



CITY COUNCIL WORKSHOP
MEETING TO BE HELD REMOTELY

DATE: February 10, 2021

TIME: 5:00 PM

ZOOM INFORMATION:

The Portland City Council will hold a meeting on Wednesday, February 10, 2021 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. §403A, that authorizes cities and towns to conduct meetings online.

Allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend live, a recording will be uploaded to portlandmaine.gov/livestream the next day. 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.

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86380139012?pwd=OEFBREVVHb1Y3WTZacEdCM1VON3g0dz09>

Passcode: 237814

Or iPhone one-tap :

US: +13126266799,,86380139012#,,,,*237814# or +19292056099,,86380139012#,,,,*237814#

Or Telephone:

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

US: +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 or +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782

Webinar ID: 863 8013 9012

Passcode: 237814

International numbers available: <https://us02web.zoom.us/j/86380139012?pwd=OEFBREVVHb1Y3WTZacEdCM1VON3g0dz09>

AGENDA ITEMS:

Discussion re: the Portland Homeless Services Center

Plan to Address the Impact of the Brown-Tail Moth Population in Deering Oaks Park

Presentation by the Parks, Recreation & Facilities Department (Alex Marshall, Parks Director)



CITY OF PORTLAND
Executive Department
Jon P. Jennings, City Manager

TO: Mayor and Portland City Council
FROM: Jon P. Jennings, City Manager
DATE: February 8, 2021
Subject: Homeless Services Center February 10, 2021 City Council Workshop

This memorandum provides a historical update on past City Council decisions leading to Homeless Service Center (HSC) capacity, wraparound services, and site selection.

PROCESS & PARTNERS

Since 2017, City staff have collaborated with 16+ community partners, as well as the Health and Human Services & Public Safety Committee, to establish productive policy directions related to the HSC for Portland.

On June 17, 2019, the Portland City Council approved Resolve 7 to support a 200-guest-capacity shelter with complete wraparound services to be located at 654 Riverside Street on vacant, City-owned property. See attached documents provided for background information on the process.

CITY MANAGER RECOMMENDATION AND FUNDING PLAN

As presented at the January 20, 2021 City Council meeting, the City-Manager-recommended approach and funding plan is a public-private sector partnership to handle all portions of the HSC development project, leading up to City occupancy. The private-sector partners would then lease the HSC to the City of Portland. Main advantages of this approach include risk mitigation, on-time project completion, and limited cost escalation risk to the City.

Depending on the responses the City receives to its RFQ/P, we are open to considering a wide range of partnership dynamics during our occupancy, including leasing, lease-to-own, lease-

purchase, or lease-option.¹

HOUSING & ECONOMIC DEVELOPMENT COMMITTEE

The Housing & Economic Development Committee held a public hearing on February 2, 2021 related to the attached HSC Request for Qualifications and Proposals (RFQ/P). A second Housing & Economic Development Committee meeting is planned for February 16, 2021 to discuss the HSC RFQ/P.

HISTORY OF PROGRESS ON HOMELESS SERVICES SHELTER

- **2010:** The City received certification of completion of a Voluntary Response Action Plan (VRAP) for the former Lucas Tree site, located at 636 Riverside Street. The spent sand blast grit area and the former greenhouse area, as identified in two environmental site assessments, were successfully remediated, allowing for residential development on the property.
- **January 2017:** Winton Scott Architects prepared a draft concept plan of the Homeless Services Center on January 18, 2017. The defining feature was a single-floor large dormitory that would provide clear site lines to shelter staff.
- **January 2019:** Staff created and presented preliminary information on the possible partnerships and site locations of the Homeless Services Center to the Health & Human Services Committee.
- **March 2019:** Staff developed an operational overview of the HSC, which included 1) a list of agencies that will partner with the City to deliver services to individuals who will be sheltered at the HSC, 2) what services they can offer and 3) their feedback on the proposed shelter locations at Angelo's Acre, County Way, and Riverside Street.
- **March 2019:** Staff analyzed the suitability of the three potential HSC locations, soliciting feedback from external service providers and partners. This analysis considered the proximity of providers and services, proximity to emergency fire stations, proximity to other uses, provider feedback and a SWOT analysis of each location.
- **February 2020:** The City Council passed Resolve 7, which outlined the policy goals of the City's planned single-adult shelter facility. These goals include diversion from entering homelessness, fostering a regional strategy, and meeting the current shelter need (an average of 200 beds per night over the prior three years).

¹ In previous public discussions, staff had estimated that, in a lease-to-own scenario, preliminary lease cost estimates would be between \$1 million and \$1.4 million per year over a 20-year period. However, these estimates are subject to change significantly based upon the final facility design, costs, and final lease negotiations, which will require City Council approval.

- **July to October 2020:** City staff worked closely with Winton Scott Architects & Woodard Curran Inc. to confirm the Riverside Street site can support a 50,000-square-foot, single-story structure toward the back of the property, providing the wraparound services necessary for an efficient, flexible facility.

Review of strategic plan

TASK FORCE TO DEVELOP A STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS

TASK FORCE OVERVIEW

- ✘ Establishment of the task force by Council Order in November of 2011 with the following tasks:
 - + Review and gain an understanding of the causal factors associated with homelessness, as well as the current community resources available to meet the unique needs of individuals experiencing homelessness;
 - + Develop a multi-year strategic plan, including measureable objectives to reduce, prevent and end homelessness in the Greater Portland;
 - + The strategic plan should focus on three areas; access to healthcare services, supportive and affordable housing, and prevention;
 - + Convene a larger stakeholder group to include social service providers, advocates, consumers, community and business leaders, and public safety representatives to inform the work of the Task Force;
 - + Develop a strategic plan to prevent and homelessness that can be endorsed by the Portland City Council and one that can be evaluated over time and modified if needed.

TASK FORCE MEMBERSHIP

Member	Affiliation
Jon Jennings	Community Leader and Task Force Tri-Chair
Suzanne McCormick	United Way of Greater Portland and Task Force Tri-Chair
Dory Waxman	Former City Councilor and Task Force Tri-Chair
John Anton	Portland City Councilor
Thomas Blackburn	Maine Construction Services & Bayside Neighborhood Association
Carolyn Braun	Temple Beth El
Dawn Doiron	Community Leader
Kitty Garlid	Maine Medical Center
Michael Gendreau	Mercy Hospital
Thomas Chalmers McLaughlin	University of New England
Brian Petrovek	Portland Pirates & Portland Downtown District
Thomas Ptacek	Homeless Voices for Justice
John Ryan	Wright-Ryan Construction
Chief Michael Sauschuck	Portland Police Department
Karen Stein	UNUM
Mark Swann	Preble Street
Mike Tarpinian	The Opportunity Alliance
Dana Tottman	Avesta

Doug Gardner, Portland DHHS
 Josh O'Brien, Portland DHHS
 Jon Bradley, Preble Street

TASK FORCE FINDINGS

- ✘ The issue of homelessness is complex and multifaceted.
 - + The lack of affordable housing places a number of people at risk of being homeless.
 - + Factors such as mental illness, substance abuse, and lack of employment and job training all contribute to people being homeless.
 - + Changes in funding priorities for health care, employment training and social support place a number of people at risk of being homeless

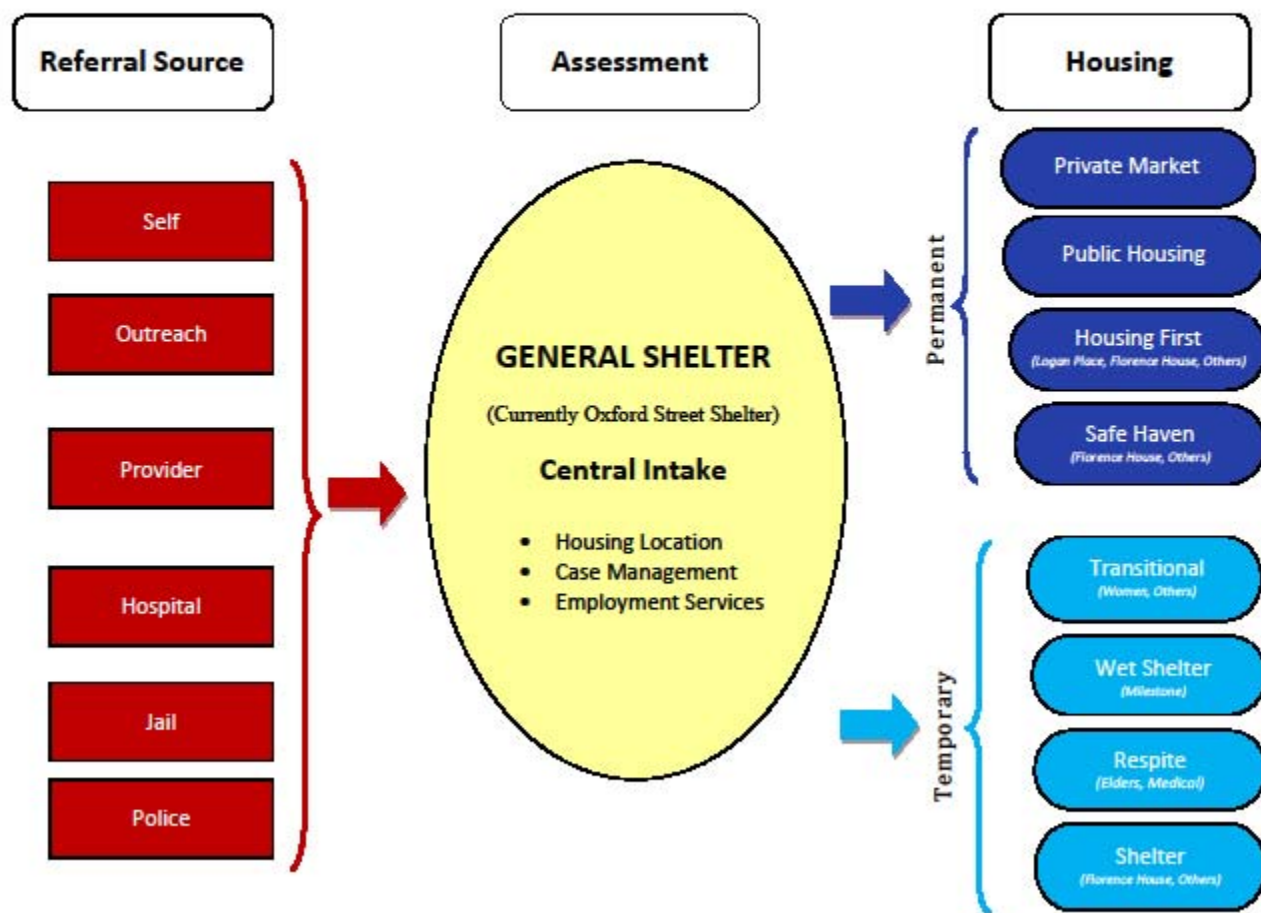
FINDINGS-CONTINUED

- ✘ According to data from Preble Street and the City of Portland, shelter capacity at the women's shelter, teen shelter and men's shelter have been over capacity since June 2011.
- ✘ On any given night in Portland, there are 444 people seeking shelter. The data suggests that 71 percent of people who are homeless are homeless for 30 days or less.

FINDINGS-CONTINUED

- ✘ Data from the City of Portland and Preble Street suggest the average age of a person at the shelter is 40.
- ✘ At Oxford Street Shelter, 49 percent of clients at the shelter were over the age of 41.
- ✘ At Florence house, 66% of the women reported being victims of abuse and 54% reported being victims of domestic violence.
- ✘ The data suggests nearly 60 percent reported mental illness and 38% reported struggling with substance abuse.
- ✘ Nearly 72 percent of those who reported mental illness also reported a co occurring disorder of substance abuse.

HOMELESS SERVICES RAPID RE-HOUSING INITIATIVE



RECOMMENDATIONS

✖ Retooling the emergency shelter system

- + The task force recommends the creation of a centralized intake process where all clients who are homeless would be assessed. Those appropriate for diversion to housing, other specialized shelters or other housing situations would be rapidly reassigned to these more appropriate options. By co-locating all service delivery partners within this centralized intake, will also increase the efficiency of the system and provide a higher level of service delivery and reassignment. Through this intake system, the overall emergency shelters in Portland will see a reduction in the number of clients who remain in the general shelter for more than 21 days. This will require reducing the current general shelter service and reconfiguring the shelter intake, assessment and referral process. Additional staff and change in the level and type of work done at the shelter will be necessary.

RECOMMENDATIONS-CONTINUED

✖ Rapid rehousing

- + The task force recommends constructing three new housing first units consisting of 35 units each and appropriate supports for people who are homeless. This will require significant capital investment and funding for building maintenance costs and adequate staffing at three locations.

RECOMMENDATIONS-CONTINUED

✖ Increased case management

- + The task force recommends case management services be expanded to people who are homeless and those case management delivery systems follow client needs, rather than reimbursable service delivery models.

NEXT STEPS

- ✗ Public comment-October 3
- ✗ Final task force meeting October 11
- ✗ Portland City Council Workshop-October 15
- ✗ Full City Council meeting-November

IN COUNCIL REGULAR MEETING NOVEMBER 19, 2012 VOL. 128 PAGE 42

ROLL CALL: Mayor Brennan called the meeting to order at 7:05 P.M. (Councilor Coyne arrived during Communication 5).

APPROVAL OF MINUTES OF PREVIOUS MEETING:

Motion was made by Councilor Duson and seconded by Councilor Donoghue to approve the minutes of November 5, 2012. Passage 8-0.

ANNOUNCEMENTS:

RECOGNITIONS:

PROCLAMATIONS:

Proc 13-12/13 Proclamation Commemorating the Life of Steven Huston – Sponsored by Mayor Michael F. Brennan.

Proc 14-12/13 Proclamation Recognizing Kiwanis Club of Portland – Sponsored by Mayor Michael F. Brennan.

APPOINTMENTS:

Order 95-12/13 Making Appointments to the Portland Planning Board - Sponsored by the Nominating Committee, Councilor Cheryl A. Leeman, Chair.

	Term Expires
Sean Dundon	02/28/2014
Elizabeth Boepple	02/28/2015
William Hall	02/28/2015
Jack Soley	02/28/2016

Motion was made by Councilor Leeman and seconded by Councilor Mavodones to amend Order 95 by changing “William Hall’s expiration to 02/28/2016” for passage. Passage 8-0.

Motion was made by Councilor Leeman and seconded by Councilor Mavodones for passage as amended. Passage 8-0.

CONSENT ITEMS:

Order 96-12/13 Approving Transfer of Funds Under 15 M.R.S.A. Sections 5824(3) and 5836(6) – Sponsored by Mark H. Rees, City Manager.

Motion was made by Councilor Marshall and seconded by Councilor Duson for passage. Passage 8-0.

LICENSES:

Order 97-12/13 Granting Municipal Officer's Approval of 3 Buoys Seafood, LLC, d/b/a 3 Buoys Seafood Shanty & Grille, 111 Cumberland Avenue. Application for Class IV Liquor License. Outdoor Dining on Private Property – Sponsored by Katherine L. Jones, City Clerk.

Motion was made by Councilor Marshall and seconded by Councilor Donoghue for passage. Passage 8-0.

Order 98-12/13 Granting Municipal Officer's Approval of Onika, Inc. d/b/a Dancing Elephant II Indian Restaurant & Lounge, 29 Wharf Street. Application for a Class XI Liquor License. Outdoor Dining on Public Property – Sponsored by Katherine L. Jones, City Clerk.

Motion was made by Councilor Leeman and seconded by Councilor Duson for passage. Passage 8-0.

Order 99-12/13 Granting Municipal Officer's Approval of Pig's Back, LLC, d/b/a Buck's Naked BBQ Steakhouse, 50 Wharf Street. Application for a Class I Liquor License with Outdoor Dining on Private Property – Sponsored by Katherine L. Jones, City Clerk.

Motion was made by Councilor Duson and seconded by Councilor Marshall for passage. Passage 8-0.

Order 100-12/13 Granting Municipal Officer's Approval of AAA The North Point LLC, d/b/a The North Point, 35 Silver Street. Application for a Class A Lounge Liquor License – Sponsored by Katherine L. Jones, City Clerk.

Motion was made by Councilor Duson and seconded by Councilor Marshall for passage. Passage 8-0.

BUDGET ITEMS:

COMMUNICATIONS:

Com 4-12/13 **Communication Re: METRO Budget – Sponsored by Mark H. Rees, City Manager.**

Com 5-12/13 **Communication Re: Homeless Task Force – Sponsored Mark H. Rees, City Manager.**

Motion was made by Councilor Anton and seconded by Councilor Duson to accept, “The Task Force has created an Implementation Plan comprised of four overarching Recommended Actions: 1) Retooling the emergency Shelter System, 2) Rapid Rehousing, 3) Increased Case Management, and 4) Report Monitoring. Staff is recommending that action steps 1-3 be forwarded to Council Subcommittees for action; specifically the Public Safety, Health & Human Services Committee will receive action items #1 and #2, and the Housing and Community Development Committee will receive item#3. Passage 9-0.

RESOLUTIONS:

UNFINISHED BUSINESS:

Order 60-12/13 **Amendment to Portland City Code Chapter 14. Land Use Article III. Zoning Re: Jurisdiction of Board of Appeals – Sponsored by the Planning Board, Carol Morrisette, Chair. This item was given first reading on September 5, 2012, referred back to the Planning Board on September 19, 2012.**

Motion was made by Councilor Leeman and seconded by Councilor Suslovic for passage. Passage 9-0.

Order 89-12/13 **Amendment to City Code Sec. 14-49 (Zoning Text and Map Amendment) Re: First Amendment to Conditional Rezoning for Property in the Vicinity of North Deering/Presumpscot River Sponsored by the Planning Board, Carol Morrisette, Chair. It was given a first reading on October 15th. At the November 5th Council meeting this item was postponed to this meeting.**

Councilor Suslovic disclosed that he worked with Lloyd Wolf in 2005 and no longer is involved and has no financial gain.

Motion was made by Councilor Leeman and seconded by Councilor Donoghue for passage. Passage 9-0 .

IN COUNCIL REGULAR MEETING NOVEMBER 19, 2012 VOL. 128 PAGE 45

Order 93-12/13 Approving Bayside Trail MDOT Funding Local Agreement – Sponsored by Mark H. Rees, City Manager. It was given first reading on November 5, 2012.

Motion was made by Councilor Anton and seconded by Councilor Mavodones for passage. Passage 9-0 .

Order 94-12/13 Amendment to Chapter 11, Food Code – Sponsored by the Public Safety, Health & Human Services Committee, Edward J. Suslovic, Chair. It was given first reading on November 5, 2012.

Motion was made by Councilor Suslovic and seconded by Councilor Anton for passage. Passage 9-0.

ORDERS:

Order 101-12/13 Approving Housing Investment Policy – Sponsored by the Housing and Community Development Committee, Councilor Nicholas M. Mavodones, Jr., Chair.

Motion was made by Councilor Mavodones and seconded by Councilor Coyne for passage. Passage 9-0.

Order 102-12/13 Approving City's 2014/2015 BTIP Projects – Sponsored by the Transportation, Sustainability, and Energy Committee, Councilor David A. Marshall, Chair.

This is a first reading.

Motion was made by Councilor Suslovic and seconded by Councilor Anton to adjourn. Passage 9-0, 10:25 P.M.

A TRUE COPY.

Katherine L. Jones, City Clerk

Resolve 7-19/20

Motion to postpone to December 16, 2019: 6-2 (Batson, Ray) on 11/18/2019

Motion to postpone to February 3, 2020: 9-0 on 12/16/2019

Motion to amend to add statistics and additional content to the "Be it resolved" paragraphs 3, 8 and 14: 8-0 (Ali absent) on 2/3/2020

Passage as amended: 6-2 (Cook, Costa opposed, Ali absent) on 2/3/2020

Effective 2/13/2020

KATE SNYDER (MAYOR)
BELINDA S. RAY (1)
SPENCER R. THIBODEAU (2)
TAE Y. CHONG (3)
JUSTIN COSTA (4)

CITY OF PORTLAND
IN THE CITY COUNCIL

KIMBERLY COOK (5)
JILL C. DUSON (A/L)
PIOUS ALI (A/L)
NICHOLAS M. MAVODONES, JR (A/L)

**RESOLUTION OUTLINING POLICY GOALS FOR THE CITY OF PORTLAND'S
SINGLE-ADULT SHELTER FACILITY**

WHEREAS, for the past 30 years a residence located at 203 Oxford Street, which was built in the year 1900 and originally designed as a two-family dwelling,¹ has been leased by the City of Portland to serve as a single-adult shelter facility, namely the Oxford Street Shelter; and

WHEREAS, the Oxford Street Shelter, which opened in December of 1989 with 50 beds has since expanded as follows²:

- to 62 beds in October 1994, due to an increase in homelessness;
- to 80 beds in 1996, due to an increase in homelessness;
- to 108 beds in 1998, due to an increase in homelessness;
- to 127 beds in 1999, due to an increase in homelessness;
- to its current maximum capacity of 154 beds as set by the Fire Department in 2000, due to an increase in homelessness; and

WHEREAS, in 2001, when the Oxford Street Shelter reached its maximum capacity of 154 beds, a plan for emergency shelter overflow was developed; and

WHEREAS, in April of 2003 the Salvation Army gym was used for the first time to accommodate overflow from the Oxford Street Shelter; and

WHEREAS, since that time alternative overflow options for the Oxford Street Shelter have been developed, including 75 mats at the Preble Street Resource Center and a limited number of mats at the City's General Assistance office; and

WHEREAS, the average nightly bed counts for the last three years, along with high and low censuses by month are as follows³:

	2019			2018			2017			
	AVG	HIGH	LOW	AVG	HIGH	LOW	AVG	HIGH	LOW	
January	241	271	212	227	248	208	222	238	185	January
February	240	271	212	227	238	211	225	247	178	February
March	239	261	199	219	246	184	228	239	212	March
April	227	257	204	222	240	202	227	243	207	April
May	203	217	178	201	220	177	224	245	204	May
June	203	222	181	199	222	172	221	235	185	June
July	191	211	171	201	221	185	213	227	187	July
August	171	188	135	207	229	186	204	222	182	August
September	155	176	141	201	215	185	206	226	181	September
October	156	166	144	207	223	188	201	225	184	October
November	159	178	120	211	248	182	204	227	169	November
December	179	203	155	228	254	199	208	244	165	December
ANNUAL AVG	197			213			215			ANNUAL AVG

WHEREAS, the only physical expansion of habitable space at the Oxford Street Shelter over the 30-year period from 1989 to 2019 occurred in 1995 when the City began leasing the adjacent property, a former auto body shop located at 197 Oxford Street; and

WHEREAS, each increase in the number of beds was recommended by the Emergency Shelter Assessment Committee (ESAC), which was jointly established in August of 1987 by the City of Portland and the United Way to monitor shelter beds in the City and serve as an advisory board to the City regarding homeless issues, with staff from the City Social Services Division serving as staff on ESAC²; and

WHEREAS, the City of Portland is currently working through a process to replace the Oxford Street Shelter with a new facility; and

WHEREAS, in conjunction with this process, the City Council's Health & Human Services and Public Safety Committee has held a series of meetings to examine and discuss the City's current single-adult shelter policies in order to ensure this City service is being provided in accordance with Council priorities and goals and in the best interests of the City and all of its inhabitants; and

WHEREAS, for the past three years the Oxford Street Shelter has served a population that generally comprises 28% stating they are from Portland, 40% stating that they are from other communities in Maine, and 32% stating that they are from out of state or out of country; and

WHEREAS, the Council recognizes that in operating the Oxford Street Shelter for these past 30 years, the City of Portland has been providing a regional service that benefits communities and individuals far beyond the City's boundaries; and

WHEREAS, the Council recognizes the need to bring together more resources from other municipalities as well as the State and Federal governments to encourage a more regional approach to addressing homelessness; and

WHEREAS, addressing homelessness was identified as a 2017 priority by the seven communities comprising the Greater Portland Council of Government's Metro Regional Coalition, or MRC (Cape Elizabeth, Falmouth, Gorham, Portland, Scarborough, South Portland and Westbrook); and

WHEREAS, on October 8, 2019 the MRC updated its Fiscal Year 2020 workplan goals under the heading of "Homelessness" to add the following:

1. To house more of the homeless in the Greater Portland area;
2. To more equitably distribute the responsibility of caring for the homeless across municipalities; and

WHEREAS, the Council recognizes the need to balance competing priorities in the City budget in order to best serve all of Portland's residents; and

WHEREAS, there is no prior written record of Council guidance regarding its policy goals for the City's single-adult shelter services aside from annual approvals of the municipal budget;

NOW, THEREFORE, BE IT RESOLVED that the City Council does hereby proffer the following policy goals to provide staff with guidance on Council objectives as the City plans for its new homeless services center for single adults:

1. Continue to employ a housing first approach, using the homeless services center as a place to help stabilize people experiencing homelessness as they transition to more permanent housing;
2. Continue the excellent work of the award-winning Long-Term Stayer Initiative⁴, which seeks to focus resources on housing those people with the longest stays in homelessness in the City;

3. Look into Diversion and Prevention tactics such as the Pine Street Front Door Triage program, a program staff reports has successfully diverted “nearly 20% of individuals from ever entering homelessness and spending a night in a shelter”⁵, and consider establishing a separate triage facility on the peninsula or in another convenient location where individuals experiencing homelessness can present to determine their best path forward;
4. Along with diversion and prevention tactics, seek other methods to decrease the average nightly census at the City-run facility;
5. Continue to work with other cities and towns to develop a regional strategy for addressing homelessness and more equally distributing the responsibility of caring for the homeless across municipalities;
6. Continue to work with community partners and local and national experts to determine national best practices that will ensure the safety of staff, clients, and community members;
7. Continue to pursue partnerships to help to address the needs of specific homeless populations, increase the supply of permanent housing for the chronically homeless, and reduce the average nightly census at the City run facility;
8. Ensure the new facility is built with ample capacity to handle our current average annual nightly census, which, for the last three years (2017-2019) has been approximately 200 individuals per night;
9. Ensure the new facility has adequate capacity to handle overflow onsite as needed;
10. Over time, as the average nightly census regularly and on a year-round basis comes in below 200, consider establishing an appropriate cap on city services at the facility, with sufficient advanced notice to other communities and the State government regarding when said cap will go into effect;
11. Develop clear transportation guidelines to assist clients in reaching the facility and accessing outside services in the City as necessary;
12. Develop a clear policy for Criminal Trespass Orders and other cases in which a suspension of services may be merited so that clients can easily see how specific behaviors will impact their ability to stay at the facility;

13. Develop clear guidelines establishing that services provided by the shelter, including meals, are only for shelter clients who have completed or are completing the intake process; and
14. Work to diversify revenue streams both for the construction and operation of the new facility, involving as much as possible other municipal, state, and federal funding sources as well as contributions from community partners, individuals, and the private sector.

ATTACHMENT A

References

1. Maine Memory Network, <https://www.mainememory.net/artifact/67713>, accessed on October 17, 2019.
2. *Oxford Street Shelter History*, City of Portland Department of Social Services, circa 2004, <https://www.portlandmaine.gov/DocumentCenter/View/2288/Oxford-Street-Shelter-History>, accessed on October 17, 2019.
3. Chart created on 10/22/2019 by Belinda Ray and based on Emergency Shelter Assessment Committee Monthly Shelter Statistics for the Oxford Street Shelter on the City of Portland website, <http://www.portlandmaine.gov/Archive.aspx?AMID=61>, accessed on October 17, 2019.
4. *National Alliance to End Homelessness Honors Pioneers in Innovation and Excellence at Annual Awards Ceremony*, National Alliance to End Homelessness Press Release, Washington D.C., October 10, 2017. <https://endhomelessness.org/wp-content/uploads/2016/10/Awards-Ceremony-FINAL-101017.pdf>, accessed on October 22, 2019.
5. DHHS Staff Memo to HHS & PS Committee from Sarah Fleurant, Oxford Street Shelter Director, dated September 23, 2019. Available in the HHS & PS Committee packet from October 8, 2019.
<https://portlandme.civicclerk.com/web/UserControls/DocPreview.aspx?p=1&aoid=608>

Micro-Timeline of Shelter Process
June 2016 – May 2019

Created by City Councilor Belinda Ray
for her website (belindaray.me)
Updated in May 2019

June 2016

HHS & PS Committee notes that while Oxford Street Shelter staff does tremendous work, they are limited by an inadequate facility that was never meant to be an emergency shelter.

October 2016

HHS & PS Committee members visit two 24-hour shelters in the Boston area to get a firsthand look at their practices and policies. (Father Bill's Place, Quincy; Caspar Emergency Services Center & Shelter on the MIT Campus)

April 2017

HHS & PS Committee votes to recommend expanded shelter zoning to the Council and sends the ordinance to the Planning Board for review.

January 2017

The HHS & PS Committee, newly chaired by Councilor Ray, sets "pursuing shelter improvements" as the Committee's number one goal for the year. The goal is two-pronged:

1. Expand shelter zoning in the city
2. Work with city staff & community on shelter improvements, including designing and planning for a new facility to replace the OSS

June 2017

The Council approves expanded shelter zoning in the city.

The Committee asks staff to collect information on the planning, design, and site selection process for a new facility to replace the OSS.

September 2017

The Committee hears about best practices from city staff and holds a public hearing on a draft design of a new shelter facility.

December 2017

The City Council has a workshop to discuss the proposed shelter model and directs staff to seek out potential sites and bring forth a recommendation.

October 2017

Based on Committee input and public comment, city staff presents an updated draft design, and the Committee holds a second public hearing to get more input on the design and process. The Committee requests a council workshop to ensure there is council support for the new facility before asking staff to seek a site.

June 2018

After considering multiple sites, the City announces 1145 Brighton Avenue, on the Barron Center Campus, as the recommended site for the new Homeless Services Center, and staff presents information regarding the site to the HHS & PS Committee.

July 2018

The Committee holds a public hearing on the proposed site.

July 10, 2018

The Committee holds a public hearing on the proposed site for the Homeless Services Center.

Chair Ray announces the committee won't vote on this recommendation until fall to allow time for a Community Information Forum on the HSC service model and homelessness in Portland.

September 8, 2018

City holds Community Forum about the HSC model, homelessness in Portland, and site selection. Breakout sessions include: 1) Safety & Security; 2) Regional Services; 3) The Future of Homeless Services; 4) Zoning, Land Use & Transportation; 5) Housing & Services; 6) Faces of Homelessness; and 7) Q&A with the City Manager.¹

November 13, 2018

The Committee reviews information on various shelter models, and, with the entire council in attendance, gives guidance to staff to pursue a single, city-run facility for up to 150 single adults to replace the Oxford Street Shelter. Staff is also directed to pursue partnerships with community agencies to help address the needs of specific populations experiencing homelessness.³

September 11, 2018

HHS & PS committee holds meeting to review questions about the Barron Center site, but instead pivots and asks staff to do a new, updated search for potential properties throughout the city while also once again looking at the concept of the city hosting multiple smaller shelters vs. one central intake facility (the HSC).²

January 22, 2019

Staff presents the committee with a new list of just under 700 parcels. The list combines earlier analysis with a property search undertaken by the Housing Committee and new considerations.

This list is reduced to 30 sites after screening out municipal buildings (City Hall, fire stations, schools), parks, cemeteries, land bank properties, island properties, watersheds, and highway ramps.

After removing parking garages, the police department, two piers, airport land, private sites not available for sale, and small sites located either within single family neighborhoods, on paper streets, or both, we are down to 14 sites.⁴

The committee reinstates one staff-removed site (650 Riverside St) and eliminates 3 sites:

- 1) The Barron Center Campus – Reason: site deemed appropriate for 81 bed acute care facility proposed by AVESTA Housing and currently in planning stages.
- 2) The former West School site – Reason: half of site is already part of the master plan for Dougherty Field and other half is under consideration for a public-private affordable housing project.
- 3) Land behind the Rosemont Fire Station – Reason: a recent study states the entire Rosemont Fire Station needs to be rebuilt; there is no certainty land will be available for the HSC.

February 26, 2019

The committee removes 9 sites from the list:

- 622 Auburn Street & Franklin Reserve – Reason: zoned R2 and R6, respectively; shelters are not allowed in these zones
- Thames St. Parking Lot – Reason - zoned B6 and EWPZ; shelter not allowed without a zone change; also, abuts waterfront with no obstructions, thus deemed unsafe
- 1819 Westbrook St – Reason: tough to build on this parcel due to wetlands and utility easements; also landlocked – no existing street access to parcel.
- 3 Hutchins Drive – Reason: landlocked parcel; no access from street without taking of private land
- 1386 Riverside & 750 Warren Ave – Reason: privately owned sties; too much uncertainty; no guarantee of availability or affordability
- 33 Portland St – Reason: zoned B2b; shelter not allowed without change)
- 83 Middle Street – Reason: lot too small and land constrained to create facility with amenities and services required by ordinance



March 26, 2019

With the list narrowed to 3 viable sites (County Way, 650 Riverside Street, Angelo's Acre), the committee holds a public hearing to help inform members as they prepare to make a recommendation to the council.

A committee vote is expected at an April meeting, date TBD.



April 23, 2019

After discussion and deliberation, the committee decides to forward two sites for consideration by the full council:

- Angelo's Acre
- 650 Riverside Street

While Councilor Ray expresses a preference for 650 Riverside St., Councilors Batson and Ali choose no frontrunner among the two sites at this time.



May 20, 2019

The Council schedules a public hearing on the choice of a shelter site. Due to lengthy deliberations around the FY 2020 budget, the public hearing isn't held until after 10pm. The Council decides to allow anyone who wishes to comment that evening to do so while also scheduling a second public hearing on this topic on June 3rd.

