improve the quality of life. Community policing coordinators work closely with neighborhood residents, other city departments, and businesses to address quality of life issues such as derelict buildings, noise issues, vagrancy, and graffiti. Quality of life is vital to fostering economic growth and job creation by retaining local businesses and attracting new investment.

Finally, one of the basic tenets of the CDBG program is public participation and the City strives to encourage participation, involvement and input from a broad range of Portland citizens. Community Policing is based upon a similar philosophy: police and the public must work cooperatively to achieve public safety.

7. Partnerships, Collaboration, and Outreach

The Community Policing Coordinators collaborate with dozens of non-profit agencies, state and City governmental units, businesses, and community members. The Police Department brings unique capabilities to the table and agencies from the throughout the community often solicit the Department's involvement in their own programs. Additionally, the Coordinators act as conduits connecting community members with agencies that can best serve their needs. Thus there is no duplication of efforts. In addition to these collaborative efforts, the Police Department has a formal partnership with the Portland Housing Authority. PHA pays the salary and benefits for a Coordinator who solely serves PHA properties.

8. Readiness to Proceed

This is an ongoing project which would be effective without delay on July 1, 2020.

9. Experience Providing Service

The Portland Police Department adopted the community-policing or problem-solving model in the early 1990's. The Department began with a single community policing center staffed by a coordinator and two officers and has slowly expanded across the Portland peninsula and into all of the public housing sites across the city. The Community Policing Coordinators are well-known and well-respected throughout their assigned neighborhoods. Because they are embedded in the neighborhood, they have an extraordinary grasp of the issues affecting the communities they serve. And because they bridge the gap between law enforcement and social services, they are often able to make connections that might not otherwise be attainable. This program has been so successful that neighborhoods throughout the City as well as City Councilors have requested additional Community Policing Centers. The Community has benefitted from the program on both a micro and macro level. Coordinators routinely work one on one with individuals or families in need of counseling, monetary assistance, or referrals to social service or medical providers. A Coordinator might intervene when a young child is living in unsanitary conditions, a school

age child is not attending school, an elderly person is no longer able care for themselves, or an immigrant is living in an apartment without basic necessities such as heat and hot water. Coordinators also act as conduit passing information on drug dealing and other illegal activities from community members to police officers and are able to assist officers in identifying potential suspects because of their familiarity with the neighborhood. Additionally Coordinators work with community groups and other stakeholders to plan and implement programs ranging from free meals and clothing for low-income residents to block-parties and festivals to unite neighbors.

10. Financial Need

A significant portion of the Community Policing program is funded through the City operating budget (see below). With competing needs such as a looming, costly records management system replacement, emerging problems such as the heroin epidemic, and increasing calls for service, it would be difficult to shift the cost of these positions to the City budget. At best, the number of coordinators would be reduced; at worst, the program would be eliminated.

11. Leveraged Funding Narrative

The Community Policing Program is funded through a variety of means, with the bulk of funding coming from sources other than CDBG. Specifically, the City of Portland funds the fringe benefits for the civilian coordinators, and pays the total cost (salary and fringe) for the program supervisors, the Community Policing Lieutenant and Sergeant. Additionally, the City funds the salary and fringe for the Community Policing police officers assigned to specific neighborhoods to respond to neighborhood concerns and problem solve. Physical space for the Community Policing Centers is donated or subsidized by a variety of sources including Avesta/Portland Housing, Portland School Department and PROP. The Neighborhood Prosecutor was funded by a federal grant for two years and is now funded by the City. The East Bayside Coordinator was originally funded by federal and later, by state grants. The Portland Downtown District has covered the cost of four seasonal police cadets for the past two years while the Peaks Island Council has funded 50% of the cost of a fifth cadet.

12. Budget Narrative

The Portland Police Department is requesting \$150,000 which would fund approximately 37% of the cost of the salary/benefits of five Community Policing Coordinators. This is the same amount we received last year. The remainder would be paid out of the City's General Fund.

D. BUDGET: REVENUES AND EXPENDITURES, limit 1 page.

Complete separate Excel budget form.

Multi-year Initiatives must complete the budget form two times, one for each year: 2020-2021 and 2021-2022. Each year is limited to 1 page.

