

1. Agenda Only 12-19-16

Documents:

[AGENDA ONLY 12-19-2016.PDF](#)

2. Agenda And Packet 12-19-2016

Documents:

[AGENDA AND PACKET 12-19-2016.PDF](#)

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

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

AGENDA
REGULAR CITY COUNCIL MEETING
DECEMBER 19, 2016

The Portland City Council will hold a regular City Council Meeting at 5:30 p.m. in City Council Chambers, City Hall. The Honorable Ethan K. Strimling, Mayor, will preside.

PLEDGE OF ALLEGIANCE:

ROLL CALL:

ANNOUNCEMENTS:

RECOGNITIONS:

“Arts in the Chamber”, Children from the Cast of Portland Stage
will perform a scene from the *Christmas Carol*.

The Portland Hockey Trust will thank the Portland City Council for
its support.

APPROVAL OF MINUTES OF PREVIOUS MEETING:

(Tab 1)	December 5, 2016 City Council Organizational Meeting Minutes December 5, 2016 Special City Council Meeting Minutes
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PROCLAMATIONS:

Proc 16-16/17 (Tab 2)	Proclamation Honoring Cheryl Brewster, Police Department, as Employee of the Month for November 2016 – Sponsored by Mayor Ethan K. Strimling.
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Proc 17-16/17 (Tab 3)	Proclamation Honoring Keith Forest, Public Works Department, as Employee of the Month for December 2016 - Sponsored by Mayor Ethan K. Strimling.
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Proc 18-16/17 (Tab 4)	Proclamation Honoring Officer Andrew Knutson as Police Officer of of the Month for November 2016 – Sponsored by Mayor Ethan K. Strimling.
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APPOINTMENTS:

Order 106-16/17 (Tab 5) Order Authorizing Special Council and Outside Boards and Commissions Appointments for 2017 - Sponsored by Mayor Ethan K. Strimling.

This order appoints City Councilors and City staff to various outside Boards and Commissions for 2017.

Five affirmative votes are required for passage after public comment.

CONSENT ITEMS:

LICENSES:

BUDGET ITEMS:

COMMUNICATIONS:

RESOLUTIONS:

Resolve 4-16/17 (Tab 6) Resolve Endorsing the Mission and Goals of the Future Office of Economic Opportunity – Sponsored by the Economic Development Committee, Councilor David Brenerman, Chair.

The City Council set as one of its 2016 goals to evaluate whether the City should have an Office of New Mainers. The Economic Development Committee was tasked with this evaluation and has unanimously recommended that an Office of Economic Opportunity be created within the City Manager's office. The resolution asks the Council to endorse this future office's mission and goals.

Five affirmative votes are required for passage after public comment.

6:00 P.M. PUBLIC COMMENT PERIOD ON NON-AGENDA ITEMS:

UNFINISHED BUSINESS:

Order 102-16/17 (Tab 7) Traffic Schedule Amendment Re: Junior Street to No Parking - – Sponsored by Councilor David Brenerman and Jon P. Jennings, City Manager.

Junior Street is a 150-foot-long street connecting Lyseth Moore Drive to Bartley Avenue, just east of Auburn Street. The neighborhood and District 5 Councilor desire to see Junior Street adjusted not to allow parking along its length. When schools are in session, it is common to have vehicles parking along Junior Street, which impacts visibility and access for its residents.

The Council action would change the traffic schedule to make Junior Street, currently an unrestricted street, “No Parking” on both sides of the street.

This item must be read on two separate days. It was given a first reading on December 5, 2016. Five affirmative votes are required for passage after public comment.

**Order 103-16/17
(Tab 8)**

**Order Approving Agreements between Portland, Maine Department of Transportation and Portland Area Comprehensive Transport System
Re: Veranda Street Paving – Sponsored by Jon P. Jennings, City Manager.**

Authorizing this three-party agreement only commits City funding of preliminary engineering, not to exceed \$15,300, and provides Maine Department of Transportation (MaineDOT) with authorization to proceed with engineering and estimating work.

An update to the overall project cost is expected early in 2017 as part of a two-party agreement between MaineDOT and the City, which will be brought before the City Council for endorsement.

The surface paving of Veranda Street (from I-295 to Martin’s Point Bridge) is anticipated in mid to late 2017.

This item must be read on two separate days. It was given a first reading on December 5, 2016. Five affirmative votes are required for passage after public comment.

**Order 104-16/17
(Tab 9)**

Amendment to Portland City Code Chapter 13 General Assistance Re: Lawfully Present and Lawful Process – Sponsored by Corporation Counsel, Danielle West-Chuhta.

Amendments to Portland City Code Chapter 13, General Assistance (GA), are proposed to mirror recent changes in Maine Department of Health and Human Services (MDHHS) Rules and Regulations regarding those persons who are lawfully present in the United States or are pursuing a lawful process to apply for immigration relief. By enacting these changes, the City shall insure that it does not run the risk of the State of Maine withholding some or all of the reimbursement provided for payments from the General Assistance program.

This item must be read on two separate days. It was given a first reading on December 5, 2016. Seven affirmative votes are required for passage as an emergency after public comment.

**Order 105-16/17
(Tab 10)**

**Amendment to Portland City Code Chapter 33 Re: Tipped Wage
- Sponsored by Danielle West-Chuhta, Corporation Counsel.**

Starting on January 1, 2017, workers who receive tips as part of their wages must be paid a minimum of \$5.00 an hour by their employers.

On November 8, 2016, Maine voters approved a minimum wage increase starting at \$9.00 an hour on January 1, 2017. Before the increase was approved, employers could pay their tipped employees a direct cash wage of half of the minimum wage of \$7.50, or \$3.25 an hour, and take a tip credit of \$3.25, as long as tips added to that wage totaled the minimum wage.

The City's adopted minimum wage ordinance also has the same tip credit as state law, as long as tips added to that wage totaled the amount of the City's minimum wage, which was \$10.10 in 2016.

On January 1, 2017, the City of Portland Minimum Wage will be \$10.68. The tipped direct cash wage will be at least \$5.00 an hour, in compliance with the new state law. Therefore, the total of a tipped employee's minimum direct cash wage of \$5.00 an hour plus the tip credit must equal at least \$10.68 per hour under the City's ordinance.

If it does not, the employer must pay the employee more in a direct cash wage to make up the difference. The proposed amendment to the Portland City Code will put the City in compliance with the new statutory language.

This item must be read on two separate days. It was given a first reading on December 5, 2016. Seven affirmative votes are required for passage as an emergency after public comment.

ORDERS:

**Order107-16/17
(Tab 11)**

**Order Authorizing Salary Increase for the City Manager –
Sponsored by the Legislative/Nominating Committee, Councilor Justin
Costa, Chair.**

Annual performance appraisals were conducted by the City Council with the City Manager on Friday, December 2, 2016.

The Legislative/Nominating meet on December 12 and voted unanimously to forward this item to the City Council with a recommendation for passage.

A recommendation and approval are needed to grant the City Manager compensation adjustments as follows, retroactive to July 3, 2016.

2% COLA adjustment; 5% Merit adjustment based on annual evaluation and attainment of goals; 5% market adjustment.

Five affirmative votes are required for passage after public comment.

**Order 108-16/17
(Tab 12)**

**Order Authorizing Waterfront Concert Festivals Presented by
Waterfront Concerts, LLC on the Maine State Pier and Approving
Contracts and Permits Therefor.**

This order authorizes Waterfront Concerts to produce a concert series on the Maine State Pier on various dates in the Spring/Summer 2017. All of these concerts would follow the same guidelines imposed by the City of Portland. With approval Waterfront Concerts would be able to confirm, announce, and put tickets on sale in a more timely fashion. Approval also would eliminate the time constraints and increase the ability for organizers to confirm bookings. This order would apply only to the 2017 outdoor concert season. Prior to the 2017 Season, the City Manager will be requesting a City Council Workshop to determine whether to move forward with Waterfront Concerts in the future and whether to approve temporary or permanent structures for 2018 and beyond.

Five affirmative votes are required for passage after public comment.

AMENDMENTS:

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December 5, 2016 Special City Council Meeting Minutes**

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– Sponsored by Councilor David Brenerman and Jon P. Jennings, City Manager.**

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Five affirmative votes are required for passage after public comment.

AMENDMENTS:

Tab 1 - 16/17

IN COUNCIL ORGANIZATIONAL MEETING DECEMBER 5, 2016 VOL. 133 PAGE 41

ROLL CALL: Mayor Strimling called the meeting to order at 12:10. (All Councilors Present).

City Clerk Jones administered the oath of office to Councilor Ali and Councilor Batson.

ROLL CALL: Mayor Strimling asked the Clerk to read the Call. (All Councilors Present).

BUSINESS MEETING

1. Resolve #3 -16/17 - Adopting Council Rules.

Motion was made by Councilor Costa and seconded by Councilor Thibodeau.

Motion was made by Mayor Strimling and seconded by Councilor Costa to amend Resolve three by changing Housing Committee membership to three members.
Passage 9-0.

Motion was made by Councilor Costa and seconded by Councilor Thibodeau for passage as amended. Passage 9-0.

2. Comm. 6 Appointing Standing Committees and other Council Appointed Committees.

4. Order #95 16/17 – Appointing Mayor Pro Tempore.

Motion by Councilor Ray and seconded by Councilor Dusen for passage. Passage 9-0.

Motion by Councilor Dusen and seconded by Councilor Brennerman to adjourn.
Passage 9-0, 12:40 P.M.

A TRUE COPY.

ATTEST

Katherine L. Jones, City Clerk, CMC

IN COUNCIL SPECIAL MEETING DECEMBER 5, 2016 VOL. 133 PAGE 42

ROLL CALL: Mayor Strimling called the meeting to order at 12:45 P.M. (All Councilors Present).

ANNOUNCEMENTS:

RECOGNITIONS:

APPROVAL OF MINUTES OF PREVIOUS MEETING:

Motion was made by Councilor Ray and seconded by Councilor Thibodeau for approval of the minutes of November 21, 2016, Regular City Council Meeting. Passage 9-0.

PROCLAMATIONS:

APPOINTMENTS:

Order 97-16/17 Order Appointing Constables for 2017 – Sponsored by Jon P. Jennings, City Manager.

DEPARTMENT OF PERMITTING AND INSPECTIONS

Michael Russell
Jonathan Rioux
Jeanie Bourke
Douglas Morin
Paul Fagone
Laurie Leader
Duane Hanson
Jessica Hanscombe

PORTLAND HOUSING AUTHORITY

Karin Lavigne
Trevor Nugent
Clayton Williams
Shannon Rafferty-Roy
Marcia Yeaton

JETPORT

Kate Oliver
Franklin L. Noiles

PORTLAND PUBLIC LIBRARY

Joaquim Almeida
Miroslav M. Petrovic
Paul Tetzlaff

PARKS, RECREATION, AND FACILITIES

Jill Mulkern

PARKING CONTROL

Kevin Ready

Paul Willey

John Peverada

POLICE DEPARTMENT

Kelly Watters, Process Server

Dylan Matthews, Ordinance Enforcement

ANIMAL CONTROL

POLICE DEPARTMENT

Ruthann Weist

FIRE DEPARTMENT

Keith Gautreau

David Petruccelli

DEPARTMENT OF PUBLIC WORKS

Rhonda Zazzara

Kevin Thomas

Mark Pinette

Dawn Davidson

CLIFF ISLAND

Charles Green

Motion was made by Councilor Brenerman and seconded by Councilor Ray for passage. Passage 9-0.

Motion was made by Councilor Duson and seconded by Councilor Mavodones to reconsider. Passage 9-0.

Motion was made Costa and seconded by Costa and seconded by Councilor Mavodones for passage. Passage 8-1 (Duson).

CONSENT ITEMS:

LICENSES:

Order 98-16/17 Order Approving License for a Scrap Metal Recycling Facility for Prolerized New England Company, LLC – Sponsored by Michael Russell, Director of Permitting and Inspections.

Motion was made by Councilor Ray and seconded by Councilor Costa for passage. Passage 9-0.

Order 99-16/17 Order Granting Municipal Officers' Approval of The King's Head, LLC d/b/a Jager. Application for a Class XI Restaurant/Lounge at 41 Wharf Street – Sponsored by Michael Russell, Director of Permitting and Inspections.

Motion was made by Councilor Thibodeau and seconded by Councilor Ray for passage. Passage 9-0.

Order 100-16/17 Order Granting Municipal Officers' Approval of B&SS Corporation d/b/a Hi Bombay. Application for a Class III & IV (Beer & Wine) License at 1 Pleasant Street – Sponsored by Michael Russell, Director of Permitting and Inspections.

Motion was made by Councilor Ray and seconded by Councilor Thibodeau for passage. Passage 9-0.

BUDGET ITEMS:

COMMUNICATIONS:

RESOLUTIONS:

UNFINISHED BUSINESS:

Order 92-16/17 Order Approving the Collective Bargaining Agreement with the City Employees Benefit Association (CEBA) of the American Federation of State, County and Municipal Employees (AFSCME) Local 1373 - Sponsored by Jon P. Jennings City Manager. This was given first reading on November 2, 10216.

Motion was made by Councilor Ray and seconded by Councilor Thibodeau for passage. Passage 9-0.

Order 93-16/17 Amendment to Zoning Map Re: 10 Washington Avenue to India Street Form-Based Code Zone – Sponsored by the Planning Board, Elizabeth Boepple, Chair. This item was given first reading on November 21, 2016.

Councilor Costa disclosed that his employer is in the vicinity of India Street and they are not to gain benefits from this.

Motion was made by Councilor Ray and seconded by Councilor Duson for passage. Passage 9-0.

Order 94-16/17 Amendment to Portland City Code Chapter 2 Administration Re: Authorization for Finance Director to Accept and Execute Certain Licenses and Easements – Sponsored by Jon P. Jennings, City Manager. This item was given first reading on November 21, 2016.

Motion was made by Councilor Mavodones and seconded by Councilor Brenerman for passage.

Motion was made by Mayor Strimling and seconded by Councilor Costa to amend Order 94 by adding at the end of Section 2-17(f)(5) “and communicate the granting of such license or easement to the city Council.” Passage 7-2, (Duson, Ray).

Motion was made by Councilor Mavodones and seconded by Councilor Brenerman for passage as amended. Passage 9-0.

ORDERS:

Order 101-16/17 Order Authorizing the Adoption of the Cumberland County Hazard Mitigation Plan - Sponsored by Jon P. Jennings, City Manager.

Motion was made by Councilor Ray and seconded by Councilor Batson for passage. Passage 9-0.

**Order 102-16/17 Traffic Schedule Amendment Re: Junior Street to No Parking -
– Sponsored by Councilor David Brenerman and Jon P. Jennings, City Manager.**

This is its first reading.

IN COUNCIL SPECIAL MEETING DECEMBER 5, 2016 VOL. 133 PAGE 46

**Order 103-16/17 Order Approving Agreements between Portland, Maine Department of Transportation and Portland Area Comprehensive Transport System
Re: Veranda Street Paving – Sponsored by Jon P. Jennings, City Manager.**

This is its first reading.

AMENDMENTS:

**Order 104-16/17 Amendment to Portland City Code Chapter 13 General Assistance Re:
Lawfully Present and Lawful Process – Sponsored by Corporation Counsel, Danielle West-Chuhta.**

This is its first reading.

**Order 105-16/17 Amendment to Portland City Code Chapter 33 Re: Tipped Wage
- Sponsored by Danielle West-Chuhta, Corporation Counsel.**

This is its first reading.

Motion was made by Councilor Mavodones and seconded by Councilor Costa to adjourn. Passage 9-0, 1:20, P.M.

A TRUE COPY.

Katherine L. Jones, City Clerk

Tab 1 - 16/17

IN COUNCIL ORGANIZATIONAL MEETING DECEMBER 5, 2016 VOL. 133 PAGE 41

ROLL CALL: Mayor Strimling called the meeting to order at 12:10. (All Councilors Present).

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Motion was made by Councilor Costa and seconded by Councilor Thibodeau.

Motion was made by Mayor Strimling and seconded by Councilor Costa to amend Resolve three by changing Housing Committee membership to three members.
Passage 9-0.

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RECOGNITIONS:

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- Sponsored by Danielle West-Chuhta, Corporation Counsel.**

This is its first reading.

Motion was made by Councilor Mavodones and seconded by Councilor Costa to adjourn. Passage 9-0, 1:20, P.M.

A TRUE COPY.

Katherine L. Jones, City Clerk

*Dec 16 - 16/17
Tab 2 18-19-16*

PROCLAMATION

Honoring

Cheryl Brewster

Employee of the Month

November 2016

WHEREAS: **Cheryl Brewster** of the Police Department has been named the City of Portland Employee of the Month by a committee of her peers and selected for this distinct honor from a workforce of 1,300; and

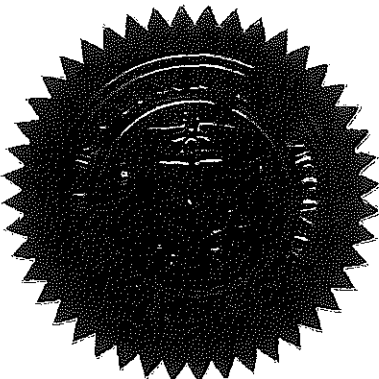
WHEREAS: This award is presented in recognition of **Cheryl's** work as a Telecommunications Supervisor with sixteen years of City service. **Cheryl** went above and beyond her duties, showing her dedication to serving the public by initiating the Fill-A-Backpack Challenge in August; and

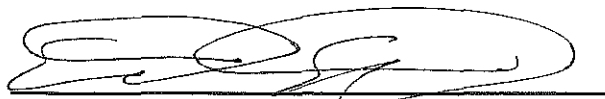
WHEREAS: **Cheryl** initially sent out the challenge to friends and family on Facebook to donate school supplies and backpacks for children that would not have the appropriate items to start the new school year. This challenge then went out to all City employees and to the public through social media; and

WHEREAS: **Cheryl's** efforts with this initiative resulted in an overwhelmingly generous response of 146 backpacks filled with supplies. The supplies were given to local children in need through the Community Policing Coordinators. **Cheryl** truly is an asset to the Police Department and to the City.

NOW, THEREFORE, BE IT RESOLVED, THAT I, Ethan K. Strimling, Mayor of the City of Portland, Maine, and the members of the Portland City Council do hereby proclaim honor and recognition to **Cheryl Brewster** as **City Employee of the Month, November 2016.**

Signed and Sealed this 19th day of December, 2016




Ethan K. Strimling, Mayor
City of Portland, Maine

*Proc 17-16/14
Tab 3 12-19-16*

PROCLAMATION

Honoring

Keith Forest

Employee of the Month

December 2016

WHEREAS: **Keith Forest** of the Public Works Department has been named the City of Portland Employee of the Month by a committee of his peers and selected for this distinct honor from a workforce of 1,300; and

WHEREAS: This award is presented in recognition of **Keith's** work as a Maintenance Worker II with eleven years of City service. **Keith** is a vital part of the City's mission to reach environmental sustainability goals toward zero waste. **Keith** is not only a tremendous team player but has the ability to independently problem solve. **Keith** creatively finds ways to make a difference in the City; and

WHEREAS: **Keith** took it upon himself to make use of old trash cans by restoring the cans and painting them the recycling blue color with the white recycling symbol on each one. **Keith** then took the initiative to place these transformed recycling cans around the city in many locations, including City parks and ballfields; and

WHEREAS: Due solely to **Keith's** proactive approach and his time spent educating many residents who frequent these locations, the City recovered an additional 2.1 tons of recycling in just one week. Previously, this recycling would have been 2.1 tons of additional municipal solid waste the City would need to pay for in disposal fees. This speaks to **Keith's** dedication to the financial responsibility we have to our residents. **Keith's** dedication to duty is always on display by his willingness to help other City departments, his pleasant interactions with the public, and constantly working to improve the Solid Waste Department's image. **Keith** truly is an asset to the Public Works Department and to the City.

NOW, THEREFORE, BE IT RESOLVED, THAT I, Ethan K. Strimling, Mayor of the City of Portland, Maine, and the members of the Portland City Council do hereby proclaim honor and recognition to **Keith Forest** as **City Employee of the Month, December 2016**.

Signed and Sealed this 19th day of December, 2016



A handwritten signature in black ink, appearing to read "Ethan K. Strimling", is written over a horizontal line.

**Ethan K. Strimling, Mayor
City of Portland, Maine**

*Proc 18-16/17
Tab 4 12-19-16*

PROCLAMATION
HONORING
OFFICER ANDREW KNUTSON

WHEREAS, **Officer Knutson** joined the Portland Police department in August of 2015. Prior to joining the department he served as a Reserve Police Officer for the Old Orchard Beach Police Department. He holds an Associates Degree in Criminology from Southern Maine Community College; and

WHEREAS, **Officer Knutson** is recognized for his detailed investigation for aggravated furnishing of prescription drugs to a minor; and

WHEREAS, **Officer Knutson** is additionally recognized for saving the life of a minor who attempted suicide by de-escalating the incident and ensuring a smooth transition for the victim and her family at the hospital; and

WHEREAS **Officer Knutson** is described as a team oriented individual who is positive, skilled and passionate about upholding the department's core values of Leadership, Integrity and Service; and

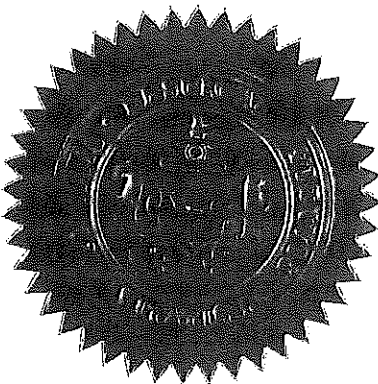
WHEREAS, **Officer Knutson** is commended for his exemplary performance and outstanding representation of the Portland Maine Police Department.

NOW, THEREFORE, BE IT RESOLVED, THAT I, Ethan K. Strimling, Mayor of the City of Portland, Maine, and the members of the Portland City Council do hereby proclaim honor and recognition to **Officer Andrew Knutson** as **Officer of the Month for November 2016.**

Signed and sealed this 19th day of December 2016



Ethan K. Strimling, Mayor
City of Portland, Maine



Order 186 - 16/17
Tab 5 12-19-16

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)

**ORDER AUTHORIZING SPECIAL COUNCIL AND
OUTSIDE BOARDS AND COMMISSIONS APPOINTMENTS FOR 2017**

ORDERED, that the individuals identified in Attachment A to this order are hereby appointed as members of the boards and commissions listed in Attachment A for the calendar year 2017.

**ANNUAL APPOINTMENTS AND NOMINATIONS TO
BOARDS AND COMMISSIONS
ATTACHMENT A**

Casco Bay Island Transit

District

Staff: Mike Murray

Creative Portland

Councilor: David Brenerman

Staff: Dinah Minot

Greater Portland

Council of Governments

General Assembly

Mayor Ethan Strimling

Staff: Jon Jennings

Staff: Jeff Levine

Staff: Julie Sullivan

Staff: Danielle West-Chuhta

Staff: Chief David Jackson

Staff: Chief Mike Sauschuck

Cumberland County

Finance Committee

Councilor: VACANT

Councilor: VACANT

ECOMaine

Councilor: Spencer

Thibodeau

Staff: Anne Bilodeau

Staff: Chris Branch

Staff: Troy Moon

Fish Exchange

Councilor: Nicholas

Mavodones

Fish Pier Authority

Councilor: Nicholas

Mavodones

Staff: Anita LaChance

Greater Portland Transit

Councilor: Belinda Ray

Councilor: Pious Ali

Staff: Paul Bradbury

Staff: Jeff Levine

Resident: Ed Suslovic

Island Advisory

Staff: Mike Murray

Jetport Noise Advisory

Councilor: Brian Batson

Land Bank Commission

Councilor: Justin Costa

Library Trustee

Councilor David Brenerman

MMA Leg Policy

Mayor: Ethan Strimling

Councilor: David Brenerman

Councilor: Jill Duson

Staff: Jon Jennings

Metro Regional Coalition

Mayor: Ethan Strimling

Staff: Jon Jennings

PACTS Policy Com

Mayor: Ethan Strimling

Councilor: Spencer

Thibodeau

Staff: Jon Jennings

Staff: Chris Branch

Staff: Nell Donaldson

Staff: Kathi Earley

PACTS Technical Com

Staff: Jeremiah Bartlett

PACTS Planning Com

Staff: Bruce Hyman

Parks Commission

Councilor: Belinda Ray

Portland Regional

Chamber, Portland

Community and City Affairs

Committee

Staff: Jon Jennings,

(delegated to Greg Mitchell)

Portland Development

Corp

Mayor: Ethan Strimling

Staff: Jon Jennings

Portland Downtown

Mayor: Ethan Strimling

Staff: Greg Michell

Portland Public Arts

Councilor: Brian Batson

Waterfront Alliance

Councilor: Nicholas

Mavodones

Resolve 4 - 16/17
Tab 6 12-19-16

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)

**RESOLUTION ENDORSING THE MISSION AND GOALS OF THE FUTURE
OFFICE OF ECONOMIC OPPORTUNITY**

WHEREAS, Portland has been a city of immigrants who have contributed greatly to the vitality and success of this community; and

WHEREAS, in order to ensure the vibrancy of Portland's economy and that employers will want to locate and stay in Portland, employers must be able to hire a diverse work force; and

WHEREAS, our community members must be employed on a pathway to their highest potential so that the city can remain attractive for new residents; and

WHEREAS, Portland employers are frequently unable to fill vacant positions; and

WHEREAS, many immigrants and people of color need improved access to skills training and job opportunities; and

WHEREAS, immigration is an important part of an economic growth strategy for Portland, and

WHEREAS, improving immigrant integration is critical to ensure Portland's work force and vitality; and

WHEREAS, the City Council set as one of its 2016 goals to evaluate whether the City should establish an office focused on integrating immigrants into the local economy; and

WHEREAS, the Economic Development Committee has held six (6) public hearings, heard from service providers, community groups and individuals, examined comparable northeastern cities, researched best practices from around the country, and held a public conference on the topic; and

WHEREAS, there is clear consensus among the groups heard from and from the Economic Development Committee that the City has a role to play in convening service providers to strengthen communication and collaboration; ensure capacity across the system; collect and share impact data; and better identify and address gaps on an ongoing basis;

NOW, THEREFORE, BE IT RESOLVED, that the Portland City Council hereby endorses the following mission:

To convene and leverage public and private partners to assure optimal communication and collaboration, so that immigrants, people of color and other

underserved populations have access to jobs and related support services, and economic opportunities; and

BE IT FURTHER RESOLVED, that the City Council hereby endorses the following:

- That the City Manager hire a director who will undertake the following goals:
 - convene community resources to improve coordination, communication and collaboration and avoid or decrease any duplication of services;
 - create a common data collection tool;
 - link employees more systematically with job seekers, and job seekers with necessary training;
 - collaborate with partners to ensure ongoing intern, apprentice, and mentorship opportunities; and
 - seek grant funding for additional staff for the future Office of Economic Opportunity.



Executive Department
Julie Sullivan
Senior Advisor to the City Manager

TO: City Council
cc: Jon Jennings, City Manager
DATE: December 9, 2016
RE: Economic Development Committee Revisions re Office of Economic Opportunity

At the Nov. 22 Economic Development Committee meeting, the Committee decided that the name should be the Office of Economic Opportunity and the mission/purpose should be:

To convene and leverage public and private partners to assure optimal communication and collaboration so that immigrants, people of color and other underserved populations have access to jobs and related support services as well as economic opportunities.

MEMORANDUM
City Council Agenda Item

DISTRIBUTE TO: Jon Jennings, Ethan Strimling, Anita LaChance, Sonia Bean,
Danielle West-Chuhta, Nancy English

FROM: Julie Sullivan, Senior Advisor to the City Manager

DATE: December 8, 2016

SUBJECT: Resolution re Future Office of Economic Opportunity

SPONSOR: Councilor David Brenerman, Chair, Economic Development
Committee

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading N/A Final Action 12/19/16

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

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

Councilor Brenerman will provide the introduction and Julie Sullivan can answer any detailed questions.

I. ONE SENTENCE SUMMARY

The Economic Development Committee has a resolution regarding its recommendation to start an Office of Economic Opportunity.

II. AGENDA DESCRIPTION

The City Council set as one of its 2016 goals to evaluate whether the City should have an Office of New Mainers. The Economic Development Committee was tasked with this evaluation, and has unanimously recommended that an Office of Economic Opportunity be created within the City Manager's office. The resolution asks the Council to endorse this future office's mission and goals.

III. BACKGROUND

See above.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

This addresses the 2016 Council goal of evaluating whether the City should have an Office of New Mainers.

V. FINANCIAL IMPACT

None at this time.

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

VII. RECOMMENDATION

Staff recommends endorsement of the resolution.

VIII. LIST ATTACHMENTS

Resolution

Back-up materials provided to the Economic Development Committee

Prepared by: Julie Sullivan

Date: 12/8/16



City Council
David Brenerman
District 5

MEMORANDUM

TO: Economic Development Committee – Councilors Costa and Thibodeau
FROM: Councilor David Brenerman, Chair, Economic Development Committee
Julie Sullivan, Senior Advisor to the City Manager
cc: City Council
DATE: November 16, 2016
RE: **Proposal re Office of Economic Opportunity and Immigrant Integration**

Over the past eight months, the Economic Development Committee has sought to determine whether the City should establish an office focused on integrating immigrants into our local economy. The City Manager's Office has considered such an office since September, 2015, and subsequently this issue was identified by the City Council and Mayor Strimling as one of the priority goals for 2016. The City Manager included funds in the 2016-2017 budget to study the issue.

To that end, the Committee held six public hearings, heard from service providers, community groups and individuals, looked at comparable northeastern cities, researched best practices from around the country, and held a public conference on the topic. This memo provides a broad framework for the Committee's discussion and vote on Tuesday. Details can be found in the back-up material.