Anyone who did not comment on May 20th is welcome to comment at the June 3rd public hearing. Meanwhile, public comment can be submitted at any time via email, phone, or snail mail using the Council contact information on the city's website.

(<http://portlandmaine.gov/Directory.aspx?did=11>)

Fwd: Question re VRAP Certification

3 messages

Jon Jennings <jpj@portlandmaine.gov>

Mon, Apr 29, 2019 at 2:36 PM

To: Kristen Dow <kjd@portlandmaine.gov>, Adam Harr <ash@portlandmaine.gov>

Can you please include this email on the backup materials for the new shelter discussion? I will be sending you another email with attachments to do the same. Thanks.

----- Forwarded message -----

From: **Kimberly M. Cook** <kcook@portlandmaine.gov>

Date: Mon, Apr 29, 2019 at 8:37 AM

Subject: Fwd: Question re VRAP Certification

To: Belinda Ray <bsr@portlandmaine.gov>, Brian Batson <bbatson@portlandmaine.gov>, Ethan Strimling <estrimling@portlandmaine.gov>, Jill Duson <jduson@portlandmaine.gov>, Jon Jennings <jpj@portlandmaine.gov>, Justin Costa <jcosta@portlandmaine.gov>, Nicholas Mavodones <nmm@portlandmaine.gov>, Pious Ali <pali@portlandmaine.gov>, Spencer Thibodeau <sthibodeau@portlandmaine.gov>

Good morning all,

Please see the correspondence below.

Jon - please pass this info along to staff and have it posted to the webpage.

Thanks
Kim

----- Forwarded message -----

From: **Burns, Dave E** <Dave.E.Burns@maine.gov>

Date: Mon, Apr 29, 2019 at 8:13 AM

Subject: RE: Question re VRAP Certification

To: Kimberly M. Cook <kcook@portlandmaine.gov>, Madore, David <David.Madore@maine.gov>
CC: Hodgkins, Nick <Nick.Hodgkins@maine.gov>

Good morning Kim,

The VRAP program does not have a definition of "residential" that we can point you to. However, we would consider a homeless shelter residential and prohibited at this site, based on the certificate. You may be able to give us supporting documentation so that we may reconsider this prohibition and allow this use. If you'd like to pursue that course or explore that option further, please contact Nick Hodgkins, our VRAP coordinator, directly. I've copied him on this e-mail so that you have his information.

Please let me know if you have any further questions regarding this.

Thanks,

Dave

David Burns, P.E., Acting Director

Bureau of Remediation & Waste Management

(207) 287-7890 (desk) / (207) 592-9104 (cell)

www.maine.gov/dep

From: Kimberly M. Cook [mailto:kcook@portlandmaine.gov]
Sent: Saturday, April 27, 2019 6:42 PM
To: Burns, Dave E <Dave.E.Burns@maine.gov>; Madore, David <David.Madore@maine.gov>
Subject: Question re VRAP Certification

EXTERNAL: This email originated from outside of the State of Maine Mail System. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dave and David,

I am contacting you wearing my hat as a Portland City Councilor. We are currently in the process of deciding on a site for a new homeless shelter and one of the locations is [636 Riverside Street](#) for which the City has received the attached VRAP certification.

A constituent of mine asked me whether this VRAP precludes a shelter (without further written permission from the DEP) as it serves as a temporary residence for those experiencing homelessness. We are contemplating up to a 150 bed shelter currently.

I would appreciate your determination of whether a shelter would be "residential" under Condition number 2 in this letter. Does the DEP have a definition of "residential" that I can point my constituent to?

Many thanks for your assistance in answering my questions.

Best,

Kim

Kim Cook

Portland City Council, District 5

Deering Ctr., Riverton, No. Deering

www.kimcook.org

207.874.8986

Notice: Under Maine law, documents - including e-mails - in the possession of public officials or city employees about government business may be classified as public records. There are very few exceptions. As a result, please be advised that what is written in an e-mail could be released to the public and/or the media if requested.

--

Kim Cook

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www.kimcook.org
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Jon P. Jennings
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www.portlandmaine.gov
Twitter: [@portlandmanager](#)

**AMENDMENT TO RESOLVE 7-19/20 OUTLINING POLICY GOALS FOR THE CITY
OF PORTLAND'S SINGLE-ADULT SHELTER FACILITY**

SPONSORED BY COUNCILOR BELINDA RAY

**RE: COMPLETION OF BEDNIGHTS CHART FOR Q4 OF 2019 AND ADJUSTMENT
OF ANNUAL AVERAGE; CONTEMPLATION OF AN OFF-SITE TRIAGE FACILITY;
ELIMINATION OF "PREVIOUS 12 MONTHS" LANGUAGE FROM POLICY GOAL
#8; AND ADDITION OF POLICY GOAL #14 REGARDING DIVERSIFICATION OF
REVENUE STREAMS FOR FACILITY CONSTRUCTION AND OPERATION**

WHEREAS, for the past 30 years a residence located at 203 Oxford Street, which was built in the year 1900 and originally designed as a two-family dwelling,¹ has been leased by the City of Portland to serve as a single-adult shelter facility, namely the Oxford Street Shelter; and

WHEREAS, the Oxford Street Shelter, which opened in December of 1989 with 50 beds has since expanded as follows²:

- to 62 beds in October 1994, due to an increase in homelessness;
- to 80 beds in 1996, due to an increase in homelessness;
- to 108 beds in 1998, due to an increase in homelessness;
- to 127 beds in 1999, due to an increase in homelessness;
- to its current maximum capacity of 154 beds as set by the Fire Department in 2000, due to an increase in homelessness; and

WHEREAS, in 2001, when the Oxford Street Shelter reached its maximum capacity of 154 beds, a plan for emergency shelter overflow was developed; and

WHEREAS, in April of 2003 the Salvation Army gym was used for the first time to accommodate overflow from the Oxford Street Shelter; and

WHEREAS, since that time alternative overflow options for the Oxford Street Shelter have been developed, including 75 mats at the Preble Street Resource Center and a limited number of mats at the City's General Assistance office; and

WHEREAS, the average nightly bed counts for the last three years, along with high and low censuses by month are as follows³:

	2019			2018			2017			
	AVG	HIGH	LOW	AVG	HIGH	LOW	AVG	HIGH	LOW	
January	241	271	212	227	248	208	222	238	185	January
February	240	271	212	227	238	211	225	247	178	February
March	239	261	199	219	246	184	228	239	212	March
April	227	257	204	222	240	202	227	243	207	April
May	203	217	178	201	220	177	224	245	204	May
June	203	222	181	199	222	172	221	235	185	June
July	191	211	171	201	221	185	213	227	187	July
August	171	188	135	207	229	186	204	222	182	August
September	155	176	141	201	215	185	206	226	181	September
October	<u>156</u>	<u>166</u>	<u>144</u>	207	223	188	201	225	184	October
November	<u>159</u>	<u>178</u>	<u>120</u>	211	248	182	204	227	169	November
December	<u>179</u>	<u>203</u>	<u>155</u>	228	254	199	208	244	165	December
ANNUAL AVG	208 <u>197</u>			213			215			ANNUAL AVG

WHEREAS, the only physical expansion of habitable space at the Oxford Street Shelter over the 30-year period from 1989 to 2019 occurred in 1995 when the City began leasing the adjacent property, a former auto body shop located at 197 Oxford Street; and

WHEREAS, each increase in the number of beds was recommended by the Emergency Shelter Assessment Committee (ESAC), which was jointly established in August of 1987 by the City of Portland and the United Way to monitor shelter beds in the City and serve as an advisory board to the City regarding homeless issues, with staff from the City Social Services Division serving as staff on ESAC²; and

WHEREAS, the City of Portland is currently working through a process to replace the Oxford Street Shelter with a new facility; and

WHEREAS, in conjunction with this process, the City Council's Health & Human Services and Public Safety Committee has held a series of meetings to examine and discuss the City's current single-adult shelter policies in order to ensure this City service is being provided in accordance with Council priorities and goals and in the best interests of the City and all of its inhabitants; and

WHEREAS, for the past three years the Oxford Street Shelter has served a population that generally comprises 28% stating they are from Portland, 40% stating that they are from other communities in Maine, and 32% stating that they are from out of state or out of country; and

WHEREAS, the Council recognizes that in operating the Oxford Street Shelter for these past 30 years, the City of Portland has been providing a regional service that benefits communities and individuals far beyond the City’s boundaries; and

WHEREAS, the Council recognizes the need to bring together more resources from other municipalities as well as the State and Federal governments to encourage a more regional approach to addressing homelessness; and

WHEREAS, addressing homelessness was identified as a 2017 priority by the seven communities comprising the Greater Portland Council of Government’s Metro Regional Coalition, or MRC (Cape Elizabeth, Falmouth, Gorham, Portland, Scarborough, South Portland and Westbrook); and

WHEREAS, on October 8, 2019 the MRC updated its Fiscal Year 2020 workplan goals under the heading of “Homelessness” to add the following:

1. To house more of the homeless in the Greater Portland area;
2. To more equitably distribute the responsibility of caring for the homeless across municipalities; and

WHEREAS, the Council recognizes the need to balance competing priorities in the City budget in order to best serve all of Portland’s residents; and

WHEREAS, there is no prior written record of Council guidance regarding its policy goals for the City’s single-adult shelter services aside from annual approvals of the municipal budget;

NOW, THEREFORE, BE IT RESOLVED that the City Council does hereby proffer the following policy goals to provide staff with guidance on Council objectives as the City plans for its new homeless services center for single adults:

1. Continue to employ a housing first approach, using the homeless services center as a place to help stabilize people experiencing homelessness as they transition to more permanent housing;
2. Continue the excellent work of the award-winning Long-Term Stayer Initiative⁴, which seeks to focus resources on housing those people with the longest stays in homelessness in the City;
3. Look into Diversion and Prevention tactics such as the Pine Street Front Door Triage program, a program staff reports has successfully diverted “nearly 20% of individuals from ever entering homelessness and spending a night in a shelter.”⁵, and consider establishing a separate triage facility on

the peninsula or in another convenient location where individuals experiencing homelessness can present to determine their best path forward;

4. Along with diversion and prevention tactics, seek other methods to decrease the average nightly census at the City-run facility;
5. Continue to work with other cities and towns to develop a regional strategy for addressing homelessness and more equally distributing the responsibility of caring for the homeless across municipalities;
6. Continue to work with community partners and local and national experts to determine national best practices that will ensure the safety of staff, clients, and community members;
7. Continue to pursue partnerships to help to address the needs of specific homeless populations, increase the supply of permanent housing for the chronically homeless, and reduce the average nightly census at the City run facility;
8. Ensure the new facility is built with ample capacity to handle our current average annual nightly census-, which, for the last three years (2017-2019) has been approximately 200 individuals per night; for the previous 12 months. As of September 30, 2019, the average nightly census for the previous 12 months is 210;
9. Ensure the new facility has adequate capacity to handle overflow onsite as needed;
10. Over time, as the average nightly census regularly and on a year-round basis comes in below 200, consider establishing an appropriate cap on city services at the facility, with sufficient advanced notice to other communities and the State government regarding when said cap will go into effect;
11. Develop clear transportation guidelines to assist clients in reaching the facility and accessing outside services in the City as necessary;
12. Develop a clear policy for Criminal Trespass Orders and other cases in which a suspension of services may be merited so that clients can easily see how specific behaviors will impact their ability to stay at the facility; and
13. Develop clear guidelines establishing that services provided by the shelter, including meals, are only for shelter clients who have completed or are completing the intake process.

14. Work to diversify revenue streams both for the construction and operation of the new facility, involving as much as possible other municipal, state, and federal funding sources as well as contributions from community partners, individuals, and the private sector.

ATTACHMENT A

References

1. Maine Memory Network, <https://www.mainememory.net/artifact/67713>, accessed on October 17, 2019.
2. *Oxford Street Shelter History*, City of Portland Department of Social Services, circa 2004, <https://www.portlandmaine.gov/DocumentCenter/View/2288/Oxford-Street-Shelter-History>, accessed on October 17, 2019.
3. Chart created on 10/22/2019 by Belinda Ray and based on Emergency Shelter Assessment Committee Monthly Shelter Statistics for the Oxford Street Shelter on the City of Portland website, <http://www.portlandmaine.gov/Archive.aspx?AMID=61>, accessed on October 17, 2019.
4. *National Alliance to End Homelessness Honors Pioneers in Innovation and Excellence at Annual Awards Ceremony*, National Alliance to End Homelessness Press Release, Washington D.C., October 10, 2017. <https://endhomelessness.org/wp-content/uploads/2016/10/Awards-Ceremony-FINAL-101017.pdf>, accessed on October 22, 2019.
5. DHHS Staff Memo to HHS & PS Committee from Sarah Fleurant, Oxford Street Shelter Director, dated September 23, 2019. Available in the HHS & PS Committee packet from October 8, 2019.
<https://portlandme.civicclerk.com/web/UserControls/DocPreview.aspx?p=1&aoid=608>

Homeless Services Informational Memo
City of Portland
City Council Health and Human Services and Public Safety Committee
March 19, 2019

Prepared By: Rob Parritt, Homeless Services Consultant
To: Jon Jennings, City Manager

At the February 26 Health and Human Services and Public Safety Committee meeting, the Committee narrowed down a list of potential Homeless Services Center locations from 11 to 3 sites. Once the Committee members settled on the three sites, City staff from the Planning and Urban Development and Health and Human Services Departments were tasked with providing additional information on the three sites. HHS staff has identified several sectors of information that have been found to be pertinent to the discussion regarding a new site from a social services perspective; basic zoning criteria being one. In May of 2017, the Planning Board made some zoning adjustments regarding emergency shelter.

The zoning specifically lists several criteria pertaining to emergency shelters and building design. It will be important for any potential site to be able to meet the following criteria.

- Space for on-site providers to provide a variety of services for shelter residents
- A private, screened outdoor area
- A centralized office design with clear sight lines
- ¼ mile access to Metro; or be within ½ mile of Metro with space inside large enough inside to accommodate ALL guests and implement strategies to help residents utilize transit
- Enough space for security searches
- 1 parking space for every two employees
- A Management Plan addressing shelter management responsibilities, process for resolving neighborhood concerns, staffing, access restrictions, on site surveillance, safety measures, controls for resident behavior and noise levels and monitoring reports

HHS staff will provide information regarding the proposed sites' proximity to existing resources and service providers. The concentration of and access to social services has been a constant talking point throughout the site location process so staff felt it important to provide that information. Please note that although access to Metro is an important factor, there will be additional transportation services regardless of site location. These services include a City shuttle van, continued access to taxi vouchers and coordinating with providers for other alternate forms of transportation.

It is important to hear from community service providers to see if the three proposed sites will work for them or if there are concerns that need to be identified so that partnerships can be identified that will allow our shelter residents to receive much needed services. Key partners and community agencies have been contacted and asked to provide feedback on the three proposed sites. The agencies we have contacted thus far include...

Avesta, Amistad, Catholic Charities- ACT Team, Cultivating Community, GA/HIRE, City of Portland- Mobile Medical Outreach, Frannie Peabody, CHOM, Goodwill Northern New England Workforce Services, Milestone Recovery, Portland Adult Education, Portland PD-Community Policing, Portland Public Library, Preble Street, PTLA, SARSSM, Shalom House, Spurwink Mental Health Center, TOA/PATH,

Through These Door and HVJ. Please see the attached exhibits regarding the feedback we received from agencies. Exhibit 1.

Please reference this informational table for a quick overview on transportation access, providers near each site, services available near each site and themes that occurred based on feedback from service providers...

Table 1.1

Site	Metro Access	Providers Located Near Proposed Site	Services Offered by Providers	Provider Feedback Themes
Angelo's Acre 431 Commercial Street	Yes	• Amistad • Learning Works • Catholic Charities • STRIVE U • Frannie Peabody Center • Milestone Recovery • Florence House • VA Clinic • Through These Doors Domestic Violence Outreach at the Portland Police Department	• Emergency Shelter • Detox • Peer Support • Case Management • Medical Treatment • Mental Health Care • Meals • Vet Services • Healthcare • Housing Navigation • DV Services • Street Outreach • HOME Team • HIV/AIDS Services • Anti-trafficking services • ESL • Education • Youth Services	• Waterfront safety concerns • Weather Exposure • Ease of access to transportation and amenities • Likely opposition from businesses and residents
County Way	Yes	• Shalom House • Florence House • Iris Network • Logan Place • Metro Office • Learning Works	• Case Management • Emergency Shelter • Services for Blind People • Transportation • Housing Navigation • Housing Subsidies • Anti-trafficking services • ESL • Education • Youth Services	• Some concerned with proximity to jail • Acceptable access to transportation and services • Could be seen as hiding the homeless • Likely opposition from businesses/residents

Riverside Street 654 Riverside Street	Yes	• Spurwink • Riverton Community Policing • ITN Portland	• Transportation • Community Policing • Case Management • Crisis Services • Behavioral Health • Youth Services • Autism Services • Refugee Services • Foster Care Services	• Isolation • Physical Access • Hiding the homeless • Long bus ride • Difficult for MAT • programs to operate • Difficult to access services
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Table 1.1 Summary:

In summary, all three sites appear to meet accessibility criteria regarding Metro access as clearly stated in the zoning language.

The number of service providers within a close distance of each site varies from site to site. Angelo's Acre is the site that has the most service providers located in a close proximity, County Way had the second most and the Riverside location had the least. It is worth noting that although there are social service providers within a reasonable proximity of each site, not all of those services are designed specifically for people experiencing homelessness.

Community service providers were asked to weigh in on each potential location. One clear concern raised by providers is the safety concerns raised by the Angelo's Acre site due to its proximity to the waterfront. Community providers do not seem to view any location as an obstacle for continuing to provide on-site services except for administering any sort of medication assisted treatment (MAT). Some feedback seems to indicate that the location at Riverside Street is perceived as being isolated and could potentially be seen as "hiding the homeless." At least one provider stated that the proposed location at County Way would have a similar effect of "hiding the homeless." Most community providers do not seem to have an issue with a services center being located closely to the Cumberland County Jail campus (only one provider noted this as a concern).

This memo is not meant to steer the Committee's opinion or indicate staff preference for any location. The information gathered is being presented so that the HHS&PS Committee can make an informed decision based solely on information provided at their request. City staff also completed a SWOT analysis on each location as requested during the February 26 HHS&PS Committee Meeting and can be found below in table 1.2.

Staff examined what social services, medical services, emergency services, employment opportunities and schools are located within a close proximity of the three proposed sites. Staff created a table providing specific details of what entities are located near each potential site. Please reference table 1.3.

SWOT (Strengths, Weaknesses, Opportunity, Threats)

Table 1.2

Site	Strengths	Weaknesses	Opportunity	Threats
Angelo's Acre	Flat Parcel, City Owned, Metro Access	Waterfront Proximity, Water Safety Concerns, Small Site, Traffic Concerns	Community Integration, Employment	Potential issues with tourists/patrons, Loss of parking in Old Port
County Way	Large Parcel, Metro Access	Direct Access to Fore River, Traffic Concerns, Train Tracks	Potential Partnerships with the County, Large enough site to build a flexible building	Land Acquisition VRAP
Riverside Street	Large Parcel, Flat Parcel, Metro Access	Isolation, Access, Water Safety	Large enough site to build a flexible building	VRAP

Location Matrix
Table 1.3

Service Providers within the area of Potential Homeless Service Center Locations

Angelo's Acre	County Way	Riverside Industrial Park
• Amistad 66 State Street Distance: 0.3 miles • Catholic Charities 66 State Street Distance: 0.3 miles • STRIVE U 12 Nye Street Distance: 0.2 miles • Frannie Peabody Center 30 Danforth Street Distance: 0.4 miles • Milestone Recovery 65 India Street Distance: 1. mile • Florence House 190 Valley Street Distance: 1.2 miles • VA Clinic 144 Fore Street Distance: 1.1 miles • Learning Works 181 Brackett Street Distance: 1.6 miles • Through These Doors Domestic Violence Outreach at the Portland Police Department 109 Middle Street Distance: 0.9 miles	• Shalom House 106 Gilman Street Distance: 1.1 miles • Florence House 190 Valley Street Distance: 1.2 miles • Iris Network 189 Park Ave Distance: 0.8 miles • Learning Works 181 Brackett Street Distance: 1.1 miles • Logan Place 52 Frederic Street Distance: 0.5 miles • Metro 114 Valley Street Distance: 1.4 miles	• Spurwink 899 Riverside Street Distance: 420ft • Riverton Community Policing 57 Riverton Drive Distance: 0.6 miles • ITN Portland 90 Bridge Street Distance: 3.8 miles

Fire Stations within the area of Potential Homeless Service Center Locations

Angelo's Acre	50 County Way	Riverside Industrial Park
• Fire Headquarters 380 Congress St.Portland, ME 04101 Distance: .9 miles • Bramhall Station 784 Congress St.Portland, ME 04102 Distance: .9 miles	• Bramhall Station 784 Congress St.Portland, ME 04102 Distance: .7 miles	• Riverton Station 1592 Forest Ave.Portland, ME 04103 Distance: 1.2 miles

Employment Opportunities

Angelo's Acre	50 County Way	Riverside Industrial Park
• Over 160 restaurants/bars/coffee shops. • Hospitality options in multiple old port hotels • Working waterfront, to include fish markets • Seasonal employment	• McDonald's • Amato's • Dunkin Donuts • Sullivan Tire • LaQuinta • Paulin's Tire • D'Angelo's • Save-A-Lot • Dollar Tree • Denny's • HP Hood • Barber Foods • Cozy Harbor	• Riverside Recycling Facility • Hannaford • 7 Eleven • Tortilla Flat • Garbage to Garden • Orkin Pest & Termite Control • Micucci's Wholesale Foods • Seacoast Coffee Company • Family Dollar • Multiple Breweries

Schools Within the Area of Potential Sites

Angelo's Acre	50 County Way	Riverside Industrial Park
• Reiche Community School Distance: .6 miles • Waynelete Distance: 1.0 miles	• Reiche Community School Distance: 1.6 miles • Waynelete Distance: 2.2 miles	• Riverside Elementary School Distance: 1.3 miles • Casco Bay High School Distance: 2.8 miles • Portland Arts & Technology High School Distance: 2.8 miles • Lyman Moore Middle School Distance: 2.6 miles • Harrison Lyseth Elementary Distance 2.7 miles

Medical Providers Within the Area of Potential Sites

Angelo's Acre	50 County Way	Riverside Industrial Park
• Frannie Peabody Center Distance: 0.4 mile • Milestone Detox Distance: 1. Mile • VA Portland Clinic Distance: 1.1 miles • Portland Community Free Clinic Distance: 1.1 miles	• Mercy Fore River Distance: 1.4 miles • Maine Medical Center Distance: 0.8 miles • 180 Park Ave Distance: 0.7 miles • Iris Network Distance: 0.8 miles	

Exhibit 1

Service Provider Information Sheet

Service Provider: Preble Street

Point Person: Fiona Mason

Services List: Targeted outreach, engagement and case management services for clients who are homeless and who meet program requirements for Veterans Housing Services, Anti-Trafficking Services and the Medication Assisted Recovery Program (MARF) within Health Services.

Target Demographic:

- Veterans
- Survivors of Human Trafficking that meet the federal definition of Human Trafficking
- Uninsured and high risk individuals with Substance Use Disorder that are participants in the Medication Assisted Recovery Program (MARF)
- Youth age 18 through 20

Days /Hours: TBD

Space /Office requirements: TBD

What else is needed?

All the of the services outlined are provided through and dependent on grant funding. Historically, funding and needs have changed over time which results in fluctuating service delivery. For example, we apply for and have received awards annually for our Veterans Housing Services program through the federal Specialized Services for Veterans and Families (SSVF) program. After receiving the award for this next grant period starting October 1, 2018, we were notified they may be reducing all SSVF grants for the next grant period. This reduction in funding will result in reduced service delivery.

Anti-Trafficking Services (ATS) is also dependent on federal funds. The current award cycle was for a three-year period and we anticipate receiving funds for another grant period starting 10/1/18. Our ATS team has fluctuated within and across grant funding cycle based on several factors; these changes in team configuration and number of caseworkers affect our ability to provide services.

The Health Services intensive case management services offered to MARF clients is also dependent on grant funding. We are currently participating in the MARF pilot project which ends in March 2019. We are hopeful there will be an opportunity to apply for another grant period through a subcontract with Greater Portland Health however we have no definitive information at this time.

Teen Services provides day services, case management and overnight shelter to youth age 12-20. We do not allow youth age 18-20 to access services at our Resource Center and instead encourage them to access services through our Teen Services. This aids in their ability to seek age and developmentally appropriate services that supports them in moving from homelessness to housing stability. Currently Teen Services works collaboratively with Oxford Street Shelter to encourage 18-20-year-old youth to access services through Teen Services. We would like to continue this practice with the new Homeless Services Center going forward.

Expected Outcomes: Access to specialized services as able.



Adam Harr <ash@portlandmaine.gov>

Fwd: [External Sender]Spurwink Further Location Feedback

1 message

Aaron Geyer <aeg@portlandmaine.gov>
To: "Harr, Adam" <ash@portlandmaine.gov>

Mon, Mar 11, 2019 at 4:30 PM

----- Forwarded message -----

From: **Ben Strick** <bstrick@spurwink.org>
Date: Thu, Mar 7, 2019 at 7:11 PM
Subject: RE: [External Sender]Spurwink Further Location Feedback
To: Sara Fleurant <skf@portlandmaine.gov>
Cc: Aaron Geyer <aeg@portlandmaine.gov>

Hi Sarah,

My apologies for the delayed reply. We will work with the city to deliver services wherever the new shelter is located. With that said, County Way or Angelo's Acre would be markedly better for us. Having the shelter located within walking distance of Spurwink Adult Behavioral Health would make it much easier to collaborate and help coordinate care. I think this will be especially true for our MAT program. One of the strengths of our program will be the ability to directly administer medication on a daily basis if needed. While our substance abuse counselors can meet with clients anywhere, it will be hard for the program to routinely administer Suboxone outside of an secure office setting. The closer we can be to the shelter the easier it will be for clients to successfully engage in treatment. I suspect a daily bus ride to/from Riverside Industrial Parkway would create a significant barrier for many individuals.

Please let me know if there is anything else we can do to help.

Thanks so much,

---Ben

BENJAMIN STRICK, LCSW**Director of Adult Behavioral Health**

207.871.1200 x 2149 | 207.615.2146 (c) | 207.871.1232 (f)

901 Washington Ave, Suite 100

Portland, Maine 04103

www.spurwink.org

From: Sara Fleurant <skf@portlandmaine.gov>
Sent: Wednesday, February 27, 2019 5:06 PM
To: Ben Strick <bstrick@spurwink.org>
Cc: Aaron Geyer <aeg@portlandmaine.gov>
Subject: [External Sender]Spurwink Further Location Feedback

Hi Ben,

We wanted to reach out and thank each of you for recently providing feedback on our site location surveys. As you may be aware coming out of last night's Health and Human Service Committee Meeting the site list was reduced to three locations. We have been asked to produce a deeper dive on these three locations and a large part of that is receiving more feedback from our valued community partners. We are asking you to provide any comments or feedback on the attached document, including any onsite or outreach services you think you may be able to provide at any of the locations. We understand at this time these are projections and not actual services to be delivered. We again want to thank so many of you who said they would partner with the City no matter where the new services center will eventually go. We are hoping to have these returned by next Friday so that this data can be compiled for the council.

Please feel free to contact either Aaron or myself with any questions.

Thank you,

Sara

--

Sara Fleurant
Assistant Director of Housing Services

Oxford Street Shelter

207-482-5224

fax- 207-761-0536

skf@portlandmaine.gov

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--

Aaron Geyer
City of Portland

Health & Human Services Department

[196 Lancaster Street](#)

[Portland, ME 04101](#)

(207) 482-5131

aeg@portlandmaine.gov

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Adam Harr <ash@portlandmaine.gov>

Fwd: Amistad Further Location Feedback

2 messages

Aaron Geyer <aeg@portlandmaine.gov>
To: "Harr, Adam" <ash@portlandmaine.gov>

Thu, Mar 7, 2019 at 4:38 PM

----- Forwarded message -----

From: **Sara Fleurant** <skf@portlandmaine.gov>
Date: Thu, Feb 28, 2019 at 4:09 PM
Subject: Fwd: Amistad Further Location Feedback
To: Aaron Geyer <aeg@portlandmaine.gov>

----- Forwarded message -----

From: **Brian Townsend** <briant@amistadinc.com>
Date: Thu, Feb 28, 2019 at 12:44 PM
Subject: RE: Amistad Further Location Feedback
To: Meredith Pesce <meredithp@amistadinc.com>, Sara Fleurant <skf@portlandmaine.gov>

Hi Sara,

Amistad would be able and willing to provide services onsite and through outreach at any of the three identified options.

Our feedback on the three site options:

With the disclaimer that no site can be perfect, we are inclined to see the County Way location as the best of the three. The most significant positive is the location relative to other services and resources. We do not have the same broad negative feelings about the proximity to the jail that some others seem to have. We agree that the optics aren't great, but we suspect that the people who will have the strongest negative reaction to those optics are not the actual people who will be seeking emergency shelter and services there. The jail does not have negative socio-environmental factors along its periphery, so any downside about being next door is conceptual. If Amistad were looking to purchase land and build a program somewhere, and prioritized accessibility (as we do) above most factors, we would absolutely consider this lot.

Angelo's Acre may have some positive aspects, but our immediate reaction has to do with safety, given the nearness of the harbor. Our community has had enough tragedy associated with accidental drownings; it is hard to overlook this when considering that spot. It also seems like a spot that would be exposed to significant wind and cold, in addition to the noise of the bridge, and we wonder about these factors as being additional existence burdens on the people seeking shelter and support there.

The third option, on Riverside, feels like the least optimal due to its distance from the service center. If all three options were similarly distant, it might hold up by comparison with some other options, but, as one example, it would seem less viable as an option than the previously proposed Barron Center location.

If you would like us to flesh out any of these responses or offer thoughts on specific questions, please let us know!

Brian

From: Meredith Pesce
Sent: Wednesday, February 27, 2019 5:45 PM
To: Sara Fleurant <skf@portlandmaine.gov>; Brian Townsend <briant@amistadinc.com>
Subject: Re: Amistad Further Location Feedback

Thanks Sara, we'll dig into this and send it back over soon.

Meredith Pesce
Associate Director
Amistad
[66 State Street](#)
[Portland, Me 04101](#)

207-241-9141

From: Sara Fleurant <skf@portlandmaine.gov>
Sent: Wednesday, February 27, 2019 4:55 PM
To: Brian Townsend; Meredith Pesce
Subject: Amistad Further Location Feedback

Hi Brian and Meredith,

We wanted to reach out and thank each of you for recently providing feedback on our site location surveys. As you may be aware coming out of last night's Health and Human Service Committee Meeting the site list was reduced to three locations. We have been asked to produce a deeper dive on these three locations and a large part of that is receiving more feedback from our valued community partners. We are asking you to provide any comments or feedback on the attached document, including any onsite or outreach services you think you may be able to provide at any of the locations. We understand at this time these are projections and not actual services to be delivered. We again want to thank so many of you who said they would partner with the City no matter where the new services center will eventually go. We are hoping to have these returned by next Friday so that this data can be compiled for the council.

Please feel free to contact either Aaron or myself with any questions.

Thank you,

Sara

--

Sara Fleurant
Assistant Director of Housing Services

Oxford Street Shelter

207-482-5224

fax- 207-761-0536

skf@portlandmaine.gov

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--

Sara Fleurant
Assistant Director of Housing Services

Oxford Street Shelter

207-482-5224

fax- 207-761-0536

skf@portlandmaine.gov

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Aaron Geyer
City of Portland
Health & Human Services Department

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aeg@portlandmaine.gov

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Aaron Geyer <aeg@portlandmaine.gov>
To: "Harr, Adam" <ash@portlandmaine.gov>

Mon, Mar 11, 2019 at 4:31 PM

[Quoted text hidden]



Adam Harr <ash@portlandmaine.gov>

Fwd: PPD Further Location Feedback

1 message

Aaron Geyer <aeg@portlandmaine.gov>
To: "Harr, Adam" <ash@portlandmaine.gov>

Mon, Mar 11, 2019 at 4:32 PM

----- Forwarded message -----

From: **Vernon Malloch** <vwm@portlandmaine.gov>
Date: Mon, Mar 4, 2019 at 12:35 PM
Subject: Re: PPD Further Location Feedback
To: Sara Fleurant <skf@portlandmaine.gov>
Cc: Aaron Geyer <aeg@portlandmaine.gov>

Hello Sara

The police department will provide all the same services indicated during the review of the Barron Center Site. I believe you have that information on file. If you cannot locate it I will search my old e-mails.

Specific to one site listed here I do have concerns about Angelo's Acre. It's proximity to the working waterfront is a public safety concern. Historically we have seen drowning deaths of homeless people and those who are impaired by alcohol or drugs. The department has worked hard over the years to partner with other providers to significantly reduce this occurrence. Locating a shelter so close to the waterfront has the potential to place an already at risk group in even more danger.

Thanks for soliciting feedback and please let me know if you need any other information.