Application Type	☒ Standard Social Service	☐ Social Service Multi Year Initiative	
Operating Agency	Portland Police Department		
Program Name	Community Policing		
Funds Requested	\$150,000		
Program Summary			
This proposal seeks funding for a portion of the salary/benefits of 5 peninsula based Community Policing Coordinators. The civilian Coordinators are embedded in HCD-eligible neighborhoods where they facilitate problem-solving, serve as a centralized point of contact for community members seeking services and/or assistance, and administer the disorderly house program. Working face to face with community stakeholders, the Coordinators are the backbone of the community policing program in Portland. Unlike officers who must rush from call to call, the Coordinators work to develop suitable and effective programs and strategies to effect long-term changes in their neighborhoods.			
HUD National Objective <i>Refer to Section II.B.1</i>	☐ Low to Moderate Income Limited Clientele, will this serve a population HUD presumes to be low income? ☐ Yes ☐ No ☒ Low to Moderate Income Area Benefit, if chosen describe service area: Service area: HCD eligible neighborhoods/Portland Housing projects		
HUD Program Objective <i>Refer to Section II.B.2</i>	☒ Creating Suitable Living Environment ☐ Providing Decent Housing ☐ Creating Economic Opportunity		
Primary Goal <i>Refer to Section II.B.3</i>	☒ Neighborhood Investment ☐ Economic Opportunity	☐ Affordable Housing ☐ Prevent/Reduce Homelessness	
Beneficiaries/ Clients Served - Refer to Section II.B.4			
Client Description	Residents of HCD eligible neighborhoods and Portland Housing Authority		
Number of Clients Served	5,000		
Number of LMI Portlanders	≥ 3,300		
LMI Portland Percentage	≥ 66%		
Units of Service - Refer to Section II.B.5			
Type of Unit of Service	Hours		
Number of Units Provided	9825		
Cost per Unit of Service	\$15.27		
Outcomes - Refer to Section II.B.6			
Problem-Solving, Community Engagement, Act as Community Resources, Engage Youth w/ Positive Programs			
Budget - Refer to Section II.D Budget			
\$150,000	CDBG Request (Must match CDBG Request on Cover Page and Budget Worksheet)		
\$1,497,559	Total Program Budget (Must match Total Budget on Cover Page and Budget Worksheet)		
10%	Percentage of CDBG Request of Total Budget [50% or less indicates at least a 1 to 1 match]		
Leveraged Funds - Refer to Section II.D Budget			
\$	Federal	\$66,704	Other (contract w/Portland Housing)
\$	State	\$	Endowment
\$	County	\$33,050	Downtown District and Peaks Council
\$1,223,763	City (not CDBG)	\$24,042	Gifts in kind

D. BUDGET FORM , limit 1 page

Complete one program budget spreadsheet for each program application.

Feel free to edit categories under Revenues or Expenditures as relevant to your program or project.

PROGRAM OR PROJECT NAME:

Community Policing

OPERATING AGENCY:

Portland Police Department

CDBG Program Year (PY): July 1, 2020- June 30, 2021 *

REVENUES	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request 2020-2021	Projected	\$150,000
Other HUD Funds (please list)		
a.		
Other Federal Funds (please list)		
a.		
b.		
State/ County Funds (please list)		
a.		
City Funds	Projected	1,223,763
Other		
Contract with Portland Housing	Secured	66,704
Downtown District Cadet Funding	Projected	30,250
Peaks Island Council Cadet Funding	Projected	2,800
In Kind Services	Projected	24,042
TOTAL PROGRAM or PROJECT REVENUE		\$1,497,559

EXPENDITURES	Expenditures CDBG	Expenditures All Other Sources	Expenditures TOTAL
Administration			
Coordinator Salaries	150,000	139,903	289,903
Coordinator Fringe Benefits		107,725	107,725
Other Community Policing Employee Salaries		\$700,520	700,520
Other Community Policing Employee Fringe Benefits		268,985	268,985
Materials/Supplies		\$1,830	1830
Office Space (Program only)		28,842	28842
Other, please specify			
Contract with Portland Housing Authority		66,704	66,704
Portland Downtown District Cadet Funding		30,250	30250
Peaks Island Council Cadet Funding		\$2,800	2800
a.			
b.			
c.			
d.			
e.			
TOTAL PROGRAM or PROJECT EXPENSES	150000	1347559	1497559

* A second Budget form will need to be submitted for multi-year social service requests.

D. BUDGET FORM , limit 1 page

Complete one program budget spreadsheet for each program application.

Feel free to edit categories under Revenues or Expenditures as relevant to your program or project.

PROGRAM OR PROJECT NAME:

Community Policing

OPERATING AGENCY:

Portland Police Department

CDBG Program Year (PY): July 1, 2019- June 30, 2020 *

REVENUES	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request 2018-2019	Projected	\$150,000
Other HUD Funds (please list)		
a.		
Other Federal Funds (please list)		
a.		
b.		
State/ County Funds (please list)		
a.		
City Funds	Projected	1,223,763
Other		
Contract with Portland Housing	Secured	66,704
Downtown District Cadet Funding	Projected	30,250
Peaks Island Council Cadet Funding	Projected	2,800
In Kind Services	Projected	24,042
TOTAL PROGRAM or PROJECT REVENUE		\$1,497,559

EXPENDITURES	Expenditures CDBG	Expenditures All Other Sources	Expenditures TOTAL
Administration			
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Materials/Supplies		\$1,830	1830
Office Space (Program only)		28,842	28842
Other, please specify			
Contract with Portland Housing Authority		66,704	66,704
Portland Downtown District Cadet Funding		30,250	30250
Peaks Island Council Cadet Funding		\$2,800	2800
a.			
b.			
c.			
d.			
e.			
TOTAL PROGRAM or PROJECT EXPENSES	150000	1347559	1497559

* A second Budget form will need to be submitted for multi-year social service requests.