As a result of public input, organizational presentations, national best practice research and over 25 meetings with organizations and community members, several key points of consensus emerged:

- Immigration is an important part of this city's economic growth strategy and improving immigrant integration is critical to ensuring Portland's work force and vitality.
- Designating an office specifically for New Mainers is largely viewed as exclusive, given the need to also improve economic opportunity for youth, people of color, and other disadvantaged populations.
- Many needed services are being provided, though there are still gaps, including:
 - English language classes – availability as well as scope
 - Transportation and child care for English classes and other job training support
 - Proactive, consistent and systematic outreach to employers to identify jobs that are difficult to fill and subsequent partnering with Portland Adult Education, Southern Maine Community College, and the University of Southern Maine to provide those skills; and link job seekers with employers
 - Providing mentoring and intern/apprentice opportunities on a broad scale

- Convening service providers to strengthen communication and collaboration and to ensure capacity across the system, collecting and sharing impact data, and better identifying gaps on an ongoing basis
- Clarity on where to go for what services
- Outcome data

Mission/Purpose

Assure that Portlanders have access to job skills development, career counseling, and job placement services to maximize individual potential and ensure a robust workforce.

In order to ensure the vibrancy of Portland's economy, our employers must be able to hire the workforce they need so that they will stay here and so that other employers will want to move here, while our community members must be employed on a pathway to their highest potential and the city can also continue to attract new residents.

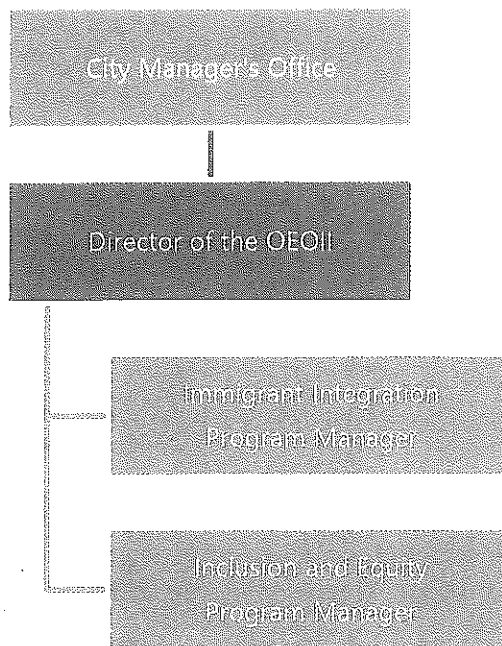
There seems to be consensus among those interviewed as well as conference attendees that the City does indeed have a role to play:

- Convening community resources to improve coordination, communication, and collaboration and avoid or decrease duplication of services
- Creating a common data collection tool, perhaps based on what Louisville has done, to better track outcomes across organizations and perhaps individual job seekers, as well as evaluating the work of the new office
- Linking employers more systematically with job seekers, and job seekers with necessary training (building upon the successes and partnerships in the HIRE program, for example)
- Collaborating with partners to provide ongoing intern/apprentice opportunities
- Focusing on the unique needs of immigrants by ensuring availability and accessibility of a wide range of English language classes
- Targeting the needs of youth and people of color

Proposed Structure

The Committee's research and public input seem to point to creating an Office of Economic Opportunity and Immigrant Integration. Initially, this Office would report directly to the City Manager's office to ensure that it has as successful a start as possible. There would be a Director overseeing the Office, with a Program Manager implementing the Immigrant Integration efforts and a Program Manager implementing the Inclusion and Equity efforts focused on people of color.

The Director would work on the more macro level issues and would convene partner organizations, build the intern/apprentice/mentor programs, oversee the data tool development, and link with funders. Each Program Manager would focus on his/her specific target population(s), building on best practices around the country to pilot and implement improved and/or new approaches in collaboration with partners.



Budget

In addition to staff costs, we also recommend budgeting for a robust evaluation of the Office's initiatives as well as the creation of a data tool to be used across relevant service providers to better measure outcomes using common metrics. It is critical to know whether we are doing the right thing and doing things right; it is insufficient to only know numbers of people enrolling in and/or completing programs. Also, there are several foundations in the Portland area who are focused on this kind of work and are eager to partner with the City.

Personnel	Cost	City	Grant
Director	\$ 83,750	\$ 83,750	\$ -
Program Managers (2)	\$ 140,000	\$ -	\$ 140,000
	\$ 223,750	\$ 83,750	\$ 140,000
Consultants			
Evaluation	\$ 10,000	\$ -	\$ 10,000
Data Tool	\$ 12,500	\$ -	\$ 12,500
	\$ 22,500	\$ -	\$ 22,500
Other Expenses			
Local travel	\$ 1,500	\$ 1,500	\$ -
Training	\$ 5,000	\$ 2,000	\$ 3,000
Computers (3)	\$ 6,000	\$ 6,000	\$ -
Printer	\$ 150	\$ 150	\$ -
Supplies	\$ 250	\$ 250	\$ -
	\$ 12,900	\$ 9,900	\$ 3,000
Total	\$ 259,150	\$ 93,650	\$ 165,500

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Catholic Charities Refugee-Immigration Services	Job Search Assistance, Mentoring/Counseling, Resume Building, Translation/Interpretation, Connection to Employers, Legal Services	primary refugees or asylees granted asylum within 5 years of arrival, Cubans and Haitians, foreign-born victims of human trafficking	free	no	yes	no
Coastal Counties Workforce	Funding for Service Providers	n/a	n/a	n/a	no	no
Coastal Enterprises, Inc (CEI)	Workforce Development, Mentoring/Counseling, Financial Literacy, Connection to Employers, Support Through Post-Secondary Ed Application Process, Small Business Development Start-Up & Expansion, Individual Development Accounts (IDA), Job Creation	IDA is for refugee/ asylee with small amount of earned income, business counseling open to anyone	Business advising is free, small application fee for IDA	2 week waiting period	no	no
Community Financial Literacy	Workforce Development, Mentoring/Counseling, Financial Literacy, Career Exploration, Skills Certification or Recertification, Career Planning, Support Through Post-Secondary Ed application Process, Small Business Development/ Start-Up & Expansion, Individual Development Accounts (IDA)	focus on immigrants, refugees, asylees, low-income individuals	free	can be	no	no
Congolese Community of Maine	ESL Classes, Computer Literacy, Employment Referrals, Job Search Assistance, Community Building, Financial Support for Ed/Job Training	Priority to Congolese, but open to all immigrants, refugees, asylees	free	no*	yes*	no*
COP Economic Development Dept	Small Business Development/ Start-Up & Expansion, Commercial Loans, Job Creation and Grants	Business must be located in Portland	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
COP HIRE program	Workforce development, Employment Referrals, Job Search Assistance, Resume Building, Career Exploration, Connection to Employers, Support to Gain Work Authorization/ Work Permits	General Assistance recipients	free	no	vouchers	no
Umaine Law School Cumberland Legal Aid Clinic	Legal Services	individuals or families with low incomes	\$10 admin fee & court fees	no	no	no
Educate Maine	Workforce Development, Financial Support for Education/ Job Training, Connection to Employers, Skills Certification or Recertification, Career Planning, Employment Transition Support	Maine residents ages 17-29 with demonstrated barriers to employment	minimal, depends on income	no	yes*	yes*
Goodwill Workforce Solutions	Workforce Development, Employment Referrals, Job Search Assistance, Mentoring/ Counseling Resume Building, Connection to Employers	low-income, receiving SNAP/TANF	free	can be	vouchers	Financial support for child care
Greater Portland Career Center	Workforce Development, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Job Training, Computer Center, Skills Certification/Recertification, Career Planning	dependent on program, must display a willingness to work, some programs require income eligibility, some require work authorization	free	yes*	vouchers	Financial support for child care
Greater Portland Workforce Initiative	Workforce Development, Professional Career Path Re-Entry, Connection to Employers, Skills Certification or Recertification, Employment Transition Support, Job Creation	targeted population includes: low income, immigrant/refugees, homeless, disconnected youth, ex-offenders, single heads of household	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
HopeActs	ESL Classes, Community Building, Mentoring/Counseling, Conversational English Practice, Support to Gain Work Authorization/ Work Permits	single asylum seekers, no children/couples/families	free	yes	no	no
Immigrant Legal Advocacy Project (ILAP)	Support to Gain Legal Status, Support to Gain Work Authorization/Work Permits, Legal Services	immigrants/refugees/asylees living at or below 200% of the federal poverty level	free or very low fees	can be	no	no
Jobs for Maine Graduates	Workforce Development, Employment Referrals, Job Search Assistance, Community Building, Mentoring/Counseling, Career Exploration/ Volunteer Opportunities, Connection to Employers, Career Planning, Support through Post-Secondary Ed Application Process and First Year of Post-Secondary Ed	students facing barriers to graduation	free	can be	yes*	no
Learning Works	ESL Classes	adults age 18+ in need of English language instruction	free	can be	no	no
Living With Peace	Workforce Development, Small Business Development/ Start-up and Expansion, Commercial Loans and Grants, Job Creation	resident of Portland, low-moderate income, desire to start a business in Portland	free	no	no	no
Maine Access Immigrant Network (MAIN)	Workforce Development, Employment Referrals, Community Building, Connection to Employers	low-income/ refugees, immigrants, asylees	free	no	no	no
Maine Equal Justice Partners	Legal Services, Advocacy, Legislation	Maine residents under 200% of the federal poverty line	free	no	no	no
Maine Volunteer Lawyers Project	Civil legal pro bono referrals and clinics (interpretation services available for clients)	Maine residents with low incomes	free	no	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
New England Arab-American Organization	ESL Classes, Workforce Development, Employment Referrals, Community Building, Professional Career Path Re-entry, Skills Certification or Re-Certification, Career Planning	Arabic speakers	free	yes	no	yes*
New Ventures	Workforce Development, Mentoring/ Counseling, Financial Literacy, Career Planning, Employment Transition Support, Small Business Development/ Start-Up & Expansion, Family Development Accounts (FDA)	open to everyone	free	no	vouchers	no
Opportunity Alliance Work-Life Advisor	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Skills Certification or Recertification	low to moderate income	free	no	vouchers	no
PAE New Mainers Resource Center	ESL Classes, Employment Referrals, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Ed, Professional Career Path Re-Entry, Computer Center, Career Planning	focus on immigrants, refugees, and asylees	free, ESL classes have cost	no	no	no
Portland Adult Education	ESL Classes, Computer Literacy, Media & Computer Based ELL, Resume Building, Conversational English Practice, Financial Literacy, Financial Support for Ed	open to everyone	varies by class	yes	vouchers	no
Portland Development Corporation	Commercial Loans and Grants, Job Creation	Business must be located in Portland	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Portland Housing Authority Resident Services	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Financial Literacy, Financial Support for Translation/Interpretation, Career Exploration	must receive housing subsidies through Portland Housing Authority	free	yes*	vouchers	no
Pine Tree Legal Assistance	Legal services (interpretation services available for clients)	Maine residents with low incomes (some eligibility restrictions may apply)	free	no	no	no
Portland Jobs Alliance	Workforce Development, Connection to Employers, Skills Certification or Recertification, Job Creation	Portland residents, employed in Portland, earning median income, have level 3 English competency	free	can be	vouchers	Financial support for child care
Portland Public Library	Workforce Development, Computer Literacy, Computer & Media Based ELL, Resume Building, Financial Literacy, Computer Center, References for Entrepreneurs, References for gaining legal status	anyone who lives, works, or goes to school in Cumberland County, York County, and parts of Oxford County	free	no	no	no
Preble Street Resource	Employment Referrals, Mentoring/Counseling, Resume Building, Translation/Interpretation, Volunteer Opportunities, Legal Services	anyone who needs help	free	no	vouchers	no
Salvation Army	ESL Classes, Employment Referrals, Mentoring/ Counseling, Conversational English Practice	anyone who needs help	free	yes	no	yes
SMCC ESOL dept	ESL Classes, Workforce Development, Computer Literacy, Media & Computer Based ELL, Financial Support for Ed, Computer Center	intermediate level ESL/ELL	SMCC tuition	no	vouchers	yes*
State of Maine Office of Multicultural Affairs	Funding for Service Providers	n/a	n/a	n/a	no	

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
USM ESOL dept	ESL Classes (only intermediate and advanced), Financial Support for Education, Computer center	intermediate level ELL/college readiness	USM tuition	no	yes*	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Catholic Charities Refugee-Immigration Services	Job Search Assistance, Mentoring/ Counseling, Resume Building, Translation/Interpretation, Connection to Employers, Legal Services	primary refugees or asylees granted asylum within 5 years of arrival, Cubans and Haitians, foreign-born victims of human trafficking	free	no	yes	no
Coastal Counties Workforce	Funding for Service Providers	n/a	n/a	n/a	no	no
Coastal Enterprises, Inc (CEI)	Workforce Development, Mentoring/Counseling, Financial Literacy, Connection to Employers, Support Through Post-Secondary Ed Application Process, Small Business Development Start-Up &Expansion, Individual Development Accounts (IDA), Job Creation	IDA is for refugee/ asylee with small amount of earned income, business counseling open to anyone	Business advising is free, small application fee for IDA	2 week waiting period	no	no
Community Financial Literacy	Workforce Development, Mentoring/Counseling, Financial Literacy, Career Exploration, Skills Certification or Recertification, Career Planning, Support Through Post-Secondary Ed application Process, Small Business Development/ Start-Up & Expansion, Individual Development Accounts (IDA)	focus on immigrants, refugees, asylees, low-income individuals	free	can be	no	no
Congolese Community of Maine	ESL Classes, Computer Literacy, Employment Referrals, Job Search Assistance, Community Building, Financial Support for Ed/Job Training	Priority to Congolese, but open to all immigrants, refugees, asylees	free	no*	yes*	no*
COP Economic Development Dept	Small Business Development/ Start-Up & Expansion, Commercial Loans, Job Creation and Grants	Business must be located in Portland	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
COP HIRE program	Workforce development, Employment Referrals, Job Search Assistance, Resume Building, Career Exploration, Connection to Employers, Support to Gain Work Authorization/ Work Permits	General Assistance recipients	free	no	vouchers	no
Umaine Law School Cumberland Legal Aid Clinic	Legal Services	individuals or families with low incomes	\$10 admin fee & court fees	no	no	no
Educate Maine	Workforce Development, Financial Support for Education/ Job Training, Connection to Employers, Skills Certification or Recertification, Career Planning, Employment Transition Support	Maine residents ages 17-29 with demonstrated barriers to employment	minimal, depends on income	no	yes*	yes*
Goodwill Workforce Solutions	Workforce Development, Employment Referrals, Job Search Assistance, Mentoring/ Counseling Resume Building, Connection to Employers	low-income, receiving SNAP/TANF	free	can be	vouchers	Financial support for child care
Greater Portland Career Center	Workforce Development, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Job Training, Computer Center, Skills Certification/Recertification, Career Planning	dependent on program, must display a willingness to work, some programs require income eligibility, some require work authorization	free	yes*	vouchers	Financial support for child care
Greater Portland Workforce Initiative	Workforce Development, Professional Career Path Re-Entry, Connection to Employers, Skills Certification or Recertification, Employment Transition Support, Job Creation	targeted population includes: low income, immigrant/refugees, homeless, disconnected youth, ex-offenders, single heads of household	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
HopeActs	ESL Classes, Community Building, Mentoring/Counseling, Conversational English Practice, Support to Gain Work Authorization/ Work Permits	single asylum seekers, no children/couples/families	free	yes	no	no
Immigrant Legal Advocacy Project (ILAP)	Support to Gain Legal Status, Support to Gain Work Authorization/Work Permits, Legal Services	immigrants/refugees/asylees living at or below 200% of the federal poverty level	free or very low fees	can be	no	no
Jobs for Maine Graduates	Workforce Development, Employment Referrals, Job Search Assistance, Community Building, Mentoring/Counseling, Career Exploration/ Volunteer Opportunities, Connection to Employers, Career Planning, Support through Post-Secondary Ed Application Process and First Year of Post-Secondary Ed	students facing barriers to graduation	free	can be	yes*	no
Learning Works	ESL Classes	adults age 18+ in need of English language instruction	free	can be	no	no
Living With Peace	Workforce Development, Small Business Development/ Start-up and Expansion, Commercial Loans and Grants, Job Creation	resident of Portland, low-moderate income, desire to start a business in Portland	free	no	no	no
Maine Access Immigrant Network (MAIN)	Workforce Development, Employment Referrals, Community Building, Connection to Employers	low-income/ refugees, immigrants, asylees	free	no	no	no
Maine Equal Justice Partners	Legal Services, Advocacy, Legislation	Maine residents under 200% of the federal poverty line	free	no	no	no
Maine Volunteer Lawyers Project	Civil legal pro bono referrals and clinics (interpretation services available for clients)	Maine residents with low incomes	free	no	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
New England Arab-American Organization	ESL Classes, Workforce Development, Employment Referrals, Community Building, Professional Career Path Re-entry, Skills Certification or Re-Certification, Career Planning	Arabic speakers	free	yes	no	yes*
New Ventures	Workforce Development, Mentoring/ Counseling, Financial Literacy, Career Planning, Employment Transition Support, Small Business Development/ Start-Up & Expansion, Family Development Accounts (FDA)	open to everyone	free	no	vouchers	no
Opportunity Alliance Work-Life Advisor	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Skills Certification or Recertification	low to moderate income	free	no	vouchers	no
PAE New Mainers Resource Center	ESL Classes, Employment Referrals, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Ed, Professional Career Path Re-Entry, Computer Center, Career Planning	focus on immigrants, refugees, and asylees	free, ESL classes have cost	no	no	no
Portland Adult Education	ESL Classes, Computer Literacy, Media & Computer Based ELL, Resume Building, Conversational English Practice, Financial Literacy, Financial Support for Ed	open to everyone	varies by class	yes	vouchers	no
Portland Development Corporation	Commercial Loans and Grants, Job Creation	Business must be located in Portland	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Portland Housing Authority Resident Services	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Financial Literacy, Financial Support for Translation/Interpretation, Career Exploration	must receive housing subsidies through Portland Housing Authority	free	yes*	vouchers	no
Pine Tree Legal Assistance	Legal services (interpretation services available for clients)	Maine residents with low incomes (some eligibility restrictions may apply)	free	no	no	no
Portland Jobs Alliance	Workforce Development, Connection to Employers, Skills Certification or Recertification, Job Creation	Portland residents, employed in Portland, earning median income, have level 3 English competency	free	can be	vouchers	Financial support for child care
Portland Public Library	Workforce Development, Computer Literacy, Computer & Media Based ELL, Resume Building, Financial Literacy, Computer Center, References for Entrepreneurs, References for gaining legal status	anyone who lives, works, or goes to school in Cumberland County, York County, and parts of Oxford County	free	no	no	no
Preble Street Resource	Employment Referrals, Mentoring/Counseling, Resume Building, Translation/Interpretation, Volunteer Opportunities, Legal Services	anyone who needs help	free	no	vouchers	no
Salvation Army	ESL Classes, Employment Referrals, Mentoring/ Counseling, Conversational English Practice	anyone who needs help	free	yes	no	yes
SMCC ESOL dept	ESL Classes, Workforce Development, Computer Literacy, Media & Computer Based ELL, Financial Support for Ed, Computer Center	intermediate level ESL/ELL	SMCC tuition	no	vouchers	yes*
State of Maine Office of Multicultural Affairs	Funding for Service Providers	n/a	n/a	n/a	no	

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
USM ESOL dept	ESL Classes (only intermediate and advanced), Financial Support for Education, Computer center	intermediate level ELL/college readiness	USM tuition	no	yes*	no

Summary of Findings

Through phone interviews and email questionnaires of service providers in Portland, Maine that are currently providing workforce development related services to the refugee and immigrant population, I found that many service areas lack sufficient resources to meet the extensive needs of the community. The general theme was that there are many organizations competing for the same limited amount of funding. To better share resources and reduce competition, some organizations have begun to collaborate on initiatives in an effort to better serve the immigrant and refugee population with the shared goal of developing a strong and prepared workforce. "Collaboration" and "Workforce Development" were two areas of strength. However, despite pooling resources, collaborating organizations like the Greater Portland Workforce Initiative, Educate Maine, and the Portland Jobs Alliance are still finding it difficult to meet the needs of the community. "Collaboration" can also mean a less formal relationship between organizations, such as one service provider referring individuals to another service provider.

All of the identified services lack funding and resources, which is compounded by the service providers' dedication to provide free or minimal cost services and by unpredictable and time-sensitive funding. Many organizations provide English learning classes, but do not have the adequate funding and resources to meet the high demand, and many are run completely by volunteers. Transportation vouchers, while sometimes available, are extremely limited. Affordable, quality childcare was identified as a major gap in services, and was only offered consistently by one organization because of committed volunteers. Access to basic needs like housing, food, and health care, while outside of the scope of this project, were mentioned by the majority of service providers as barriers to successful workforce development. Gaining legal status and work permits is another barrier. Many service providers identified three areas where the city of Portland could help: Basic Social Services; Funding and Resources; and Collaborating.

There were some limitations of this research. The categories of services were created as a result of the answers given by service providers to the question "what services do you offer?" and were not specifically asked about during the interviews or as part of the email questionnaires. Because of this, several providers may actually offer some other services than those identified in the matrix, and the matrix may not accurately indicate the services provided by each organization. Also, a few service providers and organizations were difficult to reach or never responded to phone calls and emails, so are not included in the matrix even though they may provide workforce development related services to the refugee and immigrant population.

City of Portland Service Providers Matrix Notes

English Language Classes:

- HopeActs ELL program is called Hope House English Language Program (HHELP)
- The New Mainers Resource Center (NMRC) does not offer English classes directly, they are offered through Portland Adult Ed (PAE)

Mentoring/Counseling:

- Jobs for Maine's Graduates (JMG) provides guidance during the application process, transition into, and during the first year of post-secondary education

Career Exploration:

- JMG provides other opportunities for career exploration through taking part in community service projects
- Preble Street provides volunteer opportunities to promote job readiness

Financial Support for Education/Job Training:

- The Congolese Community of Maine provides money that is donated from members for other members to attend Driver's Ed and other educational/job training programs
- USM ESOL provides scholarships for eligible individuals
- SMCC ESOL provides scholarships for eligible individuals
- PAE has limited scholarships available and fee waivers up to \$50 for Portland residents who meet income eligibility
- NMRC assists in finding scholarships for PAE classes
- The Greater Portland CareerCenter has a scholarship program called the Competitive Skills Scholarship for job skills trainings

Small Business Development/ Start-up and Expansion:

- Portland Public Library has resources for entrepreneurs

Support to Gain Legal Status:

- Portland Public Library has a section called The Immigration Corner with resources to assist in the citizenship process

Transportation:

- The Congolese Community of Maine pools resources from members to pay for some members to attend Driver's Ed, those members in turn will give rides to the community, but this does not meet the tremendous need for transportation to get to and from work, school, appointments, etc
- JMG provides transportation for students to community service opportunities and other career exploration field trips
- USM ESOL dept is connected to USM bus service, students can ride between the Portland and Gorham campuses

- Goodwill Workforce Solutions provides transportation as needed on a case-by-case basis
- Educate Maine provides transportation as needed on a case-by-case basis

Transportation Vouchers:

- JMG high school students get discounted bus passes
- SMCC students ride free on metro
- PAE has limited number of bus passes
- Goodwill Workforce Solutions provides a limited number of bus passes and gas cards
- Preble Street Employment Program receives \$250/month for bus passes
- Greater Portland CareerCenter provides financial support for transportation through the Competitive Skills Scholarship Program
- Portland Housing Authority provides a limited number of bus passes
- New Ventures gives bus passes and gas money as needed on a case-by-case basis
- Educate Maine provides transportation vouchers and assistance as needed on a case-by-case basis

On-Site Child Care:

- The Congolese Community of Maine is trying to start an Early Childhood Education program but lacks funding
- The New England Arab American Organization provides childcare, but it is run by volunteers as they have no funding and can't pay providers
- SMCC has an on-site preschool, but it is not included in the ESOL program and it is not free
- Educate Maine can provide childcare as needed on a case-by-case basis

Financial Support for Childcare:

- Greater Portland CareerCenter provides financial support for childcare through the Competitive Skills Scholarship program
- Educate Maine can provide financial support for childcare as needed on a case-by-case basis

IDA:

- New Ventures offers matched savings accounts in the form of Family Development Accounts (FDA)

Collaboration:

- Educate Maine is collaborating with Goodwill, Coastal Counties Workforce Initiative, SMCC, and USM on the Tech Hire initiative to engage young adults facing barriers to employment in Maine

- The Greater Portland Workforce Initiative is collaborating with 20 stakeholders to help coordinate service providers to serve job seekers with barriers, and is currently focused on connecting job seekers and employers in the healthcare field
- The Portland Jobs Alliance is a collaboration between CEI (Coastal Enterprises, Inc), Preble Street, Goodwill, Catholic Charities, Community Financial Literacy, SMCC, and Portland Adult Ed to identify adults facing barriers to employment and connect them to employers; partner with businesses to create new jobs; and partner with education and job skills programs to increase our skilled workforce

*These are the only current formal collaborations identified

Economic Necessity: Workforce Development and Immigrant Integration

A Day of Learning and Discussion

Wednesday, October 26 • 8 am – 3 pm • USM, Abromson Center

Free and open to the public; to register:

<https://conferences.usm.maine.edu/attendeeonline/AutoLogin.aspx?page=new&event=1119&password=event>

Join us in a conversation with innovators and leaders as we continue to learn about how the City of Portland, local businesses and organizations, and educators and trainers can coordinate and collaborate to ensure Portland's success by creating a vibrant, multicultural and educated workforce. How can we do a better job of attracting and retaining employers, ensuring access to relevant education and training, and linking job seekers and employers?

- | | |
|-----------------|---|
| 8:00 – 8:45 am | Breakfast and the Economic Necessity of a Strong Workforce Linked to High-Need Industries
Councilor David Brenerman, Economic Development Committee Chair
Mayor Ethan Strimling
Quincy Hentzel, Portland Regional Chamber of Commerce |
| 8:45 – 9:45 | Welcome Dayton (OH): <i>A public-private partnership developed a clear, measurable plan to be an immigrant-friendly city</i>
Tom Wahlrab |
| 9:45 – 10:45 | Aurora, CO Office of International and Immigrant Affairs:
<i>Detailed plan for immigrant integration, with a one-stop and natural helpers</i>
Ricardo Gambetta |
| 10:45 – 11:45 | Louisville, KY Office for Globalization: <i>International Councils, connections and information, emphasis on immigrant integration</i>
Bryan Warren |
| 11:45 – 1:00 pm | Lunch and Innovating to Meet Workforce Needs
USM President Glenn Cummings
Cindy Caplice, SIGCO
Giovani Twigge, IDEXX |
| 1:00 – 2:00 | English Language Learners and Job Readiness: <i>National and local innovations and partnerships</i>
Xavier Botana, Superintendent, Portland Public Schools
Julie Chase and David Zahn, Southern Maine Community College |
| 2:00 – 3:00 | What have we learned today and what's next?
Dr. Erin Oldham, USM Middle School, Data Innovation Project |





Executive Department
Julie Sullivan
 Senior Advisor to the City Manager

TO: Councilor David Brenerman, Chair, Economic Development Committee
 Jon Jennings, City Manager
 Greg Mitchell, Economic Development Department Director

DATE: September 25, 2016

RE: Possible Office of Economic Opportunity – Progress to Date and Input Needed

Much progress has been made on the Council's goal of evaluating the feasibility of an Office of New Mainers. Below please find updates on meetings held, direction suggested by these meetings and additional research, and where we are on conference planning plus guidance needed from you at this time.

Meetings

Name	Organization	Key outcomes
Tim Honey		Worked with MIRC via World Affairs Council and supports Office of Economic Opportunity (instead of Office of New Mainers) and convening role
Tae Chong	Coastal Enterprises Inc.	Wants to see Portland rebranded as an international city, well-poised to compete for human capital; supports an Office of Globalization
Claude Rwangje	Community Financial Literacy	Supports an Office of Economic Opportunity (instead of Office of New Mainers) and convening role, with main focus on economic empowerment; likes Dayton program; being a welcoming city is number one priority; need clear workforce development plan, with pathways for skilled jobseekers to use their education
Dan Coyne	Greater Portland United Way	An Office of Economic Opportunity fits in very well with Thrive 2027 goals
Liz Cotter Schlax	Greater Portland United Way	Likes Office of Economic Opportunity (instead of Office of New Mainers) with targeted intervention strategies; taking lead in data-sharing and role modeling transparency
Kim Moore	Greater Portland Workforce Initiative	Broad collaborative group working on shared data collection one sector at a time; currently focused on health care
Rev. Ken Lewis	Green Memorial AME Zion	Doesn't see a fit for an Office of New Mainers, does support an Office of Economic Opportunity which would engage young adults and keep them here; need strong connection with schools, SMCC, USM, Chamber – identify

Name	Organization	Key outcomes
		strong students and link with professional track entry-level jobs; check out Boston Private Industry Council
Gio Twigge	IDEXX	Meeting rescheduled to Fri 9/30
Beth Stickney	Immigrant Legal Aid Project	Working on Maine Business Immigrant Coalition to testify in Augusta on legislation related to immigrant integration, adult education funding, etc.
Sara Gagne Holmes	J.T. Gorman Foundation	Meeting scheduled for Tues 9/27
Adam Lee	Lee Auto Malls	Huge need for mechanics – good pathway from D level to A, which is high-paying; helpful to have database tracking new Mainers and who has what skills. Look at Tree Street Youth in Lewiston. Need to serve all who need this; prefers Office of Economic Opportunity
Alain Nahimana	Maine Immigrants' Rights Coalition	Need City's leadership as neutral convener; likes Office of Economic Opportunity (instead of Office of New Mainers) with main focus on immigrant integration, collaboration, common ground on key issues
Katie Fullam Harris	MaineHealth	Need to understand who we have here and what their needs are; identify and put on pathway. Link with behavioral health. Also supports Office of Economic Opportunity (instead of Office of New Mainers) and underscores desperate hiring challenges
Erin Oldham	USM/Muskie School	Directs new Data Innovation Project; can work with City on shared data collection across providers as well as evaluation
Joe McDonnell	USM/Muskie School	Office of Economic Opportunity would be a good move for the City; could also work with SBA and others on improved coordination
Mike Tarpinian	Opportunity Alliance	Need to increase cultural competence at all organizations; need to look like the people we serve. Two-generation approach to service delivery – eg, employment, financial literacy, career pathways. Supports Office of Economic Opportunity (instead of Office of New Mainers) and City role in convening, ensuring soft supports (transportation, child care, navigating through process); does not like globalization approach, we are not recruiting millennials but supporting all people who are here
Quincy Hentzel, Chris Hall, Chris Quint	Portland Community Chamber of Commerce	Must do a better job integration immigrants into the workforce, as they are desperately needed; supports Office of Economic Opportunity (instead of Office of New Mainers) and Chamber ready to be active partner
Xavier Botana	Portland Public Schools	Clear need for better preparation and better pathways for immigrants; supports City's role as convener and partner in this work

Name	Organization	Key outcomes
Cindy Caplice	SIGCO, Inc.	40% of ~250 employees are immigrants; foster use of English conversation in the workplace; carpooling; teaching job skills, assimilation at PAE
Julie Chase	Southern Maine Community College	Contextual language classes specifically for high-need industries (intensive, tailored trainings on-site); stackable credentials, eg, CNA plus phlebotomy plus tech. Shared data collection would be great – not only service providers but also individuals, jobs available, etc. Also should partner with other municipalities, eg, Westbrook, Lewiston/Auburn, South Portland, Biddeford, Windham
David Zahn	Southern Maine Community College – ELL Programs	Newly hired, eager to partner to improve English language acquisition and job success
Adam Burk	Treehouse Institute	Global Shapers program, funded by World Economic Forum

Direction

Building on the key themes, possible approaches and review of current resources in the community presented on July 5, additional research and many discussions have further clarified the direction the Council may want to take.