Best, Vern

On Wed, Feb 27, 2019 at 5:03 PM Sara Fleurant <skf@portlandmaine.gov> wrote:

Hi Chief,

Hope all is well! We wanted to reach out and thank each of you for recently providing feedback on our site location surveys. As you may be aware coming out of last night's Health and Human Service Committee Meeting the site list was reduced to three locations. We have been asked to produce a deeper dive on these three locations and a large part of that is receiving more feedback from our valued community partners. We are asking you to provide any comments or feedback on the attached document, including any onsite or outreach services you think you may be able to provide at any of the locations. We understand at this time these are projections and not actual services to be delivered. We again want to thank so many of you who said they would partner with the City no matter where the new services center will eventually go. We are hoping to have these returned by next Friday so that this data can be compiled for the council.

Please feel free to contact either Aaron or myself with any questions.

Thank you,
Sara

--

Sara Fleurant
Assistant Director of Housing Services
Oxford Street Shelter
207-482-5224
fax- 207-761-0536
skf@portlandmaine.gov

--

Vern Malloch

Interim Chief
Portland Maine Police Department
[109 Middle Street](#)
[Portland, ME 04101](#)
207-874-8600
email: vwm@portlandmaine.gov
Our Core Values
Leadership - Integrity - Service

--

Aaron Geyer
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Homeless Voices for Justice Comment on Three Potential Sites for the Homeless Services Center
March 15, 2019



To esteemed Councilors of the Health and Human Services Subcommittee:

Homeless Voices for Justice appreciates the opportunity to provide feedback to the HHS Committee on this step of the relocation process.

Based on community outreaches and careful analysis, Homeless Voices for Justice's main points of concern remain: accessibility, eligibility and bed numbers, and community inclusion.

We do have specific feedback on the three sites in particular, and then other points to consider:

Riverside Industrial Park

HVJ is concerned about the accessibility of Riverside Industrial Park as a location for a new Homeless Services Center. The area is somewhere between a four and six mile walk away from the current Oxford Street Location. While there has been much welcome discussion about proximity to METRO, we hope the public and the City understands the accessibility challenges posed by placing a shelter so far away from current services. Many people staying at shelters in Portland have persistent medical conditions that make it impossible to walk much of a distance. Many lack storage space and have to carry bags and belongings around. And many people are in wheelchairs, use walkers, or canes. Complicating this is the fact that few can afford bus passes, and free bus passes supplied by some service providers are incredibly hard to come by. One of the most frequently sought resources by those who are homeless are monthly passes.

When the State moved its DHHS building from Bayside to South Portland, many people who needed support lost services, or the opportunity to more frequently access services, because of the distance created. At the time of that move, HVJ advocated against it for accessibility reasons. Other concerns about this location include sidewalk accessibility and whether there are food stores close by. In addition to services, many people access employment through agencies such as Labor Ready, which involves lining up early in the morning. The distance created by placing the shelter at Riverside, combined with bus schedules, would make it much harder, if not impossible, for many people staying in the shelter to access employment.

County Way

HVJ is concerned about locating a new Homeless Services Center near the County Jail. While the location is closer to many current services than Riverside is, we fear that placing a shelter near the jail will increase the stigma, discrimination, violence and criminalization that people experiencing homelessness already face. Specifically, we are concerned about the association

implicitly made by locating a Homeless Service Center next to a jail. People who are homeless often struggle with barriers that result from disproportionate enforcement of certain laws, such as loitering or trespassing laws to name just two. Our research and experience as those who have been, or are, homeless shows us that the stigma and criminalization of those who are homeless makes basic life-sustaining activities much more difficult. People who are homeless do not have the privacy of a home to conduct their lives. They are disproportionately asked to “move along” in public space; their activities are more frequently and heavily scrutinized by the public and governing institutions. We believe the close proximity to the County Jail may increase these barriers rather than strive to resolve them. We strongly encourage the Health and Human Services Subcommittee to discuss this aspect of the location.

Angelo’s Acre

Of all three potential sites, Angelo’s Acre is the closest to many available services on the peninsula for those who are homeless. By staying on the peninsula, it is not far from the current shelter and a number of service providers and resources that people who are homeless access in downtown Portland. That said, HVJ does recognize other accessibility aspects that make this site challenging. Namely, the fact that it is quite close to water, a frequently busy street and bridge ramp, and the Port Authority.

Other Points to Consider

First, HVJ encourages the HHS Committee to carefully consider the question of residential zones, which has created much discussion among the councilors. A new Homeless Services Center in any location will no doubt be located close to, or in, a given neighborhood, and we would encourage the councilors to consider that guests at the new Center will be neighbors and residents, the same as anyone else. These guests should not be tucked away, out of sight, due to concern that their presence would pose a challenge to their neighbors. To include and integrate people who are homeless in Portland is one way in which our city can better address the need for shelter services, which has become more severe over the years as other shelters have closed down. To this end, we have heard over and over again from our community a concern and strong appeal for people experiencing homelessness to not be hidden. We recognize the City’s emphasis on *not intending* to hide the homeless. However, we believe that in considering whether current residential zones are appropriate, consideration must be given to how Portland, as a community, cares for its most disenfranchised, oppressed, and stigmatized residents.

Secondly, we are concerned about the prospect of opening up a 150 bed facility while the current shelter chronically exceeds its capacity of 154 people, resulting in the use of overflow and sometimes triple overflow on a nightly basis. In December of 2018, 537 people were served by homeless shelters in Portland. Based on current trends, HVJ does not believe the predictions for reduced numbers are realistic. We are encouraging the Councilors to afford for space and capacity such that the new Homeless Services Center does not need overflow in the first place.

Connected to this is the question of guest eligibility and policies governing the new Homeless Services Center. To us, it is crucial that the City keeps to its long-standing commitment to provide emergency shelter services to anyone who needs it and that the policies governing the new Homeless Service Center are the least restrictive they can possibly be, to ensure that the City's goals for rapidly connecting people to resources and housing can be met.

Third, the HHS Committee has moved recently to narrow down sites from 11 to 3. While we welcome the sense of urgency to address the life-threatening problem of homelessness in Portland, we will continue to encourage the HHS committee to work more systematically on including the input of those who are homeless as this process moves forward. Homeless Voices for Justice seeks to empower those who live in poverty and homeless – people whose perspectives are often absent from the development of policies and programs that directly impact their social and economic well-being. To this end, we are working in conjunction with City Management on convening a community forum for people who are homeless so their input can be heard. While those plans continue to move forward, we advise that the City take steps to ensure that the pace of the relocation process does not move so fast as to exclude the concerns and feedback of the community they seek to help.

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

Riverside Industrial Park:

Goodwill's Workforce programs can provide onsite services to homeless individuals at this location if there are significant barriers to clients accessing services at our primary local program office, 190 Lancaster Street.

This includes access to:

- Job Connection programming
- Workforce Innovation and Opportunity Act (WIOA) Youth, Adult and Dislocated Worker programming through Workforce Solutions, and
- Employment Services (job coaching and/or job development through Vocational Rehabilitation)

County Way:

Goodwill's Workforce programs can provide onsite services to homeless individuals at this location if there are significant barriers to clients accessing services at our primary local program office, 190 Lancaster Street.

This includes access to:

- Job Connection programming
- Workforce Innovation and Opportunity Act (WIOA) Youth, Adult and Dislocated Worker programming through Workforce Solutions, and
- Employment Services (job coaching and/or job development through Vocational Rehabilitation)

Angelo's Acre:

Goodwill's Workforce programs can provide onsite services to homeless individuals at this location if there are significant barriers to clients accessing services at our primary local program office, 190 Lancaster Street.

This includes access to:

- Job Connection programming
- Workforce Innovation and Opportunity Act (WIOA) Youth, Adult and Dislocated Worker programming through Workforce Solutions, and
- Employment Services (job coaching and/or job development through Vocational Rehabilitation)

Agency: Goodwill Northern New England

Representative: Dave Wurm, Senior Director, Workforce Services

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

In considering these locations, the Library evaluates how we could provide service through our existing locations and how we could add a site onto our outreach agenda. We recognize that the Library's collections are helpful as research tools as well as much-needed entertainment for people experiencing homelessness, and that library spaces are welcoming and safe which can be reassuring and provide a positive sense of community for someone experiencing disruption and anxiety due to homelessness. Of the Library's locations, the Main Library on Monument Square is best equipped to provide the variety of information resources, the technology tools, security staffing, and seating to accommodate.

Riverside Industrial Park:

Being the location farthest from any of our branches, especially the Main Library, this location would be most challenging to provide our strongest service. Based on current models and funding, we would anticipate providing bookmobile or pop-up service once per week, and the possibility of providing donated collections for free use (similar to Florence House). It seems critical that the location be on a bus line.

County Way:

The proximity to the peninsula and both major hospitals, as well as to the Police Headquarters (if it moved there), add value to this location. As stated above, the Library can provide our best service through our Main Library location, and this would still require a bus or a solid walk from County Way. As with any location chosen, the Library would provide outreach and pop-up service to the extent we can as described above.

Angelo's Acre:

This is geographically nearest to the Main Library and is, therefore, the most beneficial site for access to full Library services. As with any location chosen, the Library would provide outreach and pop-up service to the extent we can as described above.

Agency: Portland Public Library

Representative: Sarah Campbell

Service Provider Information Sheet

Service Provider: Preble Street

Point Person: Fiona Mason

Services List: Targeted outreach, engagement and case management services for clients who are homeless and who meet program requirements for Veterans Housing Services, Anti-Trafficking Services and the Medication Assisted Recovery Program (MARF) within Health Services.

Target Demographic:

- Veterans
- Survivors of Human Trafficking that meet the federal definition of Human Trafficking
- Uninsured and high risk individuals with Substance Use Disorder that are participants in the Medication Assisted Recovery Program (MARF)
- Youth age 18 through 20

Days /Hours: TBD

Space /Office requirements: TBD

What else is needed?

All the of the services outlined are provided through and dependent on grant funding. Historically, funding and needs have changed over time which results in fluctuating service delivery. For example, we apply for and have received awards annually for our Veterans Housing Services program through the federal Specialized Services for Veterans and Families (SSVF) program. After receiving the award for this next grant period starting October 1, 2018, we were notified they may be reducing all SSVF grants for the next grant period. This reduction in funding will result in reduced service delivery.

Anti-Trafficking Services (ATS) is also dependent on federal funds. The current award cycle was for a three-year period and we anticipate receiving funds for another grant period starting 10/1/18. Our ATS team has fluctuated within and across grant funding cycle based on several factors; these changes in team configuration and number of caseworkers affect our ability to provide services.

The Health Services intensive case management services offered to MARF clients is also dependent on grant funding. We are currently participating in the MARF pilot project which ends in March 2019. We are hopeful there will be an opportunity to apply for another grant period through a subcontract with Greater Portland Health however we have no definitive information at this time.

Teen Services provides day services, case management and overnight shelter to youth age 12-20. We do not allow youth age 18-20 to access services at our Resource Center and instead encourage them to access services through our Teen Services. This aids in their ability to seek age and developmentally appropriate services that supports them in moving from homelessness to housing stability. Currently Teen Services works collaboratively with Oxford Street Shelter to encourage 18-20-year-old youth to access services through Teen Services. We would like to continue this practice with the new Homeless Services Center going forward.

Expected Outcomes: Access to specialized services as able.

March 6, 2019 - Shelter Locations Questionnaire

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

Riverside Industrial Park: *DEFINITE NO* Yes/**No**/ Maybe ?

Pluses

- Receptivity by residential and business neighbors- likely somewhat low opposition

Minuses

- Public visibility- hiding homeless guests on outskirts of town...
- Access to other services and amenities – too remote; not within walking distance to much of anything...; longish bus ride
- Neighborhood- industrial
- Transportation- where's the nearest bus stop?

County Way *NOT A PREFERRED SITE* Yes/No/**Maybe** ?

Pluses

- Transportation- near bus lines
- Access to other services and amenities – within walking distance or short bus ride

Minuses

- Receptivity by residential and business neighbors- likely high opposition, by businesses who might not see a Homeless Services Center as good for business and by residential neighbors
- Public visibility- hiding homeless guests from public view
- Neighborhood- industrial feel; next to jail, may be seen by some as equating homelessness with criminality

Angelo's Acre *PREFERRED SITE* **Yes**/No/ Maybe ?

Pluses

- Public visibility- definitely not hiding homeless guests
- Transportation- near bus lines
- Access to other services and amenities – within walking distance or short bus ride

Minuses

- Receptivity by residential and business neighbors- likely opposition by both; may be manageable though...

Shalom remains committed to providing mental health case management to support mutual clients in need of such services wherever they are, including the new Homeless Services Center. The new configuration will make it easier to meet with shelter guests at the Center. In addition, Shalom will continue to meet with guests to assess eligibility for Section 17 adult mental health case management and/or eligibility for Shalom group homes or Community Rehabilitation Services.

Shalom staff will also continue to award as many eligible shelter guests as program resources allow with one of the rental subsidies we administer so that guests can better afford available housing in the area. We will also set up mutually agreeable times to meet with guests in need of rental vouchers and schedule regular weekly hours at the new Homeless Services Center to answer questions / assist guests and their housing counselors with rental assistance applications.

Agency: Shalom House, Inc.

Representative: Norm Maze, Deputy Director

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

Riverside Industrial Park :

We are concerned that this location is too far removed from services. While the City seems committed to having a transportation plan in place, we feel that our clients benefit from being able to walk to access needed resources, services, and work. The team also has concerns that the segment of the population with significant behavioral challenges will struggle to be able to maintain access to transportation services whether it be city - provided or through the bus line.

County Way:

While the proximity to the jail is problematic optics and messaging wise, we feel that it is located close enough to town that folks will still have ease of access to essential services and its proximity to MMC is particularly positive.

Angelo's Acre:

Pros for this location include that it is centrally located and would provide ease of access to services. It is also the most publicly visible of the 3 remaining locations.

We have some concerns about clients who are under the influence wandering into traffic or down some of the wharfs in that area. It's worth noting that when people are restricted or CTO'd from the shelter some are likely to sleep rough around the city and shifting this population closer to the water could be dangerous, particularly for those who may be under the influence. There have been many instances of people who are homeless drowning in Portland and anything that puts people closer to the waterfront could be a concern.

Agency: The PATH Program at The Opportunity Alliance

Representative: Christina Cook

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

Riverside Industrial Park:

This location seems too far and would seem to not help folks get the services they need, but instead might hinder them even more. SARSSM does not promote this location.

County Way: **County way is a great solution. It is close to the hospital and sticks to the bus route. It does not create any more barriers to the homeless population.**

Angelo's Acre: **Angelo's Acre is a great second choice.**

Agency: Sexual Assault Response Services of Southern Maine (SARSSM)

Representative: Whitney Adell, Program Manager of Advocate and Outreach Services

What the agency can provide:

- **On-site one on one support for folks that have been sexually harmed**
- **On-site outreach by consistently showing up on a specific day to table and create awareness about surveys**
- **Possibility of an on-site support group once outreach as been established**



Adam Harr <ash@portlandmaine.gov>

Fwd: Location feedback

1 message

Robert Parritt <rup@portlandmaine.gov>
To: Adam Harr <ash@portlandmaine.gov>

Tue, Mar 12, 2019 at 1:05 PM

Through These Doors Feedback

----- Forwarded message -----

From: **Sara Fleurant** <skf@portlandmaine.gov>
Date: Fri, Mar 8, 2019 at 6:04 AM
Subject: Fwd: Location feedback
To: Robert Parritt <rup@portlandmaine.gov>

----- Forwarded message -----

From: **Jennifer S** <jennys@throughthesedoors.org>
Date: Thu, Mar 7, 2019 at 3:14 PM
Subject: Location feedback
To: Sara Fleurant <skf@portlandmaine.gov>
CC: Kelley W <kellyw@throughthesedoors.org>, Rebecca H <rebeccah@throughthesedoors.org>

Hi Sara,

Thanks for reaching out to Kelley with regards to our feedback on the shelter locations being proposed and the services we could provide. We had a discussion about what our involvement could be as a whole. The location of the shelter doesn't have an impact on the services that we could provide onsite.

Given the intersection of homelessness and domestic violence, what will be needed and what we could provide is a full-time domestic violence advocate (if funding permits) located on site to provide advocacy and support to victims and survivors of domestic violence, stalking, human trafficking and dating abuse.

Let me know if you have any questions.

Thanks.
Jenny

Jenny Stasio, Director of Operations

she/her/hers

Through These Doors *(formerly Family Crisis Services)*

Office: 207-874-1196

Mobile: 207-712-8274

24-hour Helpline: 800-537-6066



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Sara Fleurant
Assistant Director of Housing Services
Oxford Street Shelter
207-482-5224
fax- 207-761-0536
skf@portlandmaine.gov

--

Rob Parritt
Homeless Services Consultant
City of Portland
rwp@portlandmaine.gov

As our most relied upon partners, we appreciate your feedback on the following potential locations for a Homeless Services Center. Please indicate any onsite services you may be able to provide. Thank you!

Riverside Industrial Park: Community Housing of Maine (CHOM) does not provide direct services, however we would be happy to continue our collaborative relationship with the City at any of the three potential locations for a Homeless Services Center, including the Riverside Industrial Park site.

County Way: CHOM does not provide direct services, however we would be happy to continue our collaborative relationship with the City at any of the three potential locations for a Homeless Services Center, including the County Way site.

Angelo's Acre: CHOM does not provide direct services, however we would be happy to continue our collaborative relationship with the City at any of the three potential locations for a Homeless Services Center, including the Angelo's Acre site.

Agency: Community Housing of Maine

Representative: Cullen Ryan, Executive Director

Feedback from community members experiencing homelessness, gathered from Homeless Voices for Justice outreaches and community meeting.

Homeless Voices for Justice gathered feedback from people experiencing homelessness in Portland on the three proposed sites for the city of Portland's proposed Homeless Services Center. HVJ collected 44 survey responses (combined with 88 general comments from surveys we utilized in previous community outreach) and held a community meeting in the Preble Street Resource Center with roughly 30 people, all of whom provided extremely diverse feedback and responses.



Significantly, HVJ has also spoken with a number of other community members who use the Oxford Street Shelter that opted *not* to fill out a survey, due to concerns that their voices and concerns would not be heard. This is why we feel it is important to continue working with City Management to arrange a community forum on this topic, specifically for those who are homeless and utilize shelter services in Portland.

Feedback on sites:

Riverside Industrial Zone

The majority of responses were opposed to this site for accessibility and location reasons. The frequency and price of public transportation would make moving between this location and other sites in the city very difficult or prohibitive. There was also concern from people who have to carry their belongings, have mobility challenges, and who need to access employment services/opportunities closer to the center of the city. Example of the responses not in favor of this site:

"This site would take someone without mobility issues at least two hours to get to from the center of town."

"I believe the reasons for this site are to hide the homeless community. It needs to remain fairly close and easily accessible to resources."

There were, however, some people who favored the Riverside site *because* of its distance from the rest of Portland. For example, one respondent said:

"[Riverside Industrial Site is] Choice 1. Out of town! Further away would be less stereotypes."

County Way

A sizeable number of responses from the community opposed this location due to its proximity to the Cumberland County Jail. People raised concerns about the impact of this location on increasing the stigmatization and criminalization of those who are homeless. Example of the responses not in favor of this site:

“This is not a good idea. Many homeless people have a negative association with police and the county jail.”

“They should absolutely NOT move it next to the jail... there is already a harsh stigma against the homeless and throwing us at the jail is wrong AND offensive.”

On the other hand, a sizeable number of responses from the community favored this location, noting that the location might help increase security and has close proximity to existing grocery stores, job opportunities, emergency and/or medical services, public transportation, etc.

Angelo’s Acre

Its closeness to existing, frequently utilized resources and social services in Downtown Portland (particularly the Bayside Neighborhood) was frequently referenced as a strength. In addition to facilitating access to important services, the central location was favored by some for keeping the issue of homelessness visible (as an important issue) in the city.

Responses opposed to this location were concerned about pedestrian safety, due to proximity to Commercial Street and the Casco Bay Bridge.

Overall, the responses to **Angelo’s Acre** and **County Way** were more mixed and positive as both remain closer to available resources downtown than does the Riverside site.

Other comments:

1. *What about other locations that the City has already moved on from?* The Douglass Street site came up several times. It was also clear that people who are homeless aren’t fully informed of the range of potential sites that had existed before there were three.
2. *What will happen to policies and procedures that govern the new Homeless Services Center?* Many people are concerned about policies and procedures and *who* can access services at the current shelter. Because Oxford Street Shelter cannot adequately accommodate those with high medical, disability, or related needs, those who are homeless in these categories are disproportionately affected by an outdated system. Many people are concerned whether the new Homeless Services Center will be more adequately set up to address guests with relatively higher needs, specifically medical needs.
3. *What about other resources?* People’s core concerns are around access to resources, including transportation. If the current density of resources and social services in the Bayside Area are broken up, people are concerned about how the City will help shelter guests access those vital services? Even if the new Homeless Services Center provides a number of services on-site, guests will still have to navigate the rest of the City for services and resources.
4. *How many beds?* People are concerned that 150 beds are inadequate to address the current need. People experiencing homelessness in Portland see that the current shelter is 154 beds, with frequently used overflow of 77 beds. The community is concerned how the City is going to address this need with a smaller shelter.

5. *Current conditions.* Overcrowding, pests, not feeling heard, not having adequate access to vital services such as casework, and opportunities to exit homelessness are few among the many indignities those who are homeless face in Portland on a daily basis. Often, people in the community want to discuss these conditions, what it's like from their perspective to experience them, and what needs to be different. People experiencing homelessness want to know how the new Homeless Services Center will address these issues.



The Future of Homeless Services in Portland



Health & Human Services Committee Meeting

January 22, 2019

This presentation and ongoing conversations include preliminary information on the homeless services center relocation project. The information includes potential site locations and information regarding potential partners. We realize the mere mention of various locations can be concerning for our residents. No final decisions have been made at this point. This information is solely intended for discussion purposes only.

Combination of Low Barrier HSC + Specialty Beds

Partnership with Avesta Housing & The Opportunity Alliance

150 low barrier beds on one site

+

Specialty Beds

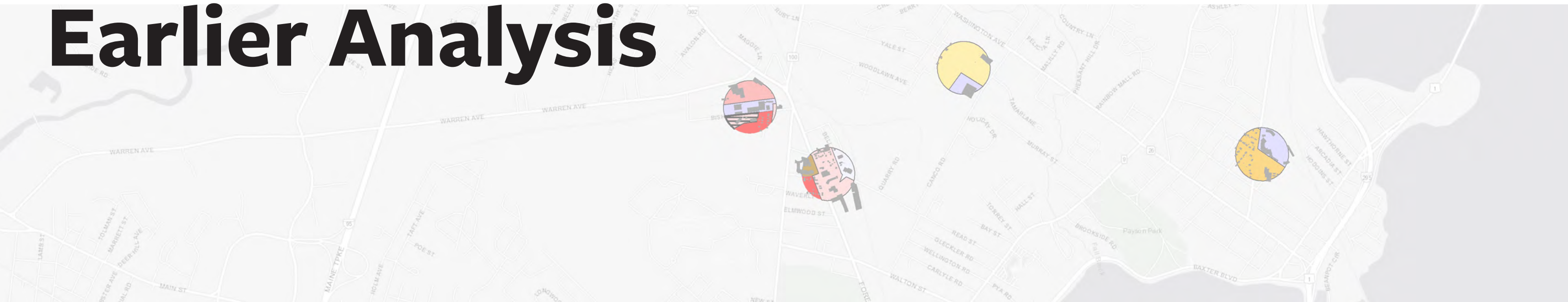
Policy Guidance

Staff would like to recommend that as we are in the process of deciding where and how to locate a new service center, that the Council take a look at long-standing policies regarding local and state guidelines for shelter eligibility and responsibility.

Shelter Location(s): Further Inquiry



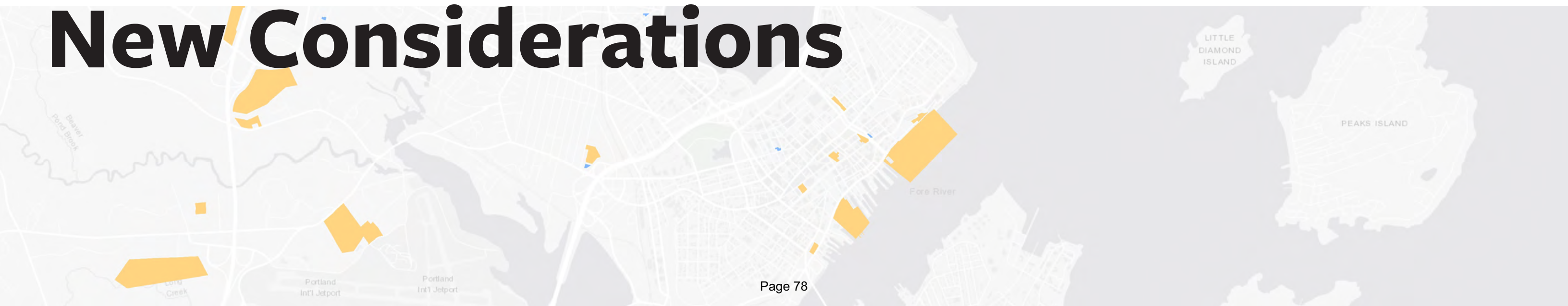
Earlier Analysis



Housing Committee Search



New Considerations

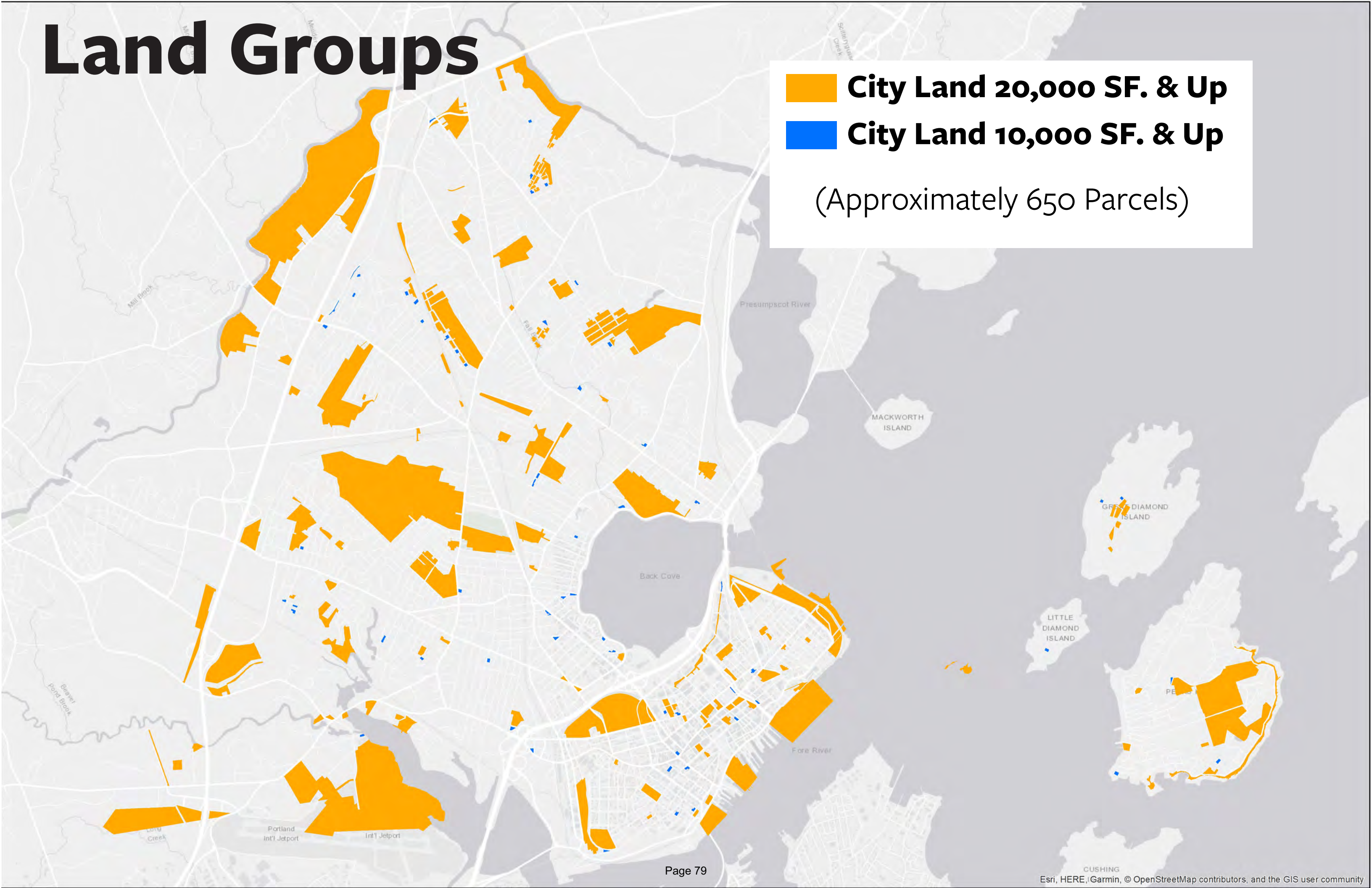


Land Groups

 **City Land 20,000 SF. & Up**

 **City Land 10,000 SF. & Up**

(Approximately 650 Parcels)



Quick Reductions

- City Land 20,000 SF. & Up
- City Land 10,000 SF. & Up

(Approximately 30 Sites)

Screened:

- Land Bank
- Parks & Cemeteries
- Wet Properties, Watersheds
- Prohibitive Uses
- Islands
- Highway Infrastructure
- Etc.

Quick Categories

Existing Structures

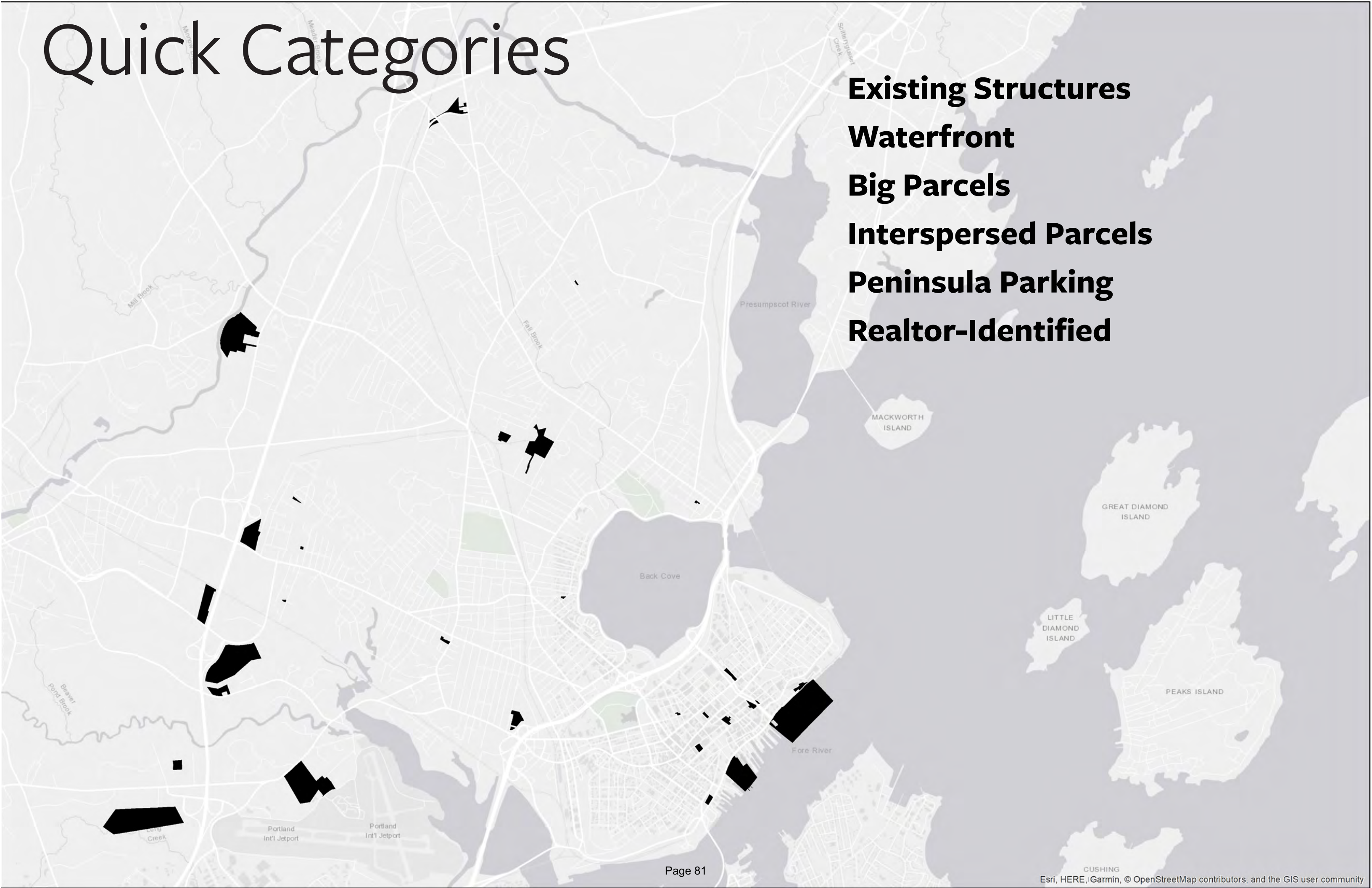
Waterfront

Big Parcels

Interspersed Parcels

Peninsula Parking

Realtor-Identified



Existing Structures

- **Large, City-owned sites**
- **Demolition / retrofits may be expensive**
- **Re-use may hinder design**



Existing Structures

DPW / P & R Buildings

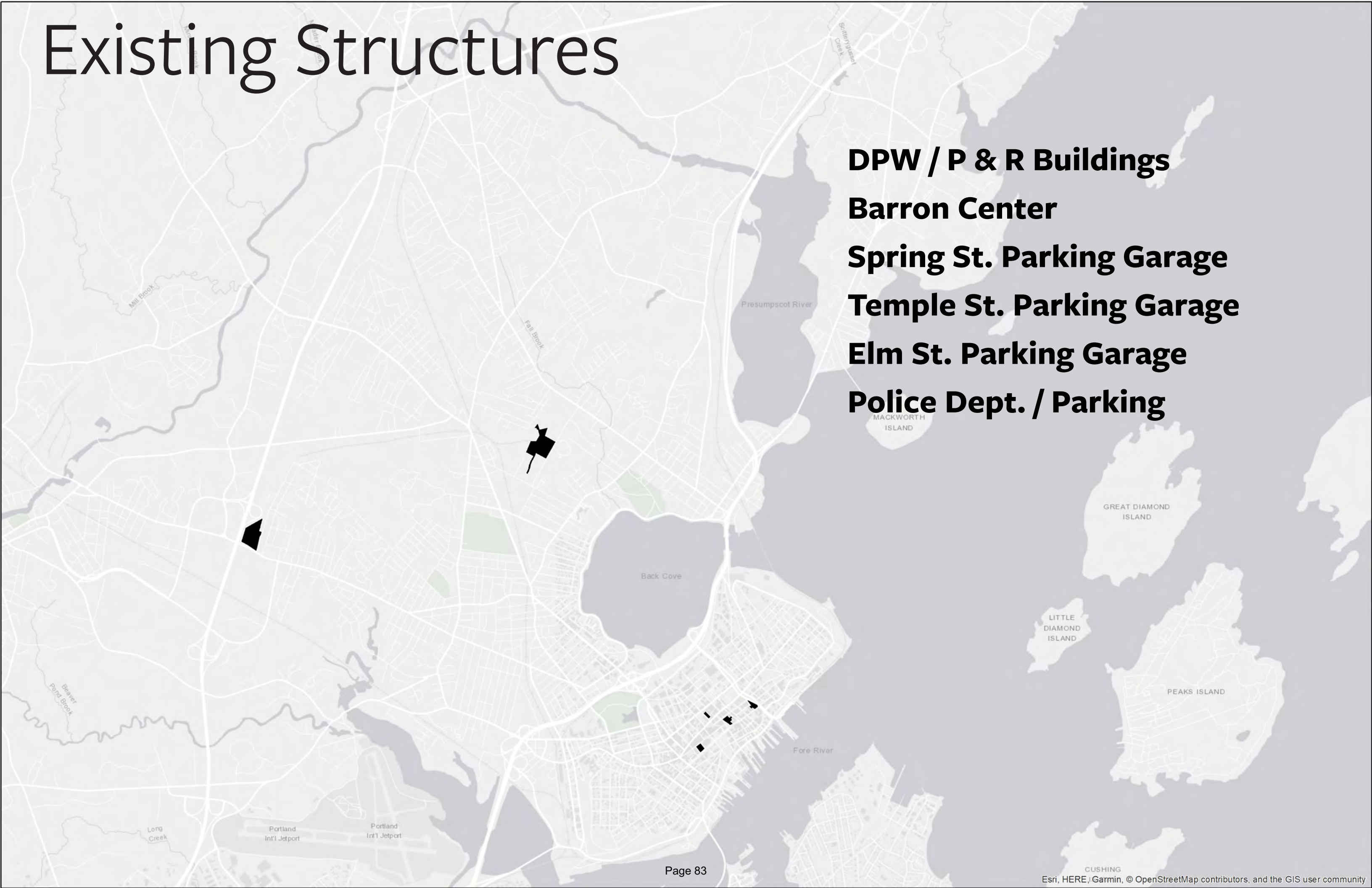
Barron Center

Spring St. Parking Garage

Temple St. Parking Garage

Elm St. Parking Garage

Police Dept. / Parking





DPW / P & R Buildings



Barron Center

Police HQ

Elm St. Garage

Temple St. Garage

Spring St. Garage

Existing Structures: Quick Pass

The size of the parking garages (and therefore the cost and impact of demolition) and the complexity of the Police space appear preventative.