There is overwhelming support for the City to create an Office of Economic Opportunity, as opposed to an Office of New Mainers or even an Office of Globalization; a clear majority of stakeholders would like this new office to focus on immigrant integration as well as linking other target populations, such as youth and people of color, to education/training, mentoring/internships and networking opportunities.

In addition to **(1)** convening service providers and partner organizations to improve coordination, this new office should also **(2)** consider partnering with Muskie to create a common data collection tool (perhaps learning from what Louisville has done) to better track outcomes and perhaps individual job seekers, as well as evaluating the work of the new office. There is a need to **(3)** explicitly identify job categories that are difficult to fill, and partner with employers and education institutions to train jobseekers for these positions, which is a role this new office may want to play as well. The new office may also want to work with Portland Adult Education (Portland Public Schools) and Southern Maine Community College to **(4)** explore moving adult education from the K-12 system to the community college system.

It seems that the mission for the City's new office may be that in order to ensure the vibrancy of Portland's economy, our employers must be able to hire the workforce they need so that they will stay here and so that other employers will want to move here, while our community members must be employed on a pathway to their highest potential while also attracting new residents.

Conference

The City will host a free conference open to the public on Wednesday, October 26 from 8 am – 3 pm in the Abromson Center at the University of Southern Maine. The title for your consideration is: **"Economic Necessity: Workforce Development and Immigrant Integration."** (Please see the

attached draft agenda). The conference is billed as a day of learning and discussion, and would begin with perhaps both Councilor Brenerman and City Manager Jennings setting the context for the day, with a brief overview of the Economic Development Committee's process to date and the goals for the day. I would like Quincy Hentzel, President of the Portland Community Chamber of Commerce, to then speak briefly on the pressing need to improve immigrant integration and overall connections between jobseekers, training, and hard-to-fill positions.

Our first session will then be a brief presentation by Tom Walraub on the Welcome Dayton program, including why they went with a public-private partnership for the program and how that is meeting the needs. They also have a detailed plan adopted in 2011 with clear, measurable actions.

Next will be Aurora, Colorado's Office of International and Immigrant Affairs, also discussing why they made the choices they made, including the use of natural helpers and focusing on integration. They too have a very detailed 3-year strategic plan.

The last morning session will be Louisville, Kentucky's Office for Globalization. They created international councils for each ethnic community and serve as an information clearinghouse. They have also spurred the development and use of a common data collection tool across all relevant service providers.

Over lunch, Cindy Caplice of SIGCO in Westbrook (and possibly also Gio Twigge from IDEXX and/or Sara Gagne Homes from JT Gorman) will discuss their innovations in attracting and retaining immigrants in their hard-to-fill positions (Sara would instead talk about Gorman's work in this area and innovative approaches/collaborations).

The first session after lunch will feature Superintendent Xavier Botana, Julie Chase and David Zahn of SMCC, and possibly someone from Portland Adult Education (Beth Campbell has left and there is no replacement yet). Xavier will discuss the brand-new findings of the national panel on ELL that he sits on as well as the K-12 contribution to preparing immigrants and other youth of color for meaningful career pathways. Julie and David will discuss the new trends at SMCC in both ELL and job training.

The day will close with a robust session led by Erin Oldham from Muskie. Erin and her team will review the key themes and learnings from each session (including input from attendees), the next steps in the City's process (recommendations will be presented to the Economic Development Committee at the second meeting in November), and ways in which interested parties can stay involved.

*Please review the draft agenda and let me know: **(1)** if you would indeed like to speak briefly to open the day, **(2)** whether you have any changes for the agenda, and **(3)** if there's anything else you'd like information on beyond the topics covered at the conference. I would like to get the agenda and invitations out as soon as possible, so I would greatly appreciate your prompt response.*

Economic Development Committee
Possible Creation of an Office of New Mainers
What We've Learned So Far
7/5/16

Questions: What role, if any, should the City play to ensure access to services and opportunities for immigrants/refugees/asylees to integrate effectively into the local workforce?

Should a dedicated office be created? For economic opportunities in general or specifically for immigrants/refugees/asylees?

Key Themes

- Immigration is a key part of an economic growth strategy for Portland and improving integration is critical to ensuring the work force and vitality of this city
- The Committee has heard from numerous community leaders, social service, education and employment providers
- Many needed services are being provided, though there are still gaps – most significantly in job opportunities, availability of ESL classes, addressing the K-12 achievement gap, as well as overall coordination (to ensure capacity across the system, collect and share impact data, better identify gaps)
- Portland needs to do more and to do things perhaps a little differently – look to other cities' best practices, innovations
- There may well be a role for the City to play – convening, coordination, data collection and evaluation of programs, policy development
 - Possibly also to ensure that Portland is a thriving, international city
 - Perhaps assuring that all Portlanders have access to job skills development, career counseling, and job placement services to maximize both individual potential as well as ensuring a vibrant workforce
 - Support and ignite economic development in the city
- Designating an office specifically for New Mainers can be viewed as exclusive, though the specialized needs of immigrants/refugees/asylees need to be addressed.
- There are a significant number of individuals and groups that may still need to be heard during the development phase of this process.
- How best to integrate services – co-location? MOUs?
- Focus of this new office is economic development, not health and social services

Possible approaches

- **Build up/expand HIRE program** – consider moving/linking the program to Economic Development and under supervision of this new Office.
 - Broaden scope so that GA is one of many sources of referral for it – target all Portlanders who need to access training and/or job linkage services

- Leverage work of Kim Moore/Greater Portland Workforce Initiative and perhaps tighten their connection with Portland Adult Ed to expand workforce development and training linkages (Career Center, Goodwill, CEI/Portland Jobs Alliance)
- Support businesses to hire non-traditional employees including internships/vocational mentoring programs (also as way to provide path to foreign-trained professionals to gain experience and certification in the U.S.)
- **Convene a broad-based collaborative** to work on four major areas:
 - **Rebranding Portland as a multicultural, international city** – marketing, data, trade
 - Celebrating the mosaic of ethnicities and nationalities here
 - Events, gardens, flags, and signage – examples of ways to strengthen Portland’s image as multicultural and international
 - ME International Trade Center, Portland Downtown, Maine Historical Society, Chamber, ethnic groups, businesses
 - **Re-engineer the work force pipeline by ensuring ESL** capacity through a school district-wide strategy as well as expanding ESL capacity for adults
 - Removing language barriers has been found to be the single most important step to integrate successfully
 - USM (and SMCC?) role with training ESL teachers
 - **Create innovative entrepreneurial opportunities and support** including microfinancing (Opportunity Alliance, Living with Peace, CEI, Community Financial Literacy, Portland Development Corporation, SBA) and proactively connect to employers’ needs (Diversity Hiring Coalition)
 - Learning from “bridge” programs to facilitate highly educated people to use their training here (Portland Adult Ed/New Mainers Resource Center)
 - **Ensure optimal coordination of the many service providers**, allowing the dots to be more easily connected, outcomes better measured by developing common metrics, and communication more open so that immigrants are more effectively integrated into the Portland community
 - Sustain Southern Maine/USM inventory of vocational programs and other existing services with unmet needs noted
 - Welcome Center Pilot Project/New Mainers Resource Center at Portland Adult Ed
- **Plan conference** for October

Selected Resources in Portland for Immigrant Integration – Employment and Entrepreneurship Support

Business Assistance Programs

- **Portland Development Corporation** (Barry Sheff)
 - Nearly 9% of PDC loans were made to immigrants; 13% of active loans have been made to immigrant businesses

- Provide matching grants of \$10,000 per net new job created, up to \$20,000 per business, to start-ups and growing businesses for full-time positions for low- to moderate-income Portland residents
- **City's Economic Development Department** (Greg Mitchell)
 - Guidance and support for individuals starting or growing businesses
 - The Economic Development Vision and Plan addresses "Supporting efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce"

Workforce Development

- **Portland Adult Ed** (Bethany Campbell)
 - High School credentials
 - ESOL
 - Street Academy serving homeless youth
 - Job readiness
 - New Mainers Resource Center – job classes, English language, and citizenship courses as well as case management
 - Need more advocacy and policy work to reduce barriers for new Americans, including transportation, housing and child care
 - Need to help businesses understand the benefits of hiring a more multicultural workforce
 - Need to create opportunities for employers to be more engaged with their future workforce
- **Coastal Counties Workforce, Inc.** (Antoinette Mancusi)
 - Regional workforce board – oversees and funds service delivery
 - Regional plan to align with State strategies as well as local labor market needs
 - Local one-stop: 190 Lancaster St
 - For all job seekers, have current job opening databases, workshops, access to technology, referral/access to support services – **Goodwill Workforce Solutions** (Ryan Anderson)
 - Most successful with New Mainers has been work-based learning
 - International credential evaluation
 - Training with peers
 - Direct work with Portland Adult Ed (ESOL/ELL)
 - Access to translation services
 - Employment readiness workshops
 - Common barriers
 - Limited English proficiency
 - Difficulty transferring or translating credentials
 - Limited knowledge as to how to navigate the system and/or workplace culture
 - Transportation

- Common system problems
 - Lack of coordination makes it difficult to access the workforce development system
 - Resources duplicated/not maximized
 - Lack of data, tracking or evaluation on how immigrants are served
 - Lack of collaboration among funders
- Link workers to industry needs
- Create career pathways, not just quickly getting a job
- **Greater Portland Workforce Initiative** (Kim Moore)
 - Disconnect between skills of jobseekers and needs of employers
 - Funded by JT Gorman Foundation, the initiative works to close this gap by developing a streamlined workforce pipeline to train and connect workers and employers in growth industries
 - Focus on low-income populations, specifically single heads of household, immigrants and refugees, ex-offenders, disconnected older youth, and homeless
 - Primary barriers for jobseekers
 - Limited English proficiency
 - Lack of job search skills
 - Lack of basic work skills
 - Transportation
- **Helping Individuals Regain Employment (HIRE), City of Portland** (Dave MacLean, Aaron Geyer)
 - New program which identifies and addresses employment barriers for General Assistance clients to move to self-sufficiency and generates a pool of qualified candidates for local employers to meet staffing needs
 - Close collaboration with Portland Adult Ed (language, job classes), Immigrant Legal Advocacy Project, Goodwill, Career Center
- **Coastal Enterprises, Inc.** (Jen Sporzynski)
 - Business development advising
 - Job training/development
 - Loans
 - Building Maine's Economy report

Other Immigrant/Refugee/Asylee Service Providers

- **Catholic Charities** (Steve Letourneau)
 - Serve primary refugees through Refugee & Immigrant Services program and Language Partners (translation)
 - City could coordinate business to hire immigrants/refugees, become welcoming at every level, not just for lowest-level jobs
 - Need job shadowing/mentoring, especially for people who were doctors, engineers in country of origin

- Need affordable housing

Written and Oral Testimony – General

(Please note, further detail on names and testimony can be found online at the Committee's web site)

- Alain Nahimana, Maine Immigrants' Rights Coalition
 - Vision: "An inclusive Greater Portland where diversity is valued, where everyone is involved and where the minority ethnic communities are welcomed, are given the opportunity to pursue their dream and empowered to contribute to the economic, social, political and cultural advancement of the Greater Portland area." "A Welcoming Community, An Opportunity Community and An Empowering Community for Immigrants."
 - Establish an interagency group to translate vision into strategic actions
 - Many gaps and lack of clarity, accountability and impact measurement tools to ensure resources are spent effectively and productively
 - Lack of coordination and communication among immigrant service providers
 - City should ensure that goals of immigrant integration are clearly understood and communicated; help shape vision and communicate priorities; promote accountability and achievement of measurable results
 - New office should begin with a comprehensive assessment and planning effort
- Dan Wallace, Partnership for a New American Economy
 - Immigration as key part of a strategy to promote economic growth
 - Consider all barriers immigrants face – lack of access to capital; public health and safety messages may not reach them; lack of trust in law enforcement may result in underreporting crime
 - An Office for New Americans can leverage external funding, ensure quality customer service, serve as a central hub for information
 - Help with pathway to citizenship
 - Language access policies
 - Connect immigrant entrepreneurs with small business services and microfinance
 - Connect underemployed, highly skilled immigrants with jobs in their field
 - NY – celebrates ethnic heritages with special events
- Chris Hall, Portland Regional Chamber of Commerce
 - Create an office – particularly need to address underemployment, open doors, add vibrancy to Portland's economy
- Odai Alibadi – support is needed for new projects and innovations from the immigrant communities.
- Damas Rugab – the new office should track its progress and learn what immigrants go through.
- Tae Chong – new office should connect the dots for existing services; evaluate what is working and what isn't
 - Significant ESOL needs

- Need strategic plan to answer the big questions
 - Brand Portland as an international community, not just refugee resettlement
 - Bring in non-traditional allies – ethnic groups, Maine Historical Society, Maine International Trade Center, Chamber, Portland Downtown
 - Address achievement gap in schools – re-engineer the workforce pipeline at the beginning, not just the end
 - Economic engine – innovation, entrepreneurship
- Kris Horton, Public Market – new office should address language and rules/regulations
- Rev. Ken Lewis, AME Zion Church – there already are many organizations for immigrants and what would this office do that hasn't already been tried. An office for new Mainers would be exclusive and such an effort should be inclusive; Portland is too small to segment; the City needs to address the population that is already here.
- Anne Gass – new office should advocate, coordinate, and plan its services to be a resource center.
- Calude Rwaganje, Community Financial Literacy – goal of new office should be to connect and collaborate with all services providers and be involved with policy-making decisions.
- Dawud Ummad – school system is suffering because of language challenges. Need to support that effort.
- Leonard Cummings – City should help all, not focus on immigrants/refugees.
- Kwan Malwal – agrees with Rev. Lewis.
- Deborah Cummings Khadraoui – a new office like this would be exclusive and will not offer anything new or what is needed.
- Aymen Korika, Sudanese community – do not need this office. Portland already does a great job for immigrants. Doesn't want to be labeled a new American and treated differently; such an office would create yet another division.
- Joby Thoyalil, Maine Equal Justice Partners – new office would be good but shouldn't exclude other minorities. Serve as a point of coordination.
- Dennis Ross – agrees with Rev. Lewis.
- Qamrul Islam – not opposed to office, but naming it for New Mainers is divisive. Should work to increase and improve collaboration.
- Christina Feller, Living With Peace – such an office would create greater divisiveness. Focus on overall diversity, not just citizenship status.
- Sue Roche, Immigrant Legal Advocacy Project
 - Help people gain legal status and work authorization
 - New office should support and help coordinate work already being done, without replacing or replicating services others are already providing
 - City should ensure immigrants' basic needs are met since Office of Refugee Services closing
 - Office should be an information clearinghouse for the immigrant community and those who work with them

- Office should also serve as a convener and connector for groups already working with the immigrant community to ensure better communication and avoid duplication of services
- Octavia Clarkson – new office should coordinate the many current service providers, resources, build on data for an economic strategy and have a multicultural focus, not just immigrants/refugees
- Stephanie Trice Gill – while there are services, we still lack efficiency, coordination, and clear pathways; we need a plan for better, more sustainable integration and we need data
- Tim Honey – need better understanding of where the gaps are, as well as better coordination, focus and accountability from existing service providers
 - City should provide leadership and create a strategic approach to priorities and programs
 - Immigrant communities are essential partners
- Henri Koy-Bofumbo, Congolese Community of Maine – want to partner with City
- Mahmoud Hassan, Somali Community – same
- South Sudanese, Iraqi– City should pull together the many disparate organizations working with immigrants on ways to pool efforts together to support self-sufficiency; engage the community leaders with all the service providers
- Maza Muhammed, Ethiopian Community – critical to support and expand Portland Adult Ed

Additional Local Resources

- Funding Collaborative on Immigrants & Refugees/ New Americans Funders Network of Maine – Erin Cinelli, Lerner Foundation, and Deb Felder, Broad Reach Fund
- Educate Maine – Ed Cervone
- USM (ESOL/ELL teacher certification) – Glenn Cummings
- New England Arab American Organization – Zoe Sahloul
- Portland Regional Chamber of Commerce – Quincy Hentzel

Economic Development Committee
Possible Creation of an Office of New Mainers
Best Practices
July 5, 2016

Reviewed all comparable cities in the northeast (see list at end of document) and found that despite far higher levels of foreign-born population, none have created anything like an Office of New Americans specifically; economic development activity is more in line with the current functions in our Economic Development Department.

The following are municipal offices unless otherwise specified as an outside organization.

Louisville, KY – Office for Globalization

- City department with mission is to assist new Americans in Louisville to achieve self-sufficiency and success; enhance and encourage multiculturalism in Louisville; engage in economic development through global economic outreach
- Spur the development of international councils – for each ethnic community
- Immigrant Business Resources
- Connect immigrants and refugees to governmental and non-governmental resources and serve as an information clearinghouse
- Started diversity initiative for all City employees
- Annual two-day WorldFest, including naturalization ceremony

Chattanooga, TN – HANDS Across Chattanooga

- Part of City Office of Multicultural Affairs
- HANDS = Helping All Nationalities Diversify Society
- Mission is to fight discrimination due to national origin and integrate immigrants into the city
- Link with services that will help them become more acclimated; Welcome Fair

Boulder, CO – Immigrant Advisory Committee

- Encourages immigrant involvement in city government and advises the city on issues relating to the immigrant community
- Seven members appointed by city manager – all are immigrant residents, either citizens or non-citizens, and must reflect the demographics of the immigrant community
- Have worked on public library services and programs, affordable housing programs, fire department's master plan, parks and recreation's master plan, transportation plans, etc.

Aurora, CO – Office of International and Immigrant Affairs; Office of International Initiatives

- Oversees the development and implementation of strategic citywide plan regarding policy, programs and initiatives for the local immigrant and refugee populations; also coordinates the Aurora Immigrant and Refugee Commission
- Created comprehensive 3-year strategic plan, identifying key challenges which keep immigrants and refugees from being full partners in the life of the city and sharing their many contributions with the community, including:
 - Linguistic and cultural barriers
 - Possible fear of government and law enforcement agencies
 - Lack of awareness and understanding of available resources, medical coverage and employment services
- Aurora Welcome Center – one-stop to learn about resources and services
- Quotes the National Immigration Forum: "Integration is a long-term process through which immigrants and host communities communicate effectively, function together and enrich each other, create economic opportunities and have mutual respect and understanding among people of different cultures."
- Primary objectives of the plan are to maximize resources, develop innovative initiatives, and avoid duplications of programs and services – the plan organizes the city's often disparate immigrant and refugee efforts toward one goal: integration
- Please see attachments for selected parts of the strategic plan

Dayton, OH

- Welcome Dayton (www.welcomedayton.org) – "Immigrant-Friendly City" – community initiative:
 - Encouraging business and economic development
 - Access to education, government, health and social services
 - Ensuring equity in the justice system
 - Promoting an appreciation of arts and culture
- Government, non-profit, and business sectors engaged in a series of extensive community conversations regarding immigration in the region. Created Welcome Dayton Plan and the City of Dayton Commission unanimously adopted it in October of 2011
- Plan outlines clear, measurable actions for each of the areas above
- Please see attachments for selected parts of the strategic plan

Columbus, OH

- Global Columbus – community initiative which is a product of Columbus Council on World Affairs – mission is to give equal opportunity to all refugees and immigrants and allow them to become responsible, productive residents of Columbus
- Goals are to:
 - Coordinate resources with city, county, state and community

- Address the needs of growing immigrant and refugee populations in a culturally sensitive manner
- Maximize the impact of existing City and County services and establish community plan for peak performance service delivery
- Work together to empower new arrivals towards self-sufficiency and transition Columbus to a world community
- Enhance and promote educational and social activities that foster greater appreciation for diverse cultures

Buffalo, NY

- City of Buffalo: New Americans Study: A strategic action plan to advance immigrant and refugee integration and success (please see attachments for selected parts of the plan)
 - Process to develop strategic plan included data analysis, listening sessions, stakeholder interviews, research review
 - Strategies:
 - *Welcoming* – improving initial experiences of immigrants and refugees related to the resettlement experience, acculturation, and community organization
 - Enhance post-resettlement services
 - Improve language access
 - Promote information on essential services
 - Facilitate cultural exchanges
 - Encourage community engagement
 - Promote civic participation
 - *Settling In* – addresses issues of housing neighborhoods and public safety
 - Expand resettlement into new neighborhoods
 - Ensure adequate housing
 - Promote business districts
 - Encourage participation in recreational programs
 - Establish a community space
 - Engage with the Police Department
 - *Strengthening* – describes the importance of social services, health care, education and employment to providing a solid foundation from which to prosper
 - Increase language access for health and human service providers
 - Provide specialized training for school personnel
 - Pursue opportunities for parental involvement
 - Encourage participation in enrichment programs
 - Improve access to adult education
 - Develop effective vocational training
 - Expand employment programs
 - Increase entrepreneurial efforts
 - Facilitate professional careers

- Expand workforce opportunities
- *Moving Forward* – actions for city to take to further integration of immigrants and refugees, improve access to city services, and develop initiatives where city uniquely positioned to make a difference
 - Pass a welcoming city ordinance
 - Provide cultural sensitivity training
 - Expand Office of New Americans capacity
 - Establish a New Americans Advisory Council
 - Apply best practices
- https://www.ci.buffalo.ny.us/%5Cfiles%5C1_2_1%5CMayor%5CNewAmericansStudy.pdf

Boston, MA

- Just changed name from Mayor's Office for New Bostonians to Mayor's Office for Immigrant Advancement
- The purpose of the Office is "to strengthen the ability of diverse cultural and linguistic communities to play an active role in the economic, civic, social and cultural life in the city of Boston. MOIA acts as a catalyst for providing opportunity, access and equality for immigrants, and highlights the contributions and the essential role that immigrants have played and continue to play in making Boston the world class city that it is."
- Focusing on:
 - K-12
 - Family engagement
 - Educate families on options for ELL
 - Increase recruitment and diversity of ELL teachers
 - ESOL
 - Expand ESOL to all caregivers of Boston Public Schools students to support children's learning
 - Improve quality and accountability of programs through consistent performance measures and feedback to stakeholders
 - Expand collaboration to ensure consistency of access, achievement of higher impact, and public awareness
 - Jobs
 - Enhance immigrants' progress through the workforce development system
 - Increase immigrants' success rate in achieving post-secondary degrees and credentials
 - Expand opportunities and support for immigrants to develop and strengthen entrepreneurship skills
 - Ensure immigrants with low-wage jobs have economic opportunities, fair wages and benefits
- Published guides to assist immigrants to access City and community resources
- ESOL class directory

- Immigration advice
- Interactive, online database of services for immigrants, refugees and newcomers for Greater Boston

Other Best Practice Information

- Most municipal offices for immigrant integration include:
 - Mayoral champion
 - Making the economic case
 - Develop, streamline and consolidate services
 - Work with law enforcement; promote civic engagement; engage policymakers; offer leadership to the region. AS/COA and USC Center for the Study of Immigrant Integration, Opening Doors, Opening Minds, Opening Communities: Cities Leading for Immigrant Integration http://www.as-coa.org/sites/default/files/USC_Report_LayFinal2_17_WEB.PDF
- Financial coaching and small business development services should be right up there with next to learning English.
 - Immigrant integration has traditionally been understood as teaching English and supporting immigrants through the process of achieving legal status, both of which are necessary and important services.
 - Comprehensive immigrant integration, however, must include services that directly support immigrants to become robust economic contributors and foster economic mobility for immigrants and their children.
 - Need knowledge and tools to full participate in financial and real estate marketplace in the US.
 - It is time to more directly connect these important infrastructures to support immigrant economic integration. It is not enough for us to work in poorly connected silos. Need suite of integrated services, requiring multiple organizations to collaborate and integrate their services.
Beginning with English language learning and legal support, including financial coaching, tax assistance, workforce development, and, for many, small business development services.
<http://www.shelterforce.org/article/4171/immigrant-integration-services-must-aim-to-build-assets/>
- Need labor market intermediaries to connect immigrant job seekers to employer needs; limited English proficiency is most significant employment barrier for immigrants, both skilled and unskilled; need help with job search and application processes; transportation challenges
 - Key actions needed to address employment barriers
 - Access to intensive pre-employment language programs as well as flexible English classes at workplaces or other locations
 - Additional orientations to the cultural expectations of the labor-market process and US work environments

- Increased education about the local economic and employment landscape, including key sectors and employers, to give immigrants more context for their job searches
- Additional opportunities for tutoring, mentoring, volunteering, internships and apprenticeships that help immigrants integrate into the workforce
- Increased networking opportunities for immigrant job seekers and employers, as well as employers with workforce intermediaries
- Direct partnerships with Maine employers and workforce intermediaries
 - Building Maine's Economy: How Maine Can Embrace Immigrants and Strengthen the Workforce <http://www.ceimaine.org/wp-content/uploads/2016/03/CEI-Immigration-Report-2016-WEB-PAGES.pdf>
- Partnership for a New American Economy (<http://www.renewoureconomy.org/>) and Welcoming America (<http://www.welcomingamerica.org/>) – Gateways for Growth Challenge funding for research, technical assistance, and matching grants to support the development and implementation of multi-sector strategic plans for welcoming and integrating new Americans. <http://www.renewoureconomy.org/news/updates/twenty-communities-selected-for-gateways-for-growth-challenge-to-welcome-and-integrate-new-americans/>
- National League of Cities, 20 Cities, 20 Good Practices: Municipal Innovations in Immigrant Integration <http://www.nlc.org/documents/Find%20City%20Solutions/Research%20Innovation/Immigrant%20Integration/municipal-innovations-immigrant-integration-20-cities-sep10.pdf>
- University of North Carolina at Chapel Hill, Immigrant Integration in North Carolina <https://migration.unc.edu/files/2015/02/ImmigrantIntegrationSummitReport.pdf>
- Chicago Global Affairs Council, Reimagining the Midwest: Immigration Initiatives and the Capacity of Local Leadership http://www.immigrationpolicy.org/sites/default/files/docs/reimagining_the_midwest_report_2014.pdf
- Center for American Progress, All Immigration is Local: Receiving Communities and Their Role in Successful Immigrant Integration <https://www.americanprogress.org/wp-content/uploads/issues/2011/09/pdf/rci.pdf>
- Chicago New Americans Plan <http://www.cityofchicago.org/content/dam/city/depts/mayor/Office%20of%20New%20Americans/NewAmericanBookletfullplan.pdf>
- Grantmakers Concerned with Immigrants and Refugees, Investing in our Communities: Strategies for Immigrant Integration <https://www.gcir.org/sites/default/files/resources/GCIR%20Toolkit.pdf>
- Career Pathways Toolkit; next is Credentialing Academy; SBA 101 classes; other resources White House Task Force on New Americans https://www.whitehouse.gov/sites/default/files/image/tfna_progress_report_final_12_15_15.pdf

Comparable Northeast Cities Reviewed

City/Town	2010 Population	Median HH Income	Median Age	Foreign Born
Worcester, MA	183,016	\$ 45,011	32.7	21.1%
Providence, RI	178,042	\$ 36,378	29.1	25.3%
Springfield, MA	153,060	\$ 34,734	32.7	11.0%
Bridgeport, CT	147,612	\$ 42,687	32.1	29.2%
Manchester, NH	110,448	\$ 51,248	36.2	9.4%
Lowell, MA	109,945	\$ 42,270	32.4	25.3%
Brockton, MA	93,810	\$ 51,274	35.4	24.7%
Quincy, MA	92,271	\$ 61,142	39.4	27.7%
Lynn, MA	90,329	\$ 47,155	35.3	30.8%
Lawrence, MA	76,377	\$ 36,187	30.5	38.4%
Portland, ME	66,194	\$ 40,806	35.8	7.6%
East Hartford, CT	51,252	\$ 49,342	39.6	21.7%
Burlington, VT	42,417	\$ 43,323	27.0	8.1%
Bangor, ME	33,039	\$ 34,998	35.5	3.4%

Economic Development Committee
Possible Creation of an Office of New Mainers
Next Steps
July 5, 2016

- What are the "problems" we are trying to solve?
- What role should the City play?
- What else do we need to know and/or who else do we need to hear from in order to make decisions?
- What should the goals of the October conference be?

September 2015:

Week 3: Presentation to City Council

Week 4: Presentation to members of the immigrant and refugee communities, service providers and local organizations.

In order to develop and implement the goals of the Comprehensive Strategic Plan, the plan recommends changes related to organizational structure and governance, as well as a coordinated implementation effort between city departments. These policy recommendations have less to do with the simple provision of specific services than with establishing formal structures and opportunities for refugees and immigrants to develop their leadership skills and participate in decision-making in local government. The implementation of this important set of policy recommendations will put Aurora on track to becoming a national leader in the area of immigrant integration.

A. Create an Office of International and Immigrant Affairs

Under the current organizational structure, the Office of International Initiatives resides within the City Manager's Office. During the discussion of the 2015 budget, the City Council tasked this office with coordinating the city's various efforts related to the international, immigrant and refugee community. After studying the best practices in the area of immigrant integration from all over the country and considering the changes in the demographics in Aurora, we strongly believe that it is time to retitle the office to better describe its responsibilities and purview. We therefore recommend the creation of an "Office of International and Immigrant Affairs" to replace the Office of International Initiatives (See Appendix A for examples nation-wide). This title better reflects the work envisioned in the Comprehensive Strategic Plan that will be outlined in section four of this document. This fits with the national trends for cities and towns across the United States. Such an office would focus on the following:

- Facilitate the successful integration of immigrants and refugees into Aurora's civic, economic, and cultural life
- Teach civics with a goal to build empowerment and advocacy
- Provide effective leadership for issues impacting immigrants and refugees
- Oversee development and implement policy programs and services aimed at the local refugee and immigrant population
- Build partnerships with city departments to implement cohesive, coordinated, and accessible programs for immigrants and refugees
- Serve as a focal point for activities that would increase immigrant and refugee civic engagement and work on emerging issues that affect immigrants and refugees



- Support the city's international efforts, manage official international protocol activities and events, and serve as a liaison to the international community. Also, the head of this office would oversee the coordination of the Aurora Immigrant and Refugee Commission

B. Formalize the Aurora Immigrant and Refugee Task Force

The initial goal of the Aurora Immigrant and Refugee Task Force (AIRTF) was to reach out to the community and build a relationship with its members to identify their needs. Since its creation in June 2014, the AIRTF has worked toward this goal, but still needs to establish a formal internal structure, or mission, and develop a plan to meet its stated goal. In order to adequately staff and set up the Task Force for success in both the short and long term, we recommend formalizing the AIRTF, including assigning staffing responsibilities to the proposed Office of International and Immigrant Affairs. The main objectives of this proposed model is to offer the following; 1) foster collaboration and partnership between the AIRTF and the city; 2) share resources and information; 3) develop joint efforts and projects; 4) avoid duplication and clarify community roles; 5) encourage more civic participation from these communities; 6) cultivate new leadership in the international population; and 7) identify emerging issues and offer advice and insight for elected leaders and city staff. Finally, we strongly believe that the AIRTF is an important voice and should transition into a formal city commission in the near future. Many cities have an advisory commission or other chartered group charged with similar tasks.

C. Establishment of the International Cabinet or inter-agency working group

Immigrant integration efforts at the city level require a comprehensive and coordinated effort between city departments and municipal agencies. This inter-agency approach will help ensure that programs, strategies, and plans for the local immigrant and refugee populations are implemented in a cost effective and timely manner. Having this kind of inter-agency working group will optimize city service delivery and avoid the duplication of city services and programs. In addition, collaboration between key city staff members and sharing of resources will improve efficiency, internal communication, and coordination among city departments. The cabinet will meet on a monthly basis and be comprised of department representatives with authority/responsibility over programs related to immigrant integration. The cabinet will be staffed by the Office of International and Immigrant Affairs.

D. Establishment of evaluation performance efforts

To evaluate these efforts, a metric evaluation system will be developed with a focus on measuring quantitative and qualitative results, depending on the nature of the project or program in accordance with the most modern evaluation methods used in the immigrant integration field. City staff will explore the possibility of local higher education institutions providing technical expertise regarding the evaluation of integration efforts.

3. COMPREHENSIVE COMMUNITY ASSESSMENT TO INFORM POLICY AND PROGRAM DEVELOPMENT

The findings from the online survey, community conversations and focus groups were considered in the prioritization of programs and initiatives described below.

A. INTEGRATION THROUGH CIVIC ENGAGEMENT

To encourage more people with an immigrant and refugee background to get involved in civic affairs so that their intercultural competence can be used for the benefit of the Aurora community

“Engaging immigrants and refugees in the civic life of the city, by promoting naturalization among newcomers will help local governments foster a more welcoming environment and encourage greater civic participation among our new residents.” (National League of Cities)

Office of International and Immigrant Affairs

U.S. Citizenship and Immigration Services, Aurora Communications Department, non-profit immigrant and refugee serving organizations, International Cabinet, Aurora Immigrant and Refugee Task Force, Aurora Welcome Center, the Colorado African Organization, and volunteer church and service agencies

- Launch local naturalization efforts in collaboration with the U.S. Citizenship and Immigration Services and local community partners
- Explore opportunities to participate in national campaigns that promote naturalization and immigrant integration
- Encourage and celebrate the transition to citizenship by hosting naturalization ceremonies in city venues and celebrating National Citizenship Day
- Promote the benefits of naturalization through ethnic media and the city of Aurora Communications Department
- Establish new relationships and collaborations with national and international organizations to exchange best practices in the field of immigrant integration
- Train frontline city staff to provide information on citizenship services and ESL classes
- Develop the “New Americans Citizens Academy” to train and develop leadership skills among emerging community leaders from the immigrant and refugee community. The Academy is a program designed to educate newcomers, foster communication between new residents and city government, and even encourage future city leaders. Participants learn about a wide variety of topics, from city services to how local government functions. This program will help municipal officials and community leaders inform immigrants and refugees about local government. The Academy will also assist in broadening the pool of future leaders for service on city boards and commissions.
- Develop and implement the “Natural Helpers Program.” This nationally recognized innovative program trains local volunteers from the immigrant and refugee community to assist newcomers and link them to programs, resources and services in the community.
- Support partnership efforts related to cultural immersion and integration programs focused on the immigrant and refugee population
- Enhance avenues for new residents to obtain information about available programs and resources across the city, and hold public meetings in places where immigrants will attend
- Expand outreach efforts to ensure newcomers are included in the planning of city development projects



- Organize special events at the Aurora Municipal Center to celebrate the contributions of the refugee and immigrant communities to the city of Aurora
- Increase the appointment of qualified members of the immigrant and refugee community on city boards and commissions
- Strengthen the mission and work of the Aurora Immigrant and Refugee Task Force as the city's premier advisory body for immigrants and refugees in the city

B. SAFETY IN OUR INTERNATIONAL CITY

To strengthen peaceful coexistence in our international city increasing security for all residents.

“Police-immigrant relationships are essential for effective community policing and public safety outreach is crucial for immigrants and refugees accustomed to different cultures and police expectations.” (National League of Cities)

Office of International and Immigrant Affairs

Aurora Police Department, Aurora Fire Department, Aurora Communications, International Cabinet, Aurora Welcome Center, Aurora Office of Emergency Management, Aurora Immigrant and Refugee Task Force, Aurora City Attorney's Office, The Asian Pacific Development Center, faith-based organizations, and victim advocates

- Support and expand the Aurora Police Department's Multicultural Neighborhood Watch program, which informs the immigrant and refugee community
- Engage the Aurora Police Department (APD) to create opportunities for regular meetings between immigrant advocates, community-based organizations, members of the refugee and immigrant community, and members of the police force
- Assist APD and the Aurora Fire Department (AFD) with cultural competence and cross-cultural training programs
- Develop a partnership with the APD and other local community partners for a series of public media educational and awareness campaigns in the area of child safety, prevention of domestic violence, human trafficking, and drunk driving
- Develop a partnership with the APD for a city wide effort in the area of crime prevention and community policing that engage newcomers, fighting crime by combating fears, and addressing concerns of all communities
- Develop a city wide “Emergency Preparedness Initiative” focused on the immigrant and refugee population
- Develop a series of fire safety programs in the refugee and immigrant communities



- Support APD and AFD recruitment efforts to increase diversity in our police and fire departments
- Create a specific public safety component as a part of the curriculum of “The New Americans Citizens Academy” to educate new residents about public safety and law enforcement issues and foster volunteerism through alumni organization of academy graduates

C. INTEGRATING THROUGH LANGUAGE ACQUISITION

Develop and implement a city sponsored innovative effort to offer English as a Second Language (ESL) and civic classes in the immigrant and refugee community.

“Learning English is an important tool for immigrants and refugees to gain the opportunities to reach their full potential and contribute to the community.” (National Immigration Forum)

Office of International and Immigrant Affairs

Aurora Public Schools, Communications/Aurora TV, Aurora Public Library, International Cabinet, Aurora Immigrant and Refugee Task Force, Cherry Creek Schools, Community College of Aurora, and other private and public service organizations offering language learning

- Produce a new television series to teach ESL and civics through the public library system, community partners, and Communications/Aurora TV. This television series will include tutorials, live discussions between teachers and students, and information on civics and American culture.
- Support expansion of ESL classes and adult education programs throughout the city
- Create public and private partnerships to create more accessible ESL opportunities
- Promote English language instruction information and community resources for English language learners in the Aurora Public Library system
- Extend opportunities to learn a second language for Aurorans wanting to communicate with newcomers for business and social purposes

D. INTEGRATION IN THE NEIGHBORHOODS

To bring people together and eliminate boundaries of nations and generations in the city’s neighborhoods, to disseminate information about city resources to newcomers, and to make the city attractive for all residents of the community.

“Immigrants and refugees face a unique set of challenges in accessing city services due to the language barrier, lack of trust in government, and cultural differences.” (National League of Cities)

Office of International and Immigrant Affairs

Aurora Neighborhood Services Department, Tri-County Health Department, RTD, International Cabinet, Aurora Welcome Center, Adams, Douglas and Arapahoe County governments, and Aurora Immigrant and Refugee Task Force

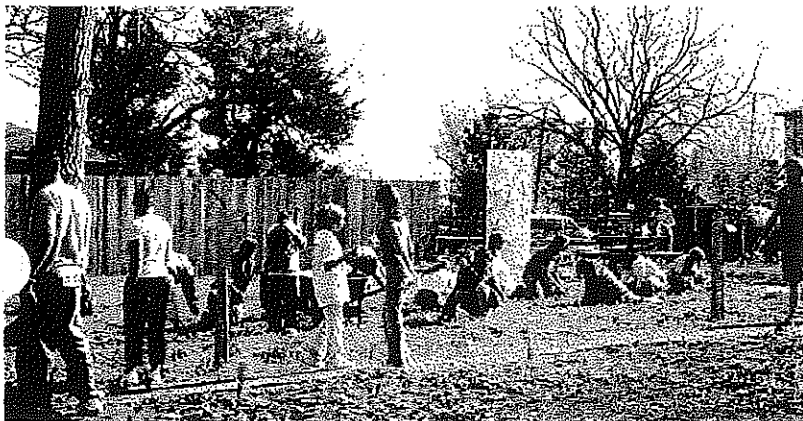
- Train city staff to effectively identify and meet the needs of the immigrant and refugee population
- Develop a series of educational workshops and training sessions for the immigrant and refugee population related to neighborhood issues, such as zoning, permits, city regulations, business licenses, and a host of other diverse topics
- Develop training sessions on cultural awareness, sensitivity and cross-cultural programs for city employees, as well as boards and commissions
- Promote the concept of community gardens as a method to promote togetherness and expand outreach efforts toward the local immigrant and refugee populations
- Engage newcomers in current city programs and initiatives related to the city's beautification, anti-loitering, and graffiti cleaning projects
- Assist the Tri-County Health Department in their outreach efforts to promote public health in the immigrant and refugee populations
- Develop an online information database for services offered to immigrant and refugee residents and make vital documents language accessible for non-English speaking residents
- Develop and implement a city program to educate Aurora residents about immigrants and refugees, including cultures, languages and foods
- Develop a partnership with RTD for a public media campaign focused on educating the immigrant and refugee population about public transportation, covering topics like how to ride the bus and buy tickets, information about routes, and provide maps

E. INTEGRATING THROUGH ECONOMIC AND FINANCIAL GROWTH

To promote immigrant and refugee entrepreneurship as a route to economic integration and to promote wealth building and utilization of mainstream financial services among newcomers.

“While immigrants tend to set up businesses at higher rates than their native-born peers, they face greater obstacles such as limited access to capital and financial services, a lack of familiarity with the local markets and business environment, and lack of knowledge about resources and programs for entrepreneurs.” (Migration Policy Institute)

Office of International and Immigrant Affairs



Key partners: Small Business Administration, Aurora Chamber of Commerce, Ethnic Chambers of Commerce, International Cabinet, Aurora Economic Development Council, Aurora Welcome Center, Aurora Small Business Development Center, Aurora Immigrant and Refugee Task Force, Visit Aurora, Havana BID and 'Fax Aurora

Activities:

- Assess existing programs and services for immigrant and refugee small businesses
- Explore innovative models that are being implemented across the country
- Develop a citywide plan to support immigrant and refugee small businesses
- Explore the possibility to create a special start-up business fund to implement a micro-lending program to increase capital for immigrant and refugee small business owners supported by financial institution partners
- Partner with community lenders and local financial institutions to launch a citywide campaign to promote financial literacy among immigrants and refugees
- Develop an outreach plan to educate new residents about home buyer programs and resources
- Develop and expand education programs for tenants and home owners
- Expand current efforts to educate new renters about their rights and responsibilities
- Create a small business start-up information center to be located at the Aurora Welcome Center
- Develop training programs for immigrant and refugee small business owners in collaboration with the Aurora Welcome Center
- Support vocational targeted language and workforce training opportunities for newcomers
- Foster relationships with local ethnic chambers of commerce
- Reinforce affordable housing initiatives
- Support efforts at protecting newcomers from predatory practices targeting the immigrant and refugee community

F. INTERNATIONALITY AS A DRIVING FORCE FOR ECONOMIC DEVELOPMENT

Goal: To improve Aurora's appeal to entrepreneurs from all over the world and to further expand our international relationships in the field of science and business.



In order to continue to grow and become a key player at the international level, international strategic partnerships and collaborations in the areas of economics, culture, medicine, and business must be developed.

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Sister Cities, International Cabinet, Visit Aurora, Aurora International Roundtable, Aurora Economic Development Council, and the Anschutz Community-Campus Partnership

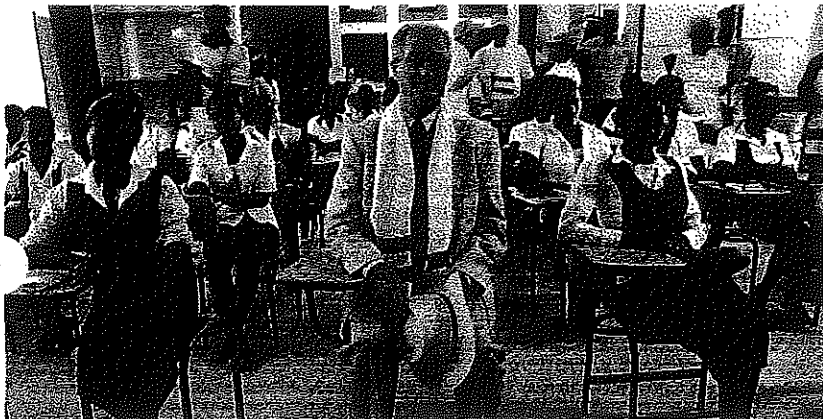
Activities:

- Define and promote international trade and investment in the city
- Develop relationships with foreign consulates, foreign governments, World Denver IIE, the World Trade Center and Aurora Sister Cities to promote Aurora as an international destination for business and tourism
- Promote the retention of foreign students attending colleges and universities in Aurora
- Monitor business activities of foreign companies in the Denver greater area and promote the participation of local companies in international trade and business missions
- Partner with Aurora Sister Cities and the Office of the Mayor/Council to participate in and plan trade/exchange missions with cities abroad
- Support business and economic partnerships with our current Sister Cities
- Strengthen and expand the work and mission of the Aurora International Roundtable
- Expand current city branding efforts to promote Aurora as a business friendly, international city

G. INTEGRATING THROUGH SPORTS AND RECREATION

Goal: To utilize sporting activities to bring newcomers and Aurora residents together, to create a better understanding across ethnic and linguistic boundaries, to promote and develop social skills among new residents, and to promote social cohesion in the Aurora community.

“Recreational activities and sports help to improve the quality of life for all residents in the city, especially for those newcomers learning how to integrate into a new city.” (National League of Cities)



Lead Agency: Office of International and Immigrant Affairs

Key Partners: Aurora Parks, Recreation & Open Space, immigrant and refugee organizations, ethnic media, International Cabinet, Visit Aurora, Aurora Immigrant and Refugee Task Force, and local sports organizations

Activities:

- Develop a citywide sports and recreation outreach effort to educate newcomers about parks programs, regulations and services
- Promote the use of parks facilities and sport and recreation programs among new residents of the city
- Organize the annual "International Bike Day event" to promote the use of bikes among new residents, introduce them to bike safety and Aurora trails and bike routes
- Organize the "Aurora International Soccer Cup" to bring newcomers and Aurora residents together to foster better relationships among different ethnic groups in the community
- Use sports and recreational activities as a key integration tool for our new residents, especially the youth of both genders

H. INTEGRATING THROUGH ARTS AND CULTURE

Goal: To achieve a greater immigrant and refugee participation in the cultural life of the city, to enrich the city's cultural life and to make the city more creative.

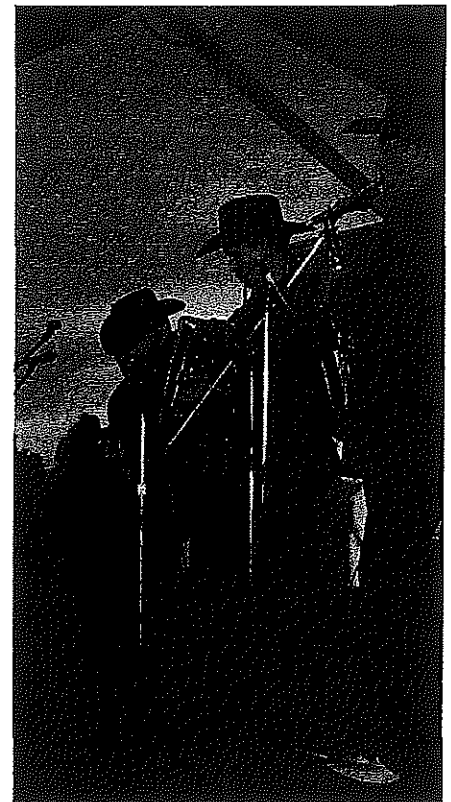
"Immigrants and refugees integrate more easily through artistic and cultural activities and experiences, while enriching the cultural life of the city as a whole." (National League of Cities)

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Public Library, The Aurora Fox, Downtown Aurora Visual Arts, Aurora Public Schools, Aurora International Roundtable, Aurora Parks, Recreation & Open Space, Aurora Cultural Affairs Commission, International Cabinet, Aurora Immigrant and Refugee Task Force, Art in Public Places Commission, and Cherry Creek Schools, City of Aurora Poet Laureate, the Aurora History Museum, the Aurora Cultural Arts District and the Community College of Aurora

Activities:

- Develop outreach efforts to promote arts and cultural events among immigrants and refugees
- Establish partnerships with local art and cultural organizations to develop art programs for immigrant and refugee children and youth
- Promote art, music and culture as key integration tools among newcomers
- Work with the Aurora Public Library system to organize cultural events and programs geared toward the local immigrant and refugee population



- Support local public art projects geared toward the local refugee and immigrant population
- Celebrate the cultural heritage in the city and create an international calendar of events to promote international activities and cultural celebrations within the city
- Strengthen and expand “Global Fest” as the city’s premier arts and cultural event
- Utilize Aurora Sister Cities as a resource to recruit international artists, musicians or performers for Global Fest and other events
- Establish an Annual Mini-Grant program to help immigrant and refugee organizations to fund community based projects, events and activities related to arts, culture and immigrant integration
- Identify significant dates honored in other predominant cultures and religions and limit city scheduled activities on those dates to honor them

I. INTEGRATION THROUGH MENTAL AND PHYSICAL HEALTH AND WELLNESS

Goal: To reduce medical bankruptcy, illness burden, suicides and exacerbated chronic health conditions.

“Compared to their native counterparts, immigrants and refugees are at higher risk for developing mental health problems due to previous trauma and/or the stress of migration and resettlement; such as war, violence, poverty, and acculturation.” (Wilder Foundation)

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Mental Health Center, Refugee Mental Health at the University of Colorado, Refugee Health Services of Colorado, Tri-County Health

Activities:

- Support HEAL, a campaign to promote healthy eating and active living among Aurora residents
- Promote availability of native and localized markets to bring familiar products to family tables
- With Tri-County, promote health initiatives to lower smoking, substance and drug use, especially in youth; to increase healthy eating and active living; to make connections to medically relevant primary care medical homes
- Feature immigrants and refugees in public media campaigns, particularly visual displays and ads targeted at health and mental well being



PROPOSED MODEL

City Manager's Office

Aurora Welcome Center

To serve as a resource for the growing immigrant and refugee community, the AWC connects newcomers to the resources, services, and opportunities they need to fully participate in the economic, civic, social and cultural life of the community.

Office of International and Immigrant Affairs

To facilitate the successful integration of immigrants and refugees into Aurora's civic, economic, and cultural life and to oversee development and implementation of a strategic citywide plan regarding policy programs and initiatives toward the local refugee and immigrant populations. This office will lead international efforts focused in the establishment of strategic global partnerships and will manage official protocol activities and events, and serve as a liaison to the international community. Also the head of this office will oversee the coordination of the Aurora Immigrant and Refugee Commission.

Aurora Sister Cities

To foster mutually beneficial relationships with our international sister cities partners in the areas of culture, arts, economics and education

International Roundtable

To assist and collaborate with the city in the creation of international business opportunities, to celebrate the economic, cultural and civic contributions of the international community and to serve as a key partner in the organization of the Annual Global Fest event.

Aurora Immigrant and Refugee Commission

To serve as an advisory body to the city and to work with the office of international and immigrant affairs regarding programs and policies toward the local immigrant and refugee communities. The AIRC will support local immigrant integration efforts and assist the city in their outreach efforts toward the immigrant and refugee population.

International Cabinet

To coordinate all internal city efforts between city departments and municipal agencies toward the international community, this inter-agency approach will ensure that programs, strategies and plans for the local immigrant and refugee population are implemented in a very cost effective manner.

Global Fest

The City's premier international event to celebrate the diversity, arts, culture and economic contributions of the international community to the city of Aurora.

APPENDIX A

Examples of cities nationwide with office structures similar to the proposed City of Aurora Office of International & Immigrant Affairs:

City of Allentown, PA (118,577) Office of Immigrant and Multi-Cultural Affairs

<http://www.allentownpa.gov/Government/Mayors-Office/Immigrant-and-Multi-Cultural-Affairs>

City of Atlanta, GA (447,841) Office of International Affairs

<http://www.atlantaga.gov/index.aspx?page=636>

City of Cleveland, OH (390,113) Chief of Government and International Affairs

[http://www.city.cleveland.oh.us/City of Cleveland/Home/Government/Cabinet/VMcCall](http://www.city.cleveland.oh.us/City%20of%20Cleveland/Home/Government/Cabinet/VMcCall)

City of Denver, CO (649,495) Office of Immigrant and Refugee Affairs

<https://www.denvergov.org/humanrights/HumanRightsandCommunityPartnerships/OurOffices/ImmigrantandRefugeeAffairs/tabid/445156/Default.aspx>

City of Newark, NJ (278,427) Office of International Relations and Diaspora Affairs

<http://www.ci.newark.nj.us/government/mayor/intl-relations-diaspora-affairs/>

City of Orlando, FL (255,483) Office of International Affairs

<http://www.city.oforlando.net/mayor/international-affairs/>

City of Richmond, VA (214,000) Office of Multicultural Affairs

<http://www.richmondgov.com/HispanicLiaison/>

City of Seattle, WA (652,405) Office of Immigrant and Refugee Affairs

<http://www.seattle.gov/office-of-immigrant-and-refugee-affairs>





Executive Summary

Business and Economic Development

Goals:

1. Identify and support a strategic neighborhood business district as a center for immigrant businesses desiring to co-locate in a commercial or industrial node.
2. Help ease the burdens/reduce the barriers for anyone (specifically immigrants) who want to open new businesses in the city serving whomever or wherever.

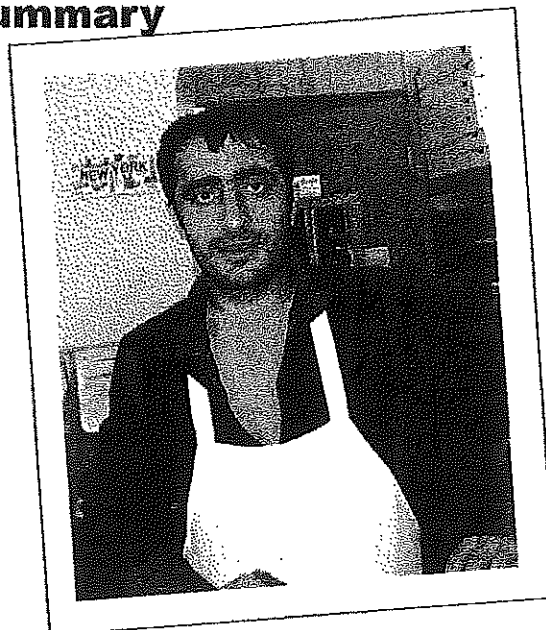
Recommendations:

1. Focus on East Third Street, generally between Keowee and Linden, as an initial international market place for immigrant entrepreneurship.

East Third Street, in addition to being a primary thoroughfare between Downtown and Wright Patterson Air Force Base, also encompasses an area of organic immigrant growth and available space to support continuing immigrant entrepreneurship.

- a. Develop marketing plan for the area.
- b. Provide façade grants and other tailored small business assistance programs.
- c. Outreach to realtors and agencies to help market the area.
- d. Establish an immigrant and small business friendly financial anchor.
- e. Follow the WSU/UC corridor plan as a framework.
- f. Facilitate an Immigrant entrepreneur ambassador program.

2. Create an inclusive community-wide campaign around immigrant entrepreneurship that facilitates startup businesses, opens global markets and restores life to



friendly in their program offerings rather than create a new entity.

- b. Messages, materials and presentations should provide information about the benefits of immigrant entrepreneurs, awareness of how their needs might differ from other entrepreneurs, existing resources available to help address these issues, and basic cross-cultural etiquette.
- c. Focus on Dayton's history of innovation and its immigrant past to overcome fear and embrace the full richness of cultural diversity.
- d. Work with immigrant social networks to nurture the rebirth of strategic Dayton neighborhoods.
- e. Actively explore the potential linkages to international markets by partnering with new immigrant residents.

Local Government and Justice System

Goals:



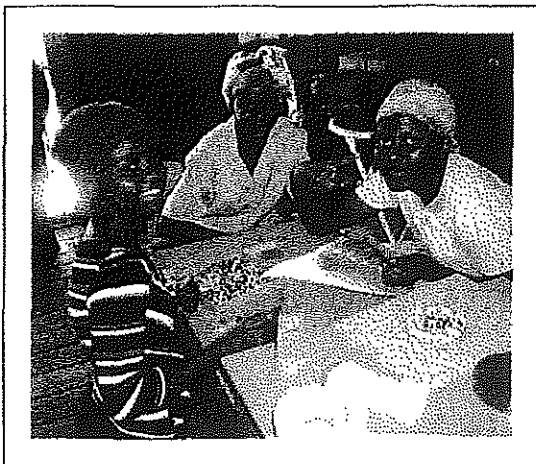
3. Increase trust and communication between immigrant communities and law enforcement.

4. Overcome language barriers in the court system and prosecutors' offices.

Recommendations:

1. Promote increased access to government services for Dayton's residents who are Limited English Proficient (LEP) by having language services available.

- a. Establish a city/county-wide interpreter service for widely-used languages or establish accounts with professional phone interpreting services.
- b. Develop a list or bank of city/county employees and/or volunteers who could be called to serve as interpreters.
- c. Team up with existing language access programs and advocates to evaluate the best way to implement a program in the Dayton area.
- d. Offer hiring incentives to those who speak a foreign language, including offering extra points on the civil service exam.
- e. Offer incentives to encourage government employees to learn a foreign language and help provide them with the necessary resources to do so (e.g. buy a copy of Rosetta Stone).
- f. Implement a diversity hiring plan aimed at hiring some immigrants who are residents and members of our community.



2. Adopt law enforcement policies that are "immigrant-friendly" throughout the greater Dayton area.

- a. Emphasize immigration status checks limited to people suspected of serious crime only, and promote reporting of crime and prevent further victimization of victims of crime by not questioning victims/witnesses about their immigration status.
- b. Focus enforcement efforts on serious/violent crime and not federal immigration law.
- c. Training officers in cross-cultural competency.

3. Increase involvement of immigrants in policy making and community programs by removing barriers to participation and encouraging civic activities.

- a. Develop a welcome protocol and host appreciation events for incoming immigrants.
- b. Have the City of Dayton adopt a resolution that encourages all recognized community involvement bodies to create a seat for immigrants who reside in the respective areas without that immigrant being a registered voter.
- c. Promote citizenship classes and programs such as the Neighborhood Leadership Institute or the Chamber of Commerce Leadership Dayton and similar programs that teach civics.
- d. Create an advisory group to the city/county commissioners comprised of immigrants from the community who can advise the commissioners on issues important to their community.
- e. Apply for grant for Citizenship and Integration program to help immigrants study for naturalization (English language skills and US civics) and to help them prepare their applications for naturalization.

4. Ensure access to the justice system for immigrants, regardless of language barriers or status.

- a. Provide translations of FAQs and written materials



accessing the service.

c. Have a city/county-wide interpreter for widely-used languages.

d. Important: professional services as opposed to untrained volunteers should be utilized because of the higher stakes involved.

e. Work with Volunteer Lawyer Project, Dayton Bar Association & local attorneys to provide pro bono services or set up a referral bank of those attorneys who are willing to make language accommodations.

5. Implement a municipal identification card program for community residents who are not eligible for any other accepted identifying document.

a. Develop a proposal statement outlining the reasons for and benefits of implementing a municipal ID card program in the areas of crime prevention, access to banking and financial services, and access to local services and businesses.

b. Provide research on how and why other municipalities have implemented a municipal ID card program.

c. Submit to the City Commission a proposed Ordinance that would establish a municipal ID card program.

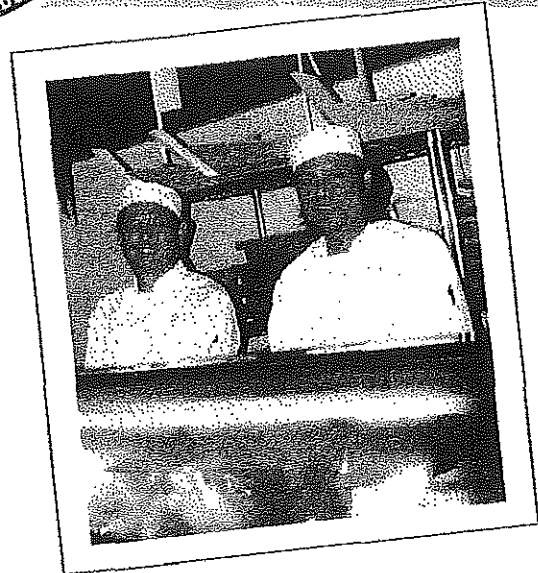
6. Educate immigrants about government services, laws, and social services and educate social service providers and government officials about immigrants.

a. Identify focus areas (e.g., Domestic Violence, Parenting, Housing, etc.).

b. Identify teachers or mentors.

c. Establish best way to conduct training (e.g., NLI classes, mentoring, civics infused ESL, etc.).

d. Establish training classes about immigrant's rights.



limited understanding of cultural and access issues that affect immigrant and refugee populations.