The Barron Center property includes unused land, existing parking lots, and potentially convertible space.

~~**DPW / P & R Buildings**~~

Barron Center

~~**Spring St. Parking Garage**~~

~~**Temple St. Parking Garage**~~

~~**Elm St. Parking Garage**~~

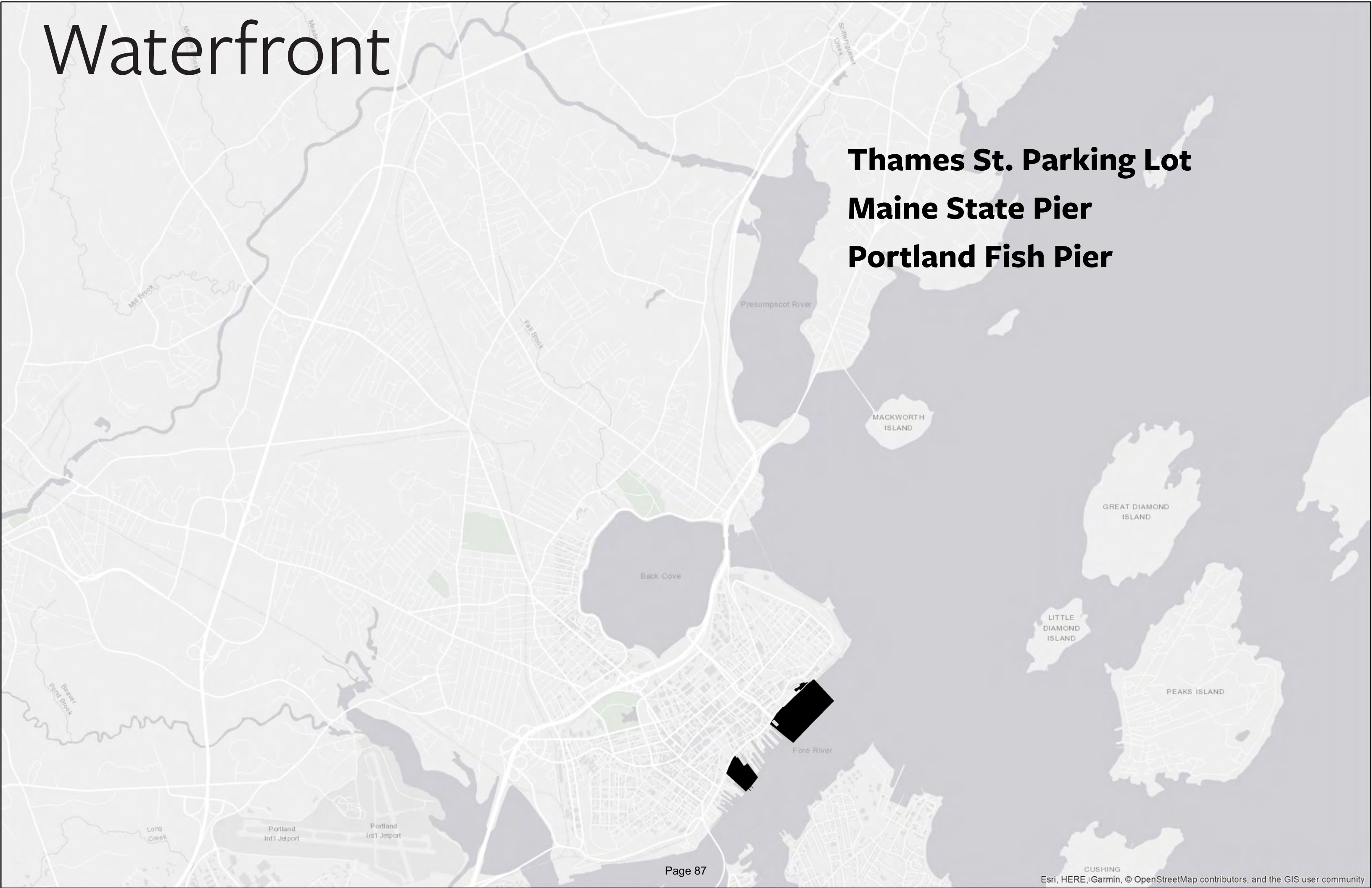
~~**Police Dept./ Parking**~~

Waterfront

- Large, City-owned sites
- Demolition / retrofits may be expensive
- Re-use may hinder design
- Climate change concerns
- Waterfront use concerns

Waterfront

Thames St. Parking Lot
Maine State Pier
Portland Fish Pier





Thames St. Parking Lot

Maine State Pier

Portland Fish Pier

Waterfront: Quick Pass

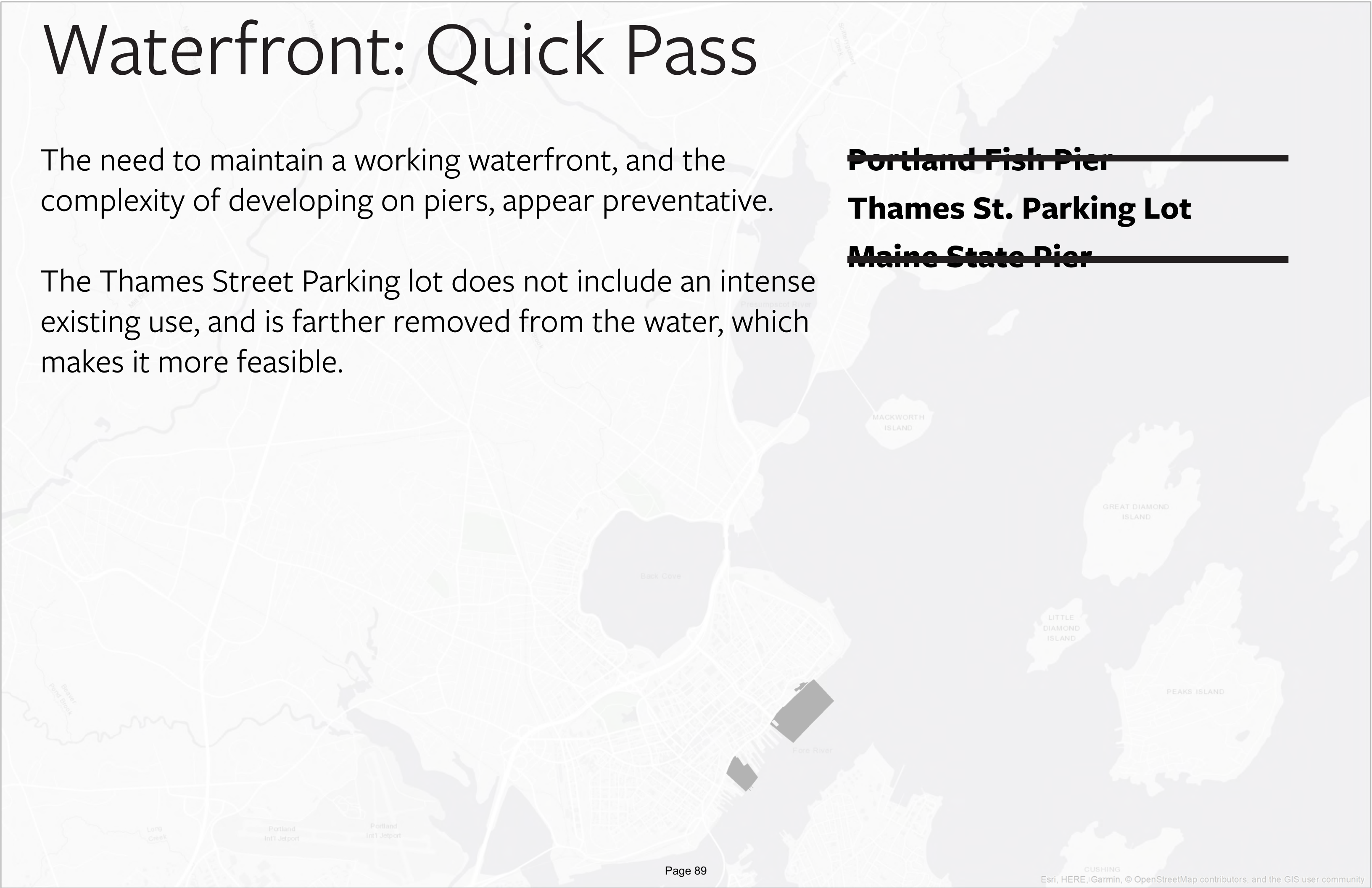
The need to maintain a working waterfront, and the complexity of developing on piers, appear preventative.

The Thames Street Parking lot does not include an intense existing use, and is farther removed from the water, which makes it more feasible.

~~Portland Fish Pier~~

Thames St. Parking Lot

~~Maine State Pier~~



Big Parcels

- Large, City-owned sites
- Tend to be at “edges” of City



Big Parcels

District Rd.

Land Leading to Airport

Former West School

o Westbrook St.

o Rand Rd. (Office Park)

1819 Westbrook St.

Riverside Recycling Facility

622 Auburn St.

Unmapped:

Possible Land Acquisition



622 Auburn St.

Riverside Recycling Center

1819 Westbrook St.

o Rand Rd.

o Westbrook St.

Former West School Site

1956 Congress St.

District Rd.

Big Parcels: Quick Pass

The sizes of these properties open up possibilities. Given sufficient funding and will, most could conceivably host a new building. These sites are generally in or around industrial, institutional, and/or commercial areas.

The o Westbrook Site includes hillside, is of interest to the Land Bank, and is located near more suitable property. A possible land acquisition at County Way is in a feasible location but may include site concerns.

The funds used to purchase several sites (land leading to the airport, District Road, Rand Road) limit the uses that can occur on each. This land would need to be purchased back, eliminating a key benefit of City-owned land.

~~District Rd.~~

~~Land Leading to Airport~~

Former West School

~~o Westbrook St.~~

~~o Rand Rd. (Office Park)~~

1819 Westbrook St.

Riverside Industrial Park

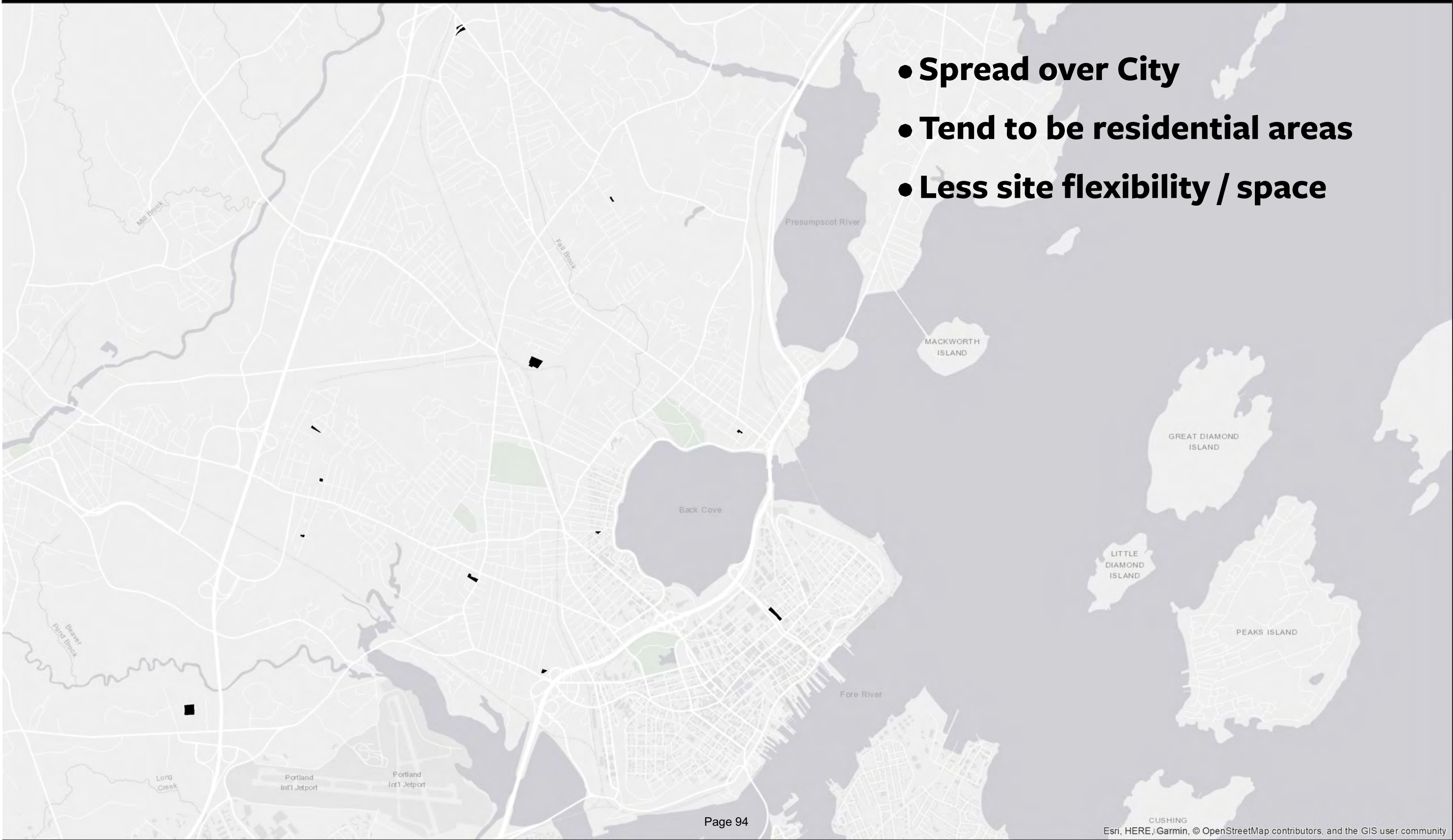
622 Auburn St.

Unmapped:

Possible Land Acquisition

Interspersed Parcels

- Spread over City
- Tend to be residential areas
- Less site flexibility / space



Interspersed Parcels

3 Hutchins Dr.
o Ravina St.
200 Lambert St.
o Cornell St.
43 Douglass St.
111 Rowe Ave.
56 Clifton St.
91 Riggs St.
21 Randall St.
o Utah Ave.
2092 Washington Ave.
Rosemont Fire Station Land
Franklin Reserve

An aerial photograph of a coastal city, likely Seattle, showing a dense urban area with a grid of streets, green spaces, and a large body of water to the right. Several locations are marked with red dots and labeled with text in white boxes. The labels include street addresses, street names, and specific landmarks. The map is oriented with North at the top.

2092 Washington Ave.

200 Lambert St.

o Utah Ave.

o Cornell St.

o Ravina St.

21 Randall St.

91 Riggs St.

56 Clifton St.

111 Rowe Ave.

Rosemont Station Land

Franklin Reserve

43 Douglass Street

3 Hutchins Dr.

Interspersed Parcels: Quick Pass

The smaller sizes of some of these properties, and their locations (generally among single family neighborhoods, sometimes on paper streets) make them less feasible. They may be suitable for other social service models.

- o Cornell Street and 3 Hutchins Drive are larger and more industrial in nature. The former borders a residential neighborhood and may have environmental constraints. The latter is situated between other buildings, but given sufficient funds and will it may be feasible.

The Rosemont Fire Station would otherwise be considered a prohibitive existing use, but City-owned land behind the station makes it notable.

Franklin Reserve is also notable as a large area of undeveloped land on peninsula.

3 Hutchins Dr.

~~**6 Ravina St.**~~

~~**200 Lambert St.**~~

~~**6 Cornell St.**~~

~~**43 Douglass St.**~~

~~**111 Rowe Ave.**~~

~~**56 Clifton St.**~~

~~**91 Riggs St.**~~

~~**21 Randall St.**~~

~~**6 Utah Ave.**~~

~~**2092 Washington Ave.**~~

Rosemont Fire Station Land

Franklin Reserve

Peninsula Surface Parking Lots

- **Located near downtown**
- **Flat, clear site**
- **Less site flexibility / space**
- **Loss of parking**



Peninsula Surface Parking Lots

Angelo's Acre
33 Portland St.
83 Middle St.

Unmapped:
157 Brackett St.
176 Clark St.



33 Portland St.

83 Middle St.

Angelo's Acre

Peninsula Parking Lots: Quick Pass

The location and relative site simplicity of parking lots close to downtown offer possibilities. While 33 Portland Street and 83 Middle Street are somewhat constrained, both these sites and Angelo's Acre could conceivably host a new building.

The unmapped lots on Brackett and Clark Streets are across the street from the Reiche School, which may make them infeasible.

Angelo's Acre
33 Portland St.
83 Middle St.

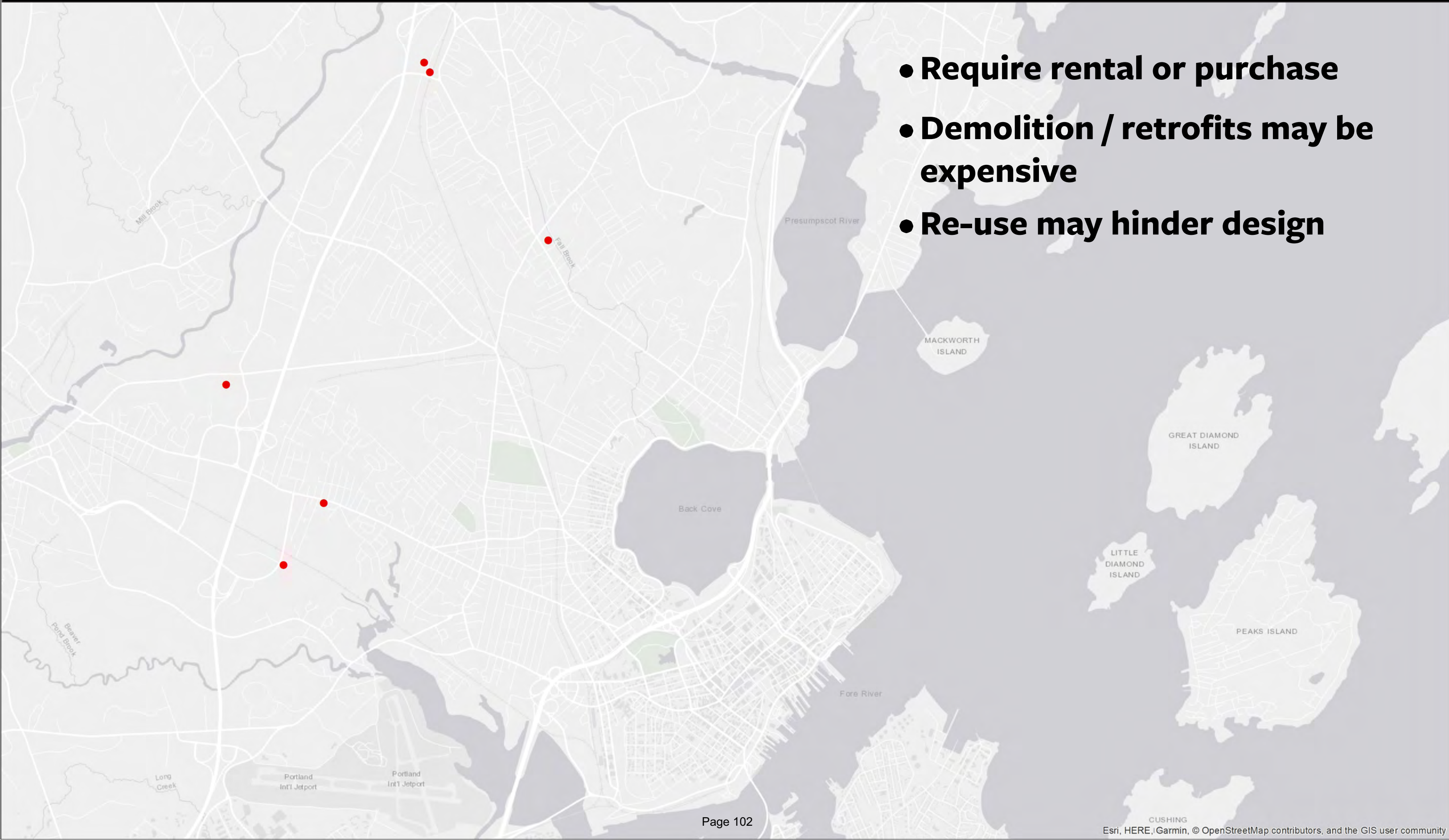
Unmapped:

~~**157 Brackett St.**~~

~~**176 Clark St.**~~

Realtor-Identified

- **Require rental or purchase**
- **Demolition / retrofits may be expensive**
- **Re-use may hinder design**



Realtor-Identified

Davis Farm Rd.
Riverside St.
Northport Dr.
Warren Ave.
Brighton Ave.
Rand Rd.

Riverside St.

Davis Farm Rd.

Northport Dr.

Warren Ave.

Brighton Ave.

Rand Rd.

Realtor-Identified: Quick Pass

Given sufficient funding and will, these sites could host relevant uses. However, all would include significant costs not applicable to City-owned land.

The Warren Avenue site appears most feasible due to its size, location, and existing conditions.

~~**Davis Farm Rd.**~~

~~**Riverside St.**~~

~~**Northport Dr.**~~

Warren Ave.

~~**Brighton Ave.**~~

~~**Rand Rd.**~~

Most Reasonable (?) Quick Pass

- Thames St. Parking Lot
- Barron Center
- Former West School
- 1819 Westbrook St.
- Riverside Industrial Park
- 622 Auburn St.
- County Way Acquisition
- 3 Hutchins Dr.
- Franklin Reserve
- Rosemont Fire Station Land
- Angelo’s Acre
- 33 Portland St.
- 83 Middle St.
- Warren Ave. Realty Site

14

Different assumptions, criteria, or judgements may yield different results.

Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

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Angelo's Acre

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Warren Ave. Realty Site



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Rosemont Fire Station Land

Angelo's Acre

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Warren Ave. Realty Site



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County Way Acquisition

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Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

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Riverside Industrial Park

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County Way Acquisition

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Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

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Riverside Industrial Park

622 Auburn St.

County Way Acquisition

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Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

Thames St. Parking Lot

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County Way Acquisition

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Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

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Warren Ave. Realty Site



Most Reasonable (?) Quick Pass

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Former West School

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Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site



Next Steps

Thames St. Parking Lot

Barron Center

Former West School

1819 Westbrook St.

Riverside Industrial Park

622 Auburn St.

County Way Acquisition

3 Hutchins Dr.

Franklin Reserve

Rosemont Fire Station Land

Angelo's Acre

33 Portland St.

83 Middle St.

Warren Ave. Realty Site

Policy direction:

which sites are sufficiently feasible and desirable?

Additional site analysis:

any of these sites may harbor unforeseen constraints

Report back:

which sites remain feasible and compelling?

Additional leadership direction:

narrowing site(s) selection

However...

- City Land 20,000 SF. & Up
- City Land 10,000 SF. & Up

(Approximately 30 Sites)

Screened:

- Land Bank
- Parks & Cemeteries
- Wet Properties, Watersheds
- Prohibitive Uses
- Islands
- Highway Infrastructure
- Etc.

Also...



Questions?





CITY OF PORTLAND
Social Services Division
Aaron Geyer, Director

MEMORANDUM

TO: Portland City Council
FROM: Aaron Geyer, Director of Social Services
DATE: February 10, 2021
RE: Homeless Services Center

Summary of documents presented at previous HHS&PS and City Council Meetings:

- **Draft Shelter Floor Plan**
Winston Scott Architects prepared a draft concept plan of the Homeless Services Center on January 18, 2017. The defining feature is a single-floor large dormitory that would provide clear site lines to shelter staff.
- **Riverside Street Site Area VRAP**
The certification of completion of a Voluntary Response Action Plan (VRAP) for the former Lucas Tree site located at 636 Riverside Street in Portland. The 2005 Phase I Environmental Site Assessment (ESA) and 2008 the Phase II ESA identified two areas requiring remedial actions that were completed in 2010: the spent sand blast grit area and the former greenhouse area.
- **Health and Human Services Homeless Services Center January 22, 2019 Meeting Presentation**
This presentation included preliminary information on the possible partnerships and site locations of the Homeless Services Center.
- **Shelter Location Provider Feedback for March 19, 2019**
This document lists the agencies that will partner with the City to deliver services to individuals who will be sheltered at the Homeless Services Center, what services they can offer and their feedback on the proposed shelter locations at Angelo's Acre, County Way, and Riverside Street. Analysis considered the proximity of providers and services, proximity to emergency fire stations, proximity to other uses, provider feedback and a SWOT analysis of each location.
- **HHS Informational Memo March 26, 2019**
This memorandum compared and contrasted the three locations that were considered for the Homeless Services Center.
- **Resolve 7-19/20 Outlining Policy Goals for the City of Portland's Single Adult Shelter Facility - Sponsored by the Health & Human Services and Public Safety Committee, Councilor Belinda Ray, Chair**
On February 3, 2020, the City Council voted to pass the resolution as amended by Councilor Ray which outlined the policy goals of the City's planned new single-adult shelter facility. These include diversion from entering homelessness, fostering a regional strategy and meet the current shelter need, an average of 200 beds per night over the previous three years (2017-2019).

196 Lancaster Street • Portland, ME 04101 • 207-482-5131
aeg@portlandmaine.gov • www.portlandmaine.gov

CITY OF PORTLAND
Executive Department
Jon P. Jennings, City Manager

MEMORANDUM

To: Housing and Economic Development Committee

From: Jon P. Jennings, City Manager

Date: January 28, 2021

Subject: Homeless Service Center Project Request for Qualifications/Proposals

This memorandum provides staff's planned approach to move forward with the Homeless Service Center (HSC) Project.

Background

On June 17, 2019, the Portland City Council approved a 200-guest-capacity shelter with complete wraparound services to be located at 654 Riverside Street on vacant, City-owned property.

At the February 3, 2020 Council meeting, the City Manager advised the City Council that next steps in establishing a HSC included providing the City Council a proposed funding plan.

At the January 20, 2021 Council meeting, the City Manager updated the City Council with the planned approach and funding plan for the HSC.

Proposal

City staff continue to explore various development and funding approaches to support the HSC, including federal and state grant funding along with options to involve the private sector. Given the lack of available federal and state support, staff recommends the engagement of private-sector partners to handle all portions of the HSC Project leading up to City occupancy. The private-sector partners would then lease the HSC to the City of Portland. One benefit of the public-private leasing approach is that the City will not be responsible for ongoing facility maintenance positively impacting the annual Capital Improvement Plan process. We believe this

approach will be the fastest and most cost-effective way to establish the much-needed resource and leverage proven public-private partnership tactics, which lead to on-time and on-budget projects.

Enclosed, please find a Draft Request for Qualifications and Proposals (RFQ/P) to engage interested private-sector partners. Staff is planning to issue the RFQ/P following the February 2nd Housing and Economic Development Committee meeting. Any interested developers should contact the City's Purchasing Office to obtain a copy of the Final HSC RFQ/P.

RFQ/P Overview

An overview of the Proposed HSC RFQ/P includes:

Site: 654 Riverside Street

Capacity: Designed to support 200 guests under pandemic social distancing requirements.

Services: Complete wraparound services.

Building Design, Development & Ownership: Private with the City of Portland as a tenant under a lease to own.

Financial: Preliminary lease cost estimates are on the range of \$1 million to \$1.4 million per year over a twenty (20) year period, after which the City would take ownership of the leased premises. Also, the City would consider a thirty (30) year period if the lease cost was in the \$0.5 million to \$0.8 million per year range.

Qualifications: There is heavy emphasis upon selecting a developer team with the most combined design, ownership and management housing type facility experience including public-private financial partnership experience.

Selection Process: A Selection Committee will be established by the City Manager to review and rank all proposals. The final decision on proposal selection will be made by a Portland City Council Committee and/or Portland City Council.

I look forward to discussing this opportunity with you at the February 2, 2021 Housing & Economic Development Committee meeting.

City of Portland, Maine
Request for Qualifications and Proposals
from Interested Developers to Lease to the City
a Homeless Service Center at 654 Riverside Street

RFQ/RFP#

CITY HOMELESS SERVICE CENTER PROJECT

The City is requesting proposals from developers to own and lease to the City a Homeless Service Center located at 654 Riverside Street (the “Project”). The City does not currently have capital funding available to support the construction of the Project but does have operating budget funds available to support a 20 or 30-year lease. The Project must include sleeping, dining, and locker facilities, as well as offices and an attached health clinic as defined in greater detail later in the document. It is expected that proposals will include a Project developer, along with the complete Project team for all milestones of the project until City occupancy. Schematic level design work has been completed for both the building(s) and the site, which reflects initial programming needs communicated by the end users. The (4) attached plan pages represent the design which may be used as a starting point for design development. The (3) clear span sections were designed around insulated, tensioned fabric structures. This concept is acceptable but not a requirement.

In order to be considered by the City, interested bidders must submit proposals electronically to biddropbox@portlandmaine.gov with the name of the Proposer, Contract Name and RFP number in the subject line and will be received until 3:30 p.m., Friday, _____, 2021. Late or faxed proposals will not be accepted. Proposals shall remain open to acceptance for one-hundred and twenty (120) days from their opening.

Proposals from vendors not registered with the Purchasing Office may be rejected; receipt of this document directly from the City of Portland indicates registration. Should a vendor receive this Request from a source other than the City, please contact 207-874-8654 to ensure that your firm is listed as a registered vendor for this RFP.