2. Systematically review all local laws and institutional practices that create artificial and unnecessary barriers to immigrants and refugees in accessing community services.

Recommendations:

1. Establish a website specific to immigrant populations that lists health and social service information.

a. Inventory all existing resources, their quality, accuracy, and accessibility.

b. Create a listing of known immigrant populations in Montgomery County, including a brief summary about the health culture and needs of each population.

c. Create a health and social services directory which lists health services, social services, and providers with the capacity to serve immigrant populations.

d. Develop a health and social services resources clearinghouse with links to health data and information in various languages across a wide range of topics.

2. Assess language accessibility and cultural competency at area hospitals, public clinics, and social service agencies.

Social and Health Services



c. Evaluate how non-English speakers feel they are served.

d. Check availability of bills and other notices in other languages.

e. Work with agencies on recruiting and maintaining bilingual/multilingual and culturally competent staff.

3. Create training of volunteers to serve as interpreters. Also develop a resource center or database of volunteer interpreters for medical and/or social service appointments.

a. Review resources already available in the Miami Valley Region.

b. Create a training module for volunteer interpreters. Either online with testing, or face-to-face with testing. Include cultural competence in the training module.

c. Formulate a database of trained, volunteer interpreters and translators.

4. Form a coalition for service providers who work or would like to work with immigrants using existing community models.

a. Interview leaders of Latino Connection and CARE for advice on their models.

b. Invite service providers to monthly/bi-monthly/quarterly meetings for networking, educating, and sharing information.



c. Establish list of relevant presentations or discussion topics.

5. Advocate for immigrant friendly laws at the state and federal levels thru the City and County lobbying efforts.

a. Many service providers are limited by state and federal policies regarding benefits for immigrants. The City of Dayton has lobbyists who could speak to legislators on our behalf and advocate for necessary changes.

b. The Human Relations Council should engage local advocacy groups to assist the City in its lobbying efforts to bring social justice to all the residents of Global Dayton.

6. Educate immigrants about government services, laws, and social services and educate social services providers and government officials about immigrants.

a. Identify focus areas (e.g., Domestic Violence, Parenting, Housing, etc.).

b. Identify teachers or mentors.

c. Establish best way to conduct training (e.g., NLI classes, mentoring, civics infused ESL, etc.).

d. Establish training classes about immigrant's rights.

7. Assist the National Conference for Community and Justice (NCCJ) Ethnic and Cultural Diversity Caucus in distributing the results of their community refugee survey.

a. Identify community partners and leaders who should be informed.

b. Develop methods to distribute info (e.g., community forum, press release, published report, agency level meetings, etc.).



Community, Culture, Arts and Education

Goals:

- 1.** Increase the availability of ESL and literacy courses for adults.
- 2.** Actively involve all community youth in international connections and community building.
- 3.** Encourage cross-cultural programming among the community's cultural and arts organizations.

Recommendations:

1. Establish a "Cultural Brokers" training program, possibly through quarterly seminars, that sensitizes community volunteers and public agency workers to the cultural barriers experienced by immigrants.

- a. Organize and execute quarterly training sessions.
- b. Link trained Cultural Brokers to identified needs in the community.

2. Build a base of ESL and literacy tutors to volunteer in existing/expanded programs.

- a. Identify sites for long and short term ESL tutoring.
- b. Organize ESL training programs.



c. Link trained tutors to community needs.

3. Partner with existing programs such as Streetpeace and the Peace Academy as a base for involving other community partners working with school aged youth.

- a. Clarify and promote the mission of these programs.
- b. Replicate these programs in multiple neighborhoods throughout the City.

4. Support the ongoing work of Culture Builds Community (CityFolk) by removing barriers to increased participation of immigrants.

- a. Create alignment between the IFC Initiative and Culture Builds Community to share momentum.
- b. Identify and work to remove barriers to participation with the Culture Builds Community program.

5. Establish a Global Dayton Soccer event with participants representing the cultural and ethnic diversity of Dayton.

- a. Take steps to acknowledge the multi-cultural soccer games that currently take place in our community.
- b. Support existing efforts to organize youth soccer teams and the development of a Global Dayton Soccer event.





Implementation Plan

The Welcome Dayton Plan is a consensus of the goals and recommendations of over one hundred individuals and representatives of a wide array of immigrant, public, and private groups who voluntarily came together to discuss how to engage our new residents in revitalizing our neighborhoods and how to work together to help Dayton become a center for world commerce.

The Welcome Dayton Plan was developed based on recommendations from four sub-committees covering

business and economic development, local government and the justice system, social and health services, and community, culture, arts and education.

The Welcome Dayton Plan is designed to act as a framework for action. It is a way forward for not only the City organization but also the entire community.

The IFC Task Force recommends that the City undertake the following efforts to implement the Plan:

- 1** The Human Relations Council should be directed to prepare an Ordinance to establish a Welcome Dayton Committee to be appointed by the City Commission and to establish the membership, term of office and other parameters of the Welcome Dayton Committee.

- 2** The HRC and the City Manager should work together to identify city as well as community resources to operate a small part-time office within HRC to staff the Welcome Dayton Committee and to facilitate and coordinate the efforts of community organizations and businesses since most of the recommendations are not within the mission of the City itself.

- 3** The City Manager should identify a lead person within the City organization to coordinate those elements of the Plan which are within the mission and purview of the City organization.

- 4** The Dayton City Commission should encourage immigrant groups, other government agencies, community institutions, and the business leadership to undertake their own initiatives, beyond this Plan, to make Dayton not only a welcoming place for new residents from other countries but also a center of world commerce.



Direct City Initiatives

Business and Economic Development

1. Focus on East Third Street, generally between Keowee and Linden, as an initial international market place for immigrant entrepreneurship.

East Third Street, in addition to being a primary thoroughfare between Downtown and Wright Patterson Air Force Base, also encompasses an area of organic immigrant growth and available space to support continuing immigrant entrepreneurship.

- a) Develop marketing plan for the area.
- b) Provide façade grants and other tailored small business assistance programs.
- c) Outreach to realtors and agencies to help market the area.
- d) Establish an immigrant and small business friendly financial anchor.
- e) Follow the WSU/UC corridor plan as a framework.
- f) Facilitate an Immigrant entrepreneur ambassador program.

2. Create an inclusive community-wide campaign around immigrant entrepreneurship that facilitates startup businesses, opens global markets and restores life to Dayton neighborhoods.

- a) Coordinate, facilitate, and host the efforts of existing business development teams to become more immigrant friendly in their program offerings rather than create a new entity.
- b) Messages, materials and presentations should provide information about the benefits of immigrant entrepreneurs, awareness of how their needs might differ from other entrepreneurs, existing resources available to help address these issues, and basic cross-cultural etiquette.



d) Work with immigrant social networks to nurture the rebirth of strategic Dayton neighborhoods.

e) Actively explore the potential linkages to the international markets by partnering with new immigrant residents.

Local Government and Justice System

1. Promote increased access to government services for Dayton's residents who are Limited English Proficient (LEP) by having language services available.

- b. Develop a list or bank of city/county employees and/or volunteers who could be called to serve as interpreters.
- d. Offer hiring incentives to those who speak a foreign language, including offering extra points on the civil service exam.
- e. Offer incentives to encourage government employees to learn a foreign language and help provide them with the necessary resources to do so (e.g. buy a copy of Rosetta Stone).



2. Adopt law enforcement policies that are "immigrant-friendly" throughout the greater Dayton area.

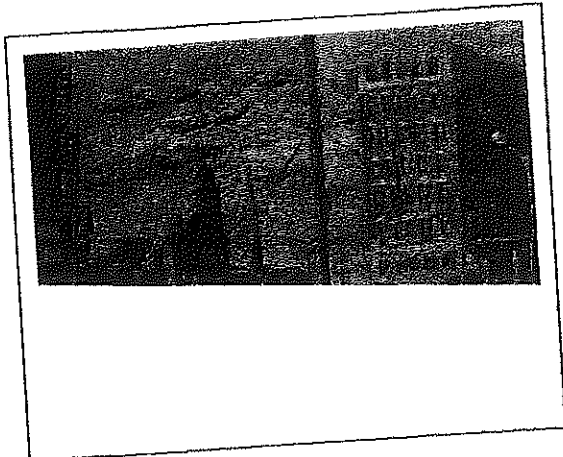
- a) Emphasize immigration status checks limited to people suspected of serious crime only, and promote reporting of crime and prevent further victimization of victims of crime by not questioning victims/witnesses about their immigration status.
- b) Focus enforcement efforts on serious/violent crime and not federal immigration law.
- c) Training officers in cross-cultural competency.

3. Increase involvement of immigrants in policy making and community programs by removing barriers to participation and encouraging civic activities.

- b. Have the City of Dayton adopt a resolution that encourages all recognized community involvement bodies to create a seat for immigrants who reside in the respective areas without that immigrant being a registered voter.
- d. Create an advisory group to the city/county commissioners comprised of immigrants from the community who can advise the commissioners on issues important to their community.

4. Ensure access to the justice system for immigrants, regardless of language barriers or status.

- a. Provide translations of FAQs and written materials (court instructions, standard forms, etc.).
- c. Have a city/county-wide interpreter for widely-used languages.



5. Implement a municipal identification card program for community residents who are not eligible for any other accepted identifying document.

- a) Develop a proposal statement outlining the reasons for and benefits of implementing a municipal ID card program in the areas of crime prevention, access to banking and financial services, and access to local services and businesses.
- b) Provide research on how and why other municipalities have implemented a municipal ID card program.
- c) Submit to the City Commission a proposed Ordinance that would establish a municipal ID card program.

Social Services and Health Services

5. Advocate for immigrant friendly laws at the state and federal levels thru the City and County lobbying efforts.

- a) Many service providers are limited by state and federal policies regarding benefits for immigrants. The City of Dayton has lobbyists who could speak to legislators on our behalf and advocate for necessary changes.
- b) The Human Relations Council should engage local advocacy groups to assist the City in its lobbying efforts to bring social justice to all the residents of Global Dayton.

Community, Culture, Arts and Education

5. Establish a Global Dayton Soccer event with participants representing the cultural and ethnic diversity of Dayton.

- a. Take steps to acknowledge the multi-cultural soccer games that currently take place in our community.
- b. Support existing efforts to organize youth soccer teams

Welcoming

1. Enhance post-resettlement services

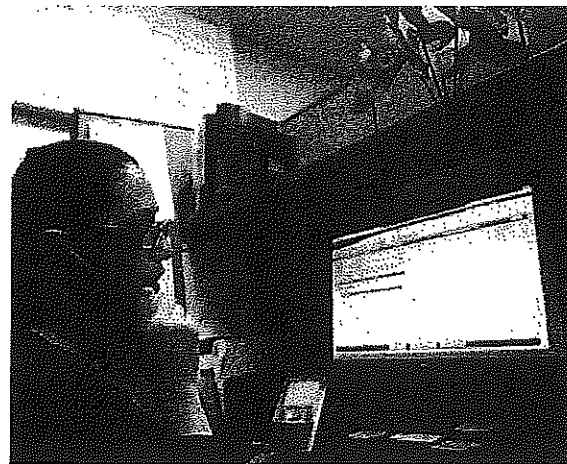
The initial resettlement period is just 90 days. Refugees have expressed a clear need for additional support beyond this period. This support includes assistance reading official correspondence; help navigating the community and securing services and resources; and the provision of interpretation assistance when attending appointments. Building relationships among resettlement agencies, Ethnic Community-Based Organizations, existing community centers, human service agencies, and academic institutions can enhance post-resettlement services.

The Office of New Americans can identify cross-collaboration opportunities, encourage the development and adoption of state-of-the-art programming in Buffalo, and implement strategic models of integration that have helped empower refugee and immigrant communities on a local and national level.

BEST PRACTICE

NYS Office for New Americans

The "New Americans Hotline" offered by the New York State Office for New Americans is now connected to Buffalo's 311 system. When a caller has questions about immigration assistance, they are now transferred to the "New Americans Hotline," where questions can be answered and referrals to local service providers made in over 200 languages.



2. Improve language access

To promote effective communication among government agencies and Limited English Proficient individuals, both the federal and state governments have issued executive orders concerning language access planning and implementation. Executive Order 13166 applies to all federal programs, while New York Executive Order 26 directs state agencies providing direct public services to offer language assistance services to LEP individuals. Buffalo is committed to helping monolingual and LEP individuals increase access to city services, programs, and timely information in languages other than English.

The Office of New Americans can work to implement a Language Access Plan, identify hiring opportunities for bilingual individuals, and extend language access resources to city departments that provide services to residents.

3. Promote information on essential services

Information on city services is transmitted by resettlement agencies, websites, printed materials, and word of mouth; but it generally has not been gathered and consolidated, and there are no consistent guidelines regarding what materials should be translated. As a result,

BEST PRACTICE

Expanded Language Line Access

Buffalo's 311 system offers "Language Line," so callers can be served in their native language. This access has been extended to the Traffic Violations Agency, and the city's Office of New Americans is working to expand it to other departments such as Civil Service, Permit and Inspection Services, and the City Clerk.

new arrivals face challenges in accessing key services, and are less likely to know if they qualify for programs that could assist them and their families.

The Office of New Americans can work with city departments, service providers, and Ethnic Community-Based Organizations to create and promote an online portal that connects new arrivals with needed resources, translated into the most common foreign languages.

BEST PRACTICE

Welcoming Center for New Pennsylvanians

Philadelphia's "Welcoming Center" offers a comprehensive range of services for immigrants, such as help with finding a job, starting a business, accessing legal advice, learning English, or locating resources. The Center partners with the Office of Immigrants and Multicultural Affairs to focus on language access within city departments, including the use of "I SPEAK" language access cards.

4. Facilitate cultural exchanges

Refugees report being harassed on the street and in public places, and perceive that they are often discriminated against in employment and other settings. Such challenges associated with acculturation can lead to increased family conflicts, and subsequent involvement with the law enforcement and court systems.

Cultural exchanges – where professionals such as child protection workers, police officers, and judges meet face-to-face with refugees to learn about their culture and explain American systems and expectations – have proven effective at increasing understanding on both sides and addressing the challenges associated with adjusting to a new culture. Several local groups currently conduct training for health care, education, social work, and law enforcement professionals.

The Office of New Americans can support efforts to broaden cultural exchanges and develop a curriculum to educate the general public about the benefits of Buffalo's growing diversity. These programs could then be shared with local businesses, non-profit and civic organizations, educational institutions, foundations, faith and community groups, and other stakeholders.

BEST PRACTICE

Family Court Collaborative

Erie County Family Court, the Universal School, the International Institute of Buffalo, and the Muslim Public Affairs Council organized the Family Court Collaborative to address issues of abuse and neglect cases among refugees and immigrants. It started at a local mosque with a training session in cultural competency for Child Protective Services case workers, social service agencies, and attorneys. Additional sessions have educated Iraqi and Somali leaders about the child protective service and public safety systems, increasing community awareness.



5. Encourage community engagement

Community engagement requires maintaining positive relationships with refugees and other newcomers throughout the year – whether celebrating with them on national holidays and ethnic festivals, acknowledging their triumphs, or providing comfort during times of grief and loss. Opportunities for residents to engage with refugees and other newcomers in meaningful ways should be promoted. This could include World Refugee Day in June, where the experiences and contributions of refugee groups are acknowledged; or an International Day at a school, where students are able to share their unique cultures through the arts, performance, and food.

The Office of New Americans can post a schedule of both local and national ethnic festivals and celebrations for Buffalo's communities on its web site; and provide official proclamations and private communications noting special achievements within the city's diverse communities.

6. Promote civic participation

Participation in civic institutions is an excellent way for refugees to interact with a broad range of residents, learn about local government, and successfully integrate into the larger community. Refugees are generally underrepresented in civic organizations: first-generation immigrants are only half as likely to participate as are second-generation immigrants. New arrivals can work with seniors, join parent-teacher organizations, and volunteer at a range of non-profits. By increasing their involvement, they will build deeper ties to local communities and strengthen institutions, while these organizations gain a deeper appreciation of the unique interests and concerns of immigrants and refugees.

The Office of New Americans can promote civic participation by connecting government, block clubs, non-profits, schools, and other civic-minded organizations to refugees, immigrants, and resettlement agencies.

BEST PRACTICE

Citizens' Participation Academy

Started in September 2006 by Mayor Brown, this program provides an interactive public forum for residents on the structure and management of city government. Participants are joined by elected and appointed officials to learn about economic development, community services, and public safety through a series of 10 presentations, case studies, and site tours. Upon completion, graduates are encouraged to continue their community involvement through a variety of volunteer opportunities.

Settling In

7. Expand resettlement into new neighborhoods

As the West Side housing market becomes increasingly saturated, there is a need to identify alternative locations for new arrivals. There has been growing interest among refugees in East Side neighborhoods, where rents are more affordable. Groups such as the Fillmore Corridor Neighborhood Coalition have already developed plans to incorporate refugees and immigrants into the community. These efforts offer the opportunity to approach resettlement in a more strategic manner, and to encourage both existing and new residents to become more invested in their neighborhoods through peer-to-peer engagement.

The Buffalo Urban Renewal Agency can provide technical support in developing neighborhood plans that address the needs of refugees and other new arrivals, and integrate these into broader community strategies.

8. Ensure adequate housing

Although resettlement agencies initially screen and approve properties, many new arrivals subsequently move out, only to face other challenges when they enter the housing market. In most cases, refugees do not understand their rights and are more likely to be taken advantage of by landlords. They also may not know where to turn for assistance with these issues, or lack transportation or an interpreter to access this help. Landlords also face challenges, as some tenants may need to be educated on issues such as food storage, trash and waste disposal, weatherization, and fire safety. Keeping refugees in adequate housing – while ensuring that the property is properly maintained by the tenants – provides benefits to all.

The Buffalo Urban Renewal Agency can coordinate efforts among housing inspectors, non-profit providers, resettlement agencies, Ethnic Community-Based Organizations, and landlords to ensure that all are aware of property standards and how to work together to avoid landlord-tenant conflicts.

9. Promote business districts

Immigrant- and refugee-owned businesses often create distinct commercial districts. The city has experienced this on Grant Street, where large numbers of new arrivals have settled. Yet these businesses typically draw customers from a very limited range. A marketing strategy has helped the West Side Bazaar attract outsiders to sample ethnic cuisine and purchase goods from a variety of vendors. Similar efforts to draw customers to commercial corridors featuring immigrant, African-American, and Latino businesses can help to stabilize these districts while strengthening the overall economy.

The Buffalo Urban Renewal Agency can provide technical assistance and marketing support to immigrant business owners and commercial districts, including enterprises owned by local African-Americans and Latinos; and help to identify additional sources of support and funding.

BEST PRACTICE

Green and Healthy Homes Initiative

Aging and deteriorated housing, coupled with high poverty and unemployment, can force families to live in homes that are unhealthy, unsafe, and energy inefficient. GHHI is a public-private partnership that provides cost savings, develops career pathways to green jobs, and produces stable neighborhoods by increasing the quality of housing stock. GHHI coordinates funding sources and programs for weatherization, lead hazard abatement, asthma control, and other health and safety interventions. Heart of the City Neighborhoods, the Community Foundation for Greater Buffalo, and Jericho Road Community Health Center lead a coalition of service providers that has provided comprehensive services to almost 400 families to date. In recent years, the program has expanded to include community health workers with the language and cultural skills needed to reach out to the Burmese and Nepali communities.

BEST PRACTICE

Westminster Economic Development Initiative

WEDI helps immigrants and refugees develop and operate businesses by assisting with mentoring, micro-loans, and after-school education. In 2011, WEDI opened the West Side Bazaar in a small Grant Street storefront, offering incubator space to six entrepreneurs from Indonesia, Peru, Rwanda, and South Sudan. WEDI later acquired a larger building in the heart of the Grant-Ferry District, and expanded the Bazaar to accommodate 21 businesses. Over 15 of these have since graduated to their own spaces, but replacements have allowed the incubator to remain a destination where shoppers can find handcrafted gifts, clothing, jewelry, and ethnic cuisines from around the world.



10. Encourage participation in recreational programs

The city and its non-profit partners operate recreational facilities in many neighborhoods, which are open to all residents. Efforts to develop programming that will attract refugees and other new arrivals should be pursued, to provide youth with healthy alternatives after school and during the summer. Programs such as Soccer Without Borders offer youth an opportunity to play a sport while also receiving training and tutoring in English, and promote civic engagement and interactions with other young people from various cultural groups. All of these recreational programs help to decrease risky behavior and provide a productive outlet for young refugees.

The Division of Parks & Recreation can work to increase participation in recreational programs among immigrant and refugee youth, and attempt to bring programs such as Soccer Without Borders to Buffalo.

11. Establish a community space

A consistent request from refugees is to develop a multi-purpose space to house services for their community. Representatives from Ethnic Community-Based Organizations have indicated that they would be able to assume greater responsibility for providing assistance within their communities if such a facility were available.

The Office of New Americans can bring Ethnic Community-Based Organizations together with existing community center operators to explore opportunities to provide greater access to these facilities.

12. Engage with the Police Department

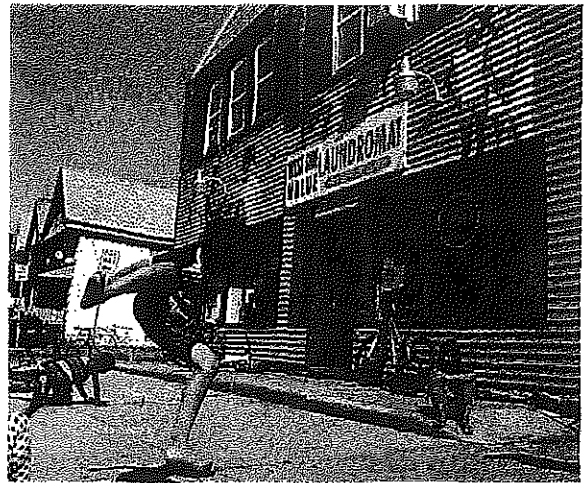
Increased trust between refugee communities and public safety officials is essential to building safe neighborhoods. Ensuring that police officers understand the needs and concerns of new arrivals will lead to stronger relationships and safer neighborhoods. Refugees are often hesitant to report crimes or help with investigations because they do not believe they will get the assistance they require. Some may have had bad experiences with corrupt officials in their native countries, and assume that all police are not trustworthy. Language barriers and a lack of understanding of police duties also limit meaningful engagement with police officers.

The Police Department, in coordination with the Office of New Americans, can implement a Language Access Plan and continue to facilitate regular interaction and joint initiatives among Ethnic Community-Based Organizations and police officials; and form partnerships that include community policing efforts. These should be coordinated with the cultural sensitivity training proposed in the Welcoming section.

BEST PRACTICE

Westside Art Strategy Happenings

The WASH Project at Westside Value Laundromat is a place where people can come to play music, practice art, read books, learn languages, mingle with persons from other cultures, learn about a wide range of community services and cultural opportunities, and wash clothing.



Strengthening

13. Increase language access for health and human service providers

Despite federal and state laws requiring access to interpretation services and translated materials, not all health and human service providers offer language assistance when rendering care, and few have written materials translated into high-demand languages. Providers often cite the expense and difficulty securing language services as the primary reason for this. Identifying opportunities to increase the availability of interpreters and translation services would enable these organizations to provide higher quality care to refugees.

The Office of New Americans can engage Ethnic Community-Based Organizations, resettlement agencies, and educational institutions to identify potential volunteers; work to secure funding; and partner with successful efforts to improve health care outcomes.

BEST PRACTICE

Jericho Road Community Health Center

Jericho Road provides culturally-sensitive care for refugees and immigrants, as well as a range of community services. Medical care includes maternity and child health, adult care (including diabetes care, mammograms, and programming for persons with chronic needs), and behavioral health care. Interpreters are available to assist with all visits and staff are specifically trained in cultural competency.



14. Provide specialized training for school personnel

Students need caring, knowledgeable, and involved teachers and administrators to succeed. The Buffalo Public Schools provide a wide range of supports to all students, but relatively few are specifically tailored to refugees. These students face many challenges – including the use of language immersion; age-based placement; harassment and bullying from classmates; and the stress and anxiety associated with testing – and school staff must be made aware of the best ways to offer support. Teachers, counselors, and school administrators can all benefit from learning more about these challenges, and the specific resources available to assist refugees and their families.

The Office of New Americans can broker partnerships among the Buffalo Public Schools, the Department of Multilingual Education, and Ethnic Community-Based Organizations to support collaborative teaching models and provide appropriate training for school personnel.

BEST PRACTICE

Hope Refugee Drop-In Center

Deaf refugees are highly marginalized due to the lack of American Sign Language training classes. Without ASL, deaf refugees are unable to utilize ASL interpreters in school, medical settings, or court. A pilot class has been developed at the Hope Refugee Drop-In Center, with a volunteer ASL teacher who is a deaf immigrant from Jamaica. Funding is being sought to hire an ASL teacher to provide language instruction equal to that of the Buffalo Public Schools, and a mentor to help integrate deaf refugees into the community.

15. Pursue opportunities for parental involvement

Schools strive to engage all parents, but many refugees need prompting to understand the role they are expected to play with regard to their child's education. Parents may avoid engaging with teachers and administrators because they lack experience with formal education systems, have different cultural expectations regarding the role of educators, or face language barriers. By increasing existing collaborations with resettlement agencies and Ethnic Community-Based Organizations, schools can expand opportunities to engage refugee parents, and bridge the language and trust gaps that often prevent them from reaching these families. Participating in these programs can also help parents serve as ambassadors within these communities, reaching out to provide important information and resources to other new arrivals.

The Office of New Americans can take on the role of mediator for school officials, the Department of Multilingual Education, and Ethnic Community-Based Organizations to discuss these issues and set up effective collaborations for immigrant, African-American, and Latino families.

16. Encourage participation in enrichment programs

Programs that provide educational experiences for younger students and build job skills for older ones help to counter the disruption in learning that occurs during summer and winter breaks. Students who do not participate in meaningful summer learning activities can lose over two months of grade level equivalency in math by fall, a loss that is typically much greater for foreign-born students. Enrichment programs improve educational outcomes, aid in the development of language and cultural awareness, and reduce the likelihood that students will engage in risky behaviors.

The Office of New Americans can work to make the Mayor's Summer Youth Internship Program more accessible to refugee youth and foster expansion of positive enrichment opportunities in the city for immigrant, African-American, and Latino youth.

BEST PRACTICE

Mayor's Summer Youth Internship Program

This program provides six weeks of employment and work-readiness training for at-risk youth between the ages of 14 and 21. According to Mayor Brown, "It is critically important to ensure that our young people have productive options for summer activities that prepare them for the jobs of the future." Fifty openings were added in 2015, bringing the total number of internships to 1,450. The program has provided over 20,000 employment opportunities since 2006.



17. Improve access to adult education

Over 20 percent of the city's foreign-born adults have not obtained a high school diploma, which is more than double that of the native-born population. The Buffalo Public Schools Adult Education Division offers English as a Second Language and High School Equivalency programs to assist refugees with developing language skills and obtaining the educational credentials needed to secure stable employment. Access and awareness of both programs could be improved by partnering with Ethnic Community-Based Organizations that offer native language literacy classes to their members.

The Office of New Americans can assist the Buffalo Public Schools to research and secure support for measures that can improve outcomes of adult education programs; and also partner with the Adult Education Division to facilitate awareness of new and available adult education programs.

18. Develop effective vocational training

Refugees possessing a wide range of skills require a variety of services to successfully secure employment. Vocational training programs can provide pathways from English as a Second Language and High School Equivalency courses into jobs. Resettlement agencies and community colleges can work with employers to increase access to training and improve programs for working adults – including refugees, African-Americans, and Latinos.

The Office of New Americans should help to link employers, working adults, and existing vocational training opportunities; and recommend new ones where gaps exist.

BEST PRACTICE

Placing Individuals in Vital Opportunity Training

The PIVOT Program, operated by the Erie County Department of Social Services, assists Temporary Assistance to Needy Families recipients to secure employment by paying the full-time wages of participants for six months during training. According to a report, approximately 400 TANF recipients had participated in PIVOT, and 85 percent were able to transition into a permanent job with their employer.

19. Expand employment programs

Subsidized employment programs such as the Placing Individuals in Vital Opportunity Training Program can cover full-time wages for six months while the participant receives on-the-job training. Health and human service providers and Ethnic Community-Based Organizations can then work with employers to provide a range of on-site services to refugee employees, including assistance in navigating the transportation and service systems, and help with official correspondence.

The Office of New Americans can promote awareness of and recruitment of eligible newcomers with service providers and Ethnic Community-Based Organizations.

BEST PRACTICE

Journey's End Refugee Services

Journey's End recently completed an innovative two-year project to help refugee mothers transition from being home-bound and dependent on government aid by offering culturally sensitive, state-certified daycare programs in Arabic, Burmese, French, Karen, Nepali, and Swahili. Journey's End collaborated with the Erie County Department of Social Services to link recipients of public benefits to daycare; and the Childcare Resource Network provided technical support to the program.



20. Increase entrepreneurial efforts

Entrepreneurial refugees play an important role by creating jobs and contributing to the local economy. There are a number of success stories, yet resources to expand these efforts are limited – especially with respect to production activities.

The Office of New Americans can work with economic development officials to raise awareness of the untapped potential of entrepreneurial refugees.

21. Facilitate professional careers

Many refugees who worked as doctors, nurses, engineers, or other professionals in their home countries are now employed in jobs that do not utilize these skills. The pool of highly-skilled workers critical to the region's economic growth can be expanded by facilitating the transition of refugees into professional careers.

The Office of New Americans can assist local colleges and universities to develop plans to help professionals prepare for certification exams and pursue necessary licenses.

22. Expand workforce opportunities

Organizations providing training and employment-related assistance do not currently have direct access to refugees; and issues with family care, language barriers and transportation must be addressed before refugees can take advantage of these opportunities. As a result, refugees lack connections to both high demand positions and training programs. Expanding the reach of workforce training and support programs are clearly needed for refugees, as well as African-Americans and Latinos. In the case of refugees, this can be achieved by expanding collaboration with resettlement agencies and Ethnic Community-Based Organizations.

The Office of New Americans can support the development of services that bridge gaps between organizations that provide training and refugees experiencing issues that affect their ability to take advantage of assistance.

The Office of Strategic Planning can assist by studying current transportation options, with an emphasis on reverse commuters and workers with non-standard hours; and identify improvements that will lead to better employment access for immigrants and other city residents without cars.

BEST PRACTICE

BAK USA

BAK USA came to Buffalo via Start-Up NY, a program that reduces taxes for qualifying companies partnered with a participating college or university. The company opened its world headquarters this year with 20 employees from Buffalo and a dozen other countries, kicking off its mission to bring affordable computer tablets and cellphones to developing nations in Africa.



Moving Forward

23. Pass a welcoming city ordinance

The city should prepare and pass an ordinance affirming and expanding basic protections to ensure that all refugees and immigrants are welcomed and provided access to city services. Once approved, city employees will require training to understand and uphold the new rules.

The Office of New Americans can communicate these requirements to all employees, while those with significant interactions with refugees and other newcomers are given additional training to help them uphold the ordinance. ONA can also work with outside partners to develop training programs for police, fire, emergency responders, 311 call center personnel, and other city staff.

BEST PRACTICE

Welcoming America

The city has joined Welcoming America, a nationwide network of organizations and partners that works to promote an atmosphere in which foreign- and native-born residents can find common ground and shared prosperity. Welcoming America also offers training and technical assistance designed to foster more positive local climates for refugees and other newcomers.

24. Provide cultural sensitivity training

To build a welcoming environment, the city must ensure that employees are equipped to interact with refugees and other newcomers, where cultural misunderstandings often make it difficult to communicate effectively. Cultural sensitivity training will help front-line staff understand how to welcome and assist persons from diverse backgrounds, and in turn make refugees and other newcomers more willing to engage with service providers.

The Office of New Americans can identify departments and services for which cultural sensitivity training will have the greatest impact, enlist partners to help develop the curriculum, and create a schedule. Training should cover immigration status, nationality, race, ethnicity, and religion, as well as the impacts of trauma, domestic violence, and child abuse.

BEST PRACTICE

Buffalo Police Department

The BPD has held regular community workshops with the Bhutanese-Nepali, Karen, and Burmese populations to address issues surrounding emergency calls to 9-1-1, share safety tips, and more. Events have also been held at schools to educate students on how policing in the U.S. may differ from policing in their home countries. BPD officers have also received training to help them learn how to engage populations with varying degrees of English language proficiency, and to improve outreach coordination.

25. Expand Office of New Americans capacity

The Office of New Americans is in a unique position, having been established at a time of great interest, need, and energy towards effecting positive change in the lives of refugees and other new arrivals. To realize its full potential, ONA will have to form multiple partnerships that will allow it to expand its capacity.

The Office of New Americans can continue to use the city's Urban Fellows Internship Program, which provides college students with hands-on experience in public service; and seek other partnership opportunities that allow it to expand its capacity.

26. Establish a New Americans Advisory Council

The Office of New Americans would benefit from the ongoing advice and counsel of a group such as the New Americans Study Steering Committee, which helped to guide this effort. It is recommended that the mayor establish a New Americans Advisory Council to assist the ONA in meeting its objectives and identifying new opportunities and directions.

27. Apply best practices

Buffalo is not alone in receiving increasing numbers of refugees, or in recognizing their potential to contribute to its future prosperity. The city should continue to stay abreast of national and local efforts, as others bring forward valuable programming and practices that can be used to improve the experience of refugees in Buffalo.

Steering Committee

Flor Aber	Hispanic Heritage Council
Denise Beehag	International Institute
Ann Brittain	Catholic Charities
Tulsi Dhimai	Bhutanese Community Group
Maggie Gibbons	Rediscover Riverside
Paul Harris	South Fillmore Block Club / Fillmore Corridor Neighborhood Coalition
Eva Hassett	International Institute
Anna Ireland	Jericho Road Community Health Center
Benoit Kabayiza	African Community Team
Ali Kadhum	Iraqi American Society / Buffalo Immigrant and Refugee Empowerment Coalition
Ba Zan Lin	Burmese Community Support Group
Joshua Mansaray	Sierra Leone Cultural Alliance
Meghann Perry	Journey's End Refugee Services
Khalid Qazi	Muslim Public Affairs Council
Sarahphine Sargent	African Community Team
Marlene Schillinger	Jewish Family Service
Allan Sesay	Sierra Leone Cultural Alliance
Saladi Shebule	Somali Bantu Community Organization
Marcus Stanfill	HEAL International

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**

*Order 102-16-17
~~Sub 10 12-5-14~~
Sub 7 12-19-16*

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

**TRAFFIC SCHEDULE AMENDMENT
RE: JUNIOR STREET TO NO PARKING**

ORDERED, that the City of Portland's Traffic Schedule be and hereby is amended as follows:

By adding under Junior Street:

West Side

- **Schedule I – No parking anytime**

East Side

- **Schedule I – No parking anytime**

MEMORANDUM
City Council Agenda Item

DISTRIBUTE TO: Jon Jennings, Ethan K. Strimling, Anita LaChance, Sonia Bean,
Danielle West-Chuhta, Nancy English, Julianne Sullivan,

FROM: Jeremiah Bartlett, PE, PTOE
Transportation Systems Engineer, Department of Public Works

CC: John Peverada, Parking Division
Mike Murray, Assistant to the City Manager
Christopher Branch, Director of Public Works
Kathi Earley, Engineering Manager, Public Works
Jeff Levine, Director of Planning & Urban Development

DATE: November 16, 2016

SUBJECT: Traffic Schedule Amendment: convert Junior Street to "No Parking"

SPONSOR: Jon Jennings, City Manager

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading Dec 5, 2016 **Final Action:** Dec 19, 2016

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

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

I. ONE SENTENCE SUMMARY

The Department of Public Works requests City Council approval to amend the Traffic Schedule to convert Junior Street from unrestricted parking to "No Parking Any Time".

II. AGENDA DESCRIPTION

Junior Street is a 150-foot long street connecting Lyseth Moore Drive to Bartley Avenue, just east of Auburn Street. The neighborhood and District 5 Councilor desire to see Junior Street adjusted not to allow parking along its length. When schools are in session, it is common to have vehicles parking along Junior Street, which impacts visibility and access for its residents. The Council action would change the traffic schedule to make Junior Street, currently an unrestricted street, to a "No Parking" street on both sides of the street.

III. BACKGROUND

(See Agenda Description, above.)

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

The intended result of this change is to relieve this narrow street of parking congestion issues, as well as visibility challenges that result from vehicles parking along this street, typically at times when schools are in session.

V. FINANCIAL IMPACT

The financial impact will be staff time and the placement of signage along the street, approximately \$500 for staff time and another \$250 in materials related to signage, and Dig Safe fees from On Target.

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

VII. RECOMMENDATION

DPW staff, with concurrence from Parking Division, recommend this change.

VIII. LIST ATTACHMENTS

1. Draft Council Order

Prepared by: Jeremiah Bartlett

Date: 11/16/2016

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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**

*Order 103-16/17
Tab 4 - 12516
Tab 8 12-19-16*

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

**ORDER APPROVING AGREEMENTS BETWEEN PORTLAND, MAINE
DEPARTMENT OF TRANSPORTATION AND PORTLAND AREA
COMPREHENSIVE TRANSPORTATION SYSTEM
RE: VERANDA STREET PAVING**

ORDERED, that the three-party agreement between the Portland Area Comprehensive Transportation System, the Maine Department of Transportation and the City of Portland, for work on a section of Veranda Street, WIN 018631, is hereby approved in substantially the form attached hereto; and

BE IT FURTHER ORDERED, that the City Council hereby authorizes the City Manager or his or her designee to execute said documents and any other related documents necessary or convenient to carry out the intent of said documents and this Order.

MEMORANDUM
City Council Agenda Item

DISTRIBUTE TO: Jon Jennings, Ethan K. Strimling, Anita LaChance, Sonia Bean,
Danielle West-Chuhta, Nancy English, Julianne Sullivan,

FROM: Kathi Earley, Engineering Division Manager
Department of Public Works

CC: Christopher Branch, Director of Public Works
Jeff Levine, Director of Planning & Urban Development
Jeremiah Bartlett, Transportation Systems Engineer

DATE: November 16, 2016

SUBJECT: Veranda Street Paving: Three-Party Agreement with MaineDOT & PACTS

SPONSOR: Jon Jennings, City Manager

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading Dec 5, 2016 **Final Action:** Dec 19, 2016

Can action be taken at a later date: No (If no why not?) MaineDOT requires several months' lead time to meet delivery targets for this 2017 paving project. No activity can proceed until this three-party agreement is officially in place.

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

I. ONE SENTENCE SUMMARY

City Council authorization to enter into this three-party agreement with MaineDOT and PACTS is required to achieve the PACTS Veranda St Collector paving project in 2017.

II. AGENDA DESCRIPTION

Authorizing this three-party agreement officially commits City funding and provides MaineDOT with authorization to proceed with engineering and estimating work. An update to the overall project cost is expected early in 2017 as part of a two-party agreement between MaineDOT and the City, which will be brought before the City Council for endorsement. The surface paving of Veranda Street (from I-295 to Martin's Point Bridge) is anticipated in mid to late 2017.

III. BACKGROUND

This Collector Paving project is part of the 16-18 PACTS TIP and reflected in MaineDOT's 2016-2018 Work Plan.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

A key goal of pursuing this project through PACTS is the highly leveraged outcome; the City will owe only a 25% Local Match for this pavement preservation project. No City "add-ons" are being considered at this time, however – our sewer and stormwater system adjustments do result in a 100% local cost.

Authorizing this three-party agreement will commit local funds to the necessary engineering process for MaineDOT to refine the cost estimate and prepare a two-party agreement. Due to pending I-295 overpass bridge work identified by MaineDOT, the scope and cost of this pavement preservation project is likely to be reduced.

V. FINANCIAL IMPACT

Projects awarded by the PACTS Collector Paving Program are typically financed with 75% federal and State funds and 25% local funds. The previously estimated costs, split between MaineDOT, PACTS, and the City, are as follows:

Work Phase	Estimated Federal Share	Estimated State Share	Estimated Municipal Share	Estimated Total Cost
Preliminary Engineering	\$ 9,975.24	\$ -	\$ 3,325.08	\$ 13,300.32
Right of Way	\$ 1,500.00	\$ -	\$ 500.00	\$ 2,000.00
Construction	\$ 207,980.04	\$ -	\$ 69,326.68	\$ 277,306.72
Construction Engineering	\$ 29,925.72	\$ -	\$ 9,975.24	\$ 39,900.96
Total Project Share	\$ 249,381.00	\$ -	\$ 83,127.00	\$ 332,508.00

At this time the City's financial risk is limited to the PE and ROW portions of costs noted above, roughly \$15,300. Our commitment to the Municipal Share of the Construction and Construction Engineering cost does not occur until the two-party agreement is authorized.

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

MaineDOT will administer this Collector paving project, which will likely take place in late 2017 provided we enter into a two-party agreement with MaineDOT in early 2017.

VII. RECOMMENDATION

DPW staff recommends that the City Council endorse the three-party agreements to allow MaineDOT to pursue engineering and refine the cost to be reflected in the two-party agreement early next year. Our Local costs exposure is limited to the PE & ROW portions noted above.

VIII. LIST ATTACHMENTS

- 1.) Three-Party agreement for Veranda Street Paving (WIN #018631.00)
- 2.) MaineDOT Project Identification Form
- 3.) Enhanced Project Scoping report

Prepared by: Jeremiah Bartlett/Kathi Earley

Date: 11/16/2016

O:\PWSHARE\City Council info and Agenda Requests\Agenda Requests\PACTS Veranda Collector Pave 3-Party\2018_3-Party_Veranda Pave_Endorsement_Council_Agenda_11-16-2016 final draft.docx

CTM#: _____

*Internal Use Only*WIN #: 018631.00Agreement Maximum Amount: \$332,508.00N/M MPO Id#: PACTS

Agreement Begin Date: _____ (For Office Use Only)

N/M Municipality Id#: PortlandAgreement End Date: 09/30/2019

This agreement ("**Agreement**") is entered into by the State of Maine Department of Transportation ("**MaineDOT**"), the Municipality of Portland ("**Municipality**"), and the Portland Area Comprehensive Transportation System, the designated Metropolitan Planning Organization for the Portland Urbanized Area ("**PACTS**"), jointly hereinafter referred to as the "**Parties**".

Whereas, the project that is the subject of this Agreement consists of an 1-1/4" overlay on Veranda Street from the I-295 Overpass to Martin's Point Bridge (hereafter referred to as the "**Project**"), and as further described in the attached Project Identification Form and Enhanced Project Scoping Report; and

Whereas, PACTS has programmed the Project for inclusion in the MaineDOT Annual Work Plan for CY15-17, using Federal capital improvement funding allocated by MaineDOT; and

Whereas, the Municipality supports the decision by PACTS to program the Project; and

Whereas, the Parties have a mutual interest in ensuring that the Project is delivered on a reasonable schedule and within the budget programmed, using a process that maximizes communication and cooperation; and

Whereas, the purpose of this Agreement is to identify the Parties' individual responsibilities during the design, permitting and right-of-way phases of the Project through completion of final Plans, Specifications and Estimate ("**PS&E**"), and to identify the intended financial allocations between the Parties through all phases of the Project if and when the parties formally approve and commit financial resources for the Project; and

Whereas, following the preparation of the project PS&E, a separate Municipal/State Agreement will be executed by MaineDOT and the Municipality.

Now therefore, in consideration of the forgoing, the Parties hereby establish and agree to the following terms and conditions:

The following Appendix is hereby incorporated into this Agreement by reference

- Appendix A - Enhanced Project Scoping Report

1. The total estimated cost of the Project through all phases is \$332,508.00 (the “**Project Estimate**”), and the Parties agree to share in and allocate the associated costs of each phase as outlined in this section:

Work Phase	Estimated Federal Share	Estimated State Share	Estimated Municipal Share	Estimated Total Cost
Preliminary Engineering	\$ 9,975.24	\$ -	\$ 3,325.08	\$ 13,300.32
Right of Way	\$ 1,500.00	\$ -	\$ 500.00	\$ 2,000.00
Construction	\$ 207,980.04	\$ -	\$ 69,326.68	\$ 277,306.72
Construction Engineering	\$ 29,925.72	\$ -	\$ 9,975.24	\$ 39,900.96
Total Project Share	\$ 249,381.00	\$ -	\$ 83,127.00	\$ 332,508.00

- a. Estimated allocations are further identified as follows:

- i. **Federal share** (through PACTS) - 75% of federally participating costs, up to a maximum of \$249,381.00.
- ii. **State share** (through PACTS) - 0% of federally participating costs, up to a maximum of \$0.00.
- iii. **Municipal share** (through the Municipality) - 25% federally participating costs, which is estimated at \$83,127.00, plus 100% of any additional costs incurred in accordance with Section 1.b. below.

- b. The Municipality shall be fully responsible for any and all Project costs exceeding \$332,508.00, unless otherwise agreed to in writing by the Parties through a modification to this Agreement.

- c. If the actual Project cost is less than the Project Estimate the amounts owed will be adjusted according to the percentages.

- d. If the Project Estimate or associated financial allocations are adjusted to reflect updated costs, MaineDOT will consult with PACTS and the Municipality before such adjustments are approved and implemented.

2. MaineDOT will share information about the status of the Project with staff from PACTS and the Municipality at the following milestones:

- Project kickoff/initial team meeting/formal public contact.
- Horizontal/Vertical Alignment Complete (“**HVAC**”).
- Preliminary Design Report (“**PDR**”).
- Formal public meeting.
- Plan Impacts Complete (“**PIC**”).
- PS&E complete.
- Changes in the Project Schedule or Engineer’s Estimate.

3. MaineDOT will prepare, or cause to be prepared, construction plans and specifications for the Project within the scope described above, using MaineDOT's standard project development process to ensure adherence to federal and state regulations.
4. After the final PS&E package is prepared, MaineDOT and the Municipality will execute a Municipal/State Project Agreement covering Project advertisement, award, construction and construction engineering. Said Municipal/State Agreement will carry the financial terms outlined in Section 1 above, as well as a schedule for collection of the Municipality's share of Project costs.
5. MaineDOT will consult with PACTS and the Municipality before implementing any adjustments to the Project scope, and PACTS and the Municipality will, likewise, notify MaineDOT of any proposed changes they wish to implement.
6. The Parties will participate as partners in any public meetings held to discuss the Project.
7. If MaineDOT withdraws from the Project before it has been advertised for construction, and that action was not directed by PACTS and the Municipality, MaineDOT will be responsible for all Project costs incurred to date.
8. If the Municipality withdraws its financial support for the Project as described in Section 1 of this Agreement, leading MaineDOT to cancel the Project before it has been advertised for construction, the Municipality shall reimburse MaineDOT fully for any and all Project costs incurred in reliance on the Municipality commitment documented in this Agreement, including, but not limited to, reimbursement of all federal funds expended to date.
9. Anything herein to the contrary notwithstanding, the Municipality and PACTS acknowledge that, although the execution of this Agreement by MaineDOT manifests its intent to honor its terms and to seek funding to fulfill any obligations arising hereunder, by law any such obligations are subject to available budgetary appropriations by its federal partners and the Maine Legislature and, therefore, this Agreement does not create any obligation on behalf of MaineDOT in excess of such appropriations.
10. The Municipality represents that its governing body has taken all steps necessary and lawful to approve the Project and the Municipality's entry into this Agreement, has appropriated or authorized the use of any necessary funds in connection with the Municipality's participation, and has further authorized the undersigned Municipal representative to execute this Agreement on the Municipality's behalf.
11. MaineDOT shall have all of its common law, equitable and statutory rights of set-off. These rights shall include, but not be limited to, the State's option to withhold for the purposes of set-off monies due the Municipality under a specific Project Contract up to any amounts due and owed to MaineDOT with regard to this Agreement, and any other Agreement/Contract, any other Agreement/Contract with any State Department or Agency, including any Agreement/Contract for a term commencing prior to the term of this Agreement, plus any amounts due and owed to the State for any reason including without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto. MaineDOT shall exercise its set-off rights in accordance with normal State practices including, in cases of set-off pursuant to an audit, the finalization of such audit by MaineDOT, its representatives, or the State Controller.

12. All provisions of this Agreement shall expire at Project final voucher, or upon final payment by the Municipality of any Project costs as hereinbefore provided, whichever occurs later.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement effective on the day and date last signed.

Date

Portland Area Comprehensive Transportation System

I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.

Date

Municipality of Portland

I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.

Date

Maine Department of Transportation

I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.

MPO Project

Sponsoring metropolitan planning organization (MPO): PACTS

Section 2-Project Description and Justification

Project Sequence Number (PSN):

S'8'37

Project

Identification Number (PIN): / G 31.60

Municipality: Portland

Route Number/Street Name: Veranda Street
OOA

Description of Project Location: 1-295 Overpass 0.47 miles to match Martins Point Bridge project.

Federal Functional Classification:
(mph): 25

Is the project on the NHS? Speed Limit

Minor Collector
MOT (segment):

No
Total Entering MOT:

Potentially administrated project?

0 Yes No

Please state the purpose and need, describing why the improvements proposed: Current PACTS policy is to both preserve and improve the collector roads in the PACTS region implementing cost effective infrastructure management.

Please describe the proposed scope of work: 1-1/4 inch overlay. There is some undetermined potential for some traffic circulation revisions, bike lane potential and traffic calming treatments TBD.

Section 3- Municipal Involvement

Please provide the following information about the sponsoring municipality:

-E-mail
Address:

Form completed by: "

Date:-

f a _ u l Niehoff

Section 5- Other Project Considerations

area, either under design or construction?

If yes, please identify the person who conducted the review and specify the projects:

ADA requirements, including sidewalks and sidewalk ramps?

If yes, by whom? Only initially by Paul Niehoff and Bruce Hyman

Comments: Discussions pertain to making pedestrian and bicycle connections to the recently constructed bridge. Scope and design to begin in the field 6 to 9 months.

Has the project been reviewed for crash history or other safety concerns? If yes, by whom?	☐ Yes	☒ No	☐ N/A
Has this project been reviewed for potential environmental impacts? If yes, by whom?	☐ Yes	☒ No	☐ N/A

If yes: please identify the person who did the review and provide this data to the Malina DOT MPO Coordinator.

If yes, please describe:

Are there related intersections that should be evaluated?	☐ Yes	☒ No	☐ N/A
If yes, please list:	-	-	-
For intersection improvements that call for new signals where none currently exist, has a warrant analysis been completed?	☐ Yes	☐ No	☒ N/A
Will the project change the road's horizontal or vertical alignment?	☐ Yes	☒ No	☐ N/A
If yes, please describe:			

Are there any obvious right-of-way impacts or displacements? ☐ Yes ☒ No ☐ N/A

If yes, please identify the source of the review and briefly explain the impacts:

Are there utility impacts within the proposed project limits? ☐ Yes ☐ No ☒ N/A

If yes, please describe the utility impacts:

MaineDOT Highway Design Guide for guidance.)

If no, please explain:

If yes, please explain:

Have previous technical studies been conducted? ☐ Yes ☒ No ☐ N/A

If yes, please: 1.) check all that apply; 2.) identify the responsible firm(s); and 3.) provide a copy to MaineDOT.

☐ Planning and Feasibility ☐ Corridor Report ☐ Geotechnical ☐ Hydraulic ☐ Environmental
Responsible firm(s)

Is professionally stamped technical documentation attached? ☐ Yes ☒ No If no, please explain: DOT Region One project.

	Phase	Original Estimate	Requested Delivery Year
181	Preliminary Engineering	\$13,300	2017
181	Right-Of-Way	\$2,000	2017
181	Construction	\$277,307	2017
181	Construction Engineering	\$39,901	2017

Total Cost \$332,508 -

Source of the estimate and contact information, for follow-up: G.P. & D.O.f

Is the project intended to be advertised for construction in 2016-2017? ☒ Yes ☐ No
☐ N/A If no, please explain:

Section 7 - Funding Sources for the Project			
	Funding Source	Amount	%
121	Federal	\$249,381	75
0	State	\$0	0
100	Total Project Funding	\$249,381	100

Section 8 - Project Approvals

In signing this form below, I concur with the proposed scope of work, schedule and cost estimate. Additionally, I acknowledge that the MPO will provide Metaland State funding for the project, shown in Section 7. My signature further indicates that the MPO is willing to enter into a Three-Party Agreement with the MaineDOT and the Municipality - formally defining the scope and assigning responsibility for costs before design begins.

Comments:

6/29/14

MPO/ACTS

fy

Date

In signing this form below, I concur with the proposed scope of work, schedule and cost estimate. Additionally, I acknowledge that the Municipality will make a commitment to secure the local share of project costs. Shown in Section 7. My signature further indicates that the Municipality is willing to enter into a Three-Party Agreement with the MaineDOT and the MPO - formally defining the scope and assigning responsibility for costs before design begins.

Comments:

Name and Title:

ORIO

Portland

In signing this form below, I acknowledge that I have reviewed the proposed scope, schedule and cost estimate,

and further state that I agree with the following: ☒ Scope ☒ Schedule ☒ Cost Estimate

Further state that I disagree with the following: ☐ Scope ☐ Schedule ☐ Cost Estimate

Comments:

1. Title municipality attests that it will abide by all federal and state requirements.
 2. Any project costs found to be ineligible for federal and/or State participation shall be borne by the municipality and/or MPO.
- Cancellation of a project may result in any expenditures to be determined to be ineligible and therefore borne entirely by the municipality and/or MPO, unless otherwise mutually agreed to by MaineDOT.

APPENDIX A
ENHANCED PROJECT SCOPING REPORT



Transportation | Land Development | Environment | Energy

Creating results for our clients and benefits for our communities.

June 19, 2014

Revised July 17, 2014

Ref: 52168.00

Mr. Paul Niehoff
PACTS
68 Marginal Way
Portland, ME 04101

Re: EPS Review of Martin's Point Pathway (Phase I) Bike Ped. Proposal
Portland, Maine

Dear Mr. Niehoff:

The following is a review of the City of Portland's proposal for a shared-use path from Kensington Street along the 1-295 Northbound/US Route 1 (I-295NB/US 1) embankment to the embankment along the easterly side of Veranda Street/US 1 to the Martin's Point Bridge. Project length is approximately one 2900 feet. This project is Phase I of an overall project to establish a shared-use path from Tukey's Bridge/Back Cove to the Martin's Point Bridge.

VHB reviewed the City's application and Concept Plans prepared plans by Gorii-Palmer. VHB staff subsequently performed a field review of the project on May 28 that included video documentation. VHB also reviewed comments from MaineDOT.

Project Summary

The Phase I project will focus on constructing a shared-use path beginning at the sidewalk grade on Kensington Street then northerly along the easterly embankment of 1-295/US 1 to Martin's Point Bridge. The Gorii-Palmer Plans depicted the entire project from Back Cove and a new bridge over Kensington Street. For this Phase I, the new bridge over Kensington Street shown in the Gorii-Palmer plans is not included.

From our field review, we noted an existing bituminous concrete walk from Kensington Street along the bottom of the 1-295/US 1 embankment up to Sullivan Street which we assume would be utilized for this Phase I project. From Sullivan Street to Martin's Point Health Care, modifications to the US 1 roadway section will be required. The project application and cost estimate includes only the work associated with the path construction from Kensington Street to the Martin's Point Bridge, reconfiguration of the Veranda Street/US 1 intersection and modifications to the US 1 roadway section. Costs for the path from Kensington Street to Back Cove are not included.

Vanasse Hangen Brustlin,
Inc.

500 Southborough Drive, Suite 1
OSB South Portland, Maine 04106
207.889.3150 FAX 207.253.5596
www.vhb.com

Observations

The existing roadway pavement is in good condition up to the Veranda Street/US 1 intersection. From Veranda Street up to Martin's Point Bridge approach, the pavement is poor condition with surface cracking, potholes and numerous utility patches. Curb and bituminous sidewalks are provided on both sides of US 1 north of Veranda Street and appear to be in good condition. The land use along the project corridor from Kensington Street to Sullivan Street is single family residential, coastal waters shoreline from Sullivan Street to north of Veranda Street then bordered by the Martin's Point Health Care facility up to the Martin's Point Bridge.

The Health Care facility driveway intersection with US 1 is signalized. The end of the median island at the merge between US 1 northbound and US 1 southbound shows a heavy U-turn movement as evidenced by numerous tire tracks on the pavement.

Project Constructability

Although construction of the path and roadway modifications should not present any unusual construction requirements, the work will most likely require a significant traffic management plan (TMP) especially along US 1 to avoid impacts to traffic on 1-295 NB and impacts to access to the Health Care Center near the Martin's Point Bridge.

Utility pole relocation will most likely be required so consideration should be given to relocating utilities via an advance utility contract.

Design Concerns

The existing path at the bottom of the US 1 embankment is narrow (approximately 4 feet wide). Widening the existing path will most likely require encroachment into the 1-295 right-of-way (ROW). This will require approval from FHWA.

The City's application notes that the US 1 "off-ramp" from 1-295 NB is a 2-lane exit. The application proposes to reduce the configuration to a 1-lane exit providing space for the construction of the pathway without encroaching into coastal waters. It is our opinion that technically the 1-295 NB/US 1 is a divergence of two limited access highways and not a 2-lane exit. Additionally, the on-ramp from Baxter Boulevard is located just 900 feet south of the 1-295/Route 1 divergence. Reconfiguring the US 1 typical section from 2 lanes to 1 lane would not be compliant with AASHTO design guidance for "lane balance" at a divergence. It is our opinion reducing the number of lanes on US 1 at the divergence may prove to be a significant hurdle to overcome for Phase II. Also, the 900 feet between the on-off ramp maneuvers seems a bit short for merging maneuvers. Alternatives could include realigning the divergence and constructing

a retaining structure to provide the width needed to construct the path without impacting coastal waters. We recommend that additional study be conducted including a review of record crash data at this location. In any case, this lane balance issue does not impact the construction of a path at the bottom of the US 1 embankment and should not impact proceeding with this Phase I.

US 1 continues as a 2-lane roadway some distance north of the 1-295/US 1 divergence. Phase I will require narrowing of the US 1 typical section beyond the divergence to avoid encroachment into coastal waters. Phase I will also require reconfiguration of the Veranda Street US 1 NB intersection. The City's application and supporting material did not include any information regarding record crash data for this location. For Phase I we recommend that record crash data be reviewed to verify the operational history of the roadway at this location and what impact the narrowing of the typical section might have. It may well be that reducing the length of the full 2-lane section may be appropriate but that should be verified through a review of the crash data.



Right-of-Way Impacts

The project will involve construction of a shared-use path within interstate ROW where pedestrians and bicyclists are typically excluded. This will require concurrence with FHWA for approval to construct a shared-use path within an Interstate right-of-way.

Additionally, permanent guy wire and pole easements will be required.

Utility & Railroad Impacts

It is highly likely that the project will require relocation of some utility poles to accommodate the shared-use path in the Health Care Center area.

Railroad impacts are not anticipated.

National Environmental Policy Act Compliance

Based on a review of the Maine DEP GIS database, application plans and a field review, it appears that significant impacts to natural resources are not anticipated provided that encroachment into coastal waters is avoided. If so, the project will most likely qualify as a Categorical Exclusion.

Section 106 of the National Historic Preservation Act

Complete listings of documented historic resources are not readily available online so a records review and field overview should be conducted during design to satisfy NEPA.

Threatened & Endangered Species Act

A check of the Maine Department of Inland Fisheries & Wildlife Essential Habitat Maps revealed typical shoreland high value habitat listings for tidal waterfowl and shorebirds along the shoreline.

Maine Natural Resources Protection Act

Areas protected under the Maine Natural Resources Protection Act generally need to be field delineated, depending on the resource type, however, preliminary field review did not indicate the presence of protected natural resources areas within the project limits other than the coastal zone at the shoreline. Further field review and mapping may be appropriate during design if impacts are anticipated.