QUESTIONS

Questions regarding this RFQ/RFP shall be made **in writing only** and be sent to the Purchasing Office, being received no later than five working days prior to the proposal opening. They may be hand delivered, mailed, e-mailed to purchasing@portlandmaine.gov or faxed to 207-874-8652. Questions that result in modifications to the RFQ/RFP specifications will be in the form of a written addendum and sent to all real estate developers registered in the Purchasing Office. <https://selfservice.portlandmaine.gov/ess/default.aspx>

EQUAL EMPLOYMENT OPPORTUNITIES. Any award recipient agrees to adhere to a policy of non-discrimination in all employment actions, practices, policies, procedures, phases, and conditions of employment. This shall include compliance with the Workforce Investment Act of 1998, as amended (WIA, 29 CFR part 37); the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 37 and all other applicable laws, including the Maine Human Rights Act, ordinances and regulations regarding equal opportunity and equal treatment. Contractor specifically agrees that all employment-related decisions (including but not limited to hiring, discharge, transfers, promotions, discipline, training, job opportunities, and wage and salary levels) will be made without discrimination based on an individual's race or color, religion, age, sex (including pregnancy), sexual orientation, gender identity or expression, ancestry or national origin, physical or mental disability, veteran status, genetic information, previous assertion of a claim or right under Maine's Workers' Compensation Act, previous actions taken protected under Maine's Whistleblowers' Protection Act, or any other protected group status as defined by applicable law. Provisions in applicable laws providing for bona fide occupational qualifications, business necessity, or age limitations will be adhered to by the developer and its contractors where appropriate.

RESERVATION OF RIGHTS. The City reserves the right to waive any informalities in bids, to accept any bid or portions thereof (bidders are advised to note this and quote accordingly) and to reject any or all bids should it be deemed for the best interest of the City to do so. The City reserves the right to substantiate the bidder's qualifications, capability to perform, availability, past performance record and to verify that the bidder is current in its obligations to the City, as follows:

Pursuant to City procurement policy and ordinance, the City is unable to contract with businesses, property owners or individuals who are delinquent in their financial obligations to the City. These obligations may include, but are not limited to real estate and personal property taxes and sewer user fees. Proposals who are delinquent in their financial obligations to the City must do one of the following: bring the obligation current or agree to an offset which shall be established by the contract which shall be issued to the successful bidder.

_____, 2021

Matthew F. Fitzgerald

Purchasing Manager

CITY HOMELESS SERVICE CENTER PROJECT OVERVIEW AND SCOPE OF SERVICES

OVERVIEW

It is the goal of the City of Portland to operate a new state-of-the-art, one story, adult Homeless Service Center Project to replace the Oxford Street Shelter. It will be open 24-hours and 7-days a week with on-site meals and a wide range of services including: health and mental health care, substance abuse treatment, housing assistance, peer support, case management, employment, and more.

The current adult shelter, Oxford Street Shelter, is not owned by the City, is poorly configured, and requires residents to vacate the facility every morning with all of their belongings. The building has three floors which require almost double the number of staff who could oversee guests in a single-story building designed specifically to shelter guests. It also has cramped sleeping space which necessitates floor mats rather than cots and utilizes a large area for sleeping in the eaves of the building.

The City anticipates that the **Project will support a capacity of 200 guests under pandemic social distancing requirements** and include the following elements:

- Single floor
- Covered entryway
- Security office adjacent to main entrance with space for CCTV monitors
- Double entry access (enough space to do searches before shelter guests may enter shelter)
- 200-space locker room attached to the building with internal and external entry – unheated
- Multi-purpose room/dining area with 200 seating capacity. Area for buffet style serving and access to kitchen
- Kitchen with room/equipment to serve 200, food prep area for breakfast, lunch, and dinner items, salads, soups, sandwiches, materials. Walk-ins, storage, freezers to hold enough prepared meals to serve 200 one hot meal per day - for up to one week
- Staff office area – 16 offices, conference room, copy/office equipment and storage areas, male/women bathrooms, gender neutral bathroom with shower, break room, reception area, waiting area, server room and electrical room – direct access to parking area.
- 15-20 staff lockers
- Large dormitory for male guests – 144 raised beds – 6 feet between, Female – 60 beds.
- All beds to have electrical outlets next to beds.
- Observation area where staff has a direct line of vision into all sleeping space and multipurpose space – containing a small meeting room and office large enough to

- accommodate wheel-chairs. Areas for computers and printers.
- Laundry/utility room
- Men/Women/ Gender Neutral bathrooms/showers
- Three to four multi-purpose meeting rooms for service center guests having meetings, classes, activities, etc.
- Storage areas and a mechanical room
- Maintenance room
- Exterior trash compactor and appropriate space for recyclables and compostable waste
- An enclosed court-yard accessible from inside the service center only (emergency exit directly outside but alarmed). Partial cover.
- Parking for 28-30 vehicles
- Attached Health Clinic with direct access from inside the service center and also a separate entrance from outside the service center including:
 - ✓ 4 exam rooms
 - ✓ Reception and waiting area
 - ✓ Patient/staff bathrooms
 - ✓ Lab
 - ✓ Storage
 - ✓ 2 offices
 - ✓ Isolation room

The above design elements are based upon an initial preliminary plan and it is understood that although the functional elements of the Project will not change, the location and ultimate programming of the facility may change as the design is developed. The above itemization for programming of the space is given as a guide to elucidate the scope of design and is not considered final.

SITE

The Portland City Council approved 654 Riverside Street as the site for the Project. See attached pages to this RFP for a property description including maps, general notes and narratives.

Site Constraints

1. Easement required to access and maintain City Communication Tower.
2. Drainage easement on the south side of the site.
3. Easement at the site entrance required to access Portland Trails network to the Presumpscot River.
4. Site environmental assessment reports, recorded subdivision plan (2 amended recorded plans and proposed 3rd Amendment, including proposed 4-2 legal description). Also, a Phase II Environmental Assessment is available.

5. City is responsible for amending the Riverside Street Industrial Subdivision Plan to include the subject parcel (7.01 acres Lot 4-2). All current subdivision encumbrances apply.
6. Property to remain in City ownership and leased to the selected proposer.

SCOPE OF SERVICES

Space Programming

Provide a complete and final functional program for the new Project. This phase will include an initial project cost estimate. It will require meetings with the City's Health and Human Services Division to ensure all program requirements have been captured and integrated into the design.

Design

Provide the complete design for the Project. This phase of the project will include monthly meetings with the Homeless Service Center Committee and completion of all requirements associated with the City of Portland Planning Board's Major Site Plan Review. Project cost estimates will be completed at the 75% and 95% design level.

Administration

Provide inspection (including structural special inspections), supervision, and design support services during building erection. Firms should include in their fee for this item a continuous on-site resident architect or engineer for the duration of any pre-occupancy period.

Ownership and Management

The City is interested in establishing a long-term relationship with the Project developer and building owner.

The City expects, at this point, to enter into one or more long-term leases or other agreements with the selected proposer in form and substance satisfactory to the City, pursuant to which, the City would lease the land to the proposer to develop the Project and lease back the Project to the City. It is expected the City would take ownership of everything on the land at the end of the lease term. All state, federal and local funding options will be explored to off-set the cost of the Project including facility operational costs.

Milestones

There will be a number of milestones established, during the Project design process, to estimate the overall Project costs along with estimating the cost of the space lease arrangement.

APPLICATION REQUIREMENTS, SELECTION CRITERIA AND APPROVAL PROCESS

APPLICATION REQUIREMENTS

The Application should include the following:

1. Name of the Project developers and all members of the development team,
2. Developer and developer's teams experience working on a municipal facility and specifically social service organization (i.e. shelters, etc.) or housing type facilities. Please provide the name and location of specific built facilities and associated municipal contact(s) related to any public-private partnerships.
3. Outline fees for services based upon the Project Scope of Work categories (Space Programming, Facility Design and Project Management, etc.).

SELECTION CRITERIA AND APPROVAL PROCESS

A Selection Committee will be established by the City Manager to review and rank all proposals. The final decision on proposal selection will be made by a Portland City Council Committee and/or Portland City Council.

RFQ/RFP selection criteria includes the following:

Developer and Team Experience (60 points)

The Team with the most combined design, ownership and housing facility management experience including public-private financial partnership experience will receive the maximum number of points.

Cost arrangement to support the Project (40 points)

The Team which demonstrates the most cost-effective approach to work with the city for the Proposed Project will receive the maximum number of points.

The proposal should include a detailed annual estimated cost for the entire facility, and ongoing, insurance, maintenance, repair and other expenses. The city is evaluating the annual financial capacity to enter into a long-term lease. Preliminary lease rate estimates are in the range of \$1 million to \$1.4 million per year over a 20-year period, after which the City would take ownership of the leased premises. The City would also consider a 30-year period if the lease cost was in the \$0.5 million to \$0.8 million per year.

ATTACHED PROPERTY DESCRIPTION, MAPS, GENERAL NOTES AND NARRATIVES

654 Riverside Street Portland, Maine



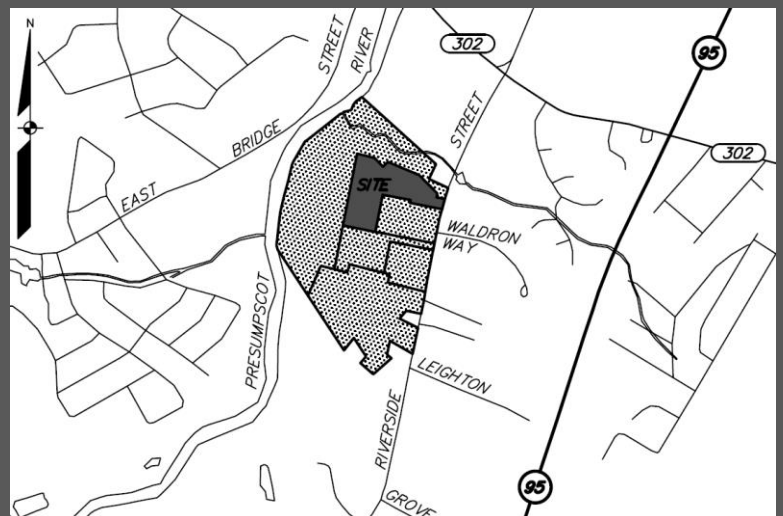
Address: 654 Riverside Street

Owner: City of Portland, Maine

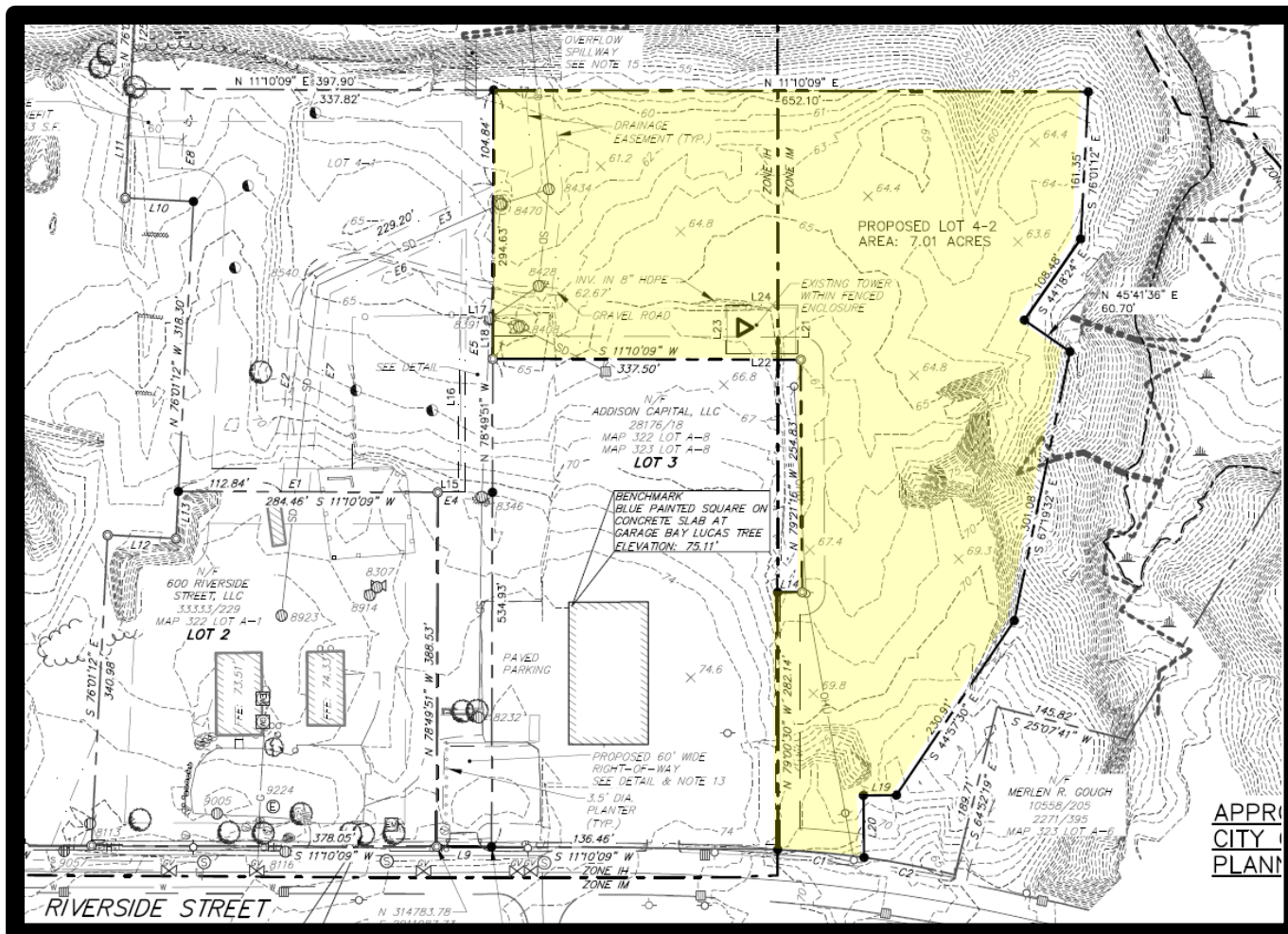
Tax CBL: 3 2 3 A 0 0 3

Lot Size: 7+ acres

Zoning: IM, IH



Location

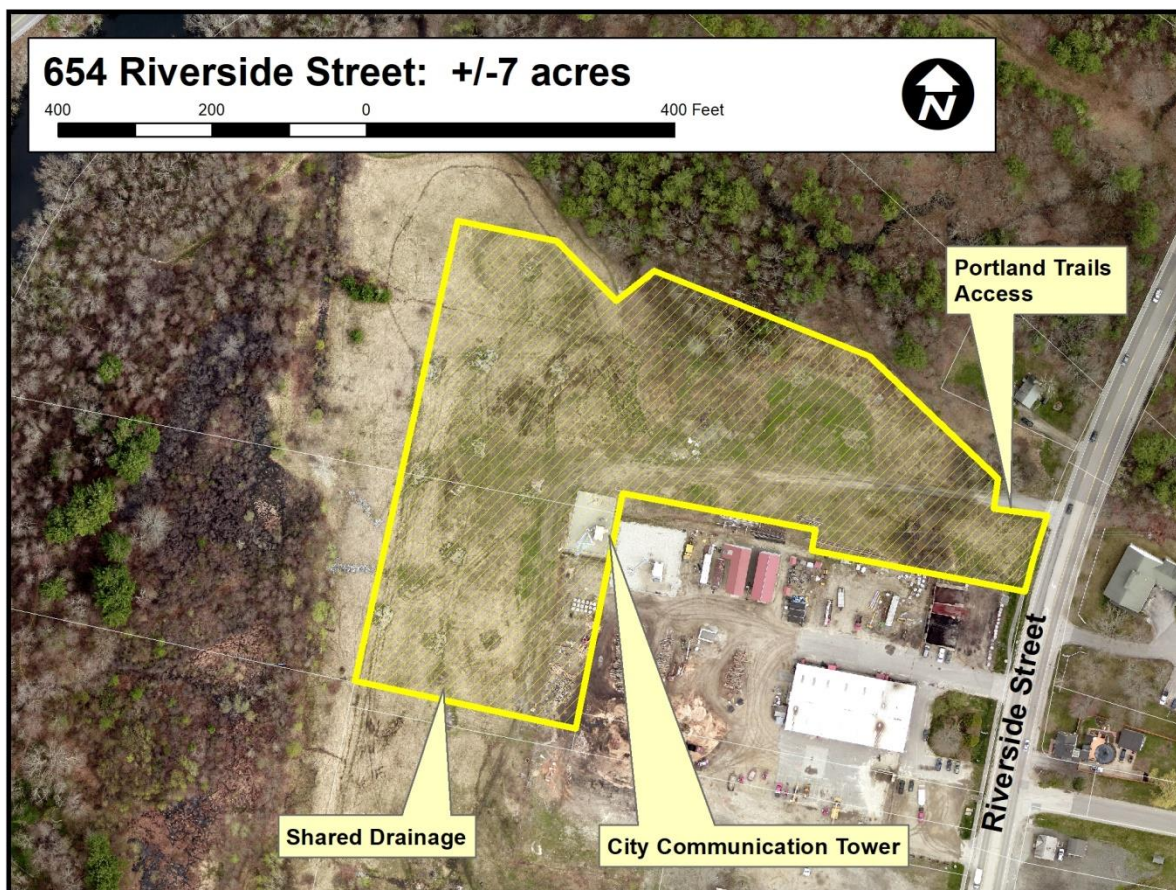


General Notes

1. THE RECORD OWNER OF THE PARCEL IS THE CITY OF PORTLAND BY DEED DATED MAY 18, 2010 AND RECORDED AT THE CUMBERLAND COUNTY REGISTRY OF DEEDS IN BOOK 27825, PAGE 68.
2. THE PROPERTY IS SHOWN AS MAP 322 LOT A-10 AND MAP 323 LOTS A-3 & A-5 CITY OF PORTLAND TAX MAPS AND IS LOCATED IN THE IH AND IM ZONING DISTRICT DISTRICTS.
3. SPACE AND BULK CRITERIA FOR THE IH/IM ZONING DISTRICT ARE AS FOLLOWS:

MINIMUM LOT SIZE:	NONE (CORRECTIONAL 10,000 SF)
MINIMUM STREET FRONTAGE:	60 FEET/60 FEET
MINIMUM FRONT YARD:	25 FEET/1' PER 1' OF BUILDING HEIGHT UP TO 25 FEET
MINIMUM SIDE YARD:	35 FEET/1' PER 1' OF BUILDING HEIGHT UP TO 25 FEET
MINIMUM REAR YARD:	35 FEET/1' PER 1' OF BUILDING HEIGHT UP TO 25 FEET
MAXIMUM BUILDING HEIGHT:	75 FEET/75 FEET
MAXIMUM IMPERVIOUS SURFACE RATIO:	85%/75%
PAVEMENT SETBACK FROM LOT BOUNDARIES:	10 FEET /10 FEET

* SIDE & REAR SETBACKS ARE 35' FROM ABUTTING RESIDENTIAL ZONE
 * SEE ORDINANCE FOR MORE PARTICULAR INFORMATION.
4. TOTAL AREA OF THE PROPOSED LOT 4-2 IS APPROXIMATELY 7.01 ACRES.



Notes/Narrative

1. Easement required to access and maintain City Communication Tower.
2. Easement at site entrance required to access Portland Trails network to the Presumpscot River.
3. Site environmental assessment reports, recorded subdivision plan (2 amended recorded plans and proposed 3rd Amendment, including proposed lot 4-2 legal description), and Purchase and Sale Agreement template are available on-line at: <https://portlandmaine.gov/DocumentCenter/Index/85>
Also, a Phase II Environmental Assessment is available.
4. City responsible for amending the Riverside Street Industrial Subdivision Plan to include the subject parcel (7.01 acre Lot 4-2.) All current subdivision encumbrances apply.
5. Property to remain in City ownership.

PROPOSAL FORM

City Homeless Service Center Project – Request for Developer/Owner Interest

RFQ/RFP #

**** THIS SHEET MUST BE INCLUDED IN YOUR PROPOSAL ****

The undersigned hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, that it is made without any connection with any other person(s), firm or corporation submitting a proposal for the same, and that no person acting for or employed by the City of Portland is directly or indirectly interested in this proposal or in any anticipated profits which may be derived there from.

The undersigned hereby declares that they have read and understand all conditions as outlined in this Request for Proposals, and that the proposal is made in accordance with the same.

The bidder acknowledges the receipt of Addenda numbered: _____

COMPANY NAME: _____

AUTHORIZED SIGNATURE: _____

DATE: _____

PRINT NAME & TITLE: _____

ADDRESS: _____

E-MAIL ADDRESS: _____

PHONE NUMBER: _____ FAX NUMBER: _____

TYPE OF ORGANIZATION - PARTNERSHIP, CORPORATION, INDIVIDUAL, OTHER:

STATE OF INCORPORATION, IF APPLICABLE: _____

FEDERAL TAX IDENTIFICATION NUMBER (Required): _____

NOTE: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization submitting a proposal.

Order 182-14/15

Passage: 9-0 on 3/16/2015

MICHAEL F. BRENNAN (MAYOR)
KEVIN J. DONOGHUE (1)
DAVID A. MARSHALL (2)
EDWARD J. SUSLOVIC (3)
JUSTIN COSTA (4)

**CITY OF PORTLAND
IN THE CITY COUNCIL**

Effective 3/26/2015

DAVID H. BRENERMAN (5)
JILL C. DUSON (A/L)
JON HINCK (A/L)
NICHOLAS M. MAVODONES, JR (A/L)

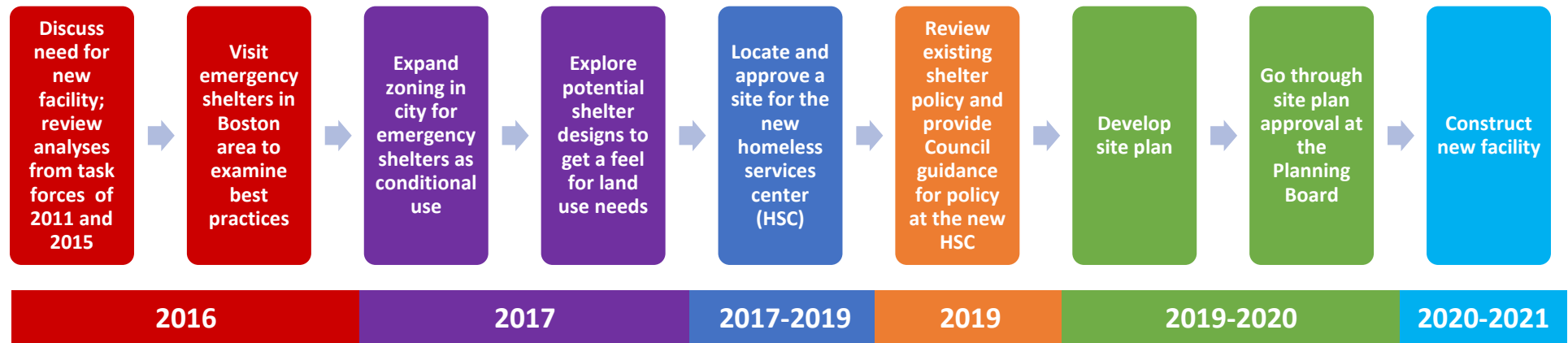
**ORDER ESTABLISHING
THE SHELTER SERVICES TASK FORCE TO CONDUCT
A FEASIBILITY STUDY OF
CONSOLIDATION OF SHELTER SERVICES**

ORDERED, that a task force be established to conduct a feasibility study of consolidation of shelter services; and it shall include representatives from:

- Preble Street Resource Center;
- Portland Zoning Administration;
- Portland Social Services Division;
- Portland Police Department;
- Neighborhood Association(s);
- Avesta Housing or Community Housing of Maine;
- Portland Real Estate Business, with a Chamber of Commerce Recommendation;
- Milestone Foundation;
- The Opportunity Alliance;
- Taxpayers from Districts 3,4 or 5;
- Homeless Voices for Justice; and
- University of New England; and

BE IT FURTHER ORDERED, that the study regarding consolidation of sites for emergency shelter and homeless services is hereby authorized and shall be completed on or before the end of eight months from the effective date of this order.

Overview of the Process to Replace the Oxford Street Shelter



During site plan approval, the Planning Board will ensure that the plan for the new HSC complies with the ordinance requirements we passed in 2017. Emergency Shelters must have:

- *adequate space for security searches and other assessments*
- *a centralized operations office with sightlines to sleeping areas*
- *a management plan with: 1) management responsibilities; 2) a process for addressing neighborhood concerns; 3) staffing; 4) access restrictions; 5) on-site surveillance; 6) safety measures; 7) controls for resident behavior and noise levels; 8) monitoring reports*
- *adequate access to and from METRO service as well as strategies to help residents utilize transit*
- *on-site services such as case management, life skills training, counseling, employment and educational services, and housing assistance.*
- *suitable laundry, kitchen, pantry, bicycle storage, and secure storage facilities for guests*
- *an outdoor area for guests that is screened for privacy*


**We
are here.**

There are also design standards the facility must meet in the City's Design Manual, and it must also be ensured that its design and operation will not have a greater impact on the surrounding properties than other allowable uses in the zone.

The Riverside location is in the IL Zone. Examples of other allowable uses in this zone include bakeries, breweries, bottling plants, pharmaceuticals, machine shops, food packaging, indoor amusement and recreation centers, plant and tree nurseries, lumber yards, repair services (including all types of automotive repair), day care facilities, dairies, dog training services, intermodal transportation facilities, and utility substations.

Proposed Shelter Budget Worksheet

ci/CA 2b15

	Status Quo Shelter Services	Five Shelters	Two - Gender Specific Shelters	Homeless Triage & Assessment Center
		Annualized Budget of five facilities which include all functions	Annualized Budget of two facilities, one for men, one for women, which include all functions	Annualized Budget of Best Practice Facility which includes all functions
	FY16 Budget of Current Oxford Street Shelter; Overflow Shelter; Preble Street's Day Shelter; Preble Street's Food Program	currently spread out at Oxford Street Shelter; Overflow Shelter; Preble Street's Day Shelter; Preble Street's Food Program	currently spread out at Oxford Street Shelter; Overflow Shelter; Preble Street's Day Shelter; Preble Street's Food Program	currently spread out at Oxford Street Shelter; Overflow Shelter; Preble Street's Day Shelter; Preble Street's Food Program
Revenue				
General Assistance	\$ 1,010,947	\$ 1,322,968	\$ 1,322,968	\$ 1,322,968
Maine State Housing Authority	637,438	822,903	822,903	822,903
MSHA - HUD ESG funds		68,319	68,319	68,319
City - HUD ESG funds	53,000	54,759	54,759	54,759
Medicaid/Mainecare	127,000	-	-	-
In-kind Food Donations	850,815	850,815	850,815	850,815
Total Revenue	\$ 2,679,200	\$ 3,119,764	\$ 3,119,764	\$ 3,119,764
Expenses				
Personnel & Benefit Costs	2,942,676	6,198,080	2,479,861	\$ 2,084,675
Security	93,475	467,375	210,950	105,000
Laundry & Client Supplies	212,570	270,000	252,500	243,845
Food Program	703,160	709,560	709,560	709,560
In-kind Food Costs	843,141	850,815	850,815	850,815
In-kind Goods/Services	336,000	336,000	336,000	336,000
Rent/Mortgage	141,724	459,100	367,870	295,520
Utilities	96,151	169,620	132,848	107,848
Maintenance & Repairs	133,591	499,450	199,780	148,210
Other Direct Program Supports	112,407	341,000	201,550	169,457
Indirect costs (10%)	59,742	1,030,100	574,173	505,093
Total Expenses	\$ 5,674,637	\$ 11,331,100	\$ 6,315,907	\$ 5,556,023
Net deficit	\$ (2,995,437) *	\$ (8,211,336)	\$ (3,196,143)	\$ (2,436,259)
		includes estimated cost of five leases	includes estimated cost of two leases	includes estimated cost of lease
	Preble Street & City of Portland cost estimates	Preble Street cost estimate	Preble Street cost estimate	Preble Street cost estimate

*Current deficit covered by \$1,572,639 in private fundraising by Preble Street (53%) and City of Portland contribution of \$1,422,798 (47%)

Note: The costs above reflect shelter operations only. They DO NOT INCLUDE:

- Case management services
- Employment services
- Housing counseling or other supportive services
- Outreach services
- Navigator

P:\Finance\Analysis\OSS\OSS analysis for 09.17.15 meeting.xlsxSummary

Shelter Task Force – Long Term Stayer Strategy at Oxford Street Shelter 5/13/15

Background and recommendation from ESAC.

- Some 2200 people stay at OSS each year. Most people pass through the shelter very quickly. 33% pass through in 1-3 days, 55% pass through in 2 weeks or less, and 80% pass through in 2 months or less. But a very small percentage, 5% or less, stay night after night, using the shelter beds and causing the need for overflow. By housing that 5%, we open up capacity at OSS.
- In 2013 there were 116 Long Term Stayers (LTS, the 5% staying night after night). The shelter housed a record 700 people but targeted people with shorter stays. This fast-paced effort made no difference in the numbers. Three overflow shelters remained.
- In 2014 the shelter almost exclusively targeted the 116 Long Term Stayers. By June, they had housed 22 and closed one of the three overflows. It has never reopened. By November, they had housed 66 and largely closed the second overflow shelter. The 50 people that remained now represented less than 2.5% of the population at OSS. As of 6 months later, we still have less than 2.5% LTS at OSS.
- Previous example as evidence: In 2005, Logan Place opened and exclusively housed Chronically Homeless populations from OSS. In the year prior to its opening, OSS overflowed 75% of the nights. Beginning the day after it leased up, the OSS did not overflow for the following year and a half. Why? 30 Long Term Stayers were abruptly housed. Even though close to 2000 people were passing through the shelter that year, housing these 30 key people dramatically changed the shelter's capacity, and the effects were long lasting.
- ESAC voted unanimously in a 4/30/15 emergency meeting around shelter closure, to focus a community wide effort to house the remaining Long Term Stayers. The shelter has been doing this with two staff – the community effort has a goal of nine staff targeting this population, housing them, and supporting them in the community so they stay housed. Five organizations have already committed staffing resources: Amistad, Milestone, Shalom House, Opportunity Alliance, and Preble Street CLIP Team. These people will be triaged by OSS Staff to work in concert and move as efficiently as possible. This effort is unprecedented.
- The week of 4/20, OSS Shelter staff housed 5 of their longest remaining LTS.

More on the exact strategy ESAC has endorsed and why:

With the success of Logan Place and 2014 LTS placements in mind, ESAC endorsed these strategic solutions to the shelter crisis:

- Prioritize and target our LTS. Work as much as possible with the longest of this LTS group first. Don't stray from this plan with any of our resources.
- Take a collective community approach toward engagement, housing support, and outreach case management for permanent stability in the community for LTS population.
- Increase the staff dedicated to this end with a target of 9.
- Triage those other staff with OSS directing efforts, and community agencies all playing an active role towards the same end. Ensure case management is seamless and sufficient for stability.
- Combine and repurpose multiple Home to Stay staff to target LTS as part of the triage efforts.
- Have rental subsidy meetings be peer presentations where subsidies will go to the longest LTS as the first deciding factor.

- Set community goal of housing 70 LTS from OSS by 12/31/15 (8 months), targeting those staying the longest and working backwards from there. That is a goal of 9 LTS stably housed on an average basis per month
- With those 70 housed plus the 5 recently housed, the community should eliminate its need to overflow to the PSRC 75 bed overflow.
- Increase functional capacity of OSS to 154 by 7/1/15.
- Continue to focus rental subsidies, housing location, and outreach support services in the housing on LTS, working from the LTS staying the longest to the LTS staying the shortest. Once we eliminate current LTS, reset what constitutes a LTS to below 180 days in a 12 month period, and continue to work back from there.
- Set lower priority goal of using SPDAT assessments for anyone staying more than one month to steer people likely to become LTS toward housing resources for LTS, but keep in mind that LTS are a very rare subset of our homeless population (currently 2.5%).
- Continue to triage people from the OSS using an ongoing collective community approach toward engagement, housing support, and outreach case management for permanent stability in the community for LTS population.
- Report progress at monthly ESAC meetings, and fine tune and retool as necessary to keep bed nights and number of occupants of the shelter on a nightly basis declining.
- Use ESAC to monitor the emergency shelter needs of the community.
- Create a renewed effort to reach out to landlords to build relationships and housing opportunities for LTS in and around Portland.

Amistad, Milestone, The Opportunity Alliance, Shalom House, and the Preble Street CLIP team have all committed to work collaboratively with the Oxford Street Shelter on these strategic initiatives, specifically to house and provide services to the 70 individuals who have been in the shelter for the longest periods of time.

As a community, working together, we can solve this crisis. It is exponentially more difficult to house individuals when they are camping outside, in numerous locations throughout Portland, which would be the result of the closure of the overflow shelter. Attempting this would be counter-productive; we can house this population most efficiently when they are in shelter.



Health & Human Services and Public Safety Committee

Tuesday, July 14, 2020, 5:30 PM
Remote Meeting

Councilor Belinda Ray, District 1, Chair
Councilor Tae Chong, District 3
Councilor Pious Ali, At-Large

1. Announcements

a. Zoom webinar information:

When: Jul 14, 2020 05:30 PM Eastern Time (US and Canada)
Topic: Remote HHS and Public Safety Meeting

Please click the link below to join the webinar:
<https://zoom.us/j/94594567385>

Or iPhone one-tap :

US: +13126266799,,94594567385# or +19292056099,,94594567385#

Or Telephone:

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

US: +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 or +1 346 248 7799 or
+1 669 900 6833 or +1 253 215 8782

Webinar ID: 945 9456 7385

International numbers available: <https://zoom.us/u/adPdt23NKG>

2. Review and Approval of Minutes from June 9, 2020

a. June 9, 2020 draft meeting minutes.

3. Shelter Zoning

a. Staff update from Planning & Urban Development.

b. Committee questions and discussion.