Hazardous Materials

A check of the Maine DEP GIS database did not reveal the presence of any sites that would be impacted by the project construction.

Stormwater Management Permits

A stormwater management permit will be required since the project will likely expose more than 1 acre of erodible soil. A coastal waters permit may also be required for work along US 1.

Dredge Material

The project will not remove any dredge material from beneath any body of water based on the supplied project application information and provide encroachment into coastal waters can be avoided.

Design Exceptions

Design exceptions are not anticipated for Phase I.

Project Consistency with Other PACTS' Documents:

The project is consistent with the PACT's 2009 PACTS *Regional Bicycle & Pedestrian Plan Update*.

Suitability of Cost Estimate

It is our opinion that the cost of \$666,050 for Phase I (construction plus contingency) seems significantly low for the following reasons:

- It is missing several major items of work such as erosion control.
- Given that it is unlikely that the 1-295/Rte. 1 divergence can be reduced to a one-lane off ramp configuration, it seems reasonable to anticipate that a retaining structure of some type will be required.
- Includes mobilization and traffic control as one item. Traffic control related to 1-295 are anticipated to be a significant cost.
- Does not include a contingency amount. Generally, we recommend carrying a higher contingency for concept estimates.
- Cost for utility modifications.

It is our opinion that the construction cost would be in the area of \$1.7 million with engineering design and construction services.

If you have any questions or require additional information, please do not hesitate to contact me.

Very truly yours,

VANASSE HANGEN BRUSTLIN,


INC. William J.
DeSantis, P.E.
Corporate Director-Bicycle Transportation

Enclosure

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)
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PIOUS ALI (A/L)
NICHOLAS M. MAVODONES, JR (A/L)

Order 104-16/17
~~Sub 12 12-5-17~~
Sub 9 12-19-16

**AMENDMENT TO PORTLAND CITY CODE
CHAPTER 13 GENERAL ASSISTANCE
RE: DEFINITIONS OF LAWFULLY PRESENT AND LAWFUL PROCESS**

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

*That Chapter 13, Section 13-4 of the Portland City Code
IS hereby amended to read as follows:*

Sec. 134. Eligibility factors.

(a) *Residence.* The administrator shall provide general assistance to all eligible persons applying for assistance who are residents of the city. A resident is a person who has no other residence and is physically present in the city and who intends to remain here and establish a household.

...

(i) *Immigration Status.* Beginning July 1, 2015, the administrator shall provide general assistance to all eligible persons who are lawfully present in the United States or who are pursuing a lawful process to apply for immigration relief, except that assistance for such a person may not exceed 24 months. Only months of general assistance provided after July 1, 2015 for eligible persons who are lawfully present in the United States or who are pursuing a lawful process to apply for immigration relief shall be counted toward the 24-month limit.

Citizens, nonimmigrants and "qualified aliens" as defined in the provisions of § 431 of the PRWORA, as amended (8 U.S.C. § 1641) are not subject to the 24-month time limit.

(1) For the purposes of this section and determining eligibility under this chapter, an eligible person who

8

is lawfully present in the United States ~~or who is pursuing a lawful process to apply for immigration relief~~ shall be defined as an individual described in 8 U.S.C. §1621(a)(1)-(3) who is: a person who:

a. A qualified alien (as defined in section 1641 of this title);

b. A nonimmigrant under the Immigration and Nationality Act (8 U.S.C. §1101 et seq.); or

c. An alien who is paroled into the United States under section 212(d)(5) of such Act (8 U.S.C. §1182(d)(5)) for less than one year.

~~(1) Is living in the United States with the knowledge and permission of the Department of Homeland Security (DHS), and DHS does not contemplate enforcing his/her departure;~~

~~(2) Has not yet applied for asylum, but has been in the United States less than one (1) year;~~

~~(3) Is a parent, guardian or sibling of an American-born minor child; or~~

~~(4) Is an applicant for asylum, applicant for approved Special Immigrant Juvenile Status, applicant for protection under the Violence Against Women Act (VAWA), or a person who has been a Lawful Permanent Resident (LPR or "green card" holder) for less than 5 years (after 5 years an LPR is a "qualified alien" and is not subject to the 24 month time limit);~~

~~(5) Is an unaccompanied minor; and~~

(2) For the purposes of this section and determining eligibility under this chapter, an eligible person who is pursuing a lawful process to apply for immigration relief shall be defined as a person who: has filed an application for immigration relief with the United States Citizen and Immigration Service.

~~(6) Is applying for immigration relief under the Immigration and Nationality Act (INA). Verification that a person is taking reasonable steps to apply for immigration relief may be either proof of a pending application, a letter~~

~~from an attorney, or a sworn statement from an individual other than the applicant or recipient who can attest to the fact that the person is taking reasonable steps to lawfully apply for immigration relief. A person pursuing an application for asylum must also provide evidence that he/she is within the one-year filing deadline for asylum, or qualifies for an exception to the one-year filing deadline.~~

BE IT FURTHER ORDERED, that notwithstanding 1 M.R.S. §302, this amendment shall be effective as of December 19, 2016.

MEMORANDUM
City Council Agenda Item

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

FROM: Dawn Styles

DATE: October 24, 2016 (Revised December 8, 2016)

SUBJECT: Amendment to Portland City Code Chapter 13 General Assistance Re: Lawfully Present and Lawful Process

SPONSOR: Corporation Counsel Danielle West-Chuhta
(If sponsored by a Council committee, include the date the committee met, the results of the vote, and the meeting minutes.)

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading 11/7/2016 Final Action 11/21/2016

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

The City risks losing some part of its reimbursement for general assistance payments by not making city code amendments in line with Maine Department of Health and Human Services Rules and Regulations definitions for lawfully present and lawful process, which definitions concern the process of immigration relief.

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

I. ONE SENTENCE SUMMARY

Maine Department of Health and Human Services Rules and Regulations regarding those persons who are lawfully present in the United States or are pursuing a lawful process to apply for immigration relief have been recently changed and the City must follow these rules to qualify for General Assistance reimbursement.

II. AGENDA DESCRIPTION

Amendments to Portland City Code Chapter 13, General Assistance (GA), are proposed to mirror recent changes in Maine Department of Health and Human Services (MDHHS) Rules and Regulations regarding those persons who are lawfully present in the United States or are pursuing a lawful process to apply for immigration relief. By enacting these changes, the City shall insure that it does not run the risk of the State of Maine withholding some or all of the reimbursement provided for payments from the General Assistance program..

III. BACKGROUND

In the last few years, MDHHS has withheld funds the City had anticipated in its budgets as reimbursement for GA payments, arguing that the City provided them to person who did not qualify. The City remains, as always, focused on following all MDHHS rules and regulations.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

Passage of the proposed amendments put the City's GA program in compliance with MDHHS rules and remove the risk that the State of Maine will withhold some or all of the City's reimbursement for GA payments.

V. FINANCIAL IMPACT

Passage of the proposed amendments avoid the risk the City has grappled with in past budgets that anticipated funds will not be paid into its GA program by the State.

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

On May 16, 2016, the Maine Department of Health and Human Services enacted new rules regarding the General Assistance definitions of "lawfully present" and "pursuing a lawful process." Page six of the Maine General Assistance Policy Manual contains the first definition, and Page eight has the second. The definitions are highlighted in the attachment of this Agenda Request.

VII. RECOMMENDATION

Corporation Counsel has reviewed these amendments as to form and recommends adoption.

VIII. LIST ATTACHMENTS

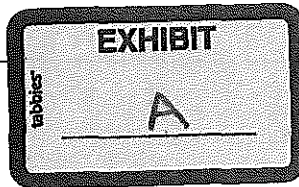
MDHHS Rules and Regulations, General Assistance Policy Manual, definitions highlighted on pages 6 and 8.

Amendment to Portland City Code Chapter 13 Re: Lawfully Present and Lawful Process

Prepared by: Dawn Styles

Date: October 24, 2016 (Revised December 8, 2016)

Bean/agendarequestmemo/rev 11/2015



HOUSING ASSISTANCE	Payments made by, or on behalf of an individual for rent or mortgage.
INCOME	Any form of income in cash or in kind (as defined below) received by the household including net remuneration for services performed, cash received on either secured or unsecured credit, any payments received as an annuity, retirement, or disability benefits, veterans' pensions, workers' compensation, unemployment benefits, benefits under any state or federal categorical assistance program, supplemental security income, social security, and any other payments from governmental sources, unless specifically prohibited by any law or regulation, support payments, income from pension or trust funds and household income from any other source, including relatives or unrelated household members and any benefit received pursuant to Title 26, chapter 907 and Title 36, section 5219-II (see property tax fairness credit below). For repeat applicants, it also includes unverified expenditures or misspent money from the 30 day period prior to application (§4301(7)). Exception: Support Services Payments that are available to ASPIRE program participants are not to be counted as income in the time of intended use.
IN KIND INCOME	Payments made to or on behalf of an applicant either monetary or in the form of a commodity.
JUST CAUSE	A valid, verifiable reason that hinders an individual in complying with one or more conditions of eligibility.
LAWFULLY PRESENT	Individuals described in 8 U.S.C. § 1621(a)(1)-(3): (1) A qualified alien (as defined in section 1641 of this title), (2) A nonimmigrant under the <i>Immigration and Nationality Act</i> [8 U.S.C. §1101 <i>et seq.</i>], or (3) An alien who is paroled into the United States under section 212(d)(5) of such Act [8 U.S.C. §1182(d)(5)] for less than one year.
LUMP SUM PAYMENT	A one-time payment issued to an applicant or recipient prior to or subsequent to applying for General Assistance. Lump sum payment includes, but is not limited to: retroactive or settlement portions of social security benefits, worker's compensation payments, unemployment benefits, disability income, veterans' benefits, severance pay benefits, or money received from inheritances, lottery winnings, personal injury awards, property damage claims or divorce settlements. A lump sum payment includes only the amount of money available to the applicant after

Section III page 6
Rev. 5/16/16
#19A

PERIOD OF ELIGIBILITY	The time for which a person has been granted assistance. Such period shall commence on the date of application for assistance and shall continue for the period stated on the decision. The period of eligibility may vary depending on the type of assistance provided; however, in no event shall such a period extend beyond one month (§4309(1)).
POOLING OF INCOME	The financial relationship among household members who are not legally liable for mutual support in which there occurs any commingling of funds or sharing of income or expenses. It is a rebuttable presumption that persons sharing the same dwelling unit are pooling their income. Applicants who are requesting that the determination of eligibility be calculated as though one or more household members are not pooling their income have the burden of rebutting the presumption of pooling income by providing verification that they are not doing so (§4301(12-A)).
POTENTIAL RESOURCES	Sources of financial assistance, including programs, services, non-liquid assets or trusts which typically require people to apply in writing and/or wait a period of time before eligibility is determined or the potential income is released (§4317).
PROPERTY TAX FAIRNESS CREDIT	For tax years beginning on or after January 1, 2013, a Maine resident individual is allowed a property tax fairness credit as computed by the Maine Revenue Service (36 MRSA §5219-II). Any benefit received under Title 36, chapter 907 and Title 36, Section 5219-II, unless used for basic necessities as described above, will counted as income.
PURSUING A LAWFUL PROCESS TO APPLY FOR IMMIGRATION RELIEF	Anyone who has filed an application for immigration relief with the U.S. Citizenship and Immigration Services.
REAL ESTATE	Any land, buildings, homes, mobile homes, and any other things affixed to that land (§4301(13)).

Fwd: GAP Funding YTD

1 message

Jon Jennings <jpj@portlandmaine.gov>

Thu, Dec 8, 2016 at 11:52 AM

To: Sonia Bean <stb@portlandmaine.gov>

Can you please put this information into the backup materials for the 12/19 meeting? Thanks.

In the Council Meeting on Monday, I was asked for an update on funding that has been expended to date to individuals who do not meet the DHHS definition of asylum seekers, but does meet the city ordinance. Please see below the financial information that was requested.

July	18,404
August	23,350
September	21,490
October (solid estimate)	20,311
 Total	 88,555
 Annualized	 250,665

Jon P. Jennings
City Manager
City of Portland
389 Congress Street
Portland, ME 04101
(207) 874-8689 Office
(207) 874-8669 Fax
jpj@portlandmaine.gov
www.portlandmaine.gov

ETHAN K. STRIMLING (MAYOR)
BELINDA S. RAY (1)
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MAINE IN CITY COUNCIL ASSEMBLED AS FOLLOWS:**

*That Chapter 13, Section 13-4 of the Portland City Code
IS hereby amended to read as follows:*

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(a) *Residence.* The administrator shall provide general assistance to all eligible persons applying for assistance who are residents of the city. A resident is a person who has no other residence and is physically present in the city and who intends to remain here and establish a household.

...

(i) *Immigration Status.* Beginning July 1, 2015, the administrator shall provide general assistance to all eligible persons who are lawfully present in the United States or who are pursuing a lawful process to apply for immigration relief, except that assistance for such a person may not exceed 24 months. Only months of general assistance provided after July 1, 2015 for eligible persons who are lawfully present in the United States or who are pursuing a lawful process to apply for immigration relief shall be counted toward the 24-month limit.

Citizens, nonimmigrants and "qualified aliens" as defined in the provisions of § 431 of the PRWORA, as amended (8 U.S.C. § 1641) are not subject to the 24-month time limit.

(1) For the purposes of this section and determining eligibility under this chapter, an eligible person who

is lawfully present in the United States ~~or who is pursuing a lawful process to apply for immigration relief~~ shall be defined as an individual described in 8 U.S.C. §1621(a)(1)-(3) who is: a person who:

- a. A qualified alien (as defined in section 1641 of this title);
- b. A nonimmigrant under the Immigration and Nationality Act (8 U.S.C. §1101 et seq.); or
- c. An alien who is paroled into the United States under section 212(d)(5) of such Act (8 U.S.C. §1182(d)(5)) for less than one year.

~~(1) Is living in the United States with the knowledge and permission of the Department of Homeland Security (DHS), and DHS does not contemplate enforcing his/her departure;~~

~~(2) Has not yet applied for asylum, but has been in the United States less than one (1) year;~~

~~(3) Is a parent, guardian or sibling of an American-born minor child; or~~

~~(4) Is an applicant for asylum, applicant for approved Special Immigrant Juvenile Status, applicant for protection under the Violence Against Women Act (VAWA), or a person who has been a Lawful Permanent Resident (LPR or "green card" holder) for less than 5 years (after 5 years an LPR is a "qualified alien" and is not subject to the 24 month time limit);~~

~~(5) Is an unaccompanied minor; and~~

(2) For the purposes of this section and determining eligibility under this chapter, an eligible person who is pursuing a lawful process to apply for immigration relief shall be defined as a person who: has filed an application for immigration relief with the United States Citizen and Immigration Service.

~~(6) Is applying for immigration relief under the Immigration and Nationality Act (INA). Verification that a person is taking reasonable steps to apply for immigration relief may be either proof of a pending application, a letter~~

~~from an attorney, or a sworn statement from an individual other than the applicant or recipient who can attest to the fact that the person is taking reasonable steps to lawfully apply for immigration relief. A person pursuing an application for asylum must also provide evidence that he/she is within the one-year filing deadline for asylum, or qualifies for an exception to the one-year filing deadline.~~

BE IT FURTHER ORDERED, that notwithstanding 1 M.R.S. §302, this amendment shall be effective as of December 19, 2016.

MEMORANDUM
City Council Agenda Item

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

FROM: Dawn Styles

DATE: October 24, 2016 (Revised December 8, 2016)

SUBJECT: Amendment to Portland City Code Chapter 13 General Assistance Re: Lawfully Present and Lawful Process

SPONSOR: Corporation Counsel Danielle West-Chuhta
(If sponsored by a Council committee, include the date the committee met, the results of the vote, and the meeting minutes.)

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading 11/7/2016 Final Action 11/21/2016

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

The City risks losing some part of its reimbursement for general assistance payments by not making city code amendments in line with Maine Department of Health and Human Services Rules and Regulations definitions for lawfully present and lawful process, which definitions concern the process of immigration relief.

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

I. ONE SENTENCE SUMMARY

Maine Department of Health and Human Services Rules and Regulations regarding those persons who are lawfully present in the United States or are pursuing a lawful process to apply for immigration relief have been recently changed and the City must follow these rules to qualify for General Assistance reimbursement.

II. AGENDA DESCRIPTION

Amendments to Portland City Code Chapter 13, General Assistance (GA), are proposed to mirror recent changes in Maine Department of Health and Human Services (MDHHS) Rules and Regulations regarding those persons who are lawfully present in the United States or are pursuing a lawful process to apply for immigration relief. By enacting these changes, the City shall insure that it does not run the risk of the State of Maine withholding some or all of the reimbursement provided for payments from the General Assistance program..

III. BACKGROUND

In the last few years, MDHHS has withheld funds the City had anticipated in its budgets as reimbursement for GA payments, arguing that the City provided them to person who did not qualify. The City remains, as always, focused on following all MDHHS rules and regulations.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

Passage of the proposed amendments put the City's GA program in compliance with MDHHS rules and remove the risk that the State of Maine will withhold some or all of the City's reimbursement for GA payments.

V. FINANCIAL IMPACT

Passage of the proposed amendments avoid the risk the City has grappled with in past budgets that anticipated funds will not be paid into its GA program by the State.

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

On May 16, 2016, the Maine Department of Health and Human Services enacted new rules regarding the General Assistance definitions of "lawfully present" and "pursuing a lawful process." Page six of the Maine General Assistance Policy Manual contains the first definition, and Page eight has the second. The definitions are highlighted in the attachment of this Agenda Request.

VII. RECOMMENDATION

Corporation Counsel has reviewed these amendments as to form and recommends adoption.

VIII. LIST ATTACHMENTS

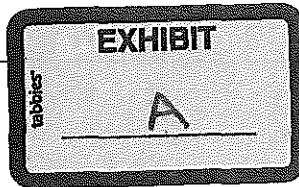
MDHHS Rules and Regulations, General Assistance Policy Manual, definitions highlighted on pages 6 and 8.

Amendment to Portland City Code Chapter 13 Re: Lawfully Present and Lawful Process

Prepared by: Dawn Styles

Date: October 24, 2016 (Revised December 8, 2016)

Bean/agendarequestmemo/rev 11/2015



HOUSING ASSISTANCE	Payments made by, or on behalf of an individual for rent or mortgage.
INCOME	Any form of income in cash or in kind (as defined below) received by the household including net remuneration for services performed, cash received on either secured or unsecured credit, any payments received as an annuity, retirement, or disability benefits, veterans' pensions, workers' compensation, unemployment benefits, benefits under any state or federal categorical assistance program, supplemental security income, social security, and any other payments from governmental sources, unless specifically prohibited by any law or regulation, support payments, income from pension or trust funds and household income from any other source, including relatives or unrelated household members and any benefit received pursuant to Title 26, chapter 907 and Title 36, section 5219-II (see property tax fairness credit below). For repeat applicants, it also includes unverified expenditures or misspent money from the 30 day period prior to application (§4301(7)). Exception: Support Services Payments that are available to ASPIRE program participants are not to be counted as income in the time of intended use.
IN KIND INCOME	Payments made to or on behalf of an applicant either monetary or in the form of a commodity.
JUST CAUSE	A valid, verifiable reason that hinders an individual in complying with one or more conditions of eligibility.
LAWFULLY PRESENT	Individuals described in 8 U.S.C. § 1621(a)(1)-(3): (1) A qualified alien (as defined in section 1641 of this title), (2) A nonimmigrant under the <i>Immigration and Nationality Act</i> [8 U.S.C. §1101 <i>et seq.</i>], or (3) An alien who is paroled into the United States under section 212(d)(5) of such Act [8 U.S.C. §1182(d)(5)] for less than one year.
LUMP SUM PAYMENT	A one-time payment issued to an applicant or recipient prior to or subsequent to applying for General Assistance. Lump sum payment includes, but is not limited to: retroactive or settlement portions of social security benefits, worker's compensation payments, unemployment benefits, disability income, veterans' benefits, severance pay benefits, or money received from inheritances, lottery winnings, personal injury awards, property damage claims or divorce settlements. A lump sum payment includes only the amount of money available to the applicant after

Section III page 6
Rev. 5/16/16
#19A

PERIOD OF ELIGIBILITY	The time for which a person has been granted assistance. Such period shall commence on the date of application for assistance and shall continue for the period stated on the decision. The period of eligibility may vary depending on the type of assistance provided; however, in no event shall such a period extend beyond one month (§4309(1)).
POOLING OF INCOME	The financial relationship among household members who are not legally liable for mutual support in which there occurs any commingling of funds or sharing of income or expenses. It is a rebuttable presumption that persons sharing the same dwelling unit are pooling their income. Applicants who are requesting that the determination of eligibility be calculated as though one or more household members are not pooling their income have the burden of rebutting the presumption of pooling income by providing verification that they are not doing so (§4301(12-A)).
POTENTIAL RESOURCES	Sources of financial assistance, including programs, services, non-liquid assets or trusts which typically require people to apply in writing and/or wait a period of time before eligibility is determined or the potential income is released (§4317).
PROPERTY TAX FAIRNESS CREDIT	For tax years beginning on or after January 1, 2013, a Maine resident individual is allowed a property tax fairness credit as computed by the Maine Revenue Service (36 MRSA §5219-II). Any benefit received under Title 36, chapter 907 and Title 36, Section 5219-II, unless used for basic necessities as described above, will counted as income.
PURSUING A LAWFUL PROCESS TO APPLY FOR IMMIGRATION RELIEF	Anyone who has filed an application for immigration relief with the U.S. Citizenship and Immigration Services.
REAL ESTATE	Any land, buildings, homes, mobile homes, and any other things affixed to that land (§4301(13)).

Fwd: GAP Funding YTD

1 message

Jon Jennings <jpj@portlandmaine.gov>

Thu, Dec 8, 2016 at 11:52 AM

To: Sonia Bean <stb@portlandmaine.gov>

Can you please put this information into the backup materials for the 12/19 meeting? Thanks.

In the Council Meeting on Monday, I was asked for an update on funding that has been expended to date to individuals who do not meet the DHHS definition of asylum seekers, but does meet the city ordinance. Please see below the financial information that was requested.

July	18,404
August	23,350
September	21,490
October (solid estimate)	20,311
 Total	 88,555
 Annualized	 250,665

Jon P. Jennings
City Manager
City of Portland
389 Congress Street
Portland, ME 04101
(207) 874-8689 Office
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www.portlandmaine.gov

Order 105-16/17
~~Tab 13 - 12-5-16~~
Tab 10 12-19-16

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 33 MINIMUM WAGE RE: TIPPED WAGE**

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

1. That Section 33-2, 33-7 of the Portland City Code is hereby amended to read as follows:

Sec. 33.2. Definitions.

Unless the context otherwise indicates, the following words shall have the following meanings.

City: City of Portland.

...

State Minimum Wage: The minimum hourly wage established by
26 M.R.S. § 664.

Service Employee: Any Employee engaged in an occupation in which he or she customarily and regularly receives more than \$30.00 a month or more in tips.

...

Section 33.7. Minimum Wage.

(a) *Minimum wage payment required:* Except as provided herein, Employers shall pay all Employees no less than the Minimum Wage established by this ordinance for each hour worked within the City Limits.

(b) *Minimum Wage rate:*

- (i) Beginning on January 1, 2016, the regular Minimum Wage for all Employees, including, but not limited to, Service Employees, shall be raised to \$10.10 per hour;
- (ii) Beginning on January 1, 2017, the regular Minimum Wage for all Employees, including, but not limited to, Service Employees, shall be raised to \$10.68 per hour; and
- (iii) Beginning on every first day of July following January 1, 2018, and every first day of July thereafter, the Minimum Wage for all Employees, including, but not limited to, Service Employees, shall be increased according to the Consumer Price Index - All Urban Consumers (CPI-U) percentage increase from the prior year, unless the Minimum Wage equals the State Minimum Wage as set forth below. If there is no increase, the Minimum Wage will be unchanged. The percentage increase in the annual CPI-U for the previous calendar year from the annual CPI-U for the calendar year preceding that shall be the percentage by which the Minimum Wage is increased on the first day of July 2018 and every July 1 thereafter.
- (iv) If the State Minimum Wage established by 26 M.R.S. § 664 is equal to or greater than the Minimum Wage established herein, the Minimum Wage for all Employees, including, but not limited to, Service Employees, shall be raised to equal the State Minimum Wage.

(c) *Tip Credit:*

- (i) As provided in 26 M.R.S. §664(2), An Employer may consider tips as part of the wages of a Service Employee toward satisfaction of the Minimum Wage established by this ordinance, in accordance with 26 M.R.S. §664(2) and until such time as the tip credit is eliminated under state law. Such a tip credit shall be no greater than the amount necessary to reduce the direct wages paid to a Service Employee to an amount equal to the minimum direct wages required to be paid to Service Employees pursuant to 26 M.R.S. §664(2).

Minimum direct wages pursuant to 26 M.R.S. §664(2) is the amount required by state law to be paid to a Service Employee after an Employer reduces the state minimum wage by the maximum allowable tip credit as provided in 26 M.R.S. §664(2).

- (ii) An Employer who elects to use the tip credit, until it is eliminated under state law, must inform the affected employee in advance and must be able to show that the employee receives at least the Minimum Wage established by this ordinance when direct wages and the tip credit are combined. Upon a satisfactory showing by the employee or the employee's representative that the actual tips received were less than the tip credit, the employer shall increase the direct wages by the difference.

...

BE IT FURTHER ORDAINED that these amendments are enacted as an Emergency, pursuant to Article II, Section 11 of the Portland City Charter, in order to make the amendment effective immediately and allow the changes to the minimum wage ordinance to be in place prior to the enactment of the State Minimum Wage Law on January 1, 2017.

MEMORANDUM
City Council Agenda Item

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

FROM: Danielle West-Chuhta

DATE: November 17, 2016

SUBJECT: Amendment to Portland City Code Chapter 33 Re: Tipped Wage

SPONSOR: Danielle West-Chuhta, Corporation Counsel

(If sponsored by a Council committee, include the date the committee met, the results of the vote, and the meeting minutes.

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading 12/5/2016* Final Action 12/21/2016

*Staff is requesting that this amendment be passed as an emergency in order to make it effective immediately and allow the City to publicize any changes to the City's Minimum Wage Ordinance prior to January 1, 2017, when the approved State Referendum takes effect.

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

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

I. ONE SENTENCE SUMMARY

On November 8, 2016, Maine voters approved a minimum wage increase that changes state law to provide, among other things, that the amount of the minimum direct cash wage for tipped employees be \$5.00 in 2017. The City's Minimum Wage Ordinance's language on the tipped wage credit currently conflicts with this state language and must be amended.

II. AGENDA DESCRIPTION

Starting on January 1, 2017, workers who receive tips as part of their wages must be paid a minimum of \$5.00 an hour by their employers.

On November 8, 2016, Maine voters approved a minimum wage increase starting at \$9.00 an hour on January 1, 2017. Before the increase was approved, employers could pay their tipped employees a direct cash wage of half of the minimum wage of \$7.50, or \$3.25 an hour, and take a tip credit of \$3.25, as long as tips added to that wage totaled the minimum wage.

The City's adopted minimum wage ordinance also has the same tip credit as state law, as long as tips added to that wage totaled the amount of the City's minimum wage, which was \$10.10 in 2016.

On January 1, 2017, the City of Portland Minimum Wage will be \$10.68. The tipped direct cash wage will be at least \$5.00 an hour, in compliance with the new state law. Therefore, the total of a tipped employee's minimum direct cash wage of \$5.00 an hour plus the tip credit must equal at least \$10.68 per hour under the City's ordinance. If it does not, the employer must pay the employee more in a direct cash wage to make up the difference. The proposed amendment to the Portland City Code will put the City in compliance with the new statutory language.

III. BACKGROUND

Many states have raised the minimum wage, including Maine in 2016. The City of Portland approved an increase in the city-wide minimum wage in 2015, as support grew for workers in need of more money to pay rent, buy food and pay bills. Similar increases in other cities, where housing and other costs were high, were already in place or being adopted.

IV. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

The amendment is intended to put the Portland City Code in compliance with state law.

V. FINANCIAL IMPACT

While the statewide statutory change will effect employers of tipped employees, the city code amendment will not itself have any additional effect.

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

VII. RECOMMENDATION

The amendment is approved as to form and recommended by Corporation Counsel's office.

VIII. LIST ATTACHMENTS

Amendment to Portland City Code Chapter 33 Re: Tipped Wage

Maine Minimum Wage Referendum Language

Prepared by: Nancy English

Date: 11/18/2016

1 **Be it enacted by the People of the State of Maine as follows:**

2 **Sec. 1. 26 MRSA §664, sub-§1**, as amended by PL 2007, c. 640, §4, is further
3 amended to read:

4 **1. Minimum wage.** The minimum hourly wage is \$6.50 per hour. ~~Starting October~~
5 ~~1, 2006, the minimum hourly wage is \$6.75 per hour. Starting October 1, 2007, the~~
6 ~~minimum hourly wage is \$7.00 per hour. Starting October 1, 2008, the minimum hourly~~
7 ~~wage is \$7.25 per hour. Starting October 1, 2009, the minimum hourly wage is \$7.50 per~~
8 ~~hour. Starting January 1, 2017, the minimum hourly wage is \$9.00 per hour; starting~~
9 ~~January 1, 2018, the minimum hourly wage is \$10.00 per hour; starting January 1, 2019,~~
10 ~~the minimum hourly wage is \$11.00 per hour; and starting January 1, 2020, the minimum~~
11 ~~hourly wage is \$12.00 per hour. On January 1, 2021 and each January 1st thereafter, the~~
12 ~~minimum hourly wage then in effect must be increased by the increase, if any, in the cost~~
13 ~~of living. The increase in the cost of living must be measured by the percentage increase,~~
14 ~~if any, as of August of the previous year over the level as of August of the year preceding~~
15 ~~that year in the Consumer Price Index for Urban Wage Earners and Clerical Workers,~~
16 ~~CPI-W, for the Northeast Region, or its successor index, as published by the United~~
17 ~~States Department of Labor, Bureau of Labor Statistics or its successor agency, with the~~
18 ~~amount of the minimum wage increase rounded to the nearest multiple of 5¢. If the~~
19 ~~highest federal minimum wage is increased in excess of the minimum wage in effect~~
20 ~~under this section, the minimum wage under this section is increased to the same amount,~~
21 ~~effective on the same date as the increase in the federal minimum wage, but in no case~~
22 ~~may the minimum wage exceed the minimum wage otherwise in effect under this section~~
23 ~~by more than \$1 per hour and must be increased in accordance with this section~~
24 ~~thereafter.~~

25 **Sec. 2. 26 MRSA §664, sub-§2**, as amended by PL 2011, c. 118, §3, is further
26 amended to read:

27 **2. Tip credit.** An employer may consider tips as part of the wages of a service
28 employee, but such a tip credit may not exceed 50% of the minimum hourly wage
29 established in this section. Starting January 1, 2017, the minimum cash wage paid
30 directly to a tipped service employee may not be less than \$5.00 per hour, and the tip
31 credit may not exceed the difference between the minimum cash wage paid directly to a
32 tipped service employee and the minimum hourly wage established under subsection 1.
33 Starting January 1, 2018, and on each January 1st thereafter, the minimum cash wage
34 paid directly to a tipped service employee must be increased by an additional \$1.00 per
35 hour until it reaches the same amount as the annually adjusted minimum hourly wage
36 established under subsection 1, except that if the minimum cash wage paid directly to a
37 tipped service employee is less than \$1.00 less than the annually adjusted minimum
38 hourly wage, it must be increased by that lesser amount. An employer who elects to use
39 the tip credit, until it is eliminated under this subsection, must inform the affected
40 employee in advance and must be able to show that the employee receives at least the
41 minimum hourly wage when direct wages and the tip credit are combined. Upon a
42 satisfactory showing by the employee or the employee's representative that the actual tips
43 received were less than the tip credit, the employer shall increase the direct wages by the
44 difference.