4. Emergency Shelter COVID-19 Update

- a. Overview of emergency shelter statistics and Sullivan Wellness Center transition.
 - b. Committee questions and discussion.
5. Next Meeting: August 11, 2020

NOTE: Since there are no action items on the agenda, there will be no opportunity for public comment at this meeting. Please feel free to send comments to members of the committee on any issue at any time via email. Councilors email addresses are available on the city website: www.portlandmaine.gov

The meeting can be watched online via livestream: www.portlandmaine.gov/livestream

Keep up to date with the new shelter design and planning process at the City's website

www.portlandmaine.gov/shelterplanning



Health & Human Services and Public Safety Committee Minutes

Tuesday, June 9, 2020, 5:30pm, Remote Meeting

Committee Attendance:

Belinda Ray, Chair (District 1), Tae Chong (District 3), Pious Ali (At-Large)

Councilors in Attendance:

Spencer Thibodeau (District 2), Justin Costa (District 4), Kimberly Cook (District 5), Nicholas Mavodones, Jr. (At-Large), Jill Duson (At-Large)

Mayor Kate Snyder

City Staff:

Kristen Dow, Director of Health and Human Services; Frank Clark, Police Chief; Jim Sweatt, Police Commander; Adam Harr, Executive Assistant for Social Services

Meeting called to order at 5:35 PM.

AGENDA ITEM 1 – Announcements

- Chair Ray clarified the scope of the meeting.
 - It is not to discuss the budget; the budget review begins next week at the Finance Committee on June 18th, 2020.
 - It is not to discuss the protests or police handling during the protests which will be discussed at the Council Workshop on June 22, 2020.
 - There will not be a public hearing tonight; the Council receiving public comment and are reading and hearing what is said, but are not able to respond to each submission due to the volume.
 - This meeting will focus on gathering information on Police Department policy in the context of the events happening across the country.
 - This was not the original agenda for this meeting. Due to the importance of this conversation the agenda changed.
 - The policies were compiled and uploaded this morning
 - The Council made a proclamation:
 - NOW, THEREFORE, BE IT RESOLVED, that the Portland City Council and Mayor wholeheartedly condemn the actions and injustices that have again wrought division and crisis in our community and across these “United” states; and

THEREFORE BE IT FURTHER RESOLVED, that the City of Portland recommits to working on ways in which we can engage our communities to address and uproot institutionalized racism and implicit bias and offer spaces for dialogue, trainings, and understanding; and

THEREFORE BE IT FURTHER RESOLVED AND REAFFIRMED that the City Council of the City of Portland, Maine will maintain constant vigilance with regard to its own public safety policies and actions and do everything in its power to make certain that Portland is and will remain a welcoming city opposed to acts of racism and bigotry.

- o Let's refrain from making any statements tonight to come to the conversation open, listening, getting information and moving forward.

AGENDA ITEM 2 – Approval of Minutes

- Councilor Ali moved to approve the minutes, Councilor Chong seconded and the minutes were approved unanimously.

AGENDA ITEM 3 – Portland Police Department Update

Review of current PPD policies and trainings:

Police Chief Frank Clark opened the conversation stating that last week was a tragedy and would reverberate here.

- Chief Clark overviewed the points discussed in his presentation available here:
<https://portlandme.civicclerk.com/Web/GenFile.aspx?ad=5694>
 - o Mission / Values
 - o Recruitment
 - o Hiring
 - o Training
 - o Policies / Procedures
 - o 8 Can't Wait Assessment
 - o National Consensus Policy
 - o 21st Century Policing Report
 - o Next Steps
- Mission Statement:
 - o To maintain a safe city by working in partnership with the community to prevent and reduce crime, protect life and property, help resolve neighborhood problems and protect the rights of all.
- Values:
 - o Leadership
 - o Integrity
 - o Service
- Overview
 - o Sworn staff: 161 authorized (9 current vacancies)
 - o Portland Regional Communication Center (PRCC):
 - The dispatch center for Police, Fire and EMS.
 - Staff: 37 Authorized (6 current openings)

- o Calls for Service:
 - 80,323 (2019)
 - o Specialties:
 - Patrol;
 - Criminal Investigation Division (CID);
 - Community Policing Unit (CPU);
 - School Resource Officers (SRO);
 - Crime Reduction Unit (CRU);
 - Behavioral Health & Substance Use Disorder Liaisons
 - o Budget: 94% personnel
- Recruitment
 - o Full time officer and a recruitment team:
 - Social media outreach;
 - Arranging ride-alongs;
 - Outreach at Adult Education to recruit ESL students;
 - Goal is to diversify work force, specifically sworn workforce to reflect the community they serve.
 - Self-identified minority test takers increased from 10% to 23% over the past 10 years.
 - o Hiring Process
 - Application
 - Written Entry Test
 - Two part: cognitive and integrity.
 - o Some people pass the cognitive portion but not the integrity portion which results in failing the test.
 - Adverse impact study resulted in changes to the test to increase validity and minority passage rate.
 - Physical Fitness Test
 - Panel Interview
 - Background Investigation
 - Polygraph
 - Job Suitability Assessment
 - Medical Examination
 - o Portland is able to hire non-citizens. There is an applicant from out of state but COVID-19 delaying process.
- Training – Use of Force
 - o Training requirements to start patrol (at least 34 weeks):
 - Pre-academy: one week, 40 hour training to prepare for the police academy.
 - 18-week police academy where officers are certified upon completion.
 - Post-academy: one week of scenario training.
 - 14 weeks of field training that includes decision making and interpersonal skills.
 - o Mandatory Annual Training
 - 2020

- Situational Use of Force
 - Assessment & Decision making
 - New Law Updates
 - Approach to Substance Use Disorders
 - Since 2018, included:
 - Responding to Mental Health Crises
 - Policing the teen brain
 - Impaired Driver Recognition
 - Human Trafficking, Death and Sexual Assault investigative training
- Training – Bias / Cultural Awareness
 - 2016 - 100% of Sworn Officers Trained Implicit Bias
 - 2018 - 100% of Sworn Officers Trained Implicit Bias
 - June 3, 2020 - scheduled implicit bias training postponed due to COVID-19
 - June 2020 - 100% Cultural Competency online training
 - 2018 HR Diversity & Inclusion Seminar - all personnel
 - Explicit / Implicit bias
 - Responding to acts of bias
 - Respect for diversity, equity & inclusion
 - 2020 Reducing Bias in the Hiring Process
 - Police Recruitment / HR staff
- Training – De-escalation
 - Crisis Intervention Training (CIT), a 40 hour training by the National Alliance on Mental Illness (NAMI).
 - All officers must complete within the first two years of service.
 - Verbal Judo
 - 16 hours of training.
 - All officers must complete within the first two years of service.
- Use of force reporting:
 - 2019
 - Of the total calls, officers used force approximately 0.13% of the time.
 - Of the total arrests (2,651), officers used force approximately 3.8% of the time.
 - Anything other than unresisted handcuffing is reportable for a low threshold to document when officers are going hands on.
 - Hand guiding is not considered a use of force.
 - Every use of force must be investigated by the on duty supervisor.
 - Interviews the officer, person who force was used against, identify witnesses.
 - Take photos of any injuries and compile in a packet report.
 - Report packet reviewed up the chain of command.
 - Reviewed individually by a use of force committee.
 - Reviews against use of force and department policies.
 - Makes recommendations such as training or policy changes.
 - Command staff will issue corrective actions as needed.

- Body camera review provides feedback to officers including in performance evaluations.
- Performance management review (PMR)
 - It is an early warning system; PMRs are triggered when an officer has:
 - Three uses of force in a 90 day period.
 - Seven uses of force in a 365 day period.
 - 2 disciplinary actions within 12 months.
 - A supervisor can request one at any time.
 - This tool is used by supervisor to resolve and Identify issues, allowing for a granular review of each data point.
 - PMRs results are used to make an action plan that can include:
 - Counseling
 - Referral to Employee Assistance Program
 - Performance goals
 - Increased supervision
 - Referral for fitness for duty evaluation
 - Creation of a Job Improvement Plan
- Department accepts all complaints.
 - Violations of law or SOP.
 - Outside the department would be written or verbal complaints.
 - Inside the department is usually a supervisor but can be anyone.
 - Internal complaints sometime outnumber external complaints in a year, demonstrating that the department supervisors are
- Police Citizen Review Subcommittee
 - Sees all evidence that is shared internally.
 - Subcommittee of seven individuals see all documents and bodycam footage because it is in executive session.
- Body Cameras are required during any law enforcement encounter.
 - This includes any request for consent, such as searching a vehicle.
 - Body cameras are only turned off in specific situations, such as when a victim requests it or there is a privacy concern.
 - Body cams are not turned on for limited and defined actions (Note: listed on slide 30).
 - Constitutionally Protected Assembly:
 - Bodycams used for documenting violations of law.
 - Recordings are not used for intelligence or to identify individuals not engaged in criminal activity.
- 8 Can't Wait Principles
 - Ban Strangleholds and Neckholds
 - Prohibited unless deadly force is justified
 - Require De-escalation
 - Required to attempt de-escalation except in the case of an immediate attack on an officer or 3rd party
 - Require Warning Before Shooting.
 - Warning required if feasible and if it won't endanger the officer or others.
 - Require Officer Exhaust All Alternatives Before Shooting

- Clear goal of any interaction, not articulated in policy.
- Impose a Duty to Intervene
 - Officers have a duty to intervene and report any unreasonable use of force by other officers.
- Prohibit Shooting from a Moving Vehicle
 - Prohibited unless exigency, with expectation of articulable reason to use such force
- Require Use of Force Continuum
 - Now Situational Use of Force Matrix. Force must be proportionate / responsive to the threatened force
- Require Comprehensive Reporting
 - Officers must report any force greater than hand control / escort for purposes of handcuffing or escort.
- National Consensus Policy on Use of Force
 - Best practice use of force policy made from a collaboration of 11 law enforcement organizations.
 - Most use of force policies are based in common law and statutory law on when deadly force can and cannot be used; specific use of things such as tasers are more location based in local case law.
 - Addresses, among other topics:
 - Preservation of human life.
 - De-escalation
 - Chokeholds
 - Shooting at / from moving vehicle
 - Warning shots
 - Lethal / Less Lethal force guidance
 - Guide for national law enforcement policy making.
- 21st Century Policing
 - Post Ferguson (2015) Presidential Task Force
 - Best practices to strengthen community policing and increase public trust
 - 59 recommendations and 92 action items
 - A collaboration of law enforcement leaders, police unions, academia, civil rights organizations, and community members
 - Working on a checklist to see where the Portland Police Department is relative to each of the recommendations.
 - 6 Pillars:
 - Building Trust and Legitimacy
 - Policy and Oversight
 - Technology and Social Media
 - Community Policing and Crime Reduction
 - Training and Education

- Officer Wellness and Safety
- Next Steps
 - Strategic Planning (5-Year Plan)
 - Internal and community input.
 - Paused due to COVID-19.
 - Enhance Outreach, Engagement, Listening and Transparency
 - Community Policing - agency culture
 - Engage COPS Office Community Engagement SME
 - Policies added to the website.
 - Continuing Review and Revision of Current SOPs & Related Training
 - High liability policies that the State considers mandatory.
 - Use of Force (Transitioning to “Response to Resistance”)
 - “Force” is a statute-required term but will transitioned out in officer training to shift the paradigm.
 - Internal Affairs
 - Domestic Abuse
 - Pursuits
 - Hostage / Barricade Incidents
 - Hate/Bias crime
 - Adoption additional policies
 - Bias-based policing
 - Complete evaluation and implementation of Evidence-Based 21st Century Policing Recommendations.
 - Consider LE Accreditation to challenge agency, enhance management systems, and invite ongoing critical external review.
 - Consult with psychologist for additional pre-employment tools to screen for unwanted character traits.
 - Seek further diversification of workforce to more closely mirror community demographics. #JoinOurTeam!
 - Chief Clark encourages anyone interested law enforcement to consider the Portland Police Department as a possible employer.

Committee Questions and Discussion

- Chair Ray reiterated that there will not be public comment tonight.
- Councilor Chong asked: out of the 80,000 phone calls per year, how many end up being instances of arrests and use of force?
 - About 2,651 calls result in arrest; 101 of those resulted in the use of force: 3.8% of arrests results in the use of force.
 - Use of force often means resistance to arrest.

- Is it safe for a behavioral health professional in the department to respond without an officer; is it determined safe before a civilian is sent in?
 - Officers go to calls first and then call the behavioral health liaison in.
 - More populations use our City; why is there fewer resistance to arrest numbers over the past few years comparatively;
 - Cannot make an absolute claim, but the timing lines up with a decision-making model that prioritizes safety for the officers and the public in order to avoid the use of force.
 - Attempt to get voluntary compliance to get individuals to a hospital will increase the success of behavioral healthcare.
 - Councilor Chong noted that 100% of the officers receive bias training.
- Councilor Duseon thanked Chief and Command and the committee for the conversation. She posited areas of curiosity that she would like to hear more about in the future:
 - SOPs: there is a paragraph about duty to intervene that appears once and does not appear later.
 - Training may be difficult for new officers on their duty to intervene versus being insubordinate; what does this training look like?
 - Community policing: what does it look like in terms of specified positions and budget? What does this look like over time?
 - 21st Century Policing and the new police reform bill at the federal level: is there anything in that new bill that would send us in a different direction from the 21st century policing best practices?
 - Mayor Snider distributed the federal bill.
 - Commander Sweatt said that there is a break in responding officers where when an officer uses force, another officer takes over the situation.
- Councilor Mavodones has the Pingree bill and would like others if they exist. He asked about collective bargaining.
 - Are there things that must be bargained that should be talked about, or if they would be the purview of management. He requested a memo.
- Councilor Ali asked how many policing models exist? There are many different models existing over a broad ideological spectrum.
 - Councilor Ali asked if there is research available or web resources that explain different models.
 - A subcommittee has researched different models that can be shared.
 - Commander nacole.org is a resource for public models of citizen review.
- Councilor Thibodeau said he did not see anything on re-appropriation of military equipment from the Portland police. He requested a memo of what equipment we have and how much it is used.
- Councilor Thibodeau asked if there is a requirement that people move into Portland?
 - There is not a requirement for the PD personnel to live in the city
 - What percentage of the PD lives in Portland? Is it cost prohibitive to live in Portland?
 - He asked how many instances of riot gear use there are.
 - He asked about what types of calls officers respond to, specifically the use of non-officer personnel that could be sent to non-emergency or addiction calls and the efficiency of that deployment. (such as a sub-force portion of the PD)

- Mental health and other service professional can leverage resources with the department instead of training police officers.
 - When a smoke alarm goes off, two or three trucks show up and from the to put the fire out; would the department prefer a special team to be sent to overdoses?
 - Homeless Outreach services fall within some police departments in Boston where teams of officers go out to perform outreach that connects people to wrap around services.
- Mayor Snyder thanked the fast and comprehensive work the Chief Clark and Commander Sweatt turned around for the committee. She said that all want to be as responsive as possible and to address the systemic issues that need real change, understanding that the thinking and guidance is changing. The next policing is on the agenda, she would like to look at:
 - Federal police reform bill
 - Leadership Conference on Civil and human rights
 - 8 demands of the federal government that ar different from 8 Can't Wait.
 - 8 to Abolition
 - Original discussion was on 8 Can't Wait and the Obama Challenge and would like analysis on new emerging guidance as well.
 - The use of force is a consistent theme in the recommendations; the City is being asked to look at reforms to the use of force.
 - What does the department think about possible reforms or is there any information that may prompt changes?
 - Facial Recognition had come before the Council and is coming back where recent research may change views held.
 - She did not ask for responses now but that they would be part of the conversations gong forward.
 - Chief Clark said that there is new information where revisions could be made, making it clear that they are willing to make revisions.
- Councilor Cook suggested that the councilors undertake a review of other cities that took significant reforms of the police departments and the results of those reforms.
 - Specifically, there have been many emails around "defund the police" which she understands to be a number of specific reforms around specialized professionals who respond to specific situations.
 - Portland has already undertaken some of these recommendations such as the HOME Team funded through CDBG.
 - She has asked the Chief and professionals in the community to suggest example cities they know of, including Camden, NJ.
 - Councilor Cook asked about the policies requested by the Press Herald; it took six days for the department to produce the document and that other police departments have that document on their websites; are those uploaded on our website?
 - Yes, some were uploaded today; the original plan was to wait for the newest version of the manual. The policies are being uploaded as they are completed.

- Commander Sweatt praised Milestone Recovery and partnering healthcare providers and noted when some of the calls are in an area of the city a civilian may not be able to respond to, officers are equipped with Narcan.
 - The department is one of about 6 sites in the country that have mental health responses; departments come to Portland to study our model.
 - Substance use liaisons, Oliver Bradeen
 - Behavioral Health Coordinator, Jo Freedman
- Chair Ray asked: in terms of use of force is there some type of flow chart or order of operations that lay out steps taken before force is used?
 - Chief Clark described the old continuum that looked like steps that is still used in some training: Officer presence moving up to verbal persuasion, hands on physical restraint, impact or electronic weapon control up to deadly force. Now, Maine mandates the situational use of force model:
 - The officer is required to analyze the levels of resistance and indicators in a threat assessment matrix officers are trained on.
 - There are authorized response options under each level of resistance.
 - Situations are diverse and it is not always completely clear.
 - Maine Chief's model has distinct minimum standards for mandatory policies.
 - Model policies exist that meet minimum standards.
 - Commander Sweatt said that the department does not want to meet the standards, seeking to exceed the standards and look at many models.
- Chair Ray acknowledged that the system has largely worked for her and that her experiences are not representative. it will be incredibly important to have people with diverse voices who severely impacted by systemic racism; this is not a critique of the Portland PD, but a recognition the importance of inclusion of voices targeted by bias and left out.
- Chair Ray said increasingly police have been asked to take on roles outside of law enforcement: medical responders, mental health responders, etc.; how has this shift affected the Portland police department?
 - What other shift does the department see need to be made so that we are not asking officers to perform duties that are out of their depth?
 - Chief Clark praised Jo Freedman and Oliver Bradeen and that years ago he would not have imagined having mental health and substance use liaisons.
 - Police officers carrying and reviving people with Narcan was a real question if officers wanted to do this. When responding to these situations, it became obvious that this is what is needed to save a life.
 - There is not one specific duty they could stop without an impact to the community, but he does not know what that would look like years from now.
- Chair Ray said that many suggestions circulating such as 8 Can't Wait are short term actions that can be taken now, and that long-term ideas need to be discussed.
- Councilor Costa asked about the number of calls for service (slightly over 80,000):
 - What is overall arrest and are there different types of charges within those and is there information on # of individuals who go through arrests?
 - 2,651 calls resulted in arrest.

- There is some level of breakdown on types of calls for service and asked what information is gathered on individuals at that time:
 - Name
 - Date of Birth
 - Height
 - Weight
 - Gender
 - Race
 - Ethnicity
 - Councilor Costa said he thinks we will need to provide some of these data to the public while weighing against revealing personally identifiable information.
 - Is there some sort of disparate impact that these data can reveal?
 - Councilor Chong also wants to see the break down of arrests by race and;
 - How many suspicious persons calls have we had?
 - What the breakdown of race?
 - By neighborhood; is there an opportunity for community education?
 - Is there a breakdown of officer's use of force by race?
 - In the body cam footage George Floyd's death, a new officer is heard asking if they should put him on his side: is there training within the department to intervene, such as the "I got this" training?
 - Police review: civilians are not given access to internal reviews because of the model used; this is something that can be looked at.
 - We meet 7 out of 8 of the 8 Can't Wait Principles.
 - What is the principle we can improve on now?
 - In the past, dispatch was staffed by retired officers who had a greater sense of which calls needed police response.
 - Is there a way to train on calls that could reduce responses that could be handled by a summons?
 - Councilor Ali asked about officers that left service in one department with a bad record and are hired in a new location's department.
 - Is there a way to check that; do we check that?
 - The PD performs nationwide checks with motor vehicle and criminal history checks.
 - There is a national certification database to check if officers were decertified during previous service.
 - Councilor Ali recalled an episode of the Patriot Act with Hassan Minhaj that discussed police violence and a specific trainer, David Grossman who is popular with warrior policing training that trains officers to kill; do we use his training or training like this?
 - Chief Clark knows he has been to Maine and can check if officers have been to his training. While officers are trained on protecting themselves, the focus is having a guardian mindset to protect the community.
 - Councilor Ali: asked how much military equipment the Portland Police department has and when and how do we use it?
 - This will be answered by memo.

- Councilor Ali asked: does the department still has a kindness program that was an exercise that built relationships with the community.?
 - The police would partner with community and corporate partners to provide children with athletic equipment and food.
 - This is called positive ticketing.
 - “Caught you being good” “kindness ticket” coupon distribution to children.
 - More information will be provided.
- Councilor Chong asked about SRO officers that used to be called youth aid officers who wore plain clothes.
 - What incidents with children exists with out officers and is there differences seen when in and out of uniform?
 - Portland’s police is mostly white, but the school is 50% multicultural. Is there something gained from white officers having positive interactions with students of color who then share those interactions with officers on different bears? Is there data that show positive or negative outcomes of SROs?
 - The agency’s goal is to engage the community and have a positive outcome no matter how a situation may be.
 - Councilor Duson commented looking at community policing from counting FTEs to looking at what district teams do.
- Councilor Duson noted the shift from litmus tests moving from different guidelines and pull themes from them.
 - Some slides organize them into themes; can a matrix be created that checks against the existing policies against the emerging policy recommendations to help people understand how policies and areas of reform track.
 - This can hep create links between some of the data gathered in the Comstat process and those requested by Councilors.
 - This can put the Council in a better position to do policy review.
- Councilor Ali asked about officers reading Miranda rights; when someone does not speak English is arrested, do officers call a language line?
 - Officers must maintain effective communication which can include phone translation.
 - Officers will only use Miranda rights if people are in custody and being interrogated. A phone translator would be used in the jail.
- Councilor Ali asked about the protest on June 1st where 23 people were arrested involving regional police. Prefacing it is ok if he cannot say, Councilor Ali asked if it fair to request an external investigation?
 - The department is conducting an investigation to get a broader picture of the timeline of what occurred through review of after hour and incident reports.
 - On the 22nd there will be discussion in a workshop when PD will present timelines and camera coverage.
 - There has been a request by two councilors requesting third a part investigation.
 - The council may decide on the 22nd to ask for that investigation; if the council decided so, the city manager would be instructed to make it happen.
 - Mayor Snyder clarified that the initial request was for a council work shop to discuss the incidents that occurred during protests.

- The additional request for an independent investigation came in Saturday afternoon.
 - Two councilors have requested and both the Mayor and City Manager are working with the requests.
- Councilor Chong asked about SRO officers and the number of black and brown kids in schools afraid of police officers.
 - Because SRO officers come into contact with so many kids of color, do they get special training?
 - Do SRO formally train other officers?
 - As they are act as social workers, is there a social work educational requirement?
 - There is not a degree requirement but there is a 40-hour basic course and advanced course which are required.
 - It teaches youth brain development that explains decision making.
 - They receive bias training al officers get increase success
 - They are more engaged in restorative justice and are less likely to charge youth, and when they do, they follow restorative justice principles.
 - SROs goals are not to supplant school resources and identify at risk kids.
 - Is there an opportunity for officers to be well trained and perform a train the trainer role? Councilor Chong does not want the officers to be MSWs that supplant social workers, but that social work would education would be a progression of their role.
- Councilor Cook clarified that there was a request for a workshop and then there was a request for a report. Her request on Saturday was in reference to the report requested by Councilor Ali on June 3rd, that it would be have a more independent perspective. She understood a report will be given at the June 22nd workshop and open to more reports.
- Councilor Ali clarified that he requested an extended report to the council and the public.
 - Mayor Snyder will follow up with councilor Ali.
- Councilor Duson asked: is it a report that the council is asking the City Manager to gather and report out through a workshop on the 22nd?
 - There was an understanding there was a request for an independent investigation.
 - Councilor Duson is still interested in the summary from the department and independent investigation but is unclear on what is being done.
- Councilor Mavodones doesn't think this third hour of a committee meeting is the time to determine what to do and supports the police department's report. He is unsure either way on an independent investigation and will make a determination based on Council procedures
- Mayor Snyder read the email Councilor Ali sent and described the communication that confirmed the date of the workshop and that it wasn't until days later that there was a request for an independent investigation.
 - She is happy to keep supporting the suggestion of an independent investigation.
- Chair ray thanked the members of the public who attended the remote meeting and said next steps will be determined offline.

AGENDA ITEM 5 – Next Steps

- The next meeting is July 14th
 - What is one the agenda may be determined by the June 22nd workshop.
 - It is possible there could be a public hearing.

The meeting adjourned at approximately 8:18 PM.

DRAFT



CITY OF PORTLAND
Planning & Urban Development
Christine Grimando, AICP, Director

To: Health and Human Services and Public Safety Committee

From: Christine Grimando, Director

Date: July 8, 2020

Re: Shelter Zoning Summary

Below is a summary of current zoning for emergency shelter, a timeline of shelter zoning deliberations including a set of amendments discussed in 2017 but not advanced, other supporting materials.

- On [January 10, 2017](#) there was an initial discussion with the HHS Committee and the Planning & Urban Development Director on where shelters were then permitted and their review process. A map of the B3 zone, where they were permitted as conditional uses, and potential additional Business and Industrial Zones to permit shelters in was included:
<https://www.portlandmaine.gov/AgendaCenter/ViewFile/Item/4495?fileID=20452>
- On [February 14, 2017](#) the topic was continued, accompanied by draft conditional use standards as well as maps showing transit corridor buffers: <http://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4612?fileID=20912>
- The [March 28, 2017](#) HHS Committee meeting included a full package of materials that would form the basis of what was reviewed and adopted including a memo:

<https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4731?fileID=22931>

Revised use standards:

<https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4731?fileID=22932>

¼ mile transit buffer map:

<https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4731?fileID=22933>

½ mile transit buffer map:

<https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4731?fileID=22934>

And a map of proposed zones:

<https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4731?fileID=22943>

Maps of the ¼ and ½ mile transit corridor line buffers, as well as the zones where emergency shelters were recommended to be permitted are included as Attachments 1, 2, and 3, respectively.

- The **April 11, 2017** meeting was a continuation of the March discussion and included the same supporting materials. At the April 11th meeting the Committee voted to send the draft amendments to the Planning Board for their review.
- The Planning Board held a preliminary workshop on draft changes at their **April 6, 2017** in anticipation of the Committee recommendations, and a public hearing at their **April 25, 2017** meeting. The meeting materials include a report with background, existing language, proposed language, policy discussion, and supporting materials on shelter best practices: <https://me-portland3.civicplus.com/AgendaCenter/ViewFile/Item/4902?fileID=24197>

The Board voted (6-1) to recommend adoption of the changes to the Council. These recommended adding maintaining Emergency Shelters as a conditional use in the B-3 zone, as well as adding them to the following zoning districts: B-4, B-5, I-L, I-Lb, I-M and I-H.

The proposal also included expanded conditional use standards. Though emergency shelter permitted locations were expanded, the changes included a requirement that shelters be within ¼ mile of a METRO line or within ½ mile of METRO line if there is adequate indoor space for day time shelter use as well as strategies to help residents utilize transit. Other requirements include: adequate space for conducting security searches and other assessments; that the facility be designed with a centralized shelter operations office on each level providing sight lines to sleeping areas; a Management Plan; the provision of various on-site services such as case management, life skills training, counseling, employment and educational services, housing assistance, or other programs; the provision of suitable laundry, kitchen, pantry, bicycle storage, and secure storage facilities for shelter stayers; and outdoor areas for guest use.

- The City Council reviewed the zoning amendments on **May 15** (1st read) and **June 5, 2017**: <https://www.portlandmaine.gov/AgendaCenter/ViewFile/Item/6501?fileID=34541> (begins p. 213). Council adopted the zoning amendments as recommended by the Planning Board 8-0 (Duson absent). An amendment had been offered to limit shelters within 2.75 miles of Monument Square, but the amendment did not pass. The final order as adopted is included as Attachment 4.

Earlier iterations of the amendment excluded B-5b, but the final version sent to the City Council includes all subzones (map of final zones is included as Attachment 5):

EMERGENCY SHELTERS ALLOWED AS CONDITIONAL USES IN BUSINESS & INDUSTRIAL ZONES						
	B-3/B-3-b/B-3c	B-4	B-5/B-5b	I-L/I-Lb	I-M/I-Mb	I-H/I-Hb
Emergency shelters	●	●	●	●	●	●

- Shortly upon adoption of the new emergency shelter zone changes, the City Council, at their [June 19th](#) meeting, referred the topic back to the HHS Committee for discussion of zoning for small shelters. The associated memorandum sponsored by then Mayor Strimling is included as Attachment 6.

At a [July 11, 2017](#) meeting the Planning & Urban Development Director gave an overview of an alternative framework for shelter zoning, in this case retaining the new conditional use provisions, expanding where they could occur to city-wide (ROS excepted) but with size limits depending on the zone. A brief memo and draft proposal was included for discussion. Council members requested additional information on size requirements and additional visuals:

<https://www.portlandmaine.gov/AgendaCenter/ViewFile/Item/5140?fileID=26328>

- In addition to the zoning discussions taking place at this time, at the HHS Committee's [September 12, 2017](#) meeting there were discussions regarding a new City shelter. This meeting was not focused on land use code changes.
- At the HHS Committee's [October 10, 2017](#) meeting a revised zoning language for small shelters was presented, including changes to maximum beds, total number of size categories, and clarification on the applicability of design standards:
<https://www.portlandmaine.gov/AgendaCenter/ViewFile/Item/5458?fileID=27561>

A map of the potential shelter areas by size tier as presented in October is included as Attachment 7.

- On [October 24, 2017](#), the Planning Board held a hearing on new zoning amendments for emergency shelters, including the following size tiers:

Zone	Max. # of Beds
R-1, R-2, R-3, R-4, R-5, R-5a, R-6, R-6a, R-7, B-1, B-1b	20
B-2, B-2b, B-2c, B-6, B-7, IS-FBC	40
All other zones where permitted	No maximum

The Planning Board report, full text of the changes, and illustrative map can be viewed here: <https://portlandmaine.gov/AgendaCenter/ViewFile/Item/5512?fileID=27633>

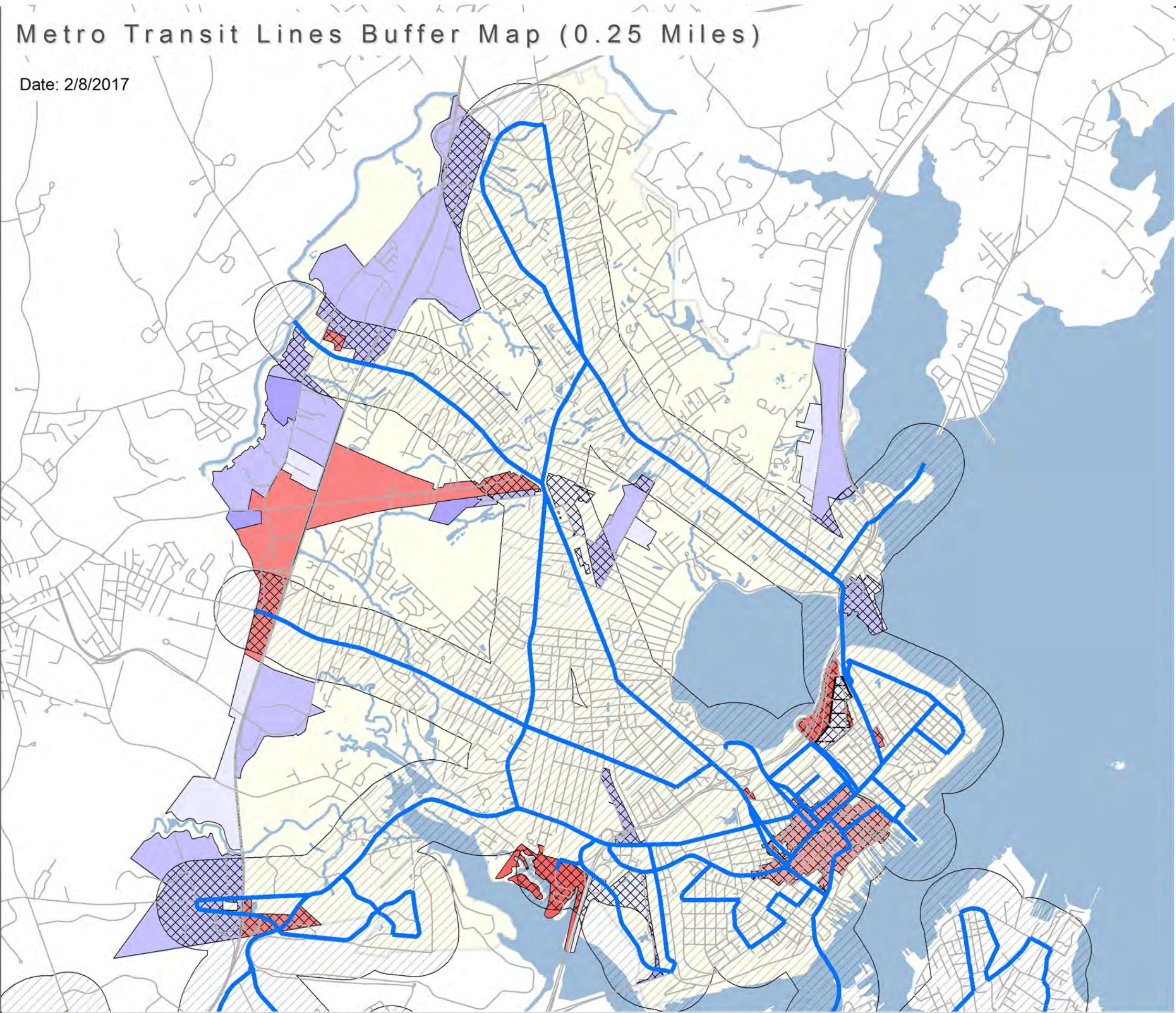
Board deliberation touched on questions of public outreach, a wish to have other dimensional standards included, transit limitations, the viability of small shelters, and the impacts of new transient uses in residential zones. They were surprised by the timing of the proposal so soon after the adoption of amendments that had significantly expanded the geographic area and use standards for shelters. The Planning Board tabled the item, concluding they needed additional information before they could make an informed recommendation. They agreed to revisit it when it could be brought forward simultaneously with shelter licensing requirements.

Attachments:

1. ¼ mile transit buffer map
2. ½ mile transit buffer map
3. Draft shelter zoning map
4. Council Order
5. Zones as adopted map
6. Small shelter ES memo
7. Draft small shelter tiers map

Metro Transit Lines Buffer Map (0.25 Miles)

Date: 2/8/2017

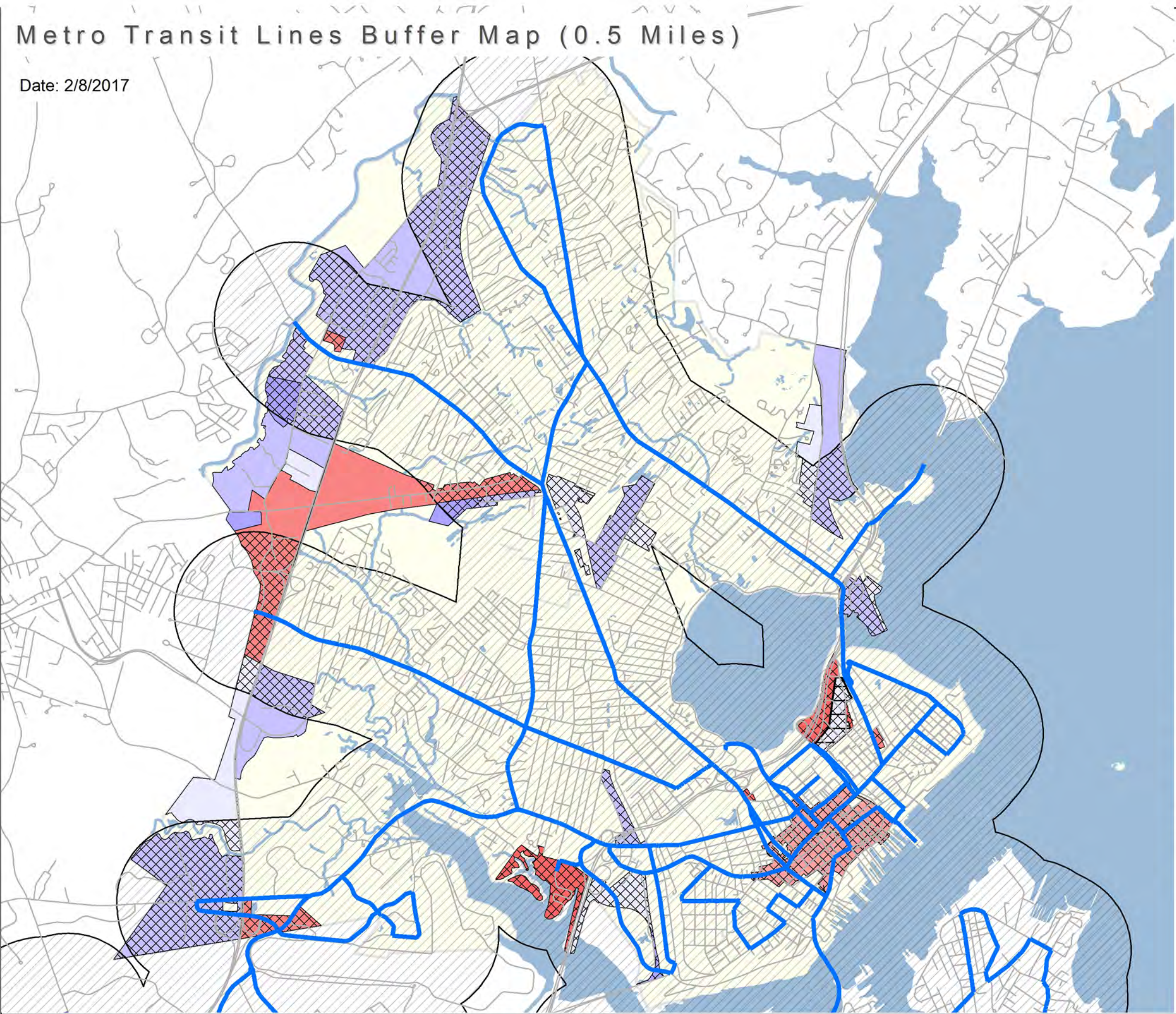


- Metro Transit Lines
- ▨ 1/4 Mile Applicable Buffer
- ▨ 1/4 Mile Buffer
- B3* Downtown Business
- B4 Commercial Business
- B5 Urban Commercial Business
- IL Industrial - Low Impact
- ILb Industrial - Low Impact
- IM Industrial - Moderate Impact
- IH Industrial - High Impact

1:40,000

Metro Transit Lines Buffer Map (0.5 Miles)

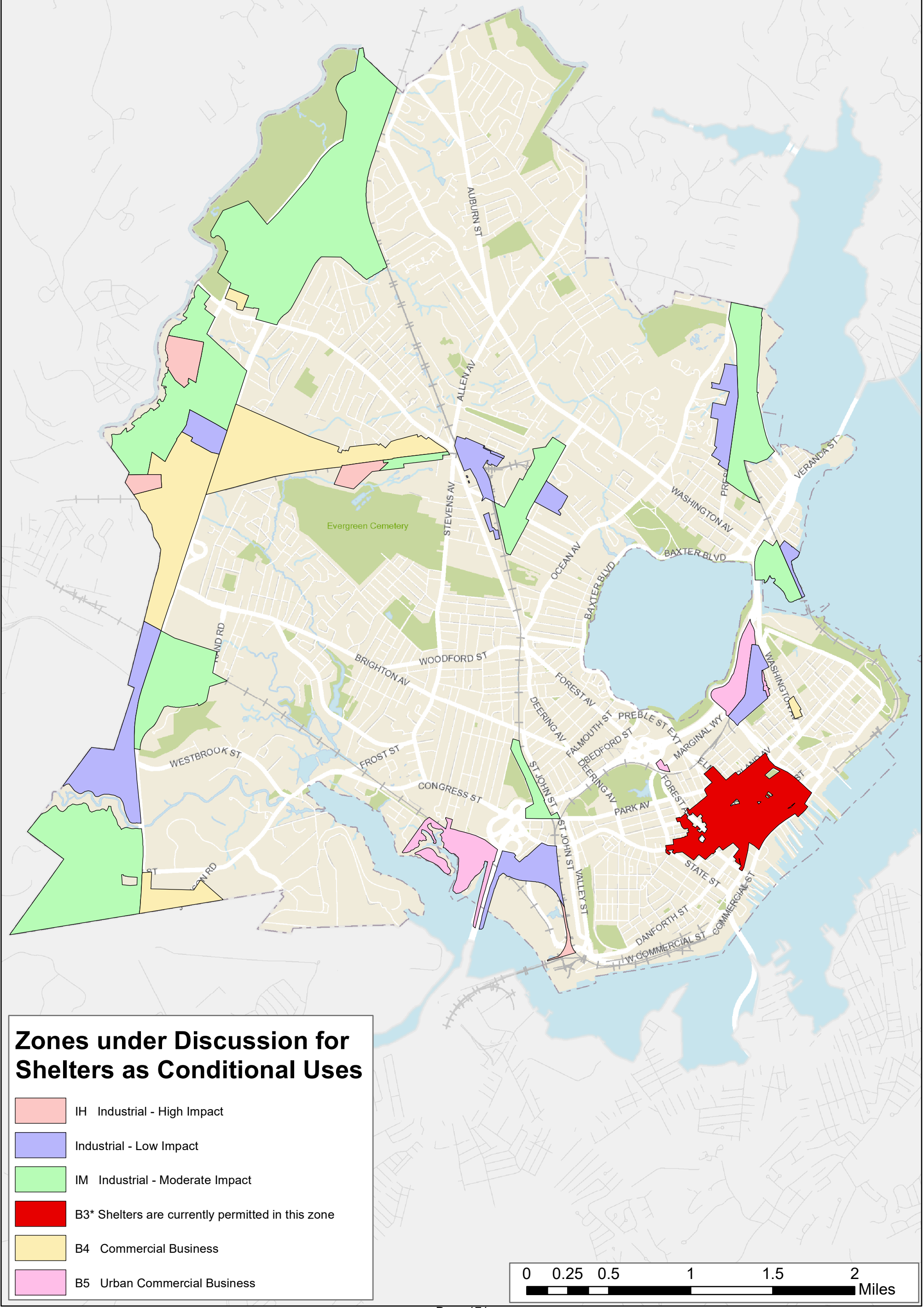
Date: 2/8/2017



- Metro Transit Lines
- ▨ Applicable 1/2 Mile Buffer
- ▨ 1/2 Mile Buffer
- B3* Downtown Business
- B4 Commercial Business
- B5 Urban Commercial Business
- IL Industrial - Low Impact
- ILb Industrial - Low Impact
- IM Industrial - Moderate Impact
- IH Industrial - High Impact

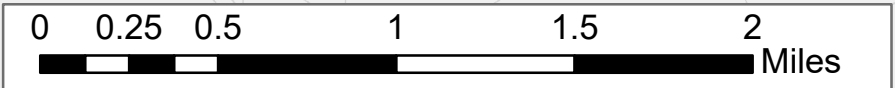
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Zones under Discussion for Shelters as Conditional Uses

- IH Industrial - High Impact
- IL Industrial - Low Impact
- IM Industrial - Moderate Impact
- B3* Shelters are currently permitted in this zone
- B4 Commercial Business
- B5 Urban Commercial Business



Orders 252-16/17

Amended to limit Emergency Shelter use to 2.75 miles of Monument Square: failed 1-7
(Strimling in favor, Duson absent) on 6/5/2017

Passage: 8-0 (Duson absent) on 6/5/2017

ETHAN K. STRIMLING (MAYOR)
BELINDA S. RAY (1)
SPENCER R. THIBODEAU (2)
BRIAN E. BATSON (3)
JUSTIN COSTA (4)

CITY OF PORTLAND
IN THE CITY COUNCIL

DAVID H. BRENERMAN (5)
JILL C. DUSON (A/L)
PIOUS ALI (A/L)
NICHOLAS M. MAVODONES, JR (A/L)

AMENDMENT TO PORTLAND CITY CODE
CHAPTER 14

Re: EMERGENCY SHELTERS AS A CONDITIONAL USE

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF PORTLAND,
MAINE IN CITY COUNCIL ASSEMBLED AS FOLLOWS:**

*That Chapter 14, Sections 14-218, 14,229.11.1, 14-230.2,
14-232.1, 14-248.1, 14-262.1, and 14-474 of the Portland
City Code are hereby amended as follows:*

Sec. 14-218. Conditional uses.

(a) The following use is permitted as provided in section 14-474 (conditional uses), provided that, notwithstanding section 14-474(a) or any other provision of this Code, the planning authority shall be substituted for the board of appeals as the reviewing authority:

...

(b) The following uses are permitted as provided in section 14-474 (conditional uses), provided that, notwithstanding section 14-474(a) or any other provision of this Code, the Planning Board shall be substituted for the board of appeals as the reviewing authority:

1. Utility substations, such as water and sewage pumping stations and standpipes, electric power substation transformer stations, and telephone electronic equipment enclosures and other similar structures, provided that such uses are suitably located, screened and landscaped so as to ensure compatibility with the surrounding neighborhood.

...

4. Emergency shelters, subject to the following conditions, in addition to the provisions of section 14-474~~÷ and the use specific standards of Section 14-474 (c) 3.÷~~

~~a. The facility shall be in compliance with the city's current Comprehensive Housing Assistance Plan, a copy of which is on file in the department of planning and urban development, or, if there is no current edition of the Comprehensive Housing Assistance Plan, with a determination of need by the director of the department of health and human services.~~

~~b. The facility shall be registered with the City of Portland Department of Health and Human Services.~~

...

Sec. 14-229.11.1. Conditional uses.

The following use shall be permitted only upon the issuance of a conditional use permit, subject to the provisions of section 14-474 (conditional uses), and any special provisions, standards or requirements specified below:

- (a) Temporary wind anemometer towers, as defined in Sec 14-47, are permitted provided the following standards are met in addition to Sec 14-430:

...

(c) Emergency shelters, subject to the provisions of section 14-474 and the use specific standards of section 14-474 (c) 3.

...

Sec. 14-230.2. Conditional uses.

(a) The following uses shall be permitted as conditional uses in the B-5 and B-5b urban commercial mixed use zones, provided that, notwithstanding section 14-471(c), section 14-474(a), or any other provision of this Code, the Planning Board shall be substituted for the board of appeals as the reviewing authority, and further provided that, in addition to the provisions of section 14-474(c) (2), they shall also meet the

requirements set forth below:

1. Commercial:

...

5. Emergency shelters, subject to the provisions of section 14-474 and the use specific standards of section 14-474 (c) 3.

...

Sec. 14-232.1. Conditional uses.

The following use shall be permitted only upon the issuance of a conditional use permit, subject to the provisions of section 14-474 (conditional uses), and any special provisions, standards or requirements specified below:

- (a) Temporary wind anemometer towers, as defined in Sec 14-47, are permitted provided the following standards are met in addition to Sec 14-430:

...

(b) Emergency shelters, subject to the provisions of section 14-474 and the use specific standards of section 14-474 (c) 3.

...

Sec. 14-248.1. Conditional uses.

The following use shall be permitted only upon the issuance of a conditional use permit, subject to the provisions of section 14-474 (conditional uses), and any special provisions, standards or requirements specified below:

- (a) Temporary wind anemometer towers, as defined in Sec 14-47, are permitted provided the following standards are met in addition to Sec 14-430:

...

(b) Emergency shelters, subject to the provisions of section 14-474 and the use specific standards of section 14-474 (c) 3.

Sec. 14-262.1. Conditional uses.

The following use shall be permitted only upon the issuance of a conditional use permit, subject to the provisions of section 14-474 (conditional uses), and any special provisions, standards or requirements specified below:

- (a) Temporary wind anemometer towers, as defined in Sec 14-47, are permitted provided the following standards are met in addition to Sec 14-430:

...

(c) Emergency shelters, subject to the provisions of section 14-474 and the use specific standards of section 14-474 (c) 3.

...

Sec. 14-474. Conditional uses.

(a) *Authority.* The board of appeals may, subject to the procedures, standards and limitations set out in this section, approve the issuance of a conditional use permit authorizing development of conditional uses listed in this article.

...

(c) *Conditions for conditional uses:*

- 1. *Authorized uses.* A conditional use permit may be issued for any use denominated as a conditional use in the regulations applicable to the zone in which it is proposed to be located.

...

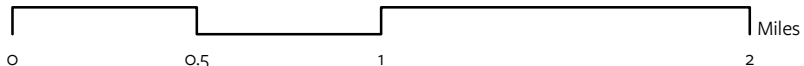
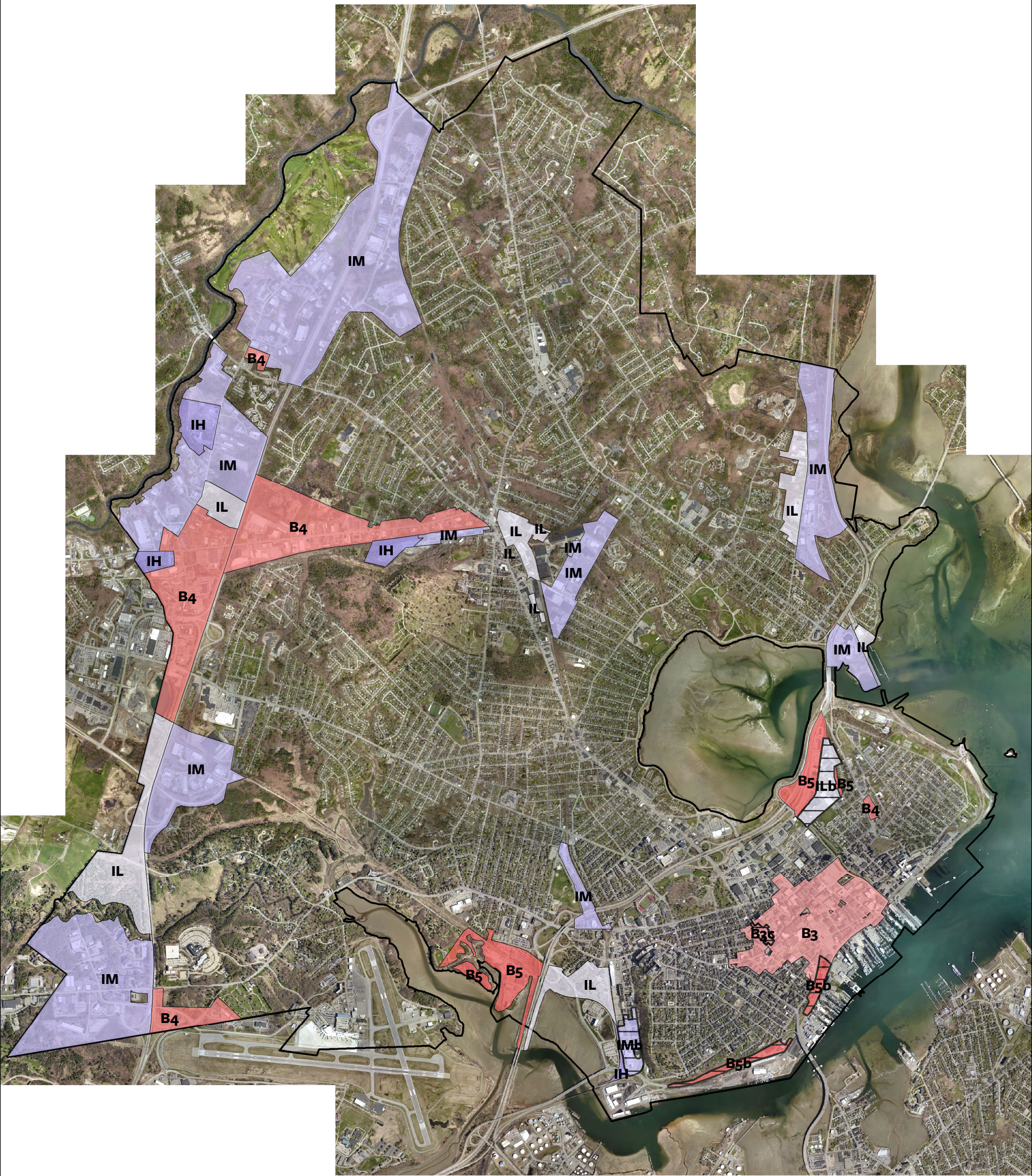
3. Use Specific Standards. The following additional standards of review apply to the specific uses.

- a. Emergency shelters are subject to the following conditions, in addition to the provisions of section 14-474 (c) 2. Notwithstanding section 14-474(a) or any other provision of this Code, the Planning Board shall be substituted for the Board of Appeals as the reviewing authority for any shelter also subject to Level III site plan review:

- i. The facility shall provide adequate space for conducting security searches and other assessments;
 - ii. The facility shall be designed with a centralized shelter operations office on each level providing sight lines to sleeping areas;
 - iii. A Management Plan adequately outlining the following areas shall be provided: Management responsibilities; Process for resolving neighborhood concerns; Staffing; Access restrictions; On-site surveillance; Safety measures; Controls for resident behavior and noise levels; and Monitoring Reports.
 - iv. Adequate access to and from METRO service shall be provided. The facility shall be within a ¼ mile of a METRO line, or shall be within ½ mile of a METRO line and provide adequate indoor space to permit all shelter guests day shelter, as well as implement strategies to help residents utilize transit;
 - v. The facility shall provide on-site services to support residents, such as case management, life skills training, counseling, employment and educational services, housing assistance, or other programs;
-
- 4. Suitable laundry, kitchen, pantry, bicycle storage, and secure storage facilities for shelter stayers shall be provided on-site; and
 - 5. An outdoor area for guest use shall be provided on-site with adequate screening to protect privacy of guests.

Zones with Emergency Shelter as a Conditional Use

Per City Land Use Code, 7/9/2020



MEMORANDUM
City Council Agenda Item

DISTRIBUTE TO: City Manager, Mayor, Anita LaChance, Sonia Bean, Danielle West-Chuhta, Nancy English, Julianne Sullivan

FROM: Jason J. Shedlock
Special Assistant to the Mayor

DATE: June 9, 2017

SUBJECT: Order Referring the Issue of Citywide Small Emergency Shelters to the Health and Human Services Committee

SPONSOR: Ethan K. Strimling, Mayor

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading _____ Final Action 6/19/17 _____

Can action be taken at a later date: ____ Yes ____ No (If no why not?)

PRESENTATION: (List the presenter(s), type and length of presentation)

I. ONE SENTENCE SUMMARY

As a result of the discussion surrounding expanded shelter zoning, this referral requests the Health and Human Services Committee explore a second-tier approach towards more inclusive re-zoning for multiple, smaller shelters at sites throughout the city.

II. AGENDA DESCRIPTION

As a result of the discussion on shelter zoning at the Council's June 5th meeting, a desire was made clear by multiple Councilors to make sure the city performs a fuller review of our shelter system. Along with originally-contemplated single large shelter option, testimony from subject matter experts as well as the public stated a need to expand our system beyond a single new site. This referral will ensure that a second-tier approach towards a more inclusive re-zoning plan for our shelter system will include the exploration and feasibility of multiple, smaller-scale shelters in order to meet our residents' needs.

III. BACKGROUND

According to Mark Swann, Executive Director of the Preble Street Resource Center as well as others who testified at the Council's June 5th meeting, the Planning Department should continue its work related to shelter zooming to include a second-tier approach for smaller shelter

with more inclusive zoning. The city as well as subject matter experts have weighed in on the issue in the past and endorsed the concept of scattered, smaller shelters that are fully integrated into different neighborhoods around the city. In fact, the City of Portland used to have such a system, with various shelters in Oakdale, the eastern promenade, Munjoy Hill and Bayside and others. Testimony urged that the city ensure that the zoning change endorsed by the Council at its June 5th meeting does not ultimately preclude such small-scale shelters.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

The Health and Human Services Committee will review and make recommendation to the Council on re-zoning for smaller-scale shelters to meet our city's human services needs.

V. FINANCIAL IMPACT

None

VI. STAFF ANALYSIS AND BACKGROUND THAT WILL NOT APPEAR IN THE AGENDA DESCRIPTION

Jason J. Shedlock, Special Assistant to the Mayor

VII. RECOMMENDATION

Council refers to committee

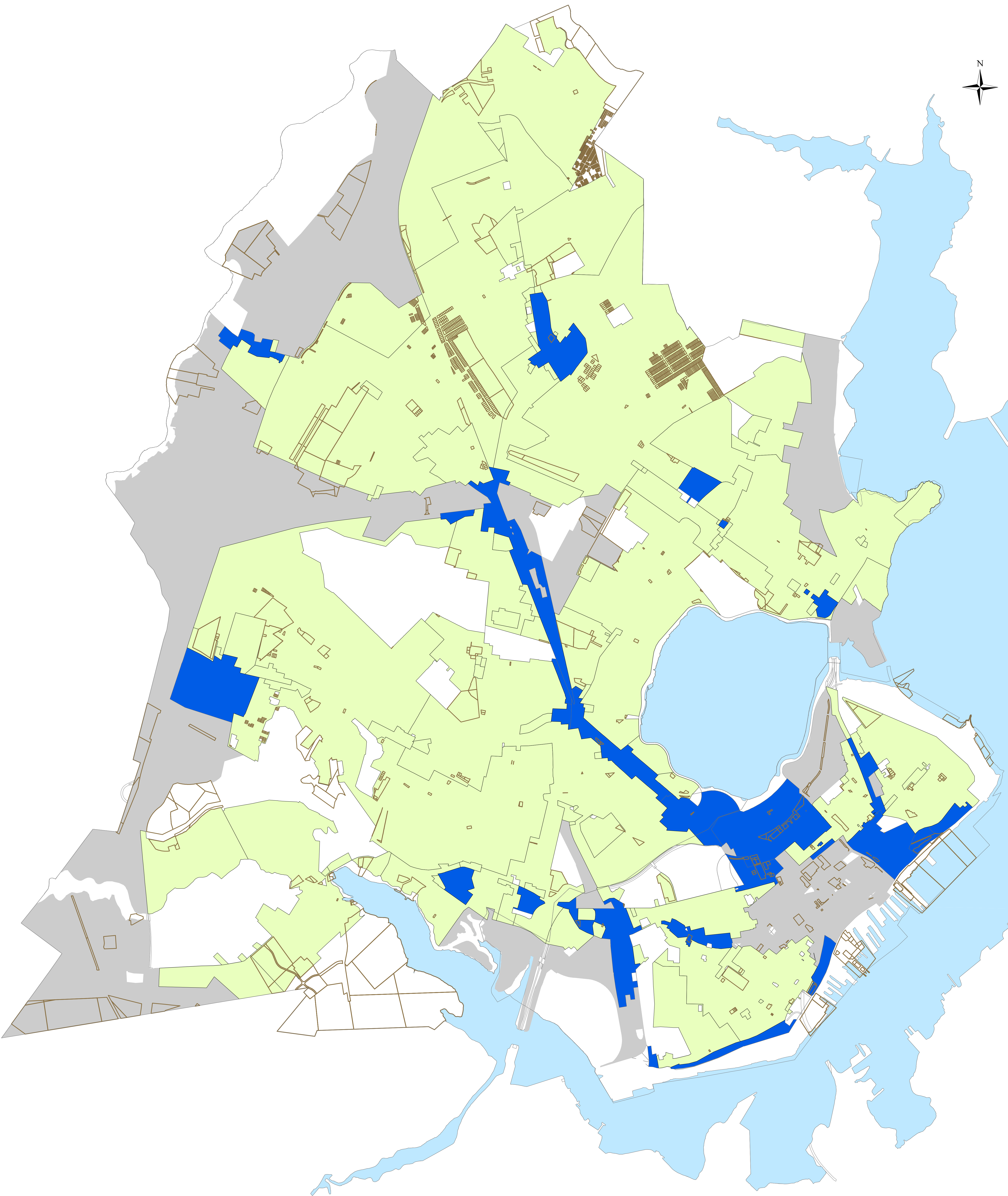
VIII. LIST ATTACHMENTS

Prepared by: Jason J. Shedlock

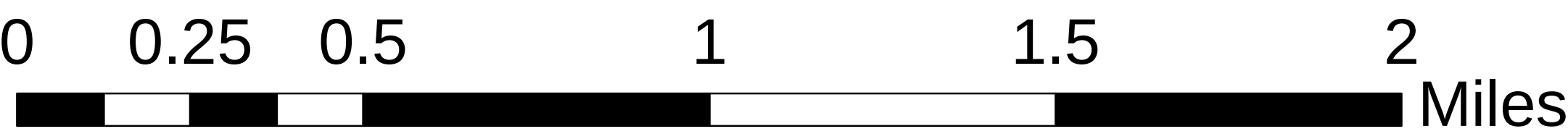
Date: 6/9/2017

Bean/agendarequestmemo/rev 11/2015

Potential Emergency Shelter Areas



- Legend**
- City Owned Land no ROS
 - Tier 1 - Max 20 beds (Residential zones, B-1, B-1b, RP)
 - Tier 2 - Max. 40 beds (B-2, B-2b, B-2c, B-5b, B-6, B-7, IS-FBC)
 - Tier 3 - No max. beds (Areas Currently Permitting Emergency Shelters)



*For planning purposes only
Draft: August 18, 2017*

SHELTER ZONING TIMELINE AND OUTCOMES

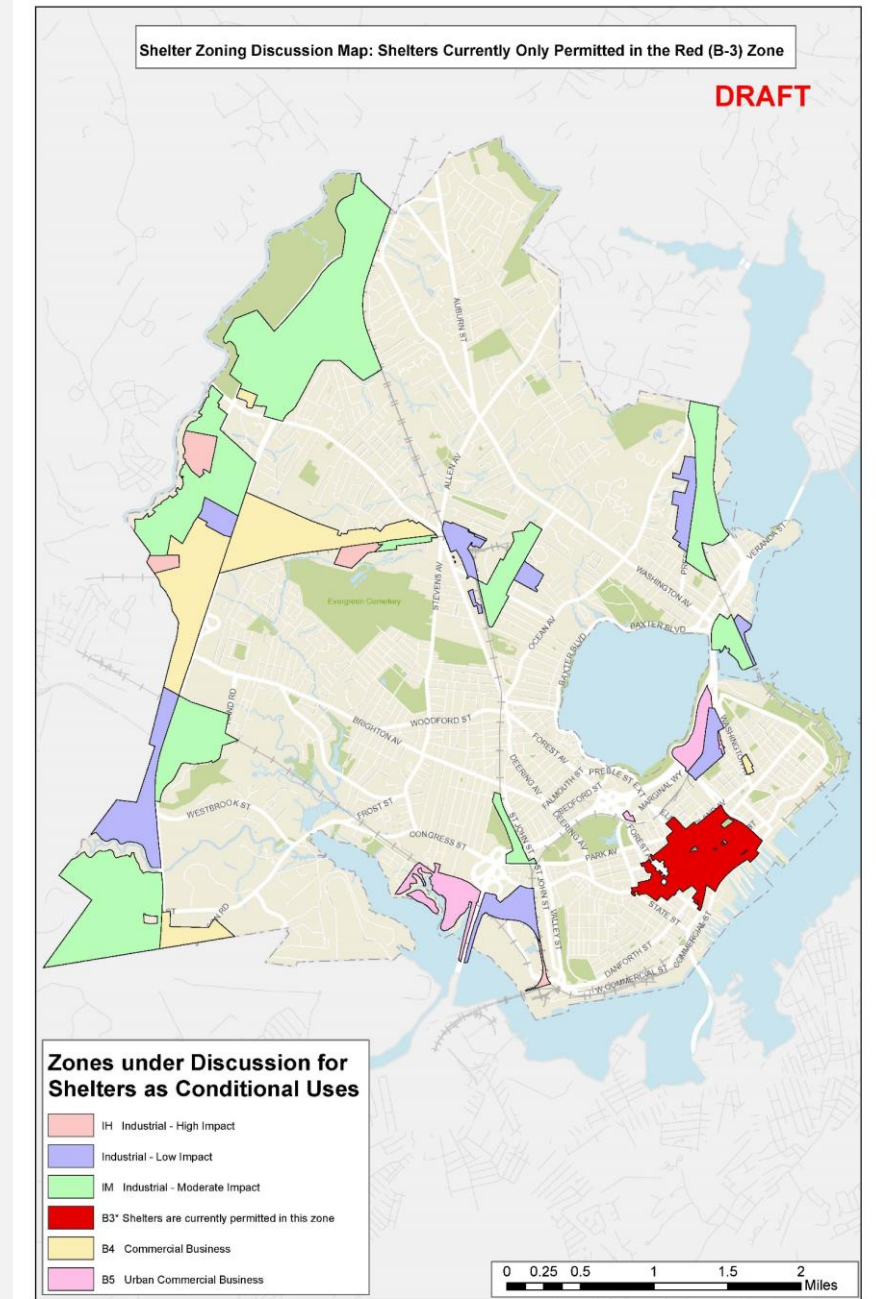
Health & Human Services and Public Safety
Committee