1 The tips received by a service employee become the property of the employee and may
2 not be shared with the employer. Tips that are automatically included in the customer's
3 bill or that are charged to a credit card must be treated like tips given to the service
4 employee. A tip that is charged to a credit card must be paid by the employer to the
5 employee by the next regular payday and may not be held while the employer is awaiting
6 reimbursement from a credit card company.

7 SUMMARY

8 This initiated bill raises the minimum wage to \$9.00 per hour in 2017 and by \$1.00
9 per hour each year after that until it is \$12.00 per hour in 2020. The minimum wage then
10 increases at the same rate as the cost of living. The minimum wage for workers who
11 receive tips increases to \$5.00 per hour in 2017 and then by \$1.00 per hour each year
12 until it matches the minimum wage for all other workers, which occurs no sooner than
13 2024.

*Order 107-16/17
Tab 11 12-19-16*

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)

**ORDER AUTHORIZING SALARY INCREASE
FOR THE CITY MANAGER**

ORDERED, that an annual salary of \$166,483.20 is hereby approved for the City Manager; and

BE IT FURTHER ORDERED, this salary shall be retroactive to July 13, 2016.

MEMORANDUM
City Council Agenda Item

TO: Mayor and City Council

FROM: Gina Tapp, Director of Human Resources

DATE: December 13, 2016

DISTRIBUTION: City Manager, Mayor, Sonia Bean, Danielle West-Chuhta,
Nancy English, Julie Sullivan

SUBJECT: Annual Compensation Adjustment for City Manager

SPONSOR: Councilor Justin Costa

COUNCIL MEETING DATE ACTION IS REQUESTED:

1st reading_____ **December 19, 2016**_____ **Final Action**_____

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

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

Councilor Justin Costa, Chair of Legislative/Nominating Committee; presentation should take approximately five minutes, plus time for any comments other Councilors or the Mayor may wish to make.

I. SUMMARY OF ISSUE (Agenda Description)

Annual compensation adjustments for City Manager.

II. REASON FOR SUBMISSION (Summary of Issue/Background)

Annual performance appraisal was conducted by the City Council with City Manager Jon Jennings on Friday, December 2, 2016.

III. INTENDED RESULT

A recommendation and approval is needed to grant City Manager compensation adjustments as follows, retroactive to July 3, 2016.

2% COLA adjustment; 5% Merit adjustment based on annual evaluation and attainment of goals;
5% market adjustment.

IV. COUNCIL GOAL ADDRESSED

V. FINANCIAL IMPACT

VI. STAFF ANALYSIS

VII. RECOMMENDATION

VIII. LIST ATTACHMENTS

Prepared by:

Date:

**Human Resources Department**

Gina M. Tapp, SPHR
Director

TO: City Council
FROM: Gina Tapp, Director of Human Resources *GMT*
DATE: December 13, 2016
RE: Compensation Information for City Manager Annual Adjustment

This memo is to provide you with additional information on the recommended compensation adjustment for City Manager Jon Jennings. Please note that the salaries listed below are for various positions, and not exact "comparables" to our City manager position. As the City Council, you are well aware of the differences. The City of Portland City Manager position is very different from any other City manager position in the State of Maine, based on size and scope alone. It also has the added municipal operations of a Long-Term Care Facility and an International Jetport, which is very unique for any City.

Background: Jon Jennings was hired July 13, 2015 at the salary rate of \$148,064.38 annually. He also receives \$500 per month as a vehicle allowance, along with a 12% contribution to an ICMA Executive Deferred Compensation Plan.

For your information, the Deputy City Manager Anita LaChance earns a salary of \$143,559 annually, which is approximately 3.2% less than the City Manager earns currently, which is a compression issue you should be aware of.

Salary Survey:

<u>City/Organization</u>	<u>Position</u>	<u>Salary</u>
Portland Public Schools	Superintendent of Schools	\$148,000 plus \$12,000/year contribution to a 403(b) retirement plan (in addition to regular Maine PERS); plus 5% annually for Performance Compensation for achievement of goals established by the Board
ecomaine	CEO	\$167,182
Portsmouth, NH	City Manager	\$163,800 plus 16% per year contribution paid to a 457 Deferred Compensation plan (in addition to the City's ICMA 401(a) retirement plan); plus a \$5,000 per year retention bonus paid each January 1 st toward the employee's 457 retirement plan
Cumberland County	County Manager	\$113,921.60

In addition, ICMA's most recent Members' Chief Appointed Officials (CAOs) Salary and Compensation Survey Report conducted in 2015 reports that the median salary for CAOs for cities with populations between 50,000 – 99,999 is **\$175,000**. The report also lists salary information by State, however there aren't many reporting cities in our region with a population as large as Portland. For Maine, there was one salary reported for a City with a population of 25,000 – 49,999 and that was \$128,115. Looking at other New England states, there is data for Massachusetts, but again, none with cities as large as Portland, where a total of 8 cities reported with populations of 25,000 - 49,000, showing a median salary of \$157,000. New Hampshire reports data for 2 cities with populations of 10,000 – 24,999 with a median salary of \$128,650. Connecticut reports data for 3 cities with populations of 25,000 – 49,999 with a median salary of \$134,300. New York reports data for 2 cities with populations of 25,000 – 49,999 with a median salary of \$181,000. Rhode Island reports data for 1 city with a population of 25,000 – 49,999 with a median salary of \$187,016.

For your information, below are listed some of the other salaries for the top Manager/Administrator positions in municipalities in Maine just to give you a better picture of what others are earning. This is data comes from the new Maine Municipal Association's online salary tool, based on salary reported by participating municipalities as of June 30, 2016, unless noted otherwise.

<u>City/Organization</u>	<u>Salary</u>
Augusta	\$116,958
Bangor	\$131,020 (current)
Bath	\$115,149
Biddeford	\$122,210 (current)
Brunswick	\$112,008
Cape Elizabeth	\$123,011*
Falmouth	\$120,640
Freeport	\$106,646
Gorham	\$119,671 (current)
Kennebunk	\$113,677
Kennebunkport	\$115,710 (current)
Lewiston	\$124,956
Ogunquit	\$119,330
Old Orchard Beach	\$114,005
Saco	\$120,000
Sanford	\$115,710
Scarborough	\$121,909
South Portland	\$123,143*
Wells	\$116,522
Westbrook	\$120,619
Windham	\$112,299
Yarmouth	\$120,744
York	\$112,000

*Note: Both South Portland and Cape Elizabeth are currently recruiting for City Managers; South Portland for the 2nd round, as the candidate chosen for their first round declined after a contract was extended.

Recommendation from Legislative/Nominating Committee:

It is being recommended that you start by giving Jon a 2% COLA adjustment (\$151,008), which is consistent with what all other non-union employees – including all the Department Directors – received in July at the start of FY17. Then, add to that a 5% merit increase based on his annual performance evaluation and attainment of performance goals (\$158,558.40). Finally, we are recommending an additional 5% market increase to bring the City Manager salary more in line with the compensation of the market for others in similar positions, based on the salary information we have reviewed. These three adjustments would bring the City Manager's salary up to \$166,483.20 annually, and are to be granted retroactively to his annual salary review date of July 13, 2016. This recommendation has received unanimous approval from the Legislative/Nominating Committee.

Please let me know if you need any further information, or if you have questions about any of this information.

*Order 108-16/17
Tab 12 12-19-16*

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)

**ORDER AUTHORIZING WATERFRONT CONCERT FESTIVALS
PRESENTED BY WATERFRONT CONCERTS, LLC
ON THE MAINE STATE PIER AND APPROVING CONTRACTS AND
PERMITS THEREFOR**

ORDERED, that Waterfront Concert Festivals on Maine State Pier are hereby declared as a series of Festivals in 2017 to be presented by Waterfront Concerts, LLC on behalf of event beneficiaries, which will be non-profit organizations; and

BE IT FURTHER ORDERED, that the City Manager is authorized to grant permits to the Festival organizers, Waterfront Concerts, LLC, on behalf of each of the event beneficiaries, pursuant to Sections 25–27 of the Portland City Code for the following activities:

- Waterfront Concerts, LLC will have the use of the Maine State Pier on all mutually agreeable dates of the Waterfront Concert Festivals on Maine State Pier; and any and all public announcement and other speakers or amplifiers used to amplify music or other sound shall be maintained at a reasonable level and be configured by Waterfront Concerts, LLC and the City to focus volume on the Maine State Pier and its immediate environment; and

BE IT FURTHER ORDERED, that the Festival Area, which is Maine State Pier, for all of the approved Festivals will be closed to street vendors pursuant to Section 19–17 of the Portland City Code and is reserved for the use of Waterfront Concerts, LLC, and event beneficiaries for the purpose of conducting the Festivals, subject to the direction and control of the City Manager; and

BE IT FURTHER ORDERED, that the City Manager or designee is hereby authorized to issue a revocable permit for each Festival under Sections 25-26 thru 25-30 of Portland City Code to Waterfront Concerts, LLC and event beneficiaries subject to the following conditions:

- Under no circumstances may alcoholic beverages be sold or consumed on City of Portland right-of-ways during the general admission of each of the approved Festivals, other than at a 21+ beer-only garden to be set up near the stage with security provided by staff from the Portland Department of Parks, Recreation and Facilities; when reserved seats, however, are sold to an approved Festival, alcohol may be served within the general Festival area.

- Waterfront Concerts, LLC shall indemnify the City and hold it harmless from and against all claims arising out of activities during all said Festivals/events approved hereunder, and shall take out and maintain public liability insurance coverage in the amount of at least \$400,000 per occurrence for personal or bodily injury, death, or property for said purposes.
- All conditions for use of grounds, specified in each permit for all Festivals approved hereunder issued from the Public Assembly Facilities Division, shall be adhered to.
- Waterfront Concerts, LLC shall have sole authority over participating vendors at the events and may charge a fee to vendors for the opportunity to vend at all of the approved Festivals.
- City permit fees and license fees, a fee per ticket sold and a percentage of revenue from sales of food, beverages and merchandise for events, as well as costs for city staff assistance will be paid by Waterfront Concerts, LLC.

BE IT FURTHER ORDERED, that the Public Assembly Facilities Division staff or qualified volunteers will provide security at all of the approved Festivals; and

BE IT FURTHER ORDERED, that the City Manager is authorized to issue such other temporary licenses, including licenses for food service establishments, as may be required by the Portland City Code, provided that all other applicable requirements of said Code have been met regarding the operation of all of the Festivals approved hereunder; and

BE IT FURTHER ORDERED, that the City Manager is authorized to enter into an Agreement with Waterfront Concerts, LLC and event beneficiaries for the use of the Maine State Pier as described herein; and

BE IT FURTHER ORDERED, that the City Council hereby authorizes the City Manager to execute said document and any other related documents necessary or convenient to carry out the intent of said document and this Order.

**CITY OF PORTLAND, MAINE
CITY COUNCIL AGENDA REQUEST FORM**

Two copies to be submitted (with supporting material) at least 12 days before Council meeting:

Copies to:	Sonia Bean	Nancy English
	Jon Jennings	Danielle West-Chuhta
	Anita LaChance	Ethan Strimling
	Julie Sullivan	

1. Council Meeting at which action is requested (date): December 19, 2016
2. Can action be taken at a later date? Yes X No
Tour and Promoter would like to confirm events in the upcoming weeks.

If a memo addresses the following issues, you may attach and reference the memo, but please highlight it so that staff may easily answer I-V.

I. SUMMARY OF ISSUE

Authorizing Waterfront Concerts to produce a concert series on the Maine State Pier on various dates in the Spring/Summer 2017. All of these concerts would follow the same guidelines imposed by the City of Portland. With approval moving forward, it would allow Waterfront Concerts to confirm, announce, and put tickets on sale in a more timely fashion. It would also alleviate pressure on the organizer and staff in preparing each concert to be presented to City Council. Approval would eliminate the time constraints and increase the ability for organizers to confirm bookings. This would apply only to the 2017 outdoor concert season. Prior to the 2017 Season, the City Manager will be requesting a City Council Workshop to determine whether to move forward with Waterfront Concerts in the future and whether to approve temporary or permanent structures for 2018 and beyond.

Memo with additional information attached.

II. REASON FOR SUBMISSION (What issue / problem will this address?)

Approval of a concert series would allow the time necessary to announce, sell tickets, and properly promote the individual concerts. With each concert falling under the same guidelines, it would expedite the planning and approval process. This would grant each Waterfront Concerts event over the season:

- A Festival Declaration
- Allowance for control of vendors
- Ability to sell tickets / charge admission
- Granting approval for alcohol sales (Maine State Pier)

III. INTENDED RESULT (How does it resolve the issue / problem?)

See above.

IV. FINANCIAL IMPACT

A negotiated per ticket sold fee, merchandise / food & beverage percentages, and all costs incurred by City Departments for all concerts will be reimbursed by Waterfront Concerts. A similar agreement was in place for 2016, which rendered approximately \$86,000 in NET revenue to the City of Portland. The 2016 season also attracted approximately 50,000 attendees to Portland's Waterfront.

V. STAFF ANALYSIS & RECOMMENDATION

Waterfront Concerts, a Maine limited liability company, has previously been approved to organize and present a concert series in 2014, 2015 and 2016. The 2014 series consisted of (5) concerts, 2015 consisted of (27) concerts. The 2016 series consisted of (28) concerts which attracted approximately 50,000 attendees to Portland's Waterfront.

Waterfront Concerts is an experienced concert presenter which currently presents events at the Maine State Pier, Darling's Waterfront Pavilion and the Cross Insurance Center in Bangor. They also present

events at the Androscoggin Bank Colisee in Lewiston, Cross Insurance Arena, and Merrill Auditorium in Portland.

Following the 2016 Concert Series, Staff feels it has been a positive experience and a good working relationship. Waterfront Concerts will continue to work closely with the City, Casco Bay Ferries, and other existing businesses on improving the overall operation and coexisting in the area of the Maine State Pier. Efforts will continue to be made in minimizing sound levels, and adhering to the determined curfew (which they have demonstrated throughout the 2016 series). Attached is detail from the 2016 season referencing noise complaints received via Police Department, E-mail, Phone, and the SeeClickFix website application.

City Staff are supportive of the Waterfront Concerts -- Concert Series.



Sally L. DeLuca
Director
Department of Parks, Recreation & Facilities

Andrew J. Downs
Director
Public Assembly Facilities Division

TO: Jon Jennings, City Manager
Anita LaChance, Deputy City Manager
FROM: Andrew Downs, Director of Public Assembly Facilities
DATE: December 5, 2016
RE: Waterfront Concerts – Outdoor Concert Season on the Maine State Pier

I am requesting that the following order be placed on the next City Council agenda (December 19, 2016): order authorizing Waterfront Concerts to produce a concert series on the Maine State Pier on various dates in the Spring/Summer of 2017.

We would like to formally request the authority to maintain holds and confirmations through our office, similar to the process we currently use for events at our other facilities. Each concert will fall under the same guidelines enforced by the City of Portland (Recreation & Facilities Management). Administrative control over the usage of the Maine State Pier would be maintained. We request this provision so Waterfront Concerts can more actively market the Maine State Pier as a viable option for artists looking for summer outdoor concerts in Maine. This would apply only for the 2017 outdoor concert season. Prior to the 2017 Season, the City Manager will be requesting a City Council Workshop to determine whether to move forward with Waterfront Concerts in the future and whether to approve temporary or permanent structures for 2018 and beyond.

Currently, Waterfront Concerts is holding a number of dates on the Maine State Pier for potential concerts in 2017. They may not use or confirm all of these dates, and they may be inclined to add additional dates. A "season" declaration will allow Waterfront Concerts the flexibility to confirm with the artists and agents in a more timely fashion.

Waterfront Concerts, a Maine limited liability company, has previously been approved to organize and present a concert series in 2014, 2015 and 2016. The 2014 series consisted of (5) concerts, 2015 consisted of (27) concerts. The 2016 series consisted of (28) concerts which attracted approximately 50,000 attendees to Portland's Waterfront.

Waterfront Concerts is an experienced concert presenter which currently presents events at the Maine State Pier, Darling's Waterfront Pavilion and the Cross Insurance Center in Bangor. They also present events at the Androscoggin Bank Colisee in Lewiston, Cross Insurance Arena, and Merrill Auditorium in Portland.

A negotiated per ticket fee, merchandise and food & beverage percentage along with expenses for all City services will be reimbursed by the organizers for each event. A similar agreement was in place for 2016, which rendered approximately \$86,000 in NET revenue to the City of Portland.

Live music will be performed by bands from a stage set-up on the southeast waterside portion of the pier, oriented northwest towards Franklin Street. Any and all public announcement (PA) and other speakers or amplifiers used to amplify music or other sound shall be maintained at a reasonable level and be configured by Waterfront Concerts' contractor and the City to focus volume on the pier and its immediate environment, limiting any sound impacts in residential



Sally L. DeLuca
Director

Department of Parks, Recreation & Facilities

Andrew J. Downs
Director

Public Assembly Facilities Division

areas. City Staff will be present at each concert monitoring decibel levels and addressing any noise complaints received through Police Dispatch.

While the bulk of the Maine State Pier would be open only to ticket holders that day, access to the schooners that operate from the Maine State Pier would be preserved all day as would access to, and egress from, the adjacent Casco Bay Lines Terminal and garage, and business at the Portland Ocean Terminal. This past season Waterfront Concerts provided additional signage for Portland Schooner Company and The Frances. I would anticipate this type of collaboration to continue.

Beer and food will be made available on the Pier; Waterfront Concerts will be responsible for ensuring that all vendors at the festival have complied with appropriate license requirements, including food service, sale of alcohol and concert licenses. All Security for the event will be provided by the City of Portland's Recreation & Facilities Management Department.

This Council Order will allow the Recreation & Facilities Management Department the flexibility to manage the potential events presented by Waterfront Concerts for the 2017 Summer Season. Following the 2016 Concert Series, Staff feels it has been a positive experience and a good working relationship. Waterfront Concerts will continue to work closely with the City, Casco Bay Ferries, Ready Seafood and other existing businesses on improving the overall operation and coexisting in the area of the Maine State Pier. Efforts will continue to be made in minimizing sound levels, and adhering to the determined curfew (which they have demonstrated throughout the 2016 series). Attached is detail from the 2016 season referencing noise complaints received via Police Department, E-mail, Phone, and the SeeClickFix website application.

City Staff are supportive of the Waterfront Concerts – Concert Series.

Concert Noise Complaint Analysis

We received a total of 45 calls to dispatch labeled as Concert Noise Complaints from the period of 5/26/2016 – 9/9/2016.

Of the 45 calls, 2 calls were for concerts at Thompson's Point on 6/16/2016 and 6/17/2016.

The two concerts that generated the most calls to dispatch were on 7/21/2016 Slightly Stoopid and HORDE Tour with Blues Traveler, Wallflowers, G Love with 7 calls each.

Third Eye Blind on 9/2/2016 generated 6 calls to dispatch.

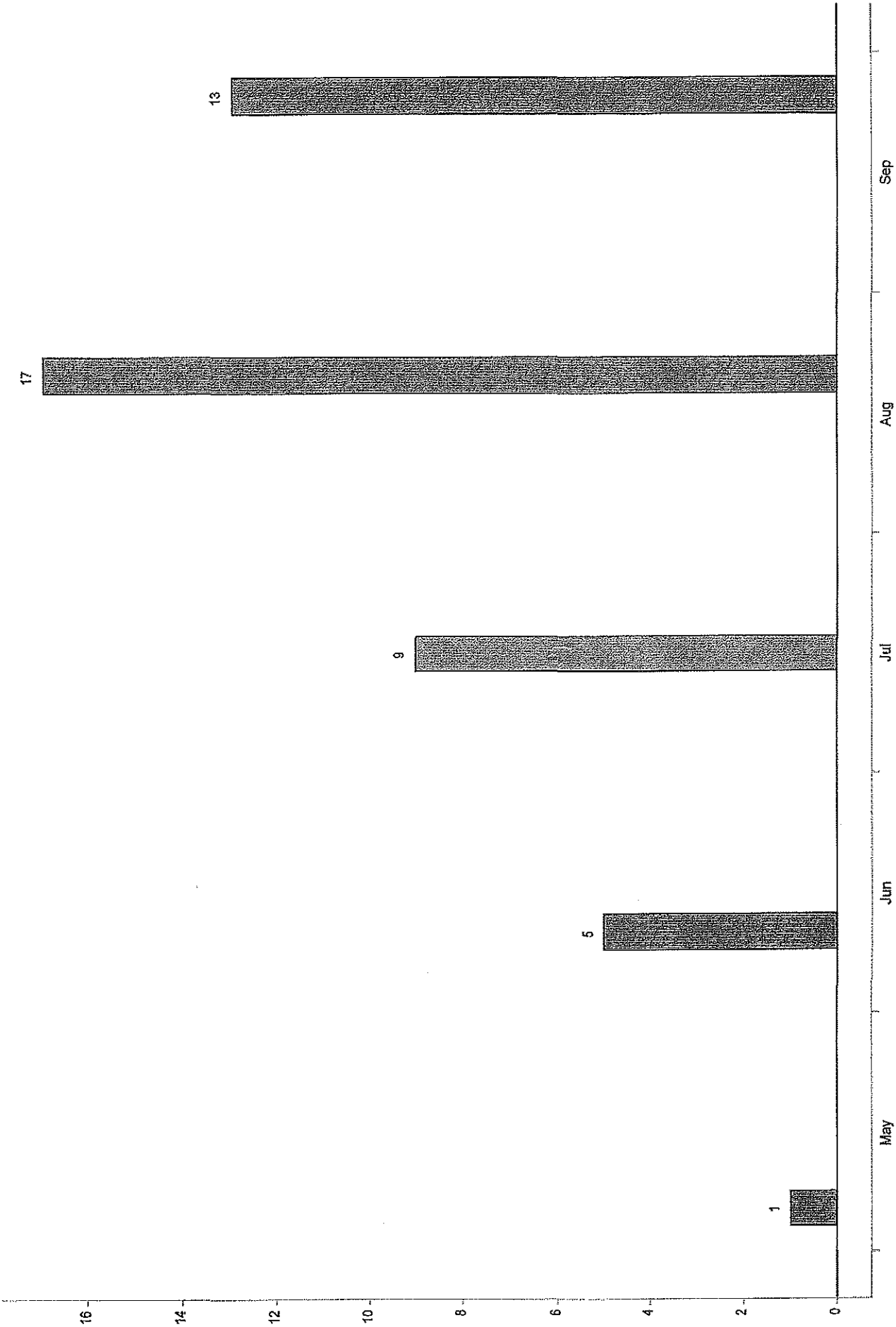
Flogging Molly w/Frank Turner on 8/16/2016 and Gavin Degraw and Andy Grammar on 9/1/2016 generated 4 calls to dispatch.

The month of August received the most complaints for calls with 17 calls, followed by 13 calls in September.

Thursday averaged 17 complaints, Fridays averaged 11 complaints, and Sundays averaged 10 complaints,

There were 2 complaints on 9/9/2016 but I have no information what concert was in town.

Concert Noise Complaints



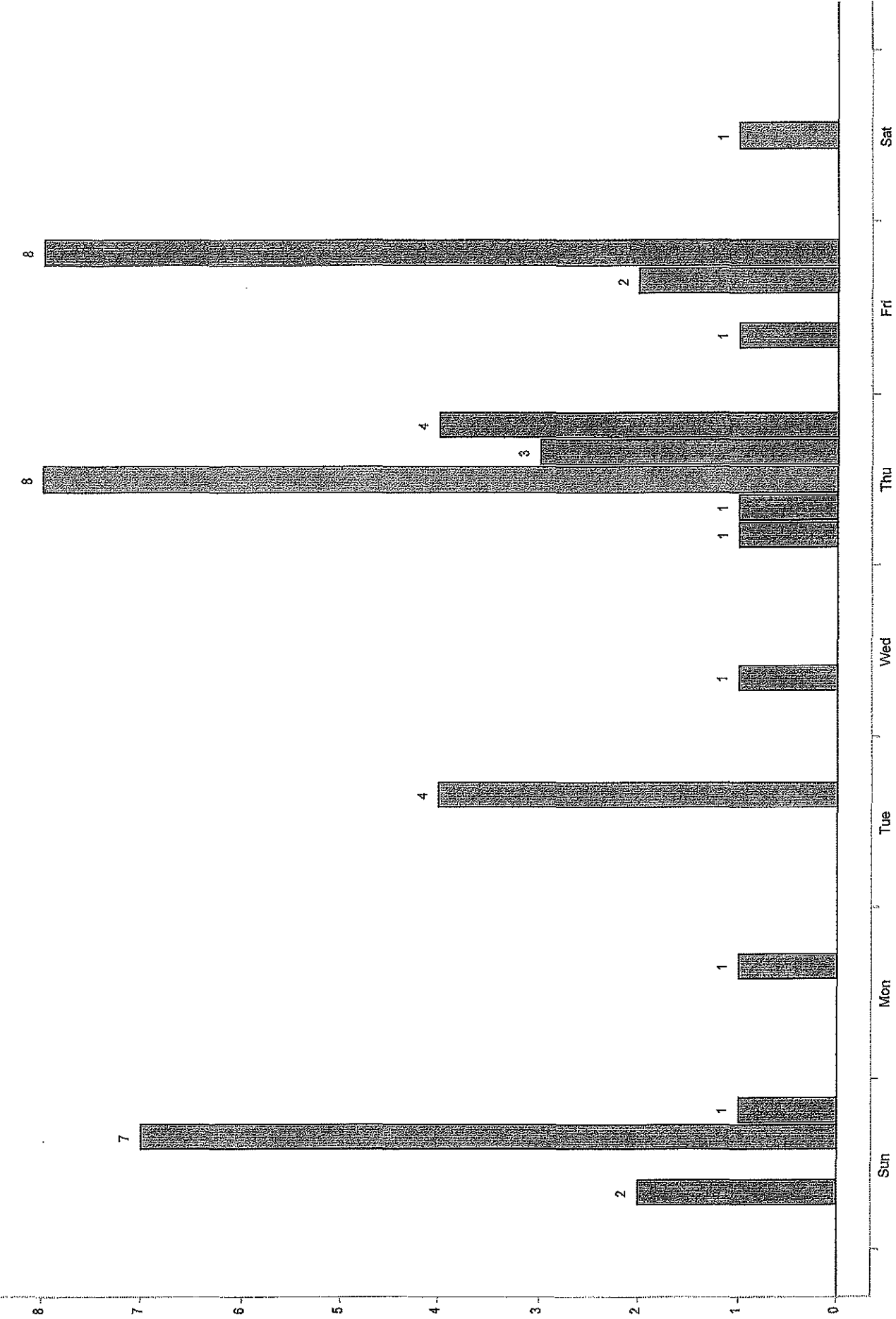
Concert Noise Complaints

date	show	status	notes
5/26/2016	Kenny Rogers	announced	
6/15/2016	Dashboard Confessional / Taking Back Sunday	announced	
6/26/2016	Whitesnake	announced	
7/7/2016	Beach Boys / Temptations	announced	
7/21/2016	Slightly Stoopid	announced	10pm Curfew
8/11/2016	Gov't Mule & Blackberry Smoke	announced	
8/12/2016	Hunter Hayes	announced	
8/16/2016	Flogging Molly w/ Frank Turner	announced	
8/18/2016	The Band Perry	announced	
8/19/2016	Bonnie Raitt	announced	
8/28/2016	HORDE Tour w/ Blues Traveler, Wallflowers, G Love	announced	
9/1/2016	Gavin Degraw and Andy Grammar	announced	
9/2/2016	Third Eye Blind	announced	
9/4/2016	ZZ Top	announced	

Concert Noise Complaints

time_date	(Row Count)
5/26/2016	1
6/15/2016	1
6/16/2016	1
6/17/2016	1
6/26/2016	2
7/7/2016	1
7/16/2016	1
7/21/2016	7
8/11/2016	1
8/12/2016	1
8/16/2016	4
8/18/2016	2
8/19/2016	1
8/28/2016	7
8/29/2016	1
9/1/2016	4
9/2/2016	6
9/4/2016	1
9/9/2016	2

Concert Noise Complaints



FY 16/17 Waterfront Concerts (Revenues vs Expenses)

	<u>Total</u>	<u>Per Concert Avg (28 Shows)</u>
<u>Revenue</u>	\$ 254,491	\$ 9,089
<u>Expense</u>	\$ 167,927	\$ 5,997
<u>Net Revenue</u>	\$ 86,564	\$ 3,092

Revenues include the following:

Ticket Fee is \$1.00 per ticket sold with a minimum of \$1,500.

Reimbursement for all City services including Recreation & Facilities, Police, and Fire expenses.

Merchandise percentage is 10 percent of gross sales (Tour CD's, Posters, Clothing, etc...).

Food & Beverage percentage is 10 percent of gross sales (Vendor food and non-alcoholic beverages).