July 14, 2020

HHS COMMITTEE PROCESS

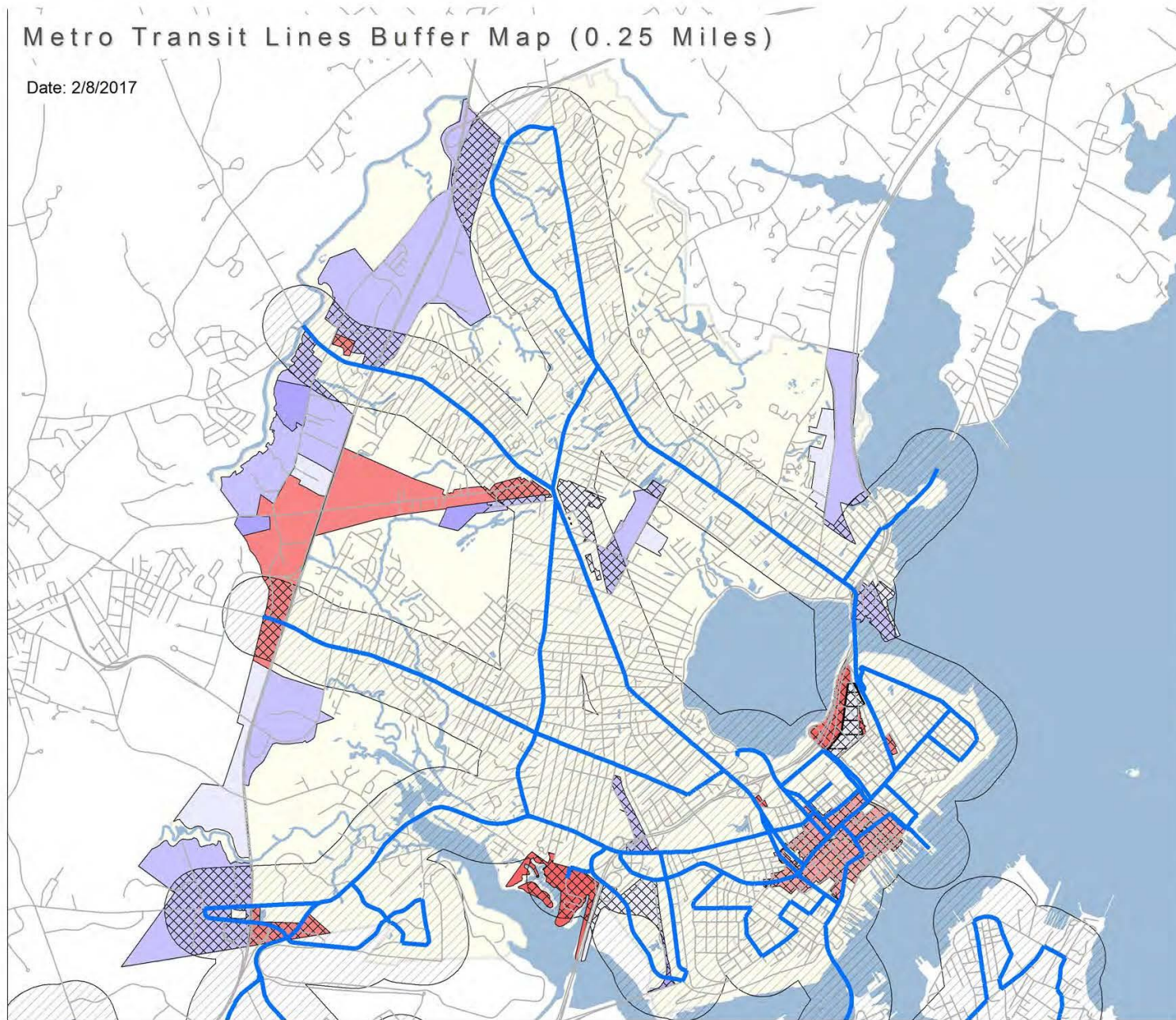
January through April 2017 HHS Committee Shelter Zoning review and recommendations to Planning Board included:

- Review of best practices and changing shelter requirements
- Consideration of zoning districts
- Considerations of transit access
- Additional conditional use criteria



Metro Transit Lines Buffer Map (0.25 Miles)

Date: 2/8/2017

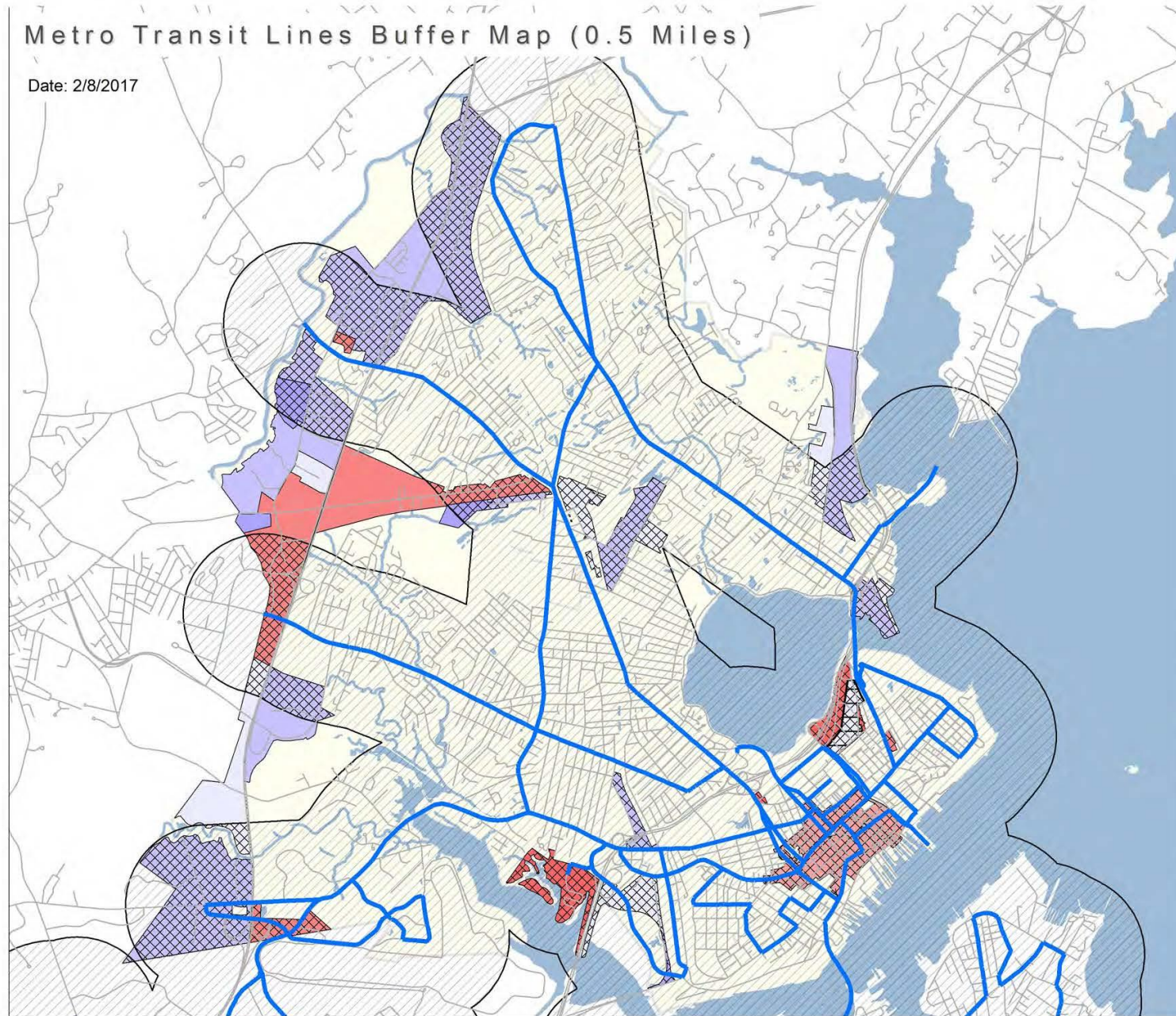


- Metro Transit Lines
- ▨ 1/4 Mile Applicable Buffer
- ▨ 1/4 Mile Buffer
- B3* Downtown Business
- B4 Commercial Business
- B5 Urban Commercial Business
- IL Industrial - Low Impact
- ILb Industrial - Low Impact
- IM Industrial - Moderate Impact
- IH Industrial - High Impact

1:40,000

Metro Transit Lines Buffer Map (0.5 Miles)

Date: 2/8/2017



- Metro Transit Lines
- ▨ Applicable 1/2 Mile Buffer
- ▧ 1/2 Mile Buffer
- B3* Downtown Business
- B4 Commercial Business
- B5 Urban Commercial Business
- IL Industrial - Low Impact
- ▬ ILb Industrial - Low Impact
- IM Industrial - Moderate Impact
- IH Industrial - High Impact

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SHELTER ZONING REVIEW AND ADOPTION

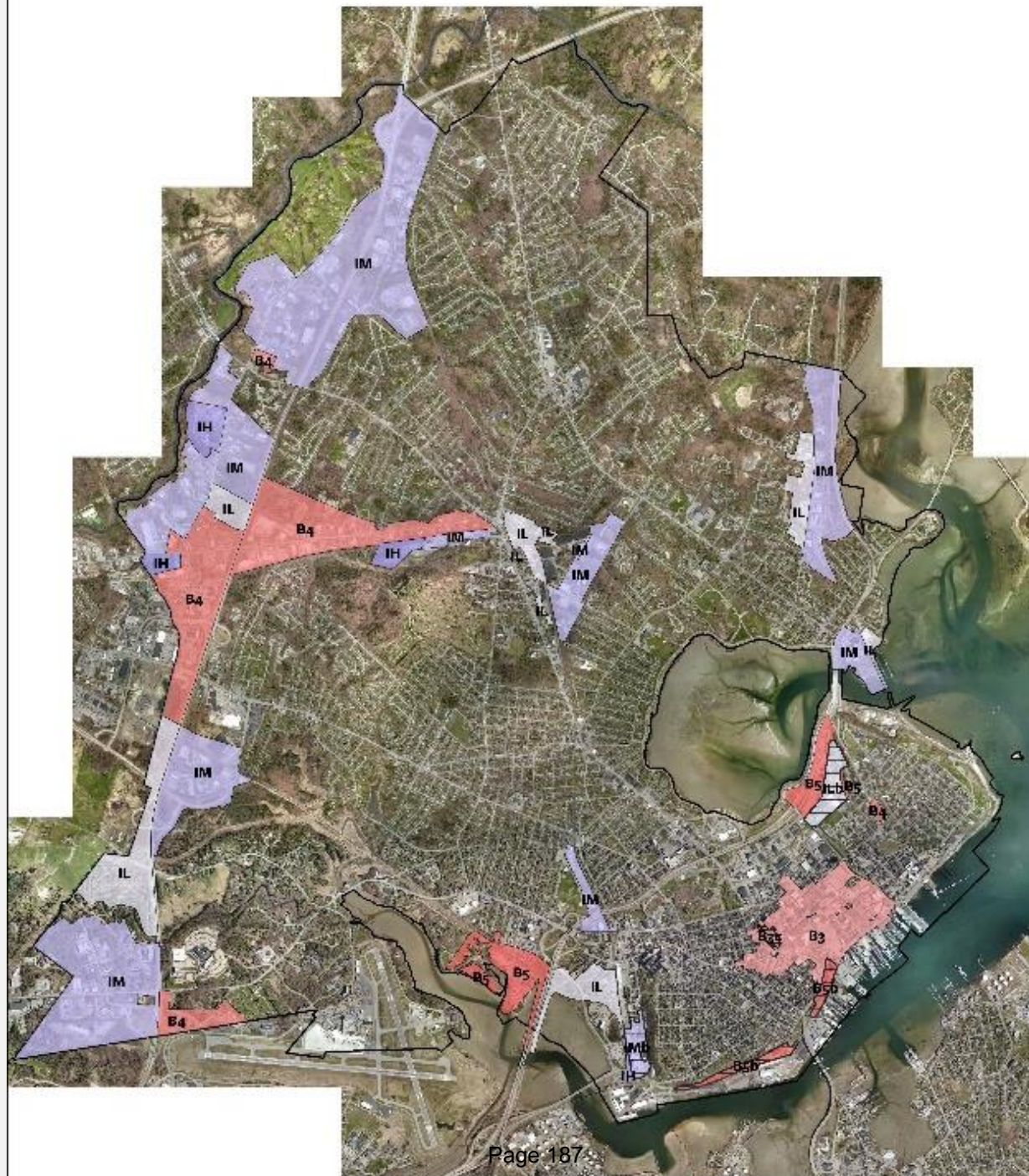
- Planning Board holds one workshop and a public hearing in April 2017, recommends changes to City Council
- City Council Adopts Zoning Amendments June 5, 2017

EXPANDED AREA

Prior to June 2017, emergency shelters were permitted in the B-3 zone as conditional uses. 2017 permitted emergency shelters in additional Business and Industrial Zones.

EMERGENCY SHELTERS ALLOWED AS CONDITIONAL USES IN BUSINESS & INDUSTRIAL ZONES

	B-3/B-3-b/B-3c	B-4	B-5/B-5b	I-L/I-Lb	I-M/I-Mb	I-H/I-Hb
Emergency shelters	●	●	●	●	●	●



EXPANDED CONDITIONAL USE STANDARDS

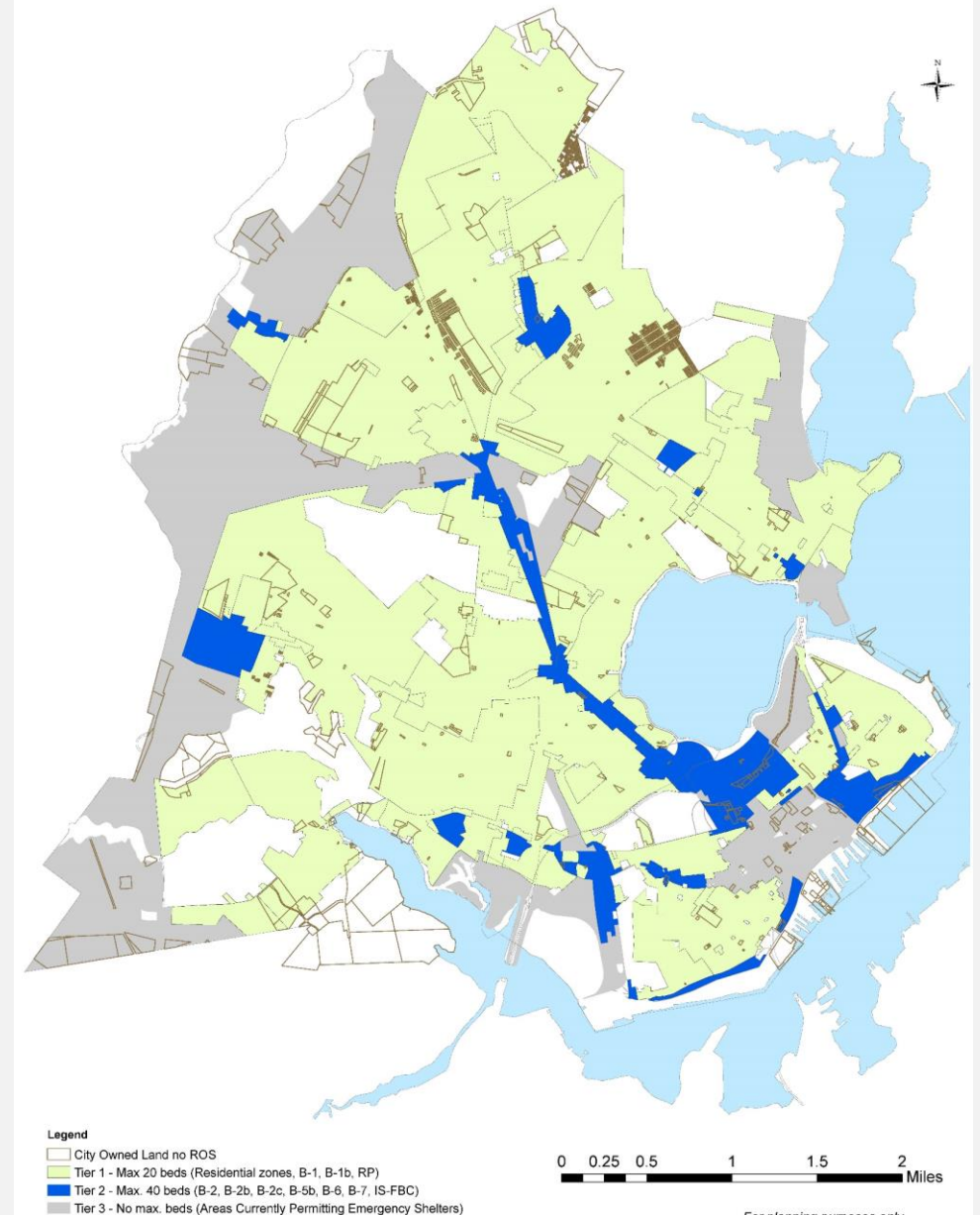
- Adequate space for conducting security searches
- Centralized shelter operations office on each floor
- Management Plan
- Access to METRO, within 1/4 mile of a line, or within 1/2 mile w/adequate indoor space for guests during day and strategies to help guests utilize transit.
- On-site services Laundry, kitchen, pantry, bicycle storage, secure storage facilities
- Outdoor space

SMALL SHELTER ZONING

- June 19th City Council refers topic of small shelter zoning to HHS Committee
- July – October HHS Committee deliberation
- October 24, 2017 Planning Board Public Hearing. Postponed action.
- Concerns about timing, outreach, viability, compatibility
- Asked to see licensing when ready for complete picture

Zone	Max.# of Beds
R-1, R-2, R-3, R-4 ,R-5, R-5a, R-6, R-6a, R-7, B-1, B-1b	20
B-2, B-2b, B-2c, B-6, B-7, IS-FBC	40
All other zones where permitted	No max.

Potential Emergency Shelter Areas



NOT INCLUDED

Siting a Homeless Shelter in Portland:

Process Summary
& Lessons Learned



The Future of Homeless Services in Portland



September 8, 2018



National Best Practices

Effective Emergency Shelters:

- Promote Dignity & Respect 
- Divert people from homelessness service system when possible 
- Adopt a Housing First Approach & Create Low-Barrier Access to Emergency Shelter 
- Use Emergency Shelter Stays as Platform for Housing Access 

According to the National Alliance to End Homelessness and the US Inter-Agency Council on Homelessness

Best Practices for Scattered Sites

Scattered shelter sites are best done for specialty services.
In Portland, we already have this model in place.

- Kreisler Teen Shelter - Bayside
- Through These Doors - (Unnamed location due to domestic violence services)
- Milestone - India Street Neighborhood
- City of Portland Family Shelter - Bayside
- Florence House - St. John Valley
- Amistad Peer Program - day services - West End

Shelters Explored & Researched

- Pine Street Inn - Boston
- Caspar Inc - Cambridge, MA
- Hope House - Bangor
- Father Bill's Place & MainSpring - Quincy, MA
- Poverello Center - Missoula, MT

City staff has toured and been in contact with several local and national shelters in order to learn best practices.

We've shared these examples to provide context only. Many have key differences from the model we are proposing for Portland.

One site vs Scattered Sites

Logistics

- Logistical challenge for staff & clients
 - Coordinating guest transportation
 - Planning for overflow
- Logistically impossible for service partners

Costs

- Staff costs - Providing coverage at numerous sites would require cross training & extra supervisory resources
- Food Costs - Food preparation, delivery, storage and serving would be 20% higher than at one site.
- Operational Costs - Scattered sites would result in more than two times the overhead cost yet our reimbursement rates would stay the same.
- Site acquisition costs

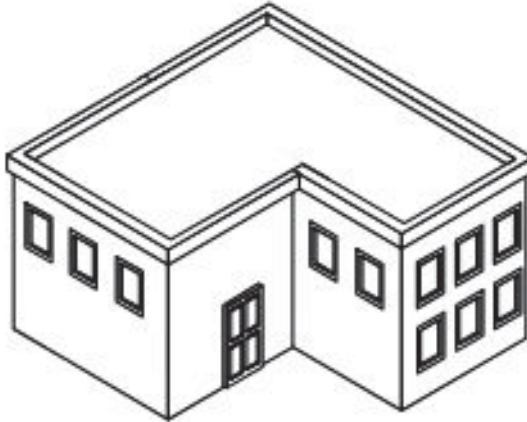
Annual Operating Costs for One-Site vs Scattered Sites

Current Shelter



\$3.8 Million

One New Site



\$4.7 Million

Scattered Sites



\$10.2 Million

A New Service Center Model

- Open 24 hours a day, 7 days a week
- Modern facility with beds, on-site meals and laundry, storage, bathrooms, and secure outdoor space
- Private and secure coordinated entry system
- On-site health and dental care
- On-site wrap-around services for jobs & housing
- Space for Community Policing
- Easy access to public transportation + shuttle service
- Near potential employment opportunities



Example of modern integrated shelter design in Lewisham, UK (for illustrative purposes only)



CITY OF PORTLAND
Parks, Recreation & Facilities Department
Ethan Hipple, Director

CITY OF PORTLAND
Parks, Recreation & Facilities Department
Alex Marshall, Parks Director

To: Mayor Snyder and Members of the City Council

From: Alex Marshall, Parks Director

Date: January 26, 2021

Re: February 10, 2021 Workshop on Brown Tail Moth in Deering Oaks and a Treatment Plan

I. Introduction

The following information is provided in support of the City Council Workshop on the Browntail Moth infestation within Deering Oaks Park.

Browntail Moths (BTM) are an invasive species first seen in Somerville, Massachusetts in 1897. Within 17 years the invasive species had spread from Connecticut up the coast to Nova Scotia and as far inland as mid-Vermont and upper New Hampshire. Spraying, clipping, tree removal, a federal quarantine and even parasitoids were enacted to control them. It was likely weather and fungus that eventually collapsed the population in the 1920s. The population retreated to Cape Cod and some islands off Casco Bay, where a resurrection began in 1988. Eleven years later they were seen from Kittery up to Gouldsboro and inland to Augusta. In 2004/2005 the population collapsed again due to cool wet spring weather. The population remained in the Brunswick area and has since been expanding across the State.

II. Concerns

Browntail Moths are a concern for human health as they have tiny, poisonous hairs that can cause a dermatitis reaction similar to poison ivy on sensitive individuals. This reaction can last from a few hours to a couple days depending on the individual and their sensitivity. These hairs become prevalent once the caterpillars emerge from their webs in late April or early May and begin feeding on foliage. The caterpillars will have molted at least five times from their first feed in the spring until they cocoon and emerge as moths in mid-July. It is within that period that these poisonous hairs are most rampant, with the abundance of these shed skins between instars (developmental stages). Even the cocoons are covered with the poisonous hairs. Wind, mowing and raking can agitate these hairs into the air, especially during drought conditions where the hairs do not have a chance to work themselves into the ground. These hairs can stay active for 1-3 years. The moths will proceed to lay 200-400 hair covered eggs that will hatch in August and begin feeding on foliage until winterizing within a communal single leaf nest at tree-top branch tips.

Browntail Moths are also a concern for the health of native trees like White and Red Oaks, Birch and Fruit trees. Deering Oaks consists primarily of Heritage White Oaks and the moth population has accelerated to a level where we could see extensive canopy defoliation if not treated swiftly. Over the past few years, staff have attempted to manage the BTM population by clipping nests and injecting infected trees with a pesticide. However, due to the 2020 drought,

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recreation@portlandmaine.gov • www.portlandprf.com



CITY OF PORTLAND

Parks, Recreation & Facilities Department

Ethan Hipple, Director

CITY OF PORTLAND

Parks, Recreation & Facilities Department

Alex Marshall, Parks Director

the population grew to a size where those techniques are no longer effective. Their impact on the health of the Parks' trees, and the Park itself, is increasingly negative and problematic.

The defoliation caused by BTMs can lead to branch dieback within just a couple years. This will lead to the death of many of the Parks' trees, including its heritage Oaks, over the next few years unless we intervene now.

After a recent survey of the trees within Deering Oaks Park, The Maine Forest Service and City staff recorded 313 of 316 trees surveyed to have Browntail moth nests on them. Three heritage oaks recorded over 1,000 nests each, 2 oaks have between 500 and 1,000 nests, 23 oaks have between 100 and 500 nests and 285 oaks range from 1 to 100 nests across their canopy.

III. Course of Action

Staff are recommending to treat the infested trees by means of ground spraying/misting into the canopy during the first week of budbreak (the week of May 20). During the time of actual treatment, we will close the park to all guests for at least one day following the pesticide application. Per the Pesticide Use Ordinance, chapter 34-5 subsection d, this treatment plan is exempt and will not require a waiver.

Staff are recommending that events such as the Farmers Market are moved to alternate locations for 6 weeks, starting the week of May 17 and ending July 2.. Staff are working with the Farmers Market Organization on a relocation to another location during this period. (A diagram of a proposed temporary space in Payson Park is enclosed.)

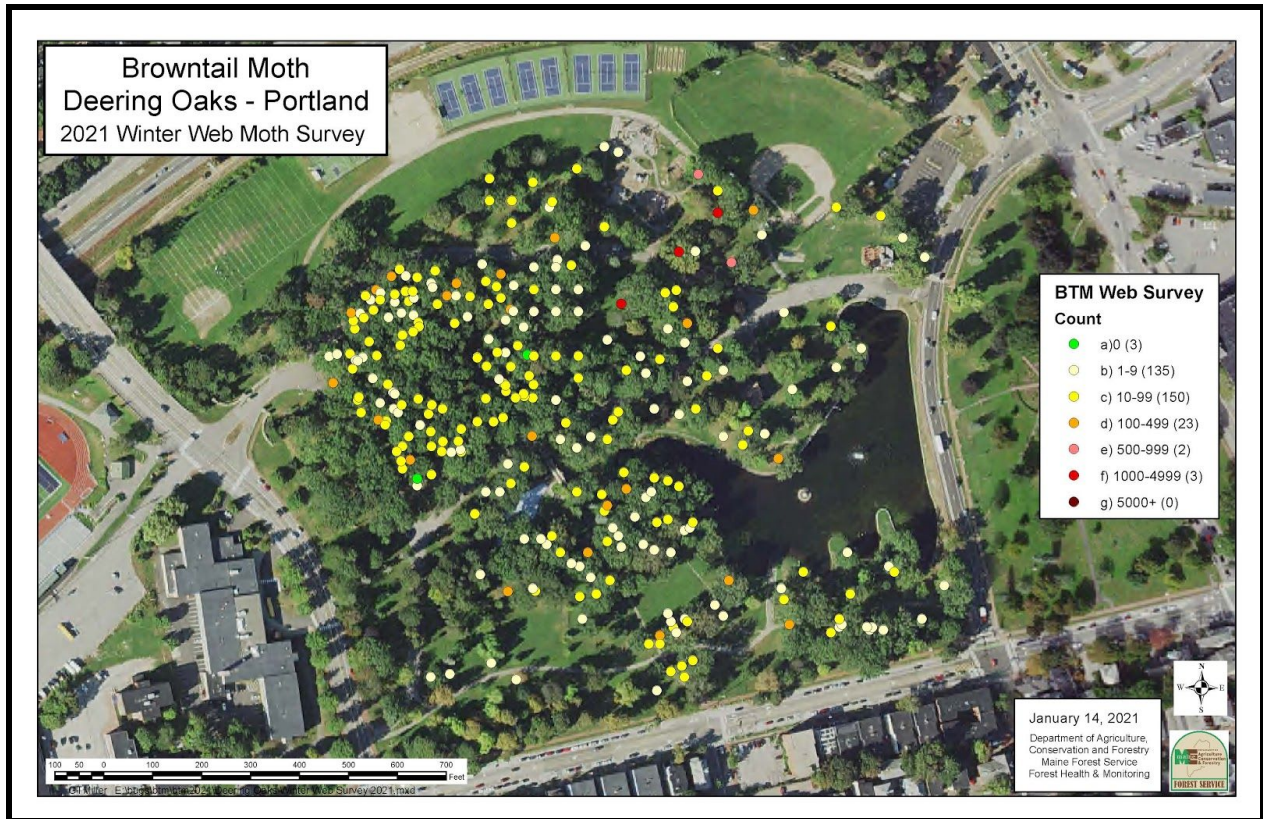
Staff are also working to find a suitable location for the Wednesday Market, which typically resides in Monument Square but was held in Deering Oaks in 2020 due to COVID spacing requirements.

City Parks staff is committed to ensuring that these modifications are feasible and effectively communicated to the public.



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Parks, Recreation & Facilities Department
Ethan Hipple, Director

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Alex Marshall, Parks Director



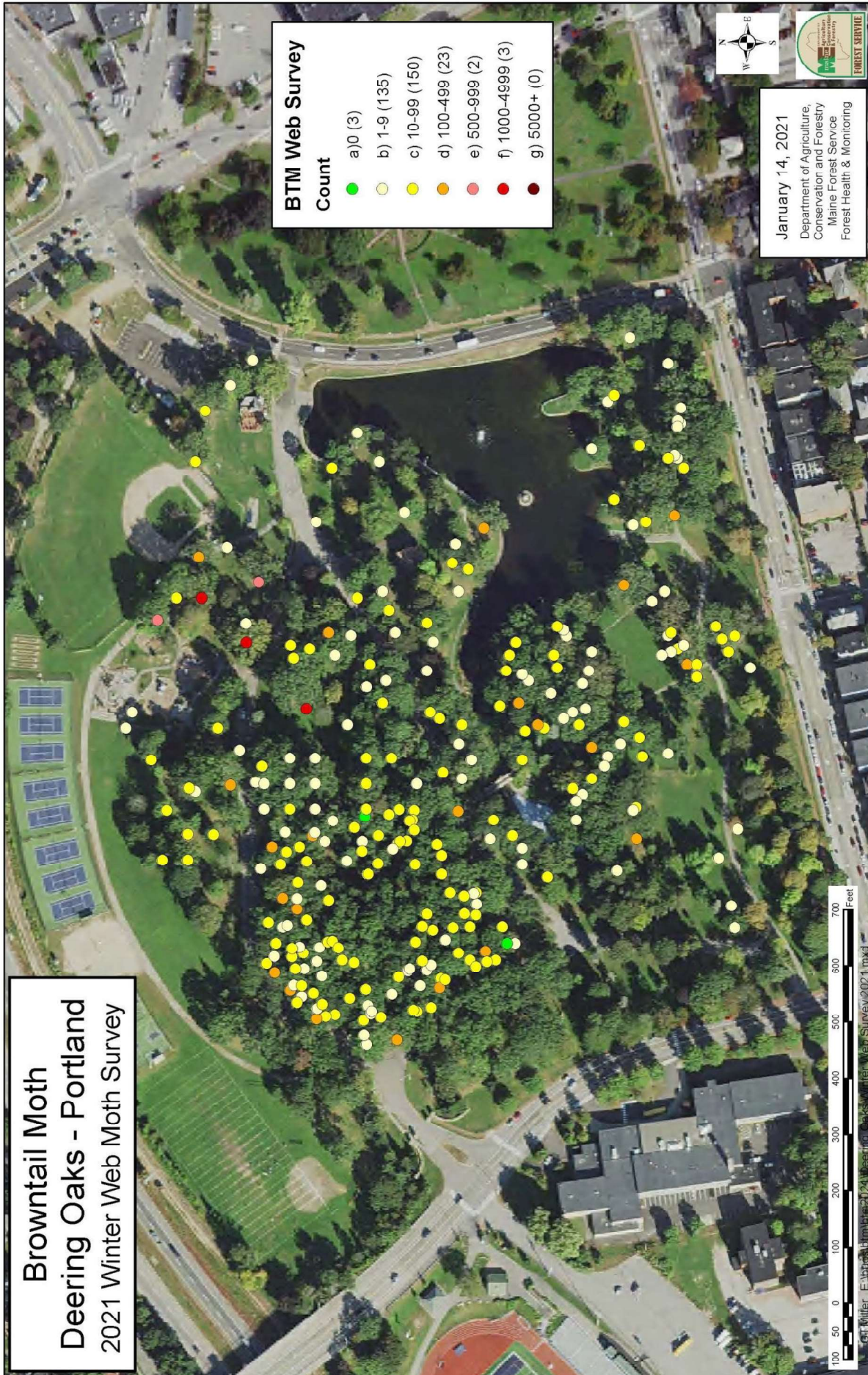
Payson Park- Farmers Market Map



Proposed Jan.2021:

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recreation@portlandmaine.gov • www.portlandprf.com

Browntail Moth Deering Oaks - Portland 2021 Winter Web Moth Survey







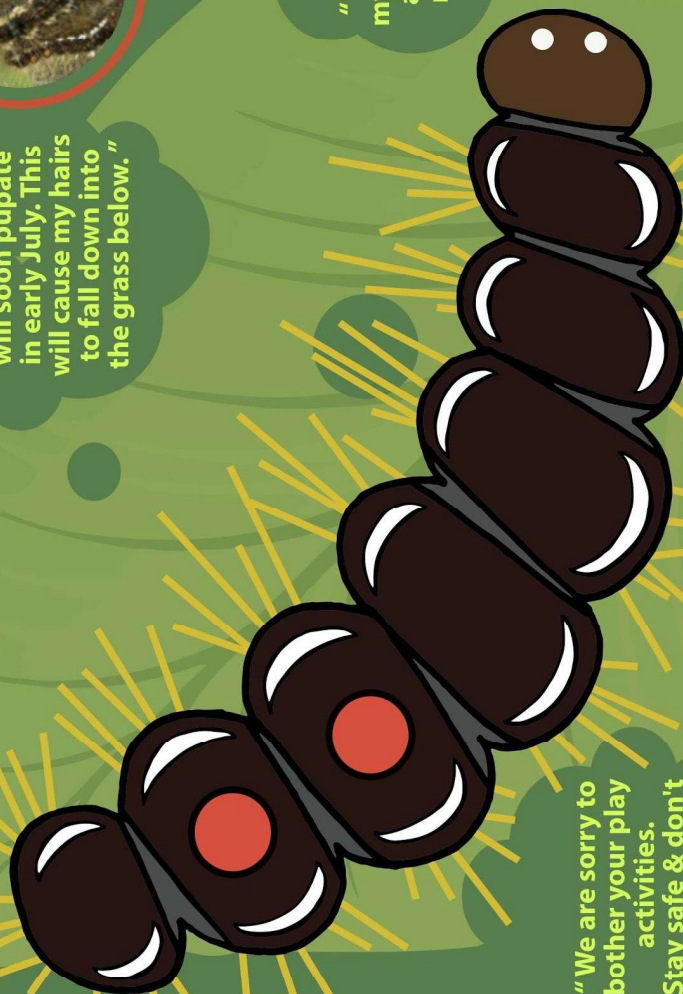




CAUTION: Browntail Moth in Park !!



"I usually spend my time eating Oak tree foliage & will soon pupate in early July. This will cause my hairs to fall down into the grass below."



"We are sorry to bother your play activities. Stay safe & don't touch me."

"The tiny hairs on my body may cause a poison ivy-like rash or respiratory problems!"

two
red
dots
means
STOP

**DO
NOT
TOUCH**



For more info on Browntail Moths scan the QR code or visit the Maine Forest Service website.

PORTLAND
PARKS, RECREATION
& FACILITIES

Payson Park- Farmers Market Map



Proposed Jan.2